CHAPTER-10
SUMMARY, CONCLUSIONS AND SUGGESTIONS

10.1 SUMMARY

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Globalisation opened up economies world over and offered scope for investment in any part of the world and also brought the new opportunities to developing countries to participate globally in socio-economic and cultural affairs. Greater access to markets of developed countries and technology transfer hold out promise of improved productivity and higher living standards. The process of globalisation has thrown up new challenges like growing inequality across and within nations, volatility in financial market, environmental degradation and competition among the corporations, to overcome these challenges the globalisation has given rise to the practice and concept of Corporate Social Responsibility (CSR).

Corporate Social Responsibility (CSR) is commitment by organizations to balance financial performance with contributions to the quality of life of their employees, the local community and society at large is gaining worldwide value as a business tool and social effort. Organizations are increasingly called upon to evolve beyond focusing on the financial bottom line and consider the social and environmental impact of their business decisions, particularly as globalization continues. Corporate social responsibility includes a broad range of practices and activities, from charitable donations to cause branding to business strategies addressing human rights and labor issues. But organizations demonstrate corporate social responsibility and the rationale behind such practices may vary according to the industry, sector and country in which organizations operate.

The corporate sector has a pivotal role to play in ensuring private investment flows to those rural areas that have been left out of the development process so far and also to work for sustainable development of rural areas in general. Over the past few years, as a consequence of rising globalization and pressing ecological issues, the perception of the role of corporates in the border social context within which it operates, has been altered. Corporates considers themselves as an integral part of society and accordingly act in a social responsible way that goes beyond economic performance and as a result of this shift from purely profit to profit with social responsibility.
We believe that a company making billions of dollars of revenue through processes and products, which are harmful to humans, other forms of life and environment and spending millions of dollars of that income on philanthropy is a billion dollar problem. Instead, the world should welcome corporates which are sensible and sensitive, work on their business processes which take care of multiple stakeholders and environment but not spending a single dollar on community initiatives every company during its operations and activities degrades the environment. Thus, it becomes the duty of every company to give back and replenish, first the environment, and thereafter undertake various community development initiatives, infrastructure projects, and other innovative projects that benefit society. Conducting business in a responsible way has always been a priority and prime principal of corporate social responsibility.

In view of the statement of the research problem made above, the present study try to address itself to the objectives as follows: to study the awareness and knowledge of community about CSR and implementing organisations, to identify the emerging trends of CSR programmes carried out by the organisations in India and study sites, to observe the different strategies adopted by the organisations and its effectiveness, to through a light on the issues rose in implementation of CSR activities in community and to understand the impact of CSR activities carried by the organisation in enhancing the community development.

In pursuance of the objectives stated in earlier part, few hypotheses were deduced to be tested and those are as follows: Still common man (Community) is unaware of the concept of CSR, there is no observable change in CSR trend from past five and six years, No specific strategies difference was observed in implementation of CSR across organisations, most of the CSR initiatives of organizations were biased towards community infrastructure development rather than environment protection, Corporate bodies operating CSR in India lack professional approach and committed human resources to execute CSR activities in more appropriate manner and Directly or indirectly communities surrounding to organisations few of were got benefited through CSR activities while, major chunk of them still remained unsatisfied.
Thus, before going into the details and current research analysis the researcher mind to review the literature on CSR in different aspects, this review is perceived to be important in a sense it provides the context and justification for the proposed research. The review of the CSR as an essential preface to the investigation of CSR studies undertaken in past. The Corporate Social Responsibility as a principle and practice in a way is closely linked with the concept of welfare state, enlightened management and ameliorative populist movements that are conspicuous characteristics of the contemporary civil society. The emphasis is moral, social and ethical obligations of these who are benefited to part with a portion of fortunes for a betterment and uplift of those who may have borne the brunt of the process of creation of wealth on the one hand and might have contributed to this process without being the part of it.

A firm’s CSR initiative affected both stakeholders’ overall beliefs and attitudes toward the firm as well as their intentions to seek employment with the firm, consume its products, and buy its stock. Individuals who were aware of the CSR initiative had more positive company-related associations, displayed greater organizational identification with the company and indicated a greater intent to purchase products, seek employment, and invest in the company than respondents who were unaware of the initiative. Therefore, CSR activity has the potential to increase not only CSR associations, attitudes, and identification but also the intent of stakeholders to commit personal resources (e.g., money, labor) to the benefit of the company. A key implication, therefore, is that to reap the positive benefits of CSR, companies need to work harder at raising awareness levels (Sankar Sen, Bhattacharya and Daniel Korschun, 2006).

The reactions of consumers to CSR reveals its company favoring effects on an array of cognitive and affective (e.g., beliefs, attitudes, attributions, identification) as well as behavioral (e.g., loyalty, even during product harm crises) outcomes. Consumers’ ability to accurately identify the CSR activities of the firms they consume from is, in general, quite low. Awareness of the CSR initiative to be associated with a set of four company specific outcomes beliefs, attributions, attitude, and identification

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that are internal i.e., pertaining to thoughts and feelings to consumers (Bhattacharya and Sen, 2003).

The short-term economic success may not good indicia of long-term success. Sustainable business success requires sustained existence in a corporation's political, economic, social, technological, legal and environmental contexts. Far beyond the traditional economic focus, consumers, governments and public interest groups alike increasingly expect the business sector to take on more social and environmental responsibilities. Corporate social responsibility (CSR) is the model in which economic, social and environmental responsibilities are fulfilled simultaneously. However, there is insufficient empirical evidence that demonstrates genuine widespread adoption of CSR in practice, and its underlying reasons. Though research in CSR has been rapidly growing, its commercial reality and implications need to be further improved if it is to inspire corporations to voluntarily adopt CSR. In the literature, Carroll's four-dimensional (economic, legal, ethical and discretionary) CSR framework offers a theoretical basis for developing an empirically based model to explain why and how profit-motivated managers take up CSR voluntarily.

The evolution of the concept and definition of corporate social responsibility (CSR) is traced from its modern beginnings in the 1950s. Definitions expanded during the 1960s and proliferated in the 1970s. In the 1980s, there were fewer new definitions and more empirical research, and alternative themes began to mature, including corporate social performance, stakeholder theory, and business ethics theory. In the 1990s, CSR continues to serve as a core construct, but yields to, or is transformed into, alternative thematic frameworks (Carroll, Archie B, 1999). Historically, CSR has been viewed as developed countries’ phenomena. As such a large body of literature on CSR practices has merged in the context of developed countries. However, literature on the theory and practices on CSR in the developing countries remains scant (Belal, 2001). Hardly a few studies have looked at CSR practice in India. Different researches at different points of time and classical Indian literature have emphasized the CSR practice of corporate entities in India. A long back Kautilya in his ‘Arthasastra’ mentions traders’ responsibilities to the local society. In ancient India, such responsibilities were voluntary and not mandatory.
In spite of the rich contributions which it has made to recent scholarship, Business and Society research does not systematically address the organizational and managerial issues associated with corporate social responsibility (CSR) strategies and policies. In the 1970s, this very conclusion prompted the Harvard Business School to launch a research program focused on Corporate Social Responsiveness, although the content of the program has since been forgotten and/or overly simplified (Acquier 2011).

The company should recognise that every action and the implementation of that action affect people, communities and the environment. From buying tea from estates around the world to the point where its many tea products are sold, understanding and addressing the impact of its business activities is central to the way the company works. Many of the CSR practitioner, researcher and academicians express their opinion that there are number of survey studies were carried out based on secondary information and organisational reports but very few studies conducted to understand the practice of CSR in India in a true sense, that is community, which is one of the important stakeholders in CSR but the existing review of literature shows that the studies to understand CSR from community prospective is lacking at present literature. Therefore an attempt is made in the present study to understand the interface between the company and community pertaining to the concept of CSR as a societal motto of CSR initiatives and sustainable development.

Renu Jatana and David Crowther (2007), Argue that CSR has a role to play in the empowerment of women in India and to show that this was actually happening. The research was based on reported information from Indian companies. The paper makes a link between these two topics which has not been made before. Verma and Chauhan (2007) found that roads, pollution and power are the major concern of corporate 2010 CSR activities as compared to least concern area which is communication and education. Another study by Dutta and Durgamohan (2009) found that education takes the first place followed by health and social cause. Similarly, a survey conducted by CSM (2001), the perception of companies towards various parameters of CSR has been brought forward. The various dimensions of CSR
valued by companies are national wealth, employment, environment and social programme including health and literacy.

Rune Dahl Fitjar (2011) examines the drivers and barriers for corporate social responsibility (CSR) in the Norwegian graduate uniform industry, which is a market devoid of large corporations, consisting entirely of two small businesses. It finds that these small businesses' CSR activities are not particularly well explained by the existing literature on CSR in small- and medium-sized enterprises, which assumes the presence of large competitors. This raises the question of whether small businesses that do not compete against large corporations may actually behave more like ‘little big firms' when it comes to CSR. The article finds that the two businesses studied are mostly driven by external pressure to improve their social responsibility. Such pressure stems partly from news reports on their activities and partly from increasing competition leading to a situation where the small businesses operating in the market scrutinise each others' activities.

Matani and Vishwas N. Ahuja (2010), examine the impact of corporate social responsibility (CSR) on corporate financial performance (CFP) in terms of profitability and growth after controlling for the effect of other variables on financial performance. Secondary data on CSR based on 93 companies operating in India have been analyzed by applying content analysis of annual reports for the year 2005–06 and individual websites of the companies. For CFP and control variables, secondary data have been collected for seven-year period from 1999–2000 to 2005–06 from Prowess, electronic database developed by Centre for Monitoring Indian Economy (CMIE), Mumbai. Statistical tests like factor analysis and multiple regression analysis have been applied. The results indicate significant positive impact of CSR on corporate profitability and insignificant positive impact on corporate growth. The present study was helpful for managers in considering the positive impact of CSR on corporate profitability while taking decisions about investing in CSR areas. In order to have competitive advantage, industries have to adopt a more holistic and inclusive business model, which has a direct correlation with business performance covering economic, social and environmental considerations. Companies now expected to
discharge their stakeholder responsibilities and societal obligations, along with their shareholder-wealth maximization goal.

To carry out the current research investigation further it is mandatory to have a proper representative sample hence; it was decided to select three sample units (companies) from each form of the organisation irrespective of the sector they have been working. However their managerial staff, workers and beneficiaries from the CSR programme implemented villages were interviewed. The present study requires a comparative analysis of the corporate social responsibility of three different types of companies. However, to look into the in-depth analysis of the same purpose, it is appropriate to have a large representative sample size of 450 respondents; were interviewed for the study purpose. The present study requires two form of data collection i.e. one is secondary form of data collection and the second one is primary data collection. In order to have firsthand information about the back ground profile, the secondary data were collected through available published corporate annual reports gathered for the last five years. Moreover an interview schedule was prepared and it was pre-tested before introducing to the selected study group (Respondents) of four hundred fifty, and that is fifty respondents from each CSR programme implemented organisation. Further another specific questionnaire was introduced to the existing managerial staff and representatives from the CSR machineries.

Since the study involves a parallel analysis of the corporate social responsibility to management and beneficiaries, purposive sampling method was employed to understand the trends, issues, strategies and its impact on community development through CSR implementation. Purposive sampling method was used for selecting the nine sample units (companies) that were good in CSR activity implementation from three different categories. The selection of beneficiaries for interview was done through simple random sampling method. The analysis was systematically done by using the Statistical Package for Social Science, to maximise consistency and objectivity of the study with the help of coding key. The data was coded and the coded data was entered in to the software called SPSS. After coding the data, linear tables were generated for descriptive presentation further analysis was done by applying $X^2$ test, Based on the treatment requirement for the data. The
findings of study were presented through Graphical and diagrammatic representation interpreting them in a written manner of this thesis.

However, the explanation of the findings related to the current research investigation move forward from its simplicity to more complex analysis in a sense to begin with the understanding of background characteristic (history) of study area and studied population and the important finding as an outcome results to understand the current research in process and suggest the scope for the further improvement in this field of research study.

With the above note Karnataka is the state covers an area of 191,791 km² (74,051 sq mi) or 5.83 percent of the total geographical area of India. It is the eighth largest Indian state by area, the ninth largest by population and comprises 29 districts. Karnataka, which had a GSDP (Gross State Domestic Product) of about Rs. 1940.09 billion ($ 46.19 billion) in the 2006-2007 fiscal year, is one of the more economically progressive states in India. The state registered a GSDP growth rate of 9.2 percent for the year 2006-2007. Karnataka's contribution to India's GDP in the year 2004-05 was 5.2 percent.Karnataka was the fastest growing state over the past decade in terms of GDP and per capita GDP, placing it third among the states of India. Since the 1980s, Karnataka has emerged as the pan-Indian leader in the field of IT (information technology). As of 2007, there were nearly 2,000 firms operating out of Karnataka. Many of them, including two of India's biggest software firms, Infosys and Wipro are also headquartered in the state. Exports from these firms exceeded Rs. 50,000 crores ($12.5 billion) in 2006-07, accounting for nearly 38 percent of all IT exports from India. All this has earned the state capital, Bangalore, the sobriquet Silicon Valley of India. Karnataka has one of the most congenial industrial environments in the country. Because of Labour unrest is few and unheard of, Law and order problems are minimal, A stable government and good infrastructure, Large pool of human resources, aided by the presence of a large number of engineering, medical and other educational institutes. A single window Clarence system and many other benefits make Karnataka a favourite investment location to all kinds of investors Public, Private and foreign.
Since the study involves a parallel analysis of the CSR of three different sectors of companies i.e. Indian private, Indian public and Multi National Companies, which are known to be having CSR programme and initiatives CSR in Karnataka. Since all three sectors of companies i.e. private, Indian public and Multi National Companies available in Karnataka and to avoid the language problem to interview the beneficiaries of CSR. It has decided to conduct field work in Karnataka.
10.2 Conclusions

It was found from the analysis that average age of the CSR managers was 42 years in studied organisation, the gender wise analysis shows that seven of nine managers were headed by men, with that different educational background people were heading the CSR unit. The response regarding experience of the CSR managers shows that most of the respondents (six of nine) had experience of more than 20 years, only one CSR manager belongs to MNCs had experience of eight total years of experience. Further it was found that CSR unit head was called by different designations in different organisations, such as HR manager, Manager, Director-CSR unit, team leader, coordinator and so on.

It was found from the analysis that 32 percent of respondents were 36 to 45 years of age group and remaining 16 percent of the respondents were above age 45 year, which indicates inclusion of all group representation in study. Gender wise study shows that 54 percent of respondents were male and 45 percent of the respondents were female those were involved in survey, which shows equal participation of both the gender in study. This study shows that around 27 percent of the respondents involved in study were illiterate, 36 percent of the respondents were completed their education till high school and remaining 37 percent of the respondents were completed PUC or higher education. The information was collected on living children for married respondents, it shows that four percent of the respondents had no children, 40 percent of the respondents had one or two children and 45 percent of the respondents had three to five children and remaining 11 percent of the respondents were had more than five children.

Further it was noticed that 76 percent of the respondents were belongs to Hindu religion, 14 percent of the respondents were belongs to Muslim and another 10 percent of the respondents were belongs to other religion, such as Jain, Christian and so on, it clearly shows that the representation of religion wise respondents in the study was almost similar to universe (census of India). Further caste wise analysis show that 32 percent of the respondents were SC/ST, 51 percent of the respondents were belongs to OBC and another 17 percent of the respondents were forward caste, the representation of respondents was almost similar to census/NFHS caste wise
distribution of population. Family size is also one of the important indicator in understanding the respondents back ground, the study show that 73 percent of the respondents were belong to small size of family which contains five members or less than that, 24 percent of the respondents were belong to medium size of family which was classified under 6-10 members of family, only three percent of the respondents were belongs to large family size where more 11 members stays in a family or household.

As far as living condition is concerned that 45 percent of the respondents had tap inside residence for main source of drinking water, 42 percent of the respondents get water from the public tap, eight percent of the respondent’s main source of water was hand pump or bore well and remaining five percent of the respondents get water from other sources such as covered or uncovered well, river canal and so on. It was observed from the study that 97 percent of the respondents told their main source of lighting was electricity it was found that still three percent of the respondents use kerosene and other source for lighting in their household, whereas 47 percent of them use gas as main source for fuel for cooking, while 44 percent of the respondents still use the wood as their main source of cooking and remaining five percent of the respondents use kerosene as main source for cooking in study area. Last but not least 15 percent of the respondents still reside in Kachcha type of houses, while 46 percent of the respondents resides in semi-Pucca households and only remaining 40 percent of the respondents stays in Pucca houses.

With this background prolific scenario it will be interesting to know the impact of these variable on different aspects of CSR as a subject of understanding, in that process it was found that familiarity about the term corporate social responsibility among the beneficiaries was found to be below adding up to the average of 41.1 percent, but when it comes to mentioning the name of the organization which is working on the CSR implementation found to be more than (84.7 percent) their awareness with the CSR concept as a subject. The average percentage of the respondents i.e. 50.0 percent of the male beneficiaries were familiar with the ongoing concept of corporate social responsibility than that of their counterparts. Moreover the level of knowledge was also fund to be more among male respondent i.e. 87.8 percent
against 80.9 percent among female respondents in connection with naming the working organization in their community on CSR activities were concerned. It was observed that awareness and knowledge related to the concept of CSR and related working organization found to be more among those respondents who were unmarried i.e. 70.0 percent awareness and 93.3 percent knowledge found respectively. In comparison currently married and dissolved the marital status like divorced, widowed and separated.

The majority of the respondents who were familiar with the concept of CSR all are came from larger family size 50.0 percent than that of their counterparts who either belong to moderate or small family i.e 44.4 percent and 29.9 percent respectively. Moreover same pattern was found as far as knowledge was concerned. The respondents of major religions followers of India like Hinduism and Islam restricting themselves from being familiar with CSR concept (41.5 percent and 24.2 percent). However similar situation was recorded as for as the respondents knowledge was concerned. It was clearly visible in a expected direction like they respondents who belong to SC, ST and OBC lacking behind in being familiar and having correct knowledge in terms of working with the CSR concept (30.6 percent 42.2 percent and 57.9 percent respectively compared to the forward caste people. Who too in percentage wise i.e. 57.9 percent and 87.0 percent respectively. It was found that as respondent educational level increase more in a vertical way in a sense, from the level of illiteracy to the level of pre-university then the understanding of the concept of CSR and knowledge among the respondents also steadily takes a upward trend.

In a way to see the trend of CSR at national level as well as in studied area, the study shows that, still 23 percent of largest companies were rated at 0 levels, which means 113 of 500 largest companies have not undertaken any CSR activities and remaining 77 percent of 500 companies were initiated at least some kind of CSR activities. This gives an room for the further discussion that if 23 percent of largest companies were not yet initiated the CSR activities means the initiation and implementation of CSR will be less among medium scale industries and it will be even less in small scale industries. So it is important to conduct some sort of studies.
to understand the level of CSR implementation with the help of systematic sampling to represent all sorts of companies in India.

Since 2007, a lot has changed: now there is greater awareness and hence practice of CSR in India was found from the national level CSR survey carried out by TNS India and the Times Foundation, has revealed that the involvement of companies in CSR has been increasing in recent past that is more so after 1991. So it can be concluded that there is increasing trend in involvement of corporates in CSR activities. Analysis by types of organisation reveals that about two-third each of the private multinational agencies (70 per cent) and private national agencies (67 per cent) initiated CSR activities during this period, while one-third of the PSUs (36 per cent) also reported their CSR program. The findings from the present study conducted based on the primary data also suggest that the CSR was recent phenomena and most of the studied i.e. corporate (eight of nine) were initiated CSR within last 15 years, whereas remaining four out of nine corporates were started CSR activities within last six year.

Further it was noticed that irrespective of the started time period and the type of organization the budget allocation to implement the CSR activities remained the same with little adage shown by a private organization which is ahead than any of these remaining organizations by allotting 800 laks towards the CSR activities on the contrary there is no clear picture available from two of the Govt. organization out of three. The trend analysis shows that there was slight decline in budget allocation in study area but the decline was not (144 lakh in 2008-09 v/s 139 lakh in 2011-12) significant.

The opinion from the respondents shows that lot of changes have taken place while implementing the CSR activities undertaken by the M.N.C since from the starting year till today i.e. 72.7 percent in comparison to their counterparts like public and private sector organizations i.e. 69.5 percent and 65.8 percent respectively. The present CSR research study reveals that 71.1 percent of the study respondents stated they had observe lot of changes in CSR implementing part from different organizations over a period of time, where the CSR unit is headed by the CSR trained
person found to be more compact and composed in functioning in comparison to the one which is headed by general HRM trained or even that matter untrained person being head of the CSR unit. There was no change (69.2 and 69.6) observed in the CSR action plan implemented by the organizations in the study area either directly or in collaboration with the partners like N.G.O, Govt. body’s or local village committee. The only change observed by the respondents that is (76.3 percent) in those organizations which were headed by specially qualified management personnel like community oriented and technical course.

As far as major issues to be covered under the umbrella of CSR it was found from the present study that overall education, health, environment, livelihood promotion and women empowerment were the major thrust areas currently covered under CSR initiatives of participating organisations. Regarding the rationale behind selection of CSR initiatives by participating organisations, the analysis indicates that the selection of initiatives under CSR by the organisations depends on host of factors including organisational mandate (54 per cent), current relevance of issues (51 per cent) and demand from the community (48 per cent). Further the analysis reveals that issues such as education, health and environment top the list followed by women empowerment, livelihood promotion, sanitation, microfinance, HIV/AIDS, child care, slum improvement and disaster management. The general perception of the participating organisations is that other issues captured through the survey also need to be given priority for coverage under CSR.

Findings from the study area based on primary data indicates that nine out of nine organisations were found to be working either one of the important health related component like enhancing the importance of higher education, encouraging self help groups and self employment, building infrastructure as well as developing social forestry at the local level in the specified village communities.

The major chunk of public sector organizations started working on conducting health awareness programme and on arranging in health camps in comparison to their counterparts i.e. private or multinational companies (64.9 percent to 65.3 percent) respectively.
As for as maintaining consistency or keeping regularity in conducting health camps, running mobile clinics and undertaking sanitation work the multinational organization (93.9 percent to 100 percent) taking edge private limited or even that matter public sector organization. From this data analysis one can conclude that taking any sort of initiation related to social welfare programme in terms of CSR activities and sustaining it for a longer duration of time, the literature supports that one cannot beat the foreign (MNC) organizations in their approach of adopting sincerity and consistency.

However it was found that there were some mismatch in their opinion between cooperates and beneficiaries for example seven out of nine organisations were mentioned that they were conducting village sanitation activities but only 32 percent of the beneficiaries were acknowledged sanitation activities, which means particularly it is not happening at community.

Further the study tries to unfold the components related to educational issues from the sample studied organizations all nine of them were taken CSR initiatives in organizing awareness programme on importance of education, while eight of the sample organizations were working on reducing the school dropouts at the secondary and higher secondary level. Whereas, seven of them focusing on improving the quality of education in Government owned schools, in order to complete with the private and foreign management schools as well as in turn this type of preparation or practice definitely will help directly, or indirectly in enhancing the literacy level at the state and national level. Further community respondents revealed that the foreign management companies (MNC) overtaking the private and public sector companies i.e. (90.7 percent, 79.8 percent, 78.0 percent and 57.3 percent) respectively as for as conducting awareness program related literacy, adult literacy and school dropouts’ problem were concerned. Most of the cases the CSR activities of corporates were acknowledged by community except in one event were the mismatch between corporates and community was observed in Govt. organisations.
Further it was noticed that eight of the organisations were started CSR initiation by supporting self help groups to take up the community people to be self employed rather depending upon the Govt. or semi Govt. job opportunities, which are rare to get see these days because of the counties over population. While remaining six of the sample organization were find to be working either on providing vocational technical training to the villagers or directly providing employment to the villagers in their respective organizations, in a way to get settled and have a self sufficient life style.

The study shows that eight out of nine corporates mentioned that they were involved in creating self employment activities such as conducting vocational trainings, building technical skills, providing skill development trainings and so on but same was not reflecting from the community respondents, only 57 percent of the respondents were told that they were aware of such activities.

Further this study explains that not few organizations were working sincerely either of the few important components of the infrastructural development like providing available drinking water, constructing bus stop, establishing children park, constructing good roads and community halls for the village community people which, denied for them from almost sixty years or even more. The community expressed that the public sector undertaken companies were initiated the CSR activities in connecting the villages to the main roads. As well as constructing community hall in villages, more importantly making alternative arrangements in power generation at villages. However, the multinational organizations were found to be keen on taking their CSR activities mainly in the field like training the villagers on rain water harvesting; encouraging Indian youth to get motivated to take part in internationally realized sports. As well as constructing self related bus stops even at the village level the one we find at a county or country side of the foreign soil. Nevertheless, the Indian national and private limited companies seems table made there agenda to fully devote their money and man power in providing clean potable drinking water to all the villages in India.
Further the study tries to unveil from the nine sample studies organization who were taken up CSR initiatives by working on bringing awareness and knowledge about environmental pollution or working on social forestry. While, remaining organizations found to be engaged on development of kitchen garden water conservation and solar wind generation in order to maintain the environment in such way that human beings not only can live but also live for longer period of time. As 76.0 percent of respondents were stated that yes the public sector organizations were working at the village level on conducting awareness programmes related to environmental pollution as well as trying to promote the growth of social forestry around the community and industrial side. While multinational companies either taken up their CSR activities on promoting the kitchen garden as well as conducting water conservation programs in order to have a sustainable development to lead a happy and healthy life which was there in a theological stage of human development contrast to the one we saw in today’s scientific era. Overall nine out of nine organisations were found to be initiated the activities related to awareness and importance of environment, the same was acknowledged 90 percent of the community respondents. It can be concluded that the corporates are serious in terms protecting the environment and developing the reserve forest.

The survey conducted by TNS India and Times foundation the reveals that the survey highlights that 84 per cent of the participating organisations implemented regular programmes whereas 7 per cent of organisations implemented one time CSR events. Similar trend is noticed in case of PSUs, private multinational and private national organisations. Though tax benefit under 80G is a motivating factor in case of two-fifth of the organisations (43 per cent), while one-tenth of the organisations (13 per cent) reported to be taking up CSR work as it is mandatory in other case. Though goodwill is a common factor of CSR initiatives among all the three types of organisations, branding seems to be higher on agenda in case of private and multinational companies. On the other hand PSUs seem to be more concerned about improving perception of the company in the eyes of the public and their stakeholders.

The present study shows that six of nine organisations were implemented directly their (CSR) corporate social responsibilities without taking any other
organisations help. Whereas, remaining three organizations were implemented CSR activities in collaboration with the partnership of (NGO) non-governmental organizations as such, though it was noticed that 75.0 percent of the community respondents found to be satisfied only with those CSR programmes which have been implemented directly at grass root level. Further noticeable scenario like beneficiaries found to be more satisfied with those organizations i.e (80.2 percent) who were started implementing the CSR activities from recent past in compared to their counterparts (55.9 percent) who were there in the same field from a decade or more than that. Further it was observed from the study analysis that out of nine only six organization were implemented there CSR activities through trained personnel whereas remaining organizations under took the same sort of exercise mainly through the department of human resources but majority of the respondents i.e (74.0 percent) stated that they were satisfied with those developmental activities which were headed by the CSR trained person then that of the HR unit person.

Further it was observed that the major chunk of the (75.6 percent) respondents told that they were happy and satisfied with the CSR activities implemented by those organizational staff who got trained in community oriented degree (50.0 percent) than that of technical degrees. As majority of the 75.5 percent respondents found to be informed that they were happy with those organizations CSR activities who were generally touched the burning issues felt by the community and try to response positively to the communities raising demands rather, implementing their own organizational CSR agenda by deploying the N number of factory workers in to the field. Thus it is a clear message to the CSR implementing organisations that the selection of issues should be based on the demand from the community but not as per the organisational mandate.

After studying through the trend, issues and strategies related corporate social responsibilities it is well deserved attempt to understand the impact of these concepts at community level. And it was observed that 58.2 percent of the respondents informed that irrespective of the management background all nine organizations in the study area manage to succeed in executing the CSR activities moderately. Further when researcher try to analyzed taking into account the organizations ownership
background there it was noticed that the multinational companies were found to be highly rated by (31.3 percent) the respondents, against public and private companies as far as health, education, environment protection and infrastructural development related field was concerned. While in a process the private limited organizations at average of 46.8 percent was done well in specifically two fields like providing employment and enhancing empowerment in comparison to the public and MNC i.e. 17.4 percent and 34.7 percent respectively.
10.3 Suggestions

Based on the major findings from the current research study, last but not the least the researcher made an effort to come out with few suggestions with the intention of scope for future research improvement in the field of corporate social responsibility and those are as follows:

**General Suggestions**

1. It was found from the study that the awareness among general public about CSR concept was poor (41 percent), so there is a need for creation of awareness about CSR amongst the general public to make CSR initiatives more effective. This awareness generation can be taken up by various stakeholders including the media to highlight the need, relevance and good work done by corporate houses in this area. This will bring about effective changes in the approach and attitude of the public towards CSR initiatives undertaken by corporate houses. This effort will also motivate other corporate houses to join the league and play an effective role in addressing issues such as access to quality of education, health care and livelihood opportunities for a large number of people in India through their innovative CSR practices. Thus, the social justice agenda of the day would be fulfilled more meaningfully.

2. It was noted that partnerships between all stakeholders including the private sector, employees, local communities, the Government and society in general are either not conceived and working properly or not effectively operational at the grassroots. Hence community respondents expressed poor satisfaction towards such partnership. This type of scenario often creates barriers in implementing CSR initiatives. So it is recommended that the CSR initiatives should be partnered with local NGOs, CBO and local bodies in their implementation.

3. The role and efforts of the private sector in taking development agenda forward with focus on education, health, environment, livelihood, women empowerment, disaster management to mention a few have been visible and effective. Some innovative models are also available of private sector interventions in these areas. In order to push the development agenda further into mission mode, it is recommended those realistic and operational models of engagement between all three important stakeholders; the Government, the non-governmental organisations and the private sector are jointly explored and addressed.
4. The study shows that there is need for awareness and acceptance among corporate houses about the positive implications of CSR for industrial operations.

Suggestions to Government
1. It was found that there was no Govt. intervention in implementing CSR activities except evolving and providing guidelines. So the Government should start monitoring the CSR activities undertaken by the organisations and start rewarding by recognising those corporate houses and their partner non-governmental organisations that had properly implemented various CSR projects more effectively and successfully catering to the development needs the poor and the underprivileged.

2. The survey shows that 23 percent of large cap companies have not yet initiated the CSR activities. The CSR initiation or implementation found is to be much lower among medium scale industries and it could be even less in small scale industries. There are no sources of data base available in India to provide an idea about level of CSR implementation covering all the industrial organisations. Hence it is important to conduct in-depth quantitative and qualitative studies to ascertain and understand the extent of CSR implementation with the help of systematic survey of companies in India.

Suggestions for all CSR implementing organisations
1. The findings from the present study shows that the focus of private sector organisations was more on employment and empowerment, where as the focus of multination organisations was on environment and education, while Govt. organisations were more focused on Health. This clearly indicates that there is need for some holistic approach, where overall development of adopted community can be focused on and taken care and achieved.

2. It was observed that in diverse industrial setups where more than one organisations were located, though they work in same village/community as part of CSR, there is no coordination between organisations owing to which duplication of work was also found. So it is suggested that if more than one organisation are operating in a village/community as a part of CSR, there should be coordination between organisations by taking help of local bodies like Gram
Panchayat and Community Based Organisations so that overall development of village/community can be focused and achieved and duplication can be avoided by division of diverse sector of CSR among themselves.

3. From the discussion with different stakeholders, it was noticed that, in most of the cases the CSR initiatives of the organisations were based on the ideas of head of the CSR unit, whereas it is supposed to be decided in consultation with community members. This practice is not observed in the organisations covered in the present study. The satisfaction level of community has been found to be higher where the issues focused upon were chosen based on the priorities of community. This emphasizes the importance of consultation with community and community inputs in the success of CSR initiation. Hence, it is suggested that community as the principal stakeholder should be involved in the CSR policy and decision making at corporate level.

4. Findings based on opinion of the community indicate that satisfaction levels are higher where the CSR initiatives are coordinated by the staff with requisite community orientation. As such, it may be suggested that persons with MSW qualifications, specialized in community service, community development and welfare administration should have a greater role to play in CSR initiatives, both in evolving and implementation.

5. It was found that too many CSR initiatives and programmes are taken up in urban areas and localities. As a result, the benefits of such projects do not reach the deserving needy and the poor in the rural parts of India. This does not mean that there are no poor and needy in urban India. They too suffer equally from want of basic facilities and services. While focusing on urban areas, it is recommended that companies should also actively consider their interventions in rural areas on education, health, girl child and child labour as this will directly benefit rural people. After all, more than 65 per cent people still reside in rural India.

6. It was found from the study that all the organisations covered reported of working in the area of environment protection and development but it was observed that activities related to environment restricted only to plantation surrounding their own organisations and developing parks. Hence it is suggested that all the organisations should take this issue as important activity and evolve more
meaningful, long term and sustainable initiative for protection and enrichment of environment.

Suggestions for Public Sector Organisations
1. It was observed that Public sector organisation have no separate unit or division for CSR implementation, more often, CSR activities were implemented through Human Resource unit and headed by the persons with technical background without requisite CSR orientation, who are found to be less effectiveness in implementation. So it was suggested that there should be separate CSR unit and headed or assisted by persons trained in community orientation (MSW) to evolve and implement the CSR activities.

Suggestions for Academicians and Researchers
1. Generally, the concept of CSR is seen purely as a management subject but in the true sense, CSR is much broader concept with broader scope and focus including shareholders, consumers, Govt., employees and community as major stakeholders. Hence CSR should be incorporated in curricula of the social science disciplines and specialization in CSR should be offered in schools of Social Work as well as in other institutions of higher education.

2. Despite having touched upon crucial dimensions of CSR, its statics and dynamics and in the process having provided invaluable insights and inputs in rendering CSR socially meaningful, the present study provides leads of immense significance for more relevant research in future in the area of CSR. These leads could be taken as crucial suggestions for academicians and researcher who propose to undertake study in the area of CSR.

3. It is found that there are approximately 250 corporate houses in the country that are directly involved in various CSR initiatives. These companies continue to decide their own projects depending on a number of parameters and impact of their CSR activities. These efforts are driven purely by the company’s operational perspectives and ease of implementation of their CSR projects. As there are a number of companies involved in CSR activities, it is recommended that there is need for some standard indicators or methodology to measure the impact of CSR activities undertaken by corporate houses.
4. The impact analysis of CSR in present study was based on the perceptions of the stakeholders. Hence it is recommended that further studies could be taken to ascertain, assess and measure impact of CSR activities based on outcomes manifested in Human Development Index (HDI), Gross Domestic Income (GDI), Gender Empowerment Measure (GEM), Pavement Condition Index (PCI), Gross Enrolment Ratio (GER), climate change and the like which could be more realistic, tangible and actual impact of Corporate Social Responsibility.

The suggestions are assumed to be of applied significance and ameliorative value in rendering CSR as more effective machinery or tool of sustainable and inclusive growth and social development. On these grounds and to this extent, the researcher is justified in experiencing a sense of gratification that follows a successful scientific endeavor.