CHAPTER 8

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

8.1 Introduction:

An attempt was made in the present study to address the following objectives.

1. To study and assess the perception of bank employees towards Corporate Social Responsibility practices in selected Public Sector Banks and Private Sector Banks in Mumbai.
2. To measure, identify, compare and assess the extent of and levels in leadership vision related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
3. To measure, identify, compare and assess the extent of and levels in employee related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
4. To measure, identify, compare and assess the extent of and levels in customers related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
5. To measure, identify, compare and assess the extent of and levels in accountability related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
6. To measure, identify, compare and assess the extent of and levels in community development related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
7. To measure, identify, compare and assess the extent of and levels in corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.

To address the above cited objectives, the following hypotheses were set up by the researcher for the present study purpose.

Hypothesis – 1: Extent of corporate social responsibility practices adopted in private sector banks is higher than that of public sector banks.

Hypothesis – 2: Moderate level corporate social responsibility practices are adopted in selected banks (i.e. Private and public)
Hypothesis – 3: There is no significant difference on corporate social responsibility practices adopted between selected public sector banks and private sector banks.

Mumbai is selected as study area there are 26 public sector banks, out of 26, public sector banks; two are selected for study purposefully to represent public sector banks. Two selected banks are State bank of India and Bank of Baroda. There are 21 private sector banks in India, out of 21, for our study purpose 2 Private sector banks are selected as a representative of private sector banks. The selected private banks are HDFC and ICICI. Branch manager, officer and clerk i.e. Bank staffs or employees are covered in the study area as sample. 1 Branch manager, 2 officers and 2 clerks are covered in the study area. 20 locations from Mumbai are selected. In other words 20 branches of State Bank of India, Bank of Baroda, HDFC and ICICI banks and 5 staff member from each branch are covered total being 400. Thus scope of the study is as under.

1. Employees, who are working in State bank of India, Bank of Baroda, HDFC and ICICI of Mumbai is the population/universal (i.e sample)
2. Mumbai is the study area.
3. Twenty locations of Mumbai namely, Dalal Street or Gate of India, CST/General Post Office, Masjid, Byculla, Dadar, Kurla, Ghatkopar, Bhandup, Mulund, Chembur, Nariman Point/Mantralaya, Cuff Parade, Churchgate, Bandra, Santacruz, Vile Parle, Andheri, Jogeshwari, Goregaon, Girgaon(Parel) are selected.
4. 20 State Bank of India Branches in Mumbai, 20 Bank of Baroda Branches in Mumbai, 20 HDFC Branches in Mumbai and 20 ICICI branches in Mumbai from above mentioned locations are covered in the study.
5. 2 Private Sector Banks and 2 Public Sector Banks are covered.
6. Overall this study is extensive and purposeful.

Data is interpreted and analysed with the help of frequency distribution and frequency converted into percentage, tables, graphs, charts, average, chi-square test and comparative approach and then logical conclusions are drawn.
The study is divided into 8 chapters as under.

1. Introduction: Conceptual framework and research methodology
2. Review of literature
3. Profile of the selected banks for the study
4. Perception of bank employees towards corporate social responsibility
5. Comparison of leadership vision and employees dimension related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
6. Comparison of customers and accountability dimension related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
7. Comparison of community development dimension related corporate social responsibility practices adopted in selected Public Sector Banks and Private Sector Banks in Mumbai.
8. Summary of findings, conclusion and Suggestions.

It is found out after review of literature that research studies on CSR perception, extent and comparison are less addressed by researcher with reference to Indian banking sector is concerned. There are lot of studies on banking sector covering all aspects except CSR. Chapter 4, 5, 6, and 7 are fully on Primary data and data interpretation and analysis is undertaken in these chapters, whereas chapter 1 and 2 are based on secondary data. While chapter 3 present profile of selected Public Sector Banks and Private Sector Banks. Findings and suggestions are in chapter 8.

8.2 Summary of general findings:

Findings on (i) Profile of the selected banks for the study, (ii) socio-economic background of the sample respondents and (iii) Perception of bank employees towards CSR are called here general findings. Summary of general findings are as under.

8.2.1 Summary of findings on Profile of the selected banks for the study:

The profile of the selected banks of the study was studied in chapter 3 based on secondary data. After assessing profile of the selected banks based on secondary data following is the summary of the findings.
1. State Bank of India is the nation’s largest and oldest bank with a network of 15869 branches, 48000 ATM’s, total deposit Rs. 13,94,409 crores, total advances Rs.12,09,829 crores and with total business network of Rs.26,04,238 crores in 2013-14.
2. Education, healthcare, environment, national calamities and community welfare is the focus area of CSR activities of SBI and SBI is very conscious on CSR activity undertaking.
3. By winning number of awards on CSR, SBI proved that CSR activities are increasing year after year.
4. The deposit, advance, total business and net profit of SBI has increased in 2013-14 over 2011-12 to the extent of 33.61 percent, 39.45 percent, 36.23 percent, and 14.27 percent whereas in BOB it is to the extent of 47.81 percent, 27.61 percent, 9.51 percent and 8.76 percent respectively.
5. Bank of Baroda is the second largest Public Sector Bank after SBI with 6254 ATM’s, specially visually challenged person 1200 ATM’s. Paid-up capital Rs. 431 crores, total deposits and total advances Rs. 5,68,894 crores and 2,87,377 crores and total business of Rs.8,56,271 crores in 2013-14.
6. The focused CSR areas of BOB were education, healthcare, women-welfare and socio-welfare activities. The evidence on CSR activities of 2012-14 shows that BOB is very serious about CSR activities and this is recognized and proved by winning global excellent and leadership award.
7. Actual spending of SBI and BOB during 2013-14 was Rs. 148.9 crores and 15.3 crores. It indicates SBI and BOB has spend on CSR to the extent of 0.84 percent. 0.28 percent of average profit of last years.
8. ICICI bank is a Private Sector Bank, having the head quarter at Vadodaro, Gujrat. In terms of its total assets and market capitalization it is the second largest bank in India in the financial year 2013-14. It has 4050 branches, 12,642 ATMs.
9. It has 4,050 branches, 12,642 ATM’s, total advances Rs. 3,38,703 crores, total deposits Rs. 3,31,914 crores and total business Rs. 6,70,617 crores in 2013-14.
10. CSR activities are focused by ICICI were education, environment, financial inclusion and its growth. CSR activities during 2012-14 evidenced that ICICI is concern with India’s development as per government directives. National energy conservation awards recognize the ICICI’s work in environment area as CSR.
11. HDFC Bank headquarter is in Mumbai and it is 5th largest Private sector bank in India in terms of total assets. It has 3,403 branches and 11,256 ATMs.
12. The financial position of HDFC shows the total business net to the extent of deposit Rs.3,67,337 crores, total advance Rs.3,03,000 crores and total business Rs. 6,70,333 crores respectively in 2013-14.
13. HDFC Bank was focusing on community welfare, rural development, education and financial literacy as CSR activities. 2012-14 CSR activities evidenced that HDFC has enough variation in CSR activities. HDFC has Guinness world record for the largest blood donation drive across multiple venues in a single day.
14. The growth of deposits, advances, total business, and net profit in 2013-14 over 2011-12 of ICICI was to the extent of 29.91 percent, 31.49 percent, 31.69 percent
and 58.67 percent respectively and it was for HDFC to the extent of 48.90 percent, 55.05 percent, 51.62 percent and 69.99 percent respectively.

15. The actual spending of ICICI and HDFC was to the extent of 164 crores and 70.4 crores respectively. The actual spending was 1.82 percent and 0.91 percent as a percentage to average net profit of 3 years.

16. Paid up capital. Deposits, advance, total business and net profit of Public Sector Banks in 2013-14 over 2011-12 has increased by 8.77 percent, 37.43 percent, 18.39 percent, 28.50 percent and 8.12 percent respectively.

17. Paid up capital, deposits, advance, total business and net profit of Private Sector Banks in 2013-14 over 2011-12 has increased by 0.60 percent, 39.24 percent, 42.87 percent, 40.95 percent and 63.68 percent respectively.

18. Actual spending on CSR of Public Sector Banks and Private Sector Banks was 35.31 percent and 70.18 percent of their requirement and was 0.70 percent and 1.41 percent of as a percent of 3 years net profit.

8.2.2 Summary of findings on socio-economic background of the sample respondents:

An attempt was made in Chapter 4, section 4.2 to present socio-economic background of the sample respondents in terms of age, gender, qualification, annual income, experience, motives, etc. The following is the summary of findings on profile of respondents.

1. Majority respondents of public sector bank and private sector banks are belong from 31-40 age group and 51-60 years age group.

2. Majority respondents are male to the extent of 71 Percent from Public Sector Banks and 85.5 Percent from Private Sector Banks and together 78.3 Percent respectively.

3. Majority respondents of the both banks are post-graduate to the extent of 82 Percent and 54.5 Percent belong from Public Sector Banks and Private Sector Banks respectively.

4. 63 Percent of Public Sector Banks and 53 Percent of Private Sector Banks sample respondents and together 58 Percent respondents of both banks are belong from Rs.5-10 lakhs income group, indicating majority falls in this income range.

5. Regarding experience, majority respondents, 44.5 of Public Sector Banks and 36 Percent of Private Sector Banks are having more than 15 years’ experience.

6. Majority respondents joined bank with own development motive. However more number of respondents motive to join the Public Sector Banks is to work for society than that of Private Sector Banks.

7. Majority (67.5 Percent) respondents of Public Sector Banks are participating in socio-cultural activities whereas majority respondents of Private Sector Banks (54 Percent) are participating in business profession. Overall majority respondents of
taking together (52.7 Percent) are participating socio-cultural activities other than normal duties.

8.2.3 Summary of findings on perception of bank employees towards CSR:

The perception of 400 employees (i.e sample size) towards CSR on various facets were studied and assessed in Chapter 4, section 4.3 based on primary data collected through questionnaire from Public Sector Banks and Private Sector Banks in Mumbai. From the perception of bank employees towards Corporate Social Responsibility following are concluded (i.e found out).

1. Majority respondents out of 400 respondents, from both banks are aware the Indian CSR models to the extent of 384 (96 percent), 388 (97 percent), 332 (83 percent) and 324 (81 percent) Ghandhiji’s Ethical model, Jawaharlal Nehru’s statist model, Milton Friedman and Theodore Levitt Liberal model and Edward Freeman, Robert Ackerman and Archie B.Correll’s stakeholder model respectively. Indicating on an average, 89.5 (358 respondents) are agreed from the 400 respondents that they aware the Indian CSR models.

2. Majority respondents of Public Sector Bank (81.5 percent) and Private Sector Bank (86.5 percent) agreed that their bank has defined CSR policy. As against of this, only 24 percent and 42 percent respondents belong from Public Sector Bank as well as Private Sector Bank are agreed that their bank has framed CSR policy very well. Indicating that majority respondents from both bank employees respondents state CSR policy is not framed very well. This means that comparatively CSR policy of Private Sector Bank is very well framed than that of Public Sector Bank.

3. 78 percent of Public Sector Banks and 46 percent of Private Sector Banks agreed that CSR should be compulsory. It means as compared to Public Sector Bank employees respondents (78 percent) less number of respondents (46 percent) of Private Sector Banks are agreed on CSR compulsion in banking sector.

4. Majority respondents of Public Sector Banks (41.5 percent), Private Sector Banks (51 percent) and together both banks (46.2 percent) respondents are of the view that Board of director followed by branch manager are framed CSR policy. As compared to Public Sector Bank’s Board of director 41.5 percent and Branch manager 40 percent (i.e 41.5 + 40 = 81.5 percent), Comparison of both the banks shows that the both banks agree that board of director plays an important role in framing the CSR policy. In Public Sector Bank 41.5 percent and in Private Sector Banks 51.0 percent says the board of director frame the CSR policy.

5. Majority respondents of Public Sector Banks (47.5 percent) and Private Sector Bank (35.0 percent), together (41.3 percent) both bank agreed that all the method are practiced in bank for reporting CSR activities. As compared to
Public Sector Bank, the use of all the above method for CSR reporting is higher in Public Sector Bank. It is higher by 12.5 percent.

6. 77 percent of Public Sector Banks and 89.5 percent of Private Sector Banks respondents are agreed that CSR influence positively.

7. Majority respondents of both the bank (56.3 percent) agreed that bank contribute to CSR activities. 67 percent of Public Sector Bank and 45.5 percent of Private Sector Bank respondents agreed on bank should contribute on CSR activities. But as compared to Public Sector Bank employee respondents less number of Private Sector Bank employees are agreed on bank should contribute on CSR activities. Infact majority respondents of Private Sector Bank employees respondents (100-45.5 = 54.5) are disagree that bank should contribute on CSR activities.

8. 90 percent of Private Sector banks and Public Sector Banks are agreed that CSR activities are carrying out by their banks as per Company Act 2013 Ten principles.

9. Majority respondents of both banks (60.8 percent) agreed that scholarship/allowance is the method/way is practiced by banks. It is practiced in Public Sector Banks as well as Private Sector Banks. Majority respondents of Public Sector Banks (48 percent) and Private Sector Banks (73.5 percent) are agreed that giving scholarship is the way practiced for performing CSR activities. As compared to Public Sector Banks, giving scholarship/allowance as a ‘method/way of discharging CSR activities’ is performed higher to the extent of 25.5 percent (73.5-48 = 25.5 percent) respectively.

10. Majority respondents of Public Sector Banks (52.5 percent) and Private Sector Banks (62 percent) and together both bank (57.2 percent) are agreed that philanthropic form/types of CSR activities are practiced more.

11. Majority respondents of Public Sector Bank (45 percent) agreed that community interest is main motive/reason for performing CSR activities whereas majority respondents of Private Sector Banks respondents (80 percent) are states that CSR activities are performed for Commercial growth purpose.

12. Poor responses from the beneficiaries is major hurdle faced by Public Sector Banks (29 percent) whereas CSR viewed differently from manager to manager is the major hurdle faced by Private Sector Banks (33 percent).

13. Majority respondents of Public Sector Banks (57.5 percent) and Private Sector Bank (66.0 percent) are agreed that hurdle faced by bank while carrying out (performing) CSR activities.

8.3 Summary of specific findings on CSR: extent, level and comparison:

An attempt was made by researcher in this chapter to measure, identify, analyses and compare leadership vision and employees related CSR practices adopted
by selected Public Sector Banks and Private Sector Banks based on Primary data, collected through questionnaire, consisting 400 (200 each Public Sector Banks and Private Sector Banks) respondents and by using frequency, percentage, average, graph, charts, table comparison etc technique of data interpretation and analysis. The researcher summarized findings on leadership vision related CSR practices adopted in Public Sector Banks and Private Sector Banks in section 8.3.1 whereas section 8.3.2 summarised findings on employee related dimension.

8.3.1 Summary of findings on leadership vision dimension related CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

(A) Extent of CSR practices adopted:
The major findings are summarised in respects of leadership vision dimension related CSR practices as under:

1. CSR practices are adopted in using organisational mission for CSR performing purpose to the extent of 77.5 percent in Public Sector Banks whereas 58.5 percent in Private Sector Banks respectively.
2. CSR practices are adopted in formulating organisational strategies for effective practicing CSR to the extent of 54.5 percent in Public Sector Banks, as against this it is to the extent of 56.5 percent in Private Sector Banks respectively.
3. 63 percent CSR practices are observed in managing CSR affairs to produce an overall impact on society in Public Sector Banks, whereas 49 percent CSR practices are adopted in Private Sector Banks in this regards.
4. Public Sector Banks are practicing sensitizing banking business on social development (i.e CSR) to the extent of 60.5 percent, as against this 43.5 percent in Private Sector Banks.
5. Regarding CII’s role in initiating CSR practices, it was observed that in Public Sector Banks they are adopted to the extent of 35 percent whereas in Private Sector Bank it is to the extent of 50.5 percent respectively.
6. CSR practices in Public Sector Banks are more/higher than that of Private Sector Banks in three indicators, they are using organisational mission for CSR performing purpose, managing CSR affairs to produce an overall impact
on society and sensitizing banking business on social development respectively.

7. Two indicators of leadership vision dimension are showing less/ lower CSR practices in Public Sector Banks then that of Private Sector Banks, such as formulating organisational strategies for effective practicing CSR and CII’s role in initiating CSR practices and models respectively.

8. 58 percent leadership vision dimension CSR practices are adopted in Public Sector Banks, As against this 51.8 percent in Private Sector Banks respectively, indicating that as compare to private sector banks’ leadership vision dimension CSR practices, Public Sector Banks’ CSR practices in this regards are higher.

9. Overall CSR practices on leadership vision dimension in Public Sector Banks and Private Sector Banks are to the extent of 58 percent and 51.8 percent. Public Sector Banks CSR practices on leadership vision dimension is higher/ more than that of Private Sector Banks.

(B) Level of CSR practices adopted:

1. Practice followed in using organisational mission for CSR performing purpose in Public Sector Banks and Private Sector Banks were to the extent of 77.5 percent and 58.5 percent respectively, indicating that ‘high level’ and ‘moderate level’ CSR practices are followed in Public Sector Banks and Private Sector Banks. As compare to Private Sector Banks using organisational mission for CSR performing purpose practice followed (moderate level), higher level (high level) practice was followed in Public Sector Banks.

2. CSR in respect of formulating organisational strategies for effective CSR practicing in Public Sector Banks and Private Sector Banks were to the extent of 54.5 percent and 56.5 percent respectively, indicating that ‘moderate level’ of CSR practiced by both i.e Public Sector Banks and Private Sector Banks. It is means that same level is adopted by both the bank.

3. Practice of managing CSR affairs to produce an overall impact on society in Public Sector Banks is extent of 63.0 percent whereas it is to the extent of 49.0 percent in Private Sector Bank. It means that ‘high level’ and ‘moderate level’ is adopted by Public Sector Banks and Private Sector Banks respectively. ‘Higher level’ practices is adopted in, managing CSR affairs to produce an
overall positive impact on society in Public Sector Banks as compared to Private Sector Banks.

4. Sensitizing banking business on social development in Public Sector Banks is extent of 60.5 percent whereas in Private Sector Banks is extent of 43.5 percent. It indicates that Public Sector Banks is at ‘high level’ and Private Sector Banks is at ‘moderate level’ at sensitizing banking business on social development. As compared to Private Sector Banks it is sensitizing banking business on social development (CSR) is higher level in Public Sector Banks.

5. CII’s role in initiating CSR practices and models in Public Sector Banks and Private Sector Banks were to the extent of 35.0 percent and 50.5 percent respectively, indicating that ‘Average level’ and ‘Moderate level’ CII’s role in initiating CSR practices and models are practiced. As compared to Private Sector Banks ‘lower level’ CII’s role in initiating CSR practices is followed by Public Sector Banks.

6. Overall result show that CSR practices in leadership vision dimension in Public Sector Banks and Private Sector Banks was ‘moderate level’. This indicates that both banks adopted ‘same level’ in leadership vision.

8.3.2 Summary of findings on employee dimension related CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

On the basis of 6 indicators, extent of and level in CSR practices adopted on employee dimension are measured, identified, assessed and compared in Chapter 5 section 5.4. The summary of findings on extent and level is as under.

(A) Extent of CSR practices adopted:

1. CSR practice are adopted in safe working environment to the extent of 58 percent in Public Sector Banks and 56 percent in Private Sector Banks.

2. CSR practices are adopted in providing equal training and development opportunity to their employees to the extent of 45 percent in Public Sector Banks and 40 percent if Private Sector Banks.

3. 71 percent in Public Sector Banks and 62 percent in Private Sector Banks CSR practiced in respect of providing equal job opportunity and rotation policy.

4. Regarding CSR practices adopted in encouraging staff to report violation of principle and values, it was observed that in Public Sector Banks it is adopted
to the extent of 69 percent and in Private Sector Banks it is adopted to the extent of 60 percent.

5. Public Sector Banks are practicing non-discriminatory recruitment, promotion, transfer and welfare policy for staff to the extent of 70 percent, whereas in Private Sector Banks practicing non-discriminatory recruitment, promotion, transfer and welfare policy for staff is to the extent of 54 percent.

6. CSR practice in staff safety and health is adopted to the extent of 74 percent and 72 percent in Public Sector Banks and Private Sector Banks respectively.

7. CSR practices in Public Sector Banks are more/higher than that of Private Sector Banks in all selected six indicators of CSR under the dimension of employees.

8. On an average employees related CSR practices in Public Sector Banks is adopted to the extent of 64.5 percent whereas in Private Sector Banks it is adopted to the extent of 57.5 percent.

(B) Level of CSR practices adopted:

1. ‘Moderate level’ CSR practice are found in safe working environment in Public Sector Banks and Private Sector Banks; as they scored 58 percent and 56 percent respectively, indicating ‘same level’ (i.e moderate level) of CSR practiced in both banks on safe working environment.

2. ‘Moderate level’ and ‘average level’ CSR practices are adopted by Public Sector Banks and Private Sector Banks in respect of providing equal training and development opportunity to the employees as they scored to the extent of 45 percent and 40 percent respectively. As compared to Private Sector Banks CSR practice (Average level) on ‘providing equal training and development opportunity to the employees’ is higher level in Public Sector Banks (moderate level).

3. ‘High level’ CSR practice are found on equal job opportunity and job rotation policy in both banks. It means ‘same level’ is achieved/practiced in this criteria as 71 percent of Public Sector Banks and 62 percent of Private Sector Banks scored.

4. ‘High level’ and ‘moderate level’ CSR practiced is adopted by Public Sector Banks and Private Sector Banks in respect of ‘encouraging staff to report violation of principles and values. Comparison show that higher level
practices is adopted in Public Sector Banks than that of Private Sector Banks in respect of this indicator. Public Sector Banks and Private Sector Banks scored 69 percent and 60 percent ‘yes’ respondents on this indicator.

5. Regarding level of CSR practice on non-discriminating recruitment, promotion, transfer and welfare policy for staff it were found out that ‘high level’ and ‘moderate level’ is adopted in Public Sector Banks and Private Sector Banks as they scored 70 percent and 54 percent yes respondents respectively. It means level of CSR on this indicators in Public Sector Banks adopted is higher than that of Private Sector Banks.

6. ‘High level’ CSR practices are found on staff safety and health indicator in Public Sector Banks and Private Sector Banks as they adopted CSR practices to the extent of 74 percent and 72 percent in this criteria. Both banks show ‘same level’ in respect of this indicator.

7. Overall result on employees dimension related CSR practiced show that ‘high level’ and ‘moderate level’ CSR practiced are adopted in Public Sector Banks and Private Sector Banks respectively as they achieved/ adopted CSR practices to the extent of 64.5 percent and 57.5 percent in Public Sector Banks and Private Sector Banks respectively. This means that ‘higher level’ employee dimension related CSR practice is adopted in Public Sector Banks than that of Private Sector Banks.

8. Out of 6 indicators of employees dimension related CSR practices, 3 indicators of Public Sector Banks shows ‘higher level’ than that of Private Sector Banks, whereas 3 indicators show ‘same level’.

9. Out of 6 indicators of employees dimension related CSR practices, 2 out of 4 indicators of Public Sector Banks shows ‘high level’ and ‘moderate level’ practices whereas 2,3 and 6 indicators of Private Sector Banks shows ‘high’, ‘moderate’ and ‘average’ level respectively.

8.3.3 Summary of findings on customer dimension related CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

CSR practices on customer and accountability dimension are studied in Chapter 6 by taking 9 indicators, consisting of 6 and 3 indicators for customer and accountability dimension related CSR practices. The extent of and level in CSR
practices on customer and accountability dimension are measured, identified, analysed and then compared adopted in Public Sector Banks and Private Sector Banks. The summary of findings on customer dimension related CSR practices adopted in selected banks is as under.

(A) Extent of CSR practices adopted:
1. CSR practices are adopted in encouraging clients to use services and products responsibly to the extent of 63 percent in Public Sector Banks whereas 91 percent in Private Sector Banks respectively.
2. CSR practices are adopted in customer grievance and complaints department maintain separately to the extent of 65 percent in Public Sector Banks, as against this it is to the extent of 60 percent in Private Sector Banks respectively.
3. 48 percent CSR practices are adopted in customers’ complaints addressed and resolved promptly and effectively in Public Sector Banks, whereas 87 percent CSR practices are adopted in Private Sector Banks in this regards.
4. Usages of CSR in enhancing the ladder of loyalty are practiced to the extent of 20 percent in Public Sector Banks and 77 percent in Private Sector Banks.
5. Public Sector Banks are practicing/ considering CSR criteria in contracts to the extent of 52 percent, as against this 54 percent in Private Sector Banks respectively.
6. Regarding customers are involve in CSR policy by assuming customer is the ‘king of market’, it was observed that in Public Sector Banks they are adopted to the extent of 68 percent whereas in Private Sector Banks it is to the extent of 86 percent respectively.
7. Overall CSR practices on ‘Customer dimension’ are to the extent of 52.5 percent and 76 percent in selected Public Sector Banks and Private Sector Banks respectively.
8. One indicator of customer dimension related CSR shows that CSR practices in grievance and complaint department maintain separately; in Public Sector Banks are higher/ more than that of Private Sector Banks.
9. Five indicators of customer dimension are showing less/ lower CSR practices in Public Sector Banks then that of Private Sector Banks. They are (i) encouraging clients to use services and products responsibly, (ii) customers
complaints addressed and resolved promptly and effectively, (iii) Usage of CSR in enhancing the ladder of loyalty i.e partner, (iv) Considering CSR criteria in contract and (v) Customers are involve in CSR policy by assuming customer is the ‘King of market’ (i.e. value added statement).

10. Overall CSR practices on customer dimension in Public Sector Banks and Private Sector Banks are to the extent of 52.5 percent and 76 percent. Public Sector Banks CSR practices on customer dimension are lower/less than that of Private Sector Banks.

**B) Level of CSR practices adopted:**

1. ‘High’ level and ‘very high’ level are found in encouraging clients to use services and products responsibly in Public Sector Banks and Private Sector Banks as they scored 63 percent and 91 percent respectively; As compared to Private Sector Banks CSR practices adopted on ‘encouraging clients to use services and products responsibly’ (very high level) is lower level in Public Sector Banks (high level).

2. ‘High’ level and ‘moderate’ level practices are adopted by Public Sector Banks and Private Sector Banks in respect of customer grievance and complaints department maintained separately, as they scored to the extent of 65 percent and 60 percent respectively. Comparison shows that as compared to Private Sector Banks CSR practices (moderate level) on ‘customer grievance and complaints department maintained separately’ is higher level in Public Sector Banks (High level).

3. ‘Moderate’ level and ‘very high’ level CSR practices are adopted on customers’ complaints addressed and resolved promptly and effectively in Public Sector Banks and Private Sector Banks as they scored 48 percent and 87 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks on ‘customers complaints addressed and resolved promptly and effectively’ (‘moderate’ level) is lower than that of CSR practices adopted in Private Sector Banks (‘very high’ level).

4. ‘Low’ level and ‘high’ level CSR practices are adopted on ‘usage of CSR in enhancing the ladder of loyalty’ in Public Sector Banks and Private Sector Banks as they scored 20 percent and 77 percent respectively. A comparative analysis indicate that CSR practices adopted in Public Sector Banks on ‘usage
of CSR in enhancing the ladder of loyalty’ (‘low’ level) is lower than that of CSR practice adopted in Private Sector Banks (‘High’ level).

5. ‘Moderate’ level practices are adopted by Public Sector Banks as well as Private Sector Banks on considering CSR criteria in contracts. They score 52 percent and 54 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks (‘moderate’ level) is same than that CSR practice adopted in Private Sector Banks (‘moderate’ level) on ‘considering CSR criteria in contracts respectively. Both banks found adopted ‘same’ level CSR practices in respects of this indicator are considered.

6. ‘High’ level and ‘very high’ level CSR practices are adopted in Public Sector Banks and Private Sector Banks on ‘customers are involve in CSR policy assuming customer is the ‘king of market’, by scoring 68 percent and 86 percent respectively. CSR practices level in Public Sector Banks (‘high’ level) is lower than that of Private Sector Banks CSR practices level (‘very high’ level) on customers are involve in CSR policy assuming customer is the ‘king of market’. This is shown by comparison of levels between Public Sector Banks and Private Sector Banks.

7. Overall result on customer dimension related CSR practices, it was found out that ‘moderate’ level and ‘high’ level CSR practices are adopted in Public Sector Banks and Private Sector Banks on customer dimension related CSR as they scored 52.5 percent and 76 percent respectively. The customer dimension related CSR practices adopted in Public Sector Banks (‘moderate’ level) is lower than that of Private Sector Banks (‘high’ level), indicated by comparison between both selected banks.

8. Out of 6 indicators of customer dimension related CSR practices adopted, 1 indicator show that level of Public Sector Banks is higher than that of Private Sector Banks, whereas 4 indicators shows that level in Public Sector Banks is lower than that of Private Sector Banks; on the other hand, 1 indicator show ‘same’ level respectively.

9. There is a difference in CSR practices adopted level between Public Sector Banks and Private Sector Banks in respect of customer dimension related CSR practices adopted.
8.3.4 Summary of findings on accountability dimension related CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

(A) Extent of CSR practices adopted:
1. CSR practices adopted on ‘reporting/disclosed dialog and interaction with CSR beneficiaries’ are to the extent of 47 percent and 55 percent in Public Sector Banks and Private Sector Banks respectively.
2. CSR practices adopted on ‘reporting/ disclosing proportion of women directors on the board’ are to the extent of 37.5 percent in Public Sector Banks whereas it is to the extent of 29 percent in Private Sector Banks respectively.
3. CSR practices adopted on ‘reporting/ disclosing information and performance on employment to reserve categories’ are to the extent of 58 percent in Public Sector Banks as against this in Private Sector Banks to the extent of 21 percent respectively.
4. Overall CSR practices on accountability dimension are to the extent of 47.5 percent in Public Sector Banks and 35 percent in Private Sector Banks respectively.

(B) Level of CSR practices adopted:
1. Moderate level are found in reporting dialog and interaction with CSR beneficiaries in Public Sector Banks as well as in Private Sector Banks as they scored 47 percent and 55 percent respectively. As compared to private sector banks CSR practices adopted on ‘reporting dialog and interaction with CSR beneficiaries (moderate level), Public Sector Banks’ CSR level in this respect is ‘same’ (moderate level). It means both banks (ownership) shows ‘moderate level’ CSR practices are adopted in their indicator.
2. ‘Average ‘level CSR practices are adopted by Public Sector Banks and Private Sector Banks in respect of” reporting proportion of women directors on the board’ as they scored to the extent of 37.5 percent and 29 percent respectively. Comparison shows that Public Sector Banks CSR practices adopted on ‘reporting proportion of women directors on the board’, (average level), is the ‘same’ in Private Sector Banks also (average level).
3. ‘Moderate’ level and ‘average’ level CSR practices are adopted on ‘reporting information and performance on employment to reserve categories’ in Public Sector Banks and Private Sector Banks as they scored 58 percent and 21
percent respectively. A comparative analysis show that CSR practices adopted on ‘reporting information and performance on employment to reserve categories’ in Public Sector Banks (moderate level) is higher than that of Private Sector Banks (average level).

4. Overall result on accountability dimension related CSR practices is concern, it was found out that ‘moderate’ level and ‘average’ level CSR practices are adopted in Public Sector Banks and Private Sector Banks on accountability dimension related CSR as they scored 47.5 percent and 35 percent respectively. The accountability dimension related CSR practices adopted in Public Sector Banks (‘moderate’ level) is higher than that of Private Sector Banks (‘average’ level).

5. Comparison between Public Sector Banks and Private Sector Banks shows that out of 3 indicators, 2 indicators reported/ disclosed ‘same level’ in both banks ( indicator No. 1 show ‘moderate level’ and indicator No. 2 show ‘average level’) whereas indicator No. 3 shows higher level in Public Sector Banks than that of Private Sector Banks.

6. There are differences in CSR practices adopted level between Public Sector Banks and Private Sector Banks in respect of accountability dimension related CSR practices adopted.

8.3.5 Summary of findings on community development dimension related CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

Chapter 7 measured, identify, compared and assessed CSR practices adopted in selected banks on community development dimension. The following is found out from it.

(A) Extent of CSR practices adopted:

1. CSR practices on rural development are adopted to the extent of 61.0 percent in Public Sector Banks whereas 42.0 percent in Private Sector Banks respectively.

2. CSR practices are adopted for women’s empowerment to the extent of 82.5 percent in Public Sector Banks, as against this it is to the extent of 83.0 percent in Private Sector Banks respectively.
3. 74.0 percent CSR practices are adopted for poverty eradication in Public Sector Banks, whereas 64.0 percent CSR practices for poverty eradication are adopted in Private Sector Banks in this regards.

4. Community development activities in general are practiced to the extent of 68.5 percent in Public Sector Banks and 79.0 percent in Private Sector Banks.

5. Public Sector Banks are practicing education promotion to the extent of 50.0 percent, as against this 55.0 percent in Private Sector Banks as a part of CSR activity respectively.

6. Regarding children’s welfare in general, it was observed that in Public Sector Banks they are adopted to the extent of 15.0 percent whereas in Private Sector Banks it is to the extent of 36.5 percent respectively.

7. Environment promotion was adopted to the extent of 38.5 percent in selected Public Sector Banks and 13.5 in selected Private Sector Banks.

8. CSR practices of health care were adopted to the extent of 58.0 percent and 47.0 percent in Public Sector Banks and Private Sector Banks respectively.

9. CSR practise are adopted for vocational/ skill training to the extent of 64.0 percent in Public Sector Banks, as against this it is to the extent of 11.0 percent in Private Sector Banks respectively.

10. National donation as a effectively tool for CSR practices was adopted to the extent of 73.5 percent and 76.0 percent in selected Public Sector Banks and Private Sector Banks respectively.

11. Regarding natural calamities/ disaster relief fund was adopted in Public Sector Banks to the extent of 55.5 percent and in Private Sector Banks to the extent of 63.0 percent.

12. Supporting senior citizen are practiced to the extent of 30.0 in Public Sector Banks and 16.0 in Private Sector Banks.

13. Supporting physically challenged persons are adopted to the extent of 48.5 percent in Public Sector Banks and to the extent of 69.0 percent in Private Sector Banks respectively.

14. CSR practices of village adoption for community development dimension was adopted to the extent of 49.0 percent in Public Sector Banks, where as it is adopted to the extent of 21.5 percent in Private Sector Banks.
15. CSR practices such as supporting sports activities infrastructure was adopted to the extent of 72.0 percent in Public Sector Banks and 80.0 percent in Private Sector Banks.

16. Regarding supporting cultural activities including arts and music was adopted to the extent of 63.0 percent and 88.5 percent in selected Public Sector Banks and Private Sector Banks respectively.

17. Adoption of girl child was practiced to the extent of 54.0 percent in Public Sector Banks, whereas it was adopted to the extent of 14.0 percent in Private Sector Banks.

18. Established trust/ foundation/ NGOs (for self-development) was practiced to the extent of 88.0 percent and 93.0 percent in selected Public Sector Banks and Private Sector Banks respectively.

19. CSR practices for Farmers’ welfare were adopted to the extent of 19.5 percent in Public Sector Banks and 10.0 percent in Private Sector Banks.

20. Promoting socially deprived groups CSR practiced was adopted to the extent of 9.0 percent only in Public Sector Banks and 7.0 percent only in Private Sector Banks.

21. Overall CSR practices on ‘Community development dimension’ are to the extent of 53.5 percent and 48.5 percent in selected Public Sector Banks and Private Sector Banks respectively.

22. Out of 20 selected parameters for Community development dimension CSR practiced, it was observed that 10 parameters are showing at higher/ high CSR practices in selected Public Sector Banks than that of Private Sector Banks, whereas equal number (10) are showing lower CSR practices in Public Sector Banks and Private Sector Banks.

23. The 10 indicators of community development dimension are showing higher/ high CSR practices in Public Sector Banks than that of Private Sector Banks are (i) rural development, (ii) poverty eradication, (iii) environment promotion, (iv) health care, (v) vocational/skill training, (vi) supporting senior citizen, (vii) village adoption, (viii) adoption of girl child, (ix) farmer’s welfare and (x) promoting socially deprived groups.

24. The 10 indicators of community development dimension which are showing lesser/ low CSR practices in Public Sector Banks than that of Private Sector Banks are (i) women’s empowerment, (ii) community development, (iii)
education promotion, (iv) children’s welfare in general, (v) national donation, (vi) natural calamities/ disaster relief fund, (vii) supporting physically challenged persons, (viii) supporting sport activities infrastructure, (ix) supporting cultural activities including arts and music, and (x) established trust/ foundation/NGO (for self-development).

25. Overall CSR practices on community development dimension in Public Sector Banks and Private Sector Banks are to the extent of 53.5 percent and 48.5 percent. Public Sector Banks CSR practices on community development dimension are higher/high than that of Private Sector Banks.

**(B) Level of CSR practices adopted:**

1. ‘High’ level and ‘moderate’ level are found in rural development CSR practices in Public Sector Banks and Private Sector Banks as they scored 61.0 percent and 42.0 percent respectively; As compared to Private Sector Banks CSR practices adopted on ‘rural development’ (moderate level) is higher level in Public Sector Banks (high level).

2. ‘Very high’ level and ‘very high’ level practices are adopted by Public Sector Banks and Private Sector Banks in respect of women’s empowerment, as they scored to the extent of 82.5 percent and 83.0 percent respectively. Comparison shows that as compared to Private Sector Banks CSR practices (very high) on ‘women’s empowerment’ is same level in Public Sector Banks (very high level).

3. ‘High’ level and ‘high’ level CSR practices are adopted on poverty eradication in Public Sector Banks and Private Sector Banks as they scored 74.0 percent and 64.0 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks on ‘poverty eradication’ (‘high’ level) is same level Private Sector Banks (‘high’ level).

4. ‘High’ level and ‘high’ level CSR practices are adopted on ‘community development’ in Public Sector Banks and Private Sector Banks as they scored 68.5 percent and 79.0 percent respectively. A comparative analysis indicates that CSR practices adopted in Public Sector Banks on ‘community development’ (‘high’ level) is same in Private Sector Banks (‘High’ level).

5. ‘Moderate’ level practices are adopted by Public Sector Banks as well as Private Sector Banks on education promotion. They score 50.0 percent and 55.0 percent respectively. A comparative analysis show that CSR practices
adopted in Public Sector Banks (‘moderate’ level) is the same than that CSR practice adopted in Private Sector Banks (‘moderate’ level) on ‘education promotion’. Both banks found adopted ‘same’ level CSR practices in respects of this indicator are considered.

6. ‘Low’ and ‘average’ level are found in children’s welfare in general CSR practices as a dimension for community development in Public Sector Banks and Private Sector Banks as they scored 15.0 percent only and 36.5 percent only respectively; As compared to Private Sector Banks CSR practices adopted on ‘children’s welfare’ (average level) is higher level in Public Sector Banks (low level).

7. ‘Average high’ level and ‘low’ level practices are adopted by Public Sector Banks and Private Sector Banks in respect of environment promotion, as they scored to the extent of 38.5 percent and 13.5 percent respectively. Comparison shows that as compared to Private Sector Banks CSR practices (low level) on ‘environment promotion’ is higher level in Public Sector Banks (average level).

8. ‘Moderate’ level and ‘moderate’ level CSR practices are adopted on health care in Public Sector Banks and Private Sector Banks as they scored 58.0 percent and 47.0 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks on ‘health care’ (‘moderate’ level) is same level Private Sector Banks (‘moderate’ level).

9. ‘High’ level and ‘low’ level CSR practices are adopted on ‘vocational/ skill training’ in Public Sector Banks and Private Sector Banks as they scored 64.0 percent and 11.0 percent respectively. A comparative analysis indicates that CSR practices adopted in Private Sector Banks on ‘vocational/ skill training’ (‘low’ level) is high in Public Sector Banks (‘High’ level).

10. ‘High’ level practices are adopted by Public Sector Banks as well as Private Sector Banks on national donation. They score 73.5 percent and 76.0 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks (‘high’ level) is same than that CSR practice adopted in Private Sector Banks (‘high’ level) on ‘national donation’.

11. ‘Moderate’ level and ‘high’ level are found in natural calamities/ disaster relief fund CSR practices as a dimension for community development in Public Sector Banks and Private Sector Banks as they scored 55.5 percent and
63.0 percent respectively; As compared to Private Sector Banks CSR practices adopted on ‘natural calamities/ disaster relief fund’ (higher level) is lower level in Public Sector Banks (moderate level).

12. ‘Average high’ level and ‘low’ level practices are adopted by Public Sector Banks and Private Sector Banks in respect of supporting senior citizen, as they scored to the extent of 30.0 percent and 16.0 percent respectively. Comparison shows that as compared to Private Sector Banks CSR practices (low level) on ‘supporting senior citizen’ is higher level in Public Sector Banks (average level).

13. ‘Moderate’ level and ‘high’ level CSR practices are adopted on supporting physically challenged persons in Public Sector Banks and Private Sector Banks as they scored 48.5 percent and 69.0 percent respectively. A comparative analysis show that CSR practices adopted in Private Sector Banks on ‘supporting physically challenged persons’ (‘high’ level) is lower level Public Sector Banks (‘moderate’ level).

14. ‘Moderate’ level and ‘average’ level CSR practices are adopted on ‘village adoption’ in Public Sector Banks and Private Sector Banks as they scored 49.0 percent and 21.5 percent respectively. A comparative analysis indicates that CSR practices adopted in Private Sector Banks on ‘village adoption’ (‘average’ level) is high in Public Sector Banks (‘moderate’ level).

15. ‘High’ level practices are adopted by Public Sector Banks as well as Private Sector Banks on supporting sport activities infrastructure. They score 72.0 percent and 80.0 percent respectively. A comparative analysis show that CSR practices adopted in Public Sector Banks (‘high’ level) is same than that CSR practice adopted in Private Sector Banks (‘high’ level) on ‘supporting sports activities infrastructure’.

16. ‘High’ level and ‘very high’ level are found in supporting cultural activities including arts and music CSR practices as a dimension for community development in Public Sector Banks and Private Sector Banks as they scored 63.0 percent and 88.5 percent respectively; As compared to Private Sector Banks CSR practices adopted on ‘supporting cultural activities including arts and music’ (very higher level) is lower level in Public Sector Banks (high level).
17. ‘Moderate’ level and ‘low’ level practices are adopted by Public Sector Banks and Private Sector Banks in respect of adoption of girl child, as they scored to the extent of 54.0 percent and 14.0 percent respectively. Comparison shows that as compared to Private Sector Banks CSR practices (low level) on ‘adoption of girl child’ is high level in Public Sector Banks (moderate level).

18. ‘Very high’ level CSR practices are adopted on established trust/foundation/NGO (for self-development) in Public Sector Banks and Private Sector Banks as they scored 88.0 percent and 93.0 percent respectively. A comparative analysis show that CSR practices adopted in Private Sector Banks on ‘trust/ foundation/NGO (for self-development)’ (‘very high’ level) is same level Public Sector Banks (‘very high’ level).

19. ‘Low’ level CSR practices are adopted on ‘Farmers’ welfare’ in Public Sector Banks and Private Sector Banks as they scored 19.5 percent and 10.0 percent respectively. A comparative analysis indicates that CSR practices adopted in Private Sector Banks on ‘Farmer’s welfare’ (‘low’ level) is same level in Public Sector Banks (‘low’ level).

20. ‘Low’ level practices are adopted by Public Sector Banks as well as Private Sector Banks on promoting socially deprived groups. They score 9.0 percent only and 7.0 percent only respectively. A comparative analysis show that CSR practices adopted in Private Sector Banks (‘low’ level) is same than that CSR practice adopted in Public Sector Banks (‘low’ level) on ‘promoting socially deprived groups’.

21. Overall result on community development dimension related CSR practices, it was found out that ‘moderate’ level CSR practices are adopted in Public Sector Banks and Private Sector Banks on community development dimension related CSR as they scored 53.5 percent and 48.5 percent respectively. The community development dimension related CSR practices adopted in Public Sector Banks (‘moderate’ level) is same in Private Sector Banks (‘moderate’ level), indicated by comparison between both selected banks.

22. Out of 20 indicators of community development dimension related CSR practices adopted, 6 indicator show that level of Public Sector Banks is higher than that of Private Sector Banks, whereas 4 indicators shows that level in Public Sector Banks is lower than that of Private Sector Banks; on the other hand, 10 indicator show ‘same’ level respectively.
8.3.6 Summary findings on overall CSR practices adopted in selected Public Sector Banks and Private Sector Banks:

Chapter 7 section 7.23.1 measured, identified and compared overall CSR practices adopted along with level in selected banks. The following is the summary of findings.

(A) Extent of CSR practices adopted:

1. CSR practices adopted in leadership dimension are to the extent of 58.0 percent and 51.5 percent in Public Sector Banks and Private Sector Banks respectively.
2. CSR practices adopted in employee dimension are to the extent of 64.5 percent and 57.5 percent in Public Sector Banks and Private Sector Banks respectively.
3. 52.5 percent and 76.0 percent CSR practices are adopted by Public Sector Banks and Private Sector Banks respectively on customer dimension.
4. In Accountability dimension, 47.5 percent and 35 percent CSR practices are adopted by Public Sector Banks and Private Sector Banks.
5. In community development dimension, CSR practices are adopted in Public Sector Banks and Private Sector Banks to the extent of 53.5 percent and 48.5 percent.
6. CSR practices adopted in Public Sector Banks are higher than that of Private Sector Banks in Leadership vision dimension, employee dimension, accountability dimension and community development dimension respectively; it means out of 5 dimension CSR practices adopted in Public Sector Banks are higher than that of Private Sector Banks in 4 dimension.
7. CSR practices adopted on employee dimension in Public Sector Banks are lower than that of Private Sector Banks, indicating that Private Sector Banks are taking more care of customers as against this, Public Sector Banks are not giving much priority to customer oriented CSR practices.
8. Maximum and minimum extent of CSR practices are adopted in Public Sector Banks on employee dimension (64.5 percent) and accountability dimension (47.5 percent) whereas maximum and minimum CSR practices are adopted in Private Sector Banks on customer dimension (76 percent) and accountability dimension (35 percent) respectively. This also highlight that accountability
dimension have least priority in respect of CSR practices in both ownership that is Public Sector Banks and Private Sector Banks.

9. Overall CSR practices are adopted to the extent of 55.2 percent in Public Sector Banks and 53.7 percent in Private Sector Banks. Overall CSR practices adopted in Public Sector Banks are higher than that of Private Sector Banks.

**(B) Level of CSR practices adopted:**

1. ‘Moderate level’ CSR practices are adopted on leadership vision, customer, accountability and community development dimension in Public Sector Banks whereas ‘high level’ CSR practices are adopted on employee dimension in Public Sector Banks. It means in four dimension ‘moderate level’ and in one dimension ‘high level’ CSR practices are adopted in Public Sector Banks.

2. ‘Moderate level’ CSR practices are adopted on leadership vision, employee and community development dimension in Private Sector Banks whereas ‘high level’ and ‘average level’ CSR practices are performed on customer dimension and accountability dimension in Private Sector Banks. This shows that in 3 dimension CSR practices are adopted ‘moderate level’ and in one dimension each ‘high level’ and ‘average level’ CSR practices are adopted in Private Sector Banks respectively.

3. Overall ‘moderate levels’ CSR practices are adopted in Public Sector Banks as well as Private Sector Banks.

4. Comparison shows that;
   (i) Same level of CSR practices (Moderate level) is adopted in Public Sector Banks and Private Sector Banks on leadership vision and community development dimension respectively as well as in overall CSR practices adopted by both ownership banks.
   (ii) In employee dimension and accountability dimension higher level is adopted by Public Sector Banks than that of Private Sector Banks. It is high and moderate and moderate and average between Public Sector Banks and Private Sector Banks.
   (iii) Level adopted on CSR practices in Public Sector Banks in respect of customer dimension is lower than that of Private Sector Banks. It is moderate level in Public Sector Banks and High in Private Sector Banks.
(iv) Overall level in CSR practices adopted in Public Sector Banks and Private Sector Banks is ‘moderate’ and hence it is same level is adopted in both the banks.

8.3.7 Summary of hypotheses testing:

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<tr>
<th>Hypothesis</th>
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<tbody>
<tr>
<td>HY – 1</td>
<td>Accepted</td>
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<tr>
<td>HY – 2</td>
<td>Accepted</td>
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<tr>
<td>HY – 3</td>
<td>Accepted</td>
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8.4 Conclusion:

1. Overall CSR practices adopted in Public Sector Banks and Private Sector Banks are to the extent of 55.2 percent and 53.7 percent. The overall CSR practices adopted in Public Sector Banks are higher than that of Private Sector Banks and there exist difference on CSR practices adopted between Public Sector Banks and Private Sector Banks.

2. Overall moderate level is adopted in Public Sector Banks and Private sector Banks and there is no difference on level of CSR practices adopted in both the banks though ownership structure is different i.e. Public Sector Banks and Private Sector Banks.

3. The value of chi-square is 77.05 and the p-value is 7.171 at 0.05 significance level. As p-value (7.171) is greater than significance level (0.05) the result therefore is not significant, as the p-value is greater than significance level 7.171 > 0.05, therefore the hypothesis -3 stand accepted. There is no significant difference on CSR adopted between selected Public Sector Banks and Private Sector Banks.

8.5 Suggestions:

8.5.1 General suggestion:

1. RBI should come forward with a uniform format of CSR reporting.
2. Some banks are good at reporting but not at actually spending on CSR activities, like SBI Bank. On the other hand some banks are good at actually spending on CSR but not good in reporting or communicating to the general people like ICICI Bank. CSR reporting should be done properly.

3. Most of the Banks employees are not aware about the CSR activities there banks are carrying out. Few Banks employees are joining hands with the NGOS team for proper implementation of CSR activities

4. Many Banks have their own foundation or trust to carry out CSR activities. But not all the banks

5. Banking sector is not totally prepare for the application of Companies Act ,2013 regarding the clause of spending 2 percent of the net profit. It is noted from chapter 3 that there is a big gap between the Actual amount spend on CSR and Budgeted amount on CSR

6. Banking sector is the backbone of the economy, the awareness of CSR will help to develop Indian Economy at a very fast rate.

7. Still there is misperception for the word CSR, it is taken as only charity for the society. Banks should understand that CSR concept is beyond charity.

8. While doing the Research it is noted that some Banks are using their CSR activities just like a media of Advertisement. Example  (a) Books donated to school going children’s but they have logo of their bank behind the books donated. (b) School uniform donated to student’s but on the school uniform the Bank logo is inscribe.(c ) Four wheeler donated to carry midday meal to the municipal schools but the Bank advertisement is inscribe on it, which give it a good publicity.

9. Employee participation should be involve while implementation or framing CSR policy. Labour-participation work will bring a lot of improvement in framing CSR policy and in implementing CSR policy.

10. Lack of awareness among the stakeholders, specially the employees and customers is the main reason for not implementation of the CSR. Awareness programme or training should be conducted in each and every branch of banks.

11. CSR is not a new concept for Indian organisation but it goes as “Naki kar aur darya mai dal” and “Gupt Dan” (hindi proverb) where donation was made for
unliftment of society without any reporting system. This concept should be avoid. Proper system for CSR activities and CSR spending should be reported

12. Proper guidelines and training should be provided to all employees and not only to the CSR department head

13. NGO’s and other CSR partners should trained properly for the implementation of CSR project.

14. Communication of CSR activities done by the bank to general public should be done with the help of newspaper, radio, Television and internet.

15. It is noted from the conclusion that banks are working on same parameters but in different areas. If the areas are distributed properly among the banks irrespect of the ownership, it will help to reduce the economic development problem to a great extent.

16. Banks need to keep record of the feedback from the beneficiary this will help the Board of Director to frame CSR policy in a proper direction.

17. Every last Saturday of the month few hours should be dedicate for CSR activities in local areas of each branch, this will bring a great change in limited period.

18. Paper less banking should be introduce in all banking sector.

19. “Go Green” should be mantra for every organisation including Banking Sector.

20. The CSR activities should not mix with the advertisement or publicity department.

21. Finally CSR is a win-win situation for all. Therefore CSR should be implemented properly by all banking sector.

8.5.2 Specific Suggestions:

1. It is noted that there is a wide gap between the CSR budgeted Amount and CSR actual spending amount. Gap in CSR spending in percent (2.00-0.84) = 1.16 of SBI, Gap in CSR spending in percent (2.00-1.72) = 1.72, Gap in CSR spending in percent (2.00-1.82) = 0.18 and Gap in CSR spending in percent (2.00-0.91) = 1.09 given in Table 3.3, Table 3.6, Table 3.9 and Table 3.12. Banks must have a properly framed CSR policy so that CSR practices are implemented properly to use full budgeted amount.

2. Table 3.2, Table 3.5, Table 3.8, and Table 3.11 shows that only few CSR practices like education, health care and Environment are focus areas for CSR
activities. It is suggested that all other CSR practices should be given equal weightage.

3. It is noted from Table 5.8 that safe working environment was practiced to the extent of 58 percent and 56 percent in selected Public Sector Banks and Private Sector Banks, banking sector need to pay more attention towards safe working environment for their employees.

4. It is noted that Table 6.3 that customers’ complaints addressed and resolved promptly and effectively was to the extent of 48 percent and 87 percent in selected Public Sector Banks and Private Sector Banks respectively. Public Sector Banks should remove the communication gap. They should encourage the customers to come forward with complaints and the complaints must be resolved quickly and promptly, otherwise the customer of Public Sector Banks will be attracted to Private Sector Banks.

5. It is noted from Table 6.4 that the extent of CSR usage in enhancing ladder of loyalty is 20 percent and 77 percent in selected Public Sector Banks and Private Sector Banks respectively, the Public Sector Banks should enhance ladder of loyalty with there present and prospectus customers.

6. From Table 6.9 it is noted that reporting/ disclosing dialog and interaction with CSR beneficiaries is to the extent of 47 percent and 55 percent in selected Public Sector Banks and Private Sector Banks respectively. Banks should keep a proper record of the report with beneficiaries and latter it should be published to general public. By doing so it will encourage the general public i.e external stakeholder to participate in CSR activities followed by them.

7. Extent of reporting/ disclosing information and performance on employment to reserve categories are 58.0 percent and 21.0 percent in selected Public Sector Banks and Private Sector Banks, as shown in Table 6.11. The disclosing of reserve categories in banks will help to calculate the work done by banking sector to uplift the reserve categories.

8. The main focus area of selected banks was education, health care and womens empowerment. While the other area of CSR practices is not taken so seriously. As per Ten principles of Companies Act, 2013, other CSR activities should also be performed.
8.5.3 Scope for further study:

The present study undertakes a comparative analysis of Corporate Social Responsibility of selected Public Sector Banks and Private Sector Banks. It was seen that many studies was done on performance evaluation of Public Sector Banks and Private Sector Banks and Many studies was done on CSR in industries sector or CSR as a big umbrella concept. It was noted that only a few numbers of research was done on CSR in banking sector.

The researcher in the present study selects SBI and BOB from Public Sector Banks and HDFC and ICICI bank from Private Sector Banks. 5 indicators was used namely, Leadership vision dimension, employee dimension, accountability dimension, customers dimension and community development to decide the extent of and level in CSR practices. At present there are 26 public sector banks, 21 private sector banks and 36 foreign banks. There is a vast scope of further study in this area. CSR in Banking Sector is still unexplored area from research point of view. Further study can be done on :-

2. A indepth study of CSR in a single particular bank e.g CSR in Banking Sector: A Case study of SBI or any bank.
3. A comparative study on any other banks from Public sector banks, Private sector banks and Foreign banks can be selected other than SBI, BOB, HDFC and ICICI.
4. Ethical values of bank employees and its relation with CSR practices.
5. Same selected banks with different area cover can be undertake,
6. Different indicators other than the selected indicators can be used for research purpose.
7. CSR practices with reference to SHG/ Micro credit/ Financial literacy can be done in further.
8. Corporate Social Performance (CSP) and Corporate Social Finance performance (CSFP) can be study.
9. Evolution of CSR models with reference to changing time period can be study.
10. Impact of CSR practices on Bank image can be study.
11. Prioritizing in CSR activities can be taken for further study.
12. Ranking correlation between CSR activities can be choice for further study.