CHAPTER V
FINDINGS, IMPLICATIONS & SUGGESTIONS

Introduction

This chapter carefully portrays the major findings of the study related to the socio-demographic variables and the selected subject variables in relation to the employees and the beneficiary’s perspective with regard to Corporate Social Responsibility. The present chapter also illustrates the findings with regard to the employees and the beneficiary’s perspectives denoted by the hypotheses described in the earlier chapter. On the basis of these findings the researcher has arrived at the implications of the study. Suitable social work interventions and suggestions for future studies have also been revealed in this chapter. The entire summary of the study is also presented in this chapter to provide an overall understanding of the facts and implications of the study.

I. Employees

a) Findings Related to the Socio-Demographic Profile of the Respondents

1. A little more than half (52.6%) were female respondents.

2. More than half (58.4%) of the respondents were below 25 years of age.

3. Majority (70.8%) of the respondents belonged to the science discipline.

4. Less than half (43%) of the respondents were undergraduates.

5. A significant majority (89.8%) of the respondents were single (Bachelor/Spinster).

6. A vast majority (75.2%) of the respondents belonged to the nuclear family setup.

7. More than one third (38%) of the respondents were from a rural background.
8. Majority (65.7%) of the respondents have less than 2 dependents in their family.

9. A little less than half (48.9%) have been employed with the organization for a period of less than 2 years.

10. More than one third (35.8%) percent of the respondents belonged to the health care vertical in the organization.

11. More than half (55.5%) of the respondents avail an annual income between Rs. 3 lakhs to 5 lakhs per annum.

12. A vast majority (76.6%) of the respondents have attended less than 5 programmes.

b) Findings Related to the Key Variables of the Study

CSR Responsiveness

More than half (53.3%) of the respondents expressed high level pertaining to the CSR Responsiveness of the organization.

Corporate Ethics

A little more than half (53.3%) of the respondents expressed a high level pertaining to the dimension of CSR Ethical Attitude, while more than half (55.5%) of the respondent indicated a high level with regard to the CSR Ethical Practices of the organization. The overall findings illustrated that more than half (56.9%) of the respondents had a high level with regard to the Corporate Ethics existing in the organization.

Social Responsibility

A little more than half (53.3%) of the employees/associates indicated a high level pertaining to their wellbeing, while half (50.4%) of the employees/associates revealed a high level with regard to their attitude towards CSR Activities. Based on their involvement in CSR Activities, majority (65.7%) of the associates expressed a high level and the overall findings
denoted that more than half (54%) of the employees/associates have a high level with regard to the overall Social Responsibility.

**CSR Practices**

More than half (54%) of the respondents perceived a high level pertaining to the CSR Practices of the organization.

**Support towards CSR**

More than half (55.5%) of the respondents expressed a high level with regard to the support they receive towards CSR.

**Beneficiaries Involvement in CSR Activities**

With regard to how the employees/associates perceive the beneficiaries attitude towards CSR Activities, it is revealed that a majority (61.3%) expressed a high level, while majority (59.1%) of the respondents had a high level of opinion pertaining to their practices in CSR Activities. Majority (60.6%) of the beneficiaries are perceived by the employees/associates in having a high level of involvement in the CSR activities put forth by the organization.

**Effectiveness of the Programmes**

More than half (57.7%) of the respondents found the programmes on the aspects of Creating Awareness to be of high value. Majority (62%) of the respondents found the programmes on Extracurricular Activities to be of significant benefit. With regard to the programmes taken up by the organization in the promotion of learning for the beneficiaries, it was revealed that a majority (63.5%) of the respondents inferred that they found these programmes to be effective and of great influence. Majority (61.3%) of the respondents were found revealing a high rating pertaining to the overall effectiveness of the programmes carried out by the organization.
Overall Effectiveness of CSR Activities

Majority (60.6%) of the respondents denoted a high rating with reference to the Overall Effectiveness of CSR Activities promoted by the organization.

c) Findings Related to Hypotheses

Null Hypothesis for Research Hypothesis 1

There is no significant relationship between CSR Responsiveness and the CSR Practices of the organization.

Karl Pearson’s Co-Efficient of Correlation denoted by the inter-correlation matrix was computed and revealed that there is a significant relationship between CSR Responsiveness and the CSR Practices of the organization. This indicates that the CSR Responsiveness’ (Policies and Procedures) of the organization does influence its CSR Practices.

Hence the null hypothesis is rejected (Table 109).

Null Hypothesis for Research Hypothesis 2

There is no significant relationship between the organizations Corporate Ethics and its Social Responsibility.

Karl Pearson’s Co-Efficient of Correlation denoted by the inter-correlation matrix was computed and revealed that there is a significant relationship between the organizations Corporate Ethics and its Social Responsibility towards its employees.

Hence the null hypothesis is rejected (Table 109).

Null Hypothesis for Research Hypothesis 3

There is no significant relationship between the organization Social Responsibility and the Effectiveness of the Programmes Carried out.
Karl Pearson’s Co-Efficient of Correlation denoted by the inter-correlation matrix using the inter-correlation matrix table was drawn and revealed that there is a significant relationship between the organization Social Responsibility and the Effectiveness of the Programmes carried out. Thus indicating that the Social Responsibility of the organization towards its employees plays a vital role and does influence the outcome with regard to the effectiveness of the programmes implemented.

Hence the null hypothesis is rejected (Table 109).

**Null Hypothesis for Research Hypothesis 4**

There is no significant relationship between the Social Support extended towards CSR Activities, and the Effectiveness of the Programmes.

Karl Pearson’s Co-Efficient of Correlation using the Inter-correlation matrix was computed and revealed that there is a high significant relationship with regard to the Social Support extended towards CSR Activities and the overall Effectiveness of the Programmes.

Hence the null hypothesis is rejected (Table 109).

**Null Hypothesis for Research Hypothesis 5**

There is no significant relationship between the Involvement of the Beneficiaries in CSR Activities and the Effectiveness of the Programmes.

Karl Pearson’s Co-Efficient of Correlation using the Inter-correlation matrix was drawn and revealed that there is a high significant relationship with regard to the Beneficiaries involvement in CSR Activities and the overall Effectiveness of the Programmes implemented. This further rightly infers that the participation of the beneficiaries/community does play an important role in the outcome and the effectiveness’ of the programmes put forth by the organization.

Hence the null hypothesis is rejected (Table 109).
d) **Findings Related to Significant Difference, Association and Relationships among the Variables of the study.**

**Findings related to ‘Z’ test**

1. There is no significant difference between the male and female respondents with regard to CSR Responsiveness.

2. There is no significant difference between the nuclear and joint family setup of the respondents with regard to CSR Responsiveness.

3. There is no significant difference between the male and female respondents with regard to the various dimensions on Corporate Ethics.

4. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the various dimensions on Corporate Ethics.

5. There is no significant difference between the male and female respondents with regard to the various dimensions of Social Responsibility.

6. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the various dimensions denoting the associates’ wellbeing, their attitude towards CSR and their involvement pertaining to the dimensions of Social Responsibility.

7. There is no significant difference between the male and female respondents with regard to the CSR Practices carried out by the organization.

8. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the CSR Practices of the organization.

9. There is no significant difference between the male and female respondents with regard to the Support they receive for CSR activities as promoted by the organization.

10. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the support they receive towards CSR Activities.
11. There is no significant difference between the male and female respondents with regard to dimensions on how they perceive the beneficiaries attitude and practices.

12. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the various dimensions regarding how the employees/associates perceive the beneficiaries attitude and their practices.

13. There is no significant difference between the male and female respondents with regard to the various programmes carried out by the organization in promoting awareness, extracurricular activities and learning.

14. There is no significant difference between the nuclear and joint family setup of the respondents with regard to the dimensions which include the programmes on awareness and learning. However, it is also illustrated that there is a significant difference between the respondent’s family setup and the programmes pertaining to their involvement in extracurricular activities.

**Findings related to the one way analysis of variance (‘F’ test).**

1. There is no significant difference among the various streams/disciplines of educations of the respondents with regard to the way they perceive CSR Responsiveness of the organization.

2. There is a significant difference among the various qualification of the respondents with regard to the CSR Responsiveness of the organization.

3. There is no significant difference among the various domiciles of the respondents with regard to CSR Responsiveness.

4. There is a significant difference among the various departments of the respondents with regard to CSR Responsiveness.

5. There is no significant difference among the various streams/disciplines of educations of the respondents with regard to the various dimensions on Corporate Ethics.
6. There is no significant difference among the different educational qualification of the respondents with regard to the various dimensions on Corporate Ethics.

7. There is a significant difference among the domiciles of the respondents with regard to the dimension ‘CSR Ethical Attitude’. However, there is no significant difference among the domiciles of the respondents with regard to the dimension CSR Ethical Practices denoting the Corporate Ethics of the organization.

8. There is no significant difference among the departments of the respondents with regard to the various dimensions pertaining to the ethical attitude, ethical practices denoting the Corporate Ethics of the organization.

9. There is no significant difference among the various streams/disciplines of educations of the respondents with regard to the dimensions pertaining to the associates wellbeing and their involvement. However, there is a significant difference among the various streams/disciplines of educations of the respondents with regard to their attitude towards CSR Activities.

10. There is no significant difference among the different educational qualification of the respondents with regard to the various dimensions on Social Responsibility.

11. There is no significant difference among the domiciles of the respondents with regard to the various dimensions pertaining to the employees/associates wellbeing, their attitude towards CSR activities and their involvement.

12. There is no significant difference among the departments of the respondents with regard to the various dimensions reflecting the employees/associates wellbeing, their attitude towards CSR activities and their involvement.

13. There is a significant difference among the various streams/disciplines of educations of the respondents with regard to the CSR Practices of the organization.
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14. There is no significant difference among the various educational qualifications of the respondents with regard to the CSR Practices of the organization.

15. There is no significant difference among the domiciles of the respondents and CSR Practices.

16. There is no significant difference among the various departments of the respondents with regard to the CSR Practices administered by the organization.

17. There is no significant difference among the various streams/disciplines of education of the respondents with regard to the Support they receive towards CSR.

18. There is a significant difference among the various educational qualifications of the respondents with regard to the Support they receive towards CSR.

19. There is no significant difference among the domiciles of the respondents with regard to the support they receive towards CSR.

20. There is a significant difference among the various departments of the respondents with regard to the support they receive toward CSR.

21. There is no significant difference among the various streams/disciplines of education of the respondents with regard to the dimensions of how the employees view the practices of the beneficiaries. However, there is a significant difference among the employees with various streams/disciplines of education and the dimension pertaining to the beneficiary’s attitude.

22. There is no significant difference among the different educational qualifications of the respondents with regard to the dimensions pertaining to how the respondents view the beneficiary’s attitude. However, there is a significant difference among the respondent’s educational qualification and how they view the practices of the beneficiaries towards the CSR Activities as promoted by the organization.
23. There is no significant difference among the domiciles of the respondents with regard to the dimension reflecting how the respondents perceive the beneficiaries attitude and their practices.

24. There is no significant difference among the departments of the respondents with regard to the various dimensions pertaining to how the employees perceive the beneficiaries attitude and their practices.

25. There is no significant difference among the various streams/disciplines of educations of the respondents with regard to the dimensions pertaining to the programmes on awareness and learning. However, there is a significant difference among the various streams/disciplines of educations of the respondents with regard to the dimensions pertaining to the programmes on extracurricular activities.

26. There is a significant difference among the educational qualification of the respondents with regard to the various dimensions which include programmes on awareness, extracurricular activities and learning.

27. There is no significant difference among the domiciles of the respondents with regard to the various dimension pertaining to the programmes on awareness, extracurricular activities and learning.

28. There is no significant difference among the departments of the respondents with regard to the programmes on awareness and extracurricular activities. However, pertaining to the programmes on promoting learning it was found that there was a significant difference among the various departments.

**Findings related to Association (Chi-Square)**

1. There is no significant association between the marital status of the respondents and the CSR Responsiveness existing in the organization.

2. There is no significant association between the marital status of the respondents and the various dimensions reflecting the ethical attitude and practices.
3. There is no significant association between the marital status of the respondents with regard to the dimensions pertaining to the employees/associate’s wellbeing and their attitude. However, there is a significant association between the marital status of the respondents and their involvement in CSR Activities.

4. There is no significant association between the marital status of the respondents and the CSR Practices as promoted by the organization.

5. There is no significant association between the marital status of the respondents and the support they receive towards CSR activities.

6. There is no significant association between the marital status of the respondents with regard to the various dimensions pertaining to how the employees perceive the beneficiaries attitude and their practices in CSR.

7. There is no significant association between the marital status of the respondents with regard to the various programmes on awareness, extracurricular activities and learning.

**Findings related to Karl Pearson’s Co-Efficient of Correlation**

1. There is no significant relationship between the respondent’s age and the CSR Responsiveness of the organization.

2. There is no significant relationship between the no. of dependents in the respondent’s family with regard to CSR Responsiveness.

3. There is a significant relationship between the respondent’s current job experience and the CSR Responsiveness of the organization.

4. There is a significant relationship between the annual income received by the respondents and the CSR Responsiveness of the organization.

5. There is no significant relationship with regard to the no. of training programmes attended by the respondents and CSR Responsiveness.
6. There is no significant relationship between the respondent’s age and the various dimensions pertaining to the Corporate Ethics existing in the organization.

7. There is no significant relationship between the no. of dependents in the respondent’s family and the various dimensions representing their ethical attitude towards CSR and their ethical practices.

8. There is no significant relationship between the respondent’s current job experience and the various dimensions reflecting the ethical attitude towards CSR and ethical practices.

9. There is a significant relationship between the annual income received by the respondents with regard to the dimensions pertaining to the employee’s ethical attitude towards CSR. However, there is no significant relationship with regard to the annual income of the respondents and their ethical practices towards CSR.

10. There is no significant relationship with regard to the no. of training programmes attended by the respondents and the various dimensions pertaining to the employees/associates ethical attitude towards CSR and their ethical practices.

11. There is no significant relationship between the respondent’s age and the various dimensions pertaining to Social Responsibility.

12. There is no significant relationship between the no. of dependents in the respondent’s family and the various dimensions relating to the employees/associates wellbeing, their attitude towards CSR and their involvement in the same.

13. There is no significant relationship between the respondent’s current job experience and the dimension relating to the associates wellbeing. However, there is a significant relationship between the dimensions pertaining to the respondent’s attitude towards CSR, and their involvement in the same.
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14. There is a significant relationship between the annual income received by the respondents and the dimensions pertaining to the employees/associate’s wellbeing, their attitude towards CSR, and their involvement in the same.

15. There is no significant relationship with regard to the no. of training programmes attended by the respondents with regard to the dimensions relating to the associates wellbeing, their attitude towards CSR Activities and their involvement in the same.

16. There is no significant relationship between the respondent’s age and the CSR Practices administered by the organization.

17. There is no significant relationship between the no. of dependents in the respondent’s family and the CSR Practices carried out by the organization.

18. There is a significant relationship between the respondent’s current job experience and the CSR Practices of the organization.

19. There is a significant relationship between the annual income received by the respondents and the CSR Practices of the organization.

20. There is no significant relationship with regard to the annual income received by the respondents and the support that they receive from the organization towards CSR.

21. There is no significant relationship with regard to the no. of training programmes attended by the respondents and the CSR Practices of the organization.

22. There is a significant relationship between the respondent’s age and the extent of support they receive towards CSR.

23. There is no significant relationship between the no. of dependents in the respondent’s family and the support the employees/associates receive towards CSR.
24. There is no significant relationship between the respondents current job experience with regard to the support they receive towards CSR.

25. There is no significant relationship with regard to the annual income received by the respondents and the support they receive towards CSR.

26. There is no significant relationship with regard to the no. of training programmes attended by the respondents and the support they receive towards CSR activities.

27. There is no significant relationship between the respondent’s age and the various dimensions on how the employees/associates perceive the beneficiaries attitude and their practices towards CSR.

28. There is no significant relationship between the no. of dependents in the respondent’s family and the various dimensions pertaining to how the employees view the beneficiary’s attitude and their practices with respect to CSR Activities.

29. There is a significant relationship between the respondent’s current job experience and how they perceive the beneficiaries attitude and their practices towards CSR.

30. There is a significant relationship with regard to the annual income of the respondents and how they perceive the beneficiaries attitude. However, it is also revealed that there is no significant relationship pertaining to the annual income of the respondents and how they view the beneficiary’s practices towards CSR Activities.

31. There is no significant relationship with regard to the no. of training programmes attended by the respondents and how they perceive the dimensions pertaining to the beneficiary’s attitude and their practices in CSR Activities.

32. There is no significant relationship between the respondent’s age and the dimensions pertaining to the programmes on awareness and learning. However,
there is a significant relationship with regard to respondent’s age and the programmes on extracurricular activities.

33. There is no significant relationship between the no. of dependents in the respondent’s family and the various dimensions pertaining to the programmes on awareness, extracurricular activities and learning.

34. There is no significant relationship between the respondent’s current job experience and the various dimensions pertaining to the programmes on awareness, extracurricular activities and learning.

35. There is no significant relationship with regard to the annual income received by the respondents and the various dimensions pertaining to the programmes on awareness, extracurricular activities and learning.

36. There is a significant relationship with regard to the no. of training programmes attended by the respondents and the various dimensions pertaining to the programmes on awareness, extracurricular activities and learning.

e) **Findings related to Qualitative Analysis**

The analysis pertaining to the qualitative analysis undertaken in the study are classified into the following:-

i) **Focused Group Discussion – Convergent and Divergent Findings (Group 1 vs Group 2)**

ii) **Case Studies – Reflections based on the Three Case Studies undertaken.**

i) **Focused Group Discussion: Employees Perspective (Group 1 vs Group 2) Convergent & Divergent Findings.**

**Convergent Findings**

It can be inferred from both groups that that there was often delay in the settlement of bills pertaining to the CSR programmes implemented. It is also evident from the presented group discussion that most of the members of the group stated that they found it difficult to cope up with the routine CSR activity
and simultaneously meet deadlines. The findings also stated that there was no work life balance in the organization. The discussion also inferred from the respondents that programmes should be undertaken considering the views and claims of the beneficiaries. Time and unscheduled work were also major factors seen by the respondents as hindrances to their contribution in the CSR Activities of the organization.

Both group discussions infer that though the beneficiaries of most of the school were supportive, some senior teachers in these respective schools were not accommodative and willing to support the respondents in carrying out the CSR Activities put forth by the organization. The discussion also inferred from the respondents that programmes should be undertaken considering the views and claims of the beneficiaries. Time and unscheduled work were also major factors seen by the respondents as hindrances to their contribution in the CSR Activities of the organization.

**Divergent Findings**

When trying to arrive at meaningful inference with regard to the focused group discussion in relations to the employee’s perspective, the following are the findings that diverge and contradict the acclaims of the two groups. While majority of the respondents from group 1 inferred that the programmes pertaining to awareness rally’s were not to a great extent effective and mostly considered it to be time consuming. The member pertaining to group 2 unanimously inferred that they found the programmes to be meticulously planned and systematically implemented. Awareness programmes and programmes on promoting learning were also considered to be beneficial to the school authorities in accordance to the claims made by the respondents in group 2. This may be because of the perception differ from middle school to high schools and special schools undertaken by the organization.

There was also diverse of opinion from group 2 which revealed that majority of the group members firmly stated that both the school teachers and the children eagerly awaited their arrival every week which disagreed with the statements
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provided by group 1. The findings also revealed that group 2 did not mention that their involvement in the CSR Activities should be considered for the annual appraisal and increment. However, this claim was firmly denoted by group 1. From the presented study it can be inferred that group 2 mostly consists of employees who have been recently recruited by the organization and hence may have a difference of opinion from the rather experience employees of the organization.

ii) Case Studies – Reflections

Case Study 1:

From the above presented case study it was evident that Mr. X was once actively involved in CSR Activities of the organization and it is clearly evident from his team winning the ‘Talent Hunt 2013’ programme. Mr. X also firmly agreed that there was no disagreement between his team and that of the beneficiaries when carrying out the CSR activities of the organization.

The presented case study revealed that the lack of recognition, lag in support from the project leaders and delay in processing of the bills and vouchers pertaining to the CSR activities took a toll on the Mr. X’s active contribution and were the most influencing factors that led to his low rating in the Overall Effectiveness of CSR Activities of the organization.

Case Study 2:

As stated by the respondent, the major influencing factor was the beneficiaries’ lack of involvement and their apprehension towards Ms. Y’s fluency in the English language and her dressing style. The pressure of her mothers illness and dads unavailability to cater to the needs of the family to a great extent also influenced the respondents involvement in CSR Activities.

Ms. Y, also firmly stated that there should proper recognition given to CSR Activities and a system check should be implemented in ensuring work load and work life balance. “We are human beings too” she exclaimed. She also stated that, project
leaders should first be sensitized regarding the same and consider appropriate allotment of work for employees involved in the CSR Activities of the organization which would ensure better outreach activities in catering to the programmes carried out for the beneficiaries.

**Case Study 3:**

The study clearly highlights that personal attributes such as family conditions & marriage were of a great extent influencing Mr. Z’s active participation in CSR Activities of the organization. The marriage commitment of his sister and the increase in work load also contributed to his negligible performance in CSR Activities. Though, Mr. Z did not care about recognition he felt that the bills and vouchers pertaining to the CSR Activities of the organization could be processed at a quicker rate avoiding delay in carrying out activities for the beneficiaries.

The study also highlighted that the beneficiaries were not to a great extent cooperative in the CSR Activities of the organization and felt that CSR Activities were a waste of their time and efforts. These factors to a great extent affected Mr. Z participation and rating in the overall effectiveness of CSR Activities of the organization.

**II. Beneficiaries**

a) **Findings Related to the Socio-Demographic Profile of the Respondents**

1. More than one third (35.5%) of the respondents were employed in Middle Schools.

2. Majority (62.6%) of the respondents were women.

3. Based on the age of the respondents, it was found that nearly half (49.5%) of the respondents are between the age group of 30 to 40 years old.

4. More than one third (36.4%) of the beneficiaries were graduates.

5. Based on the marital status of the respondents, it was found that majority (69.2%) were married.
6. More than half (54.2%) of the respondents belong to the joint family setup.

7. A little more than half (51.4%) of the respondents were from a rural background.

8. Based on the designation of the respondents, it was found that there was an equal distribution of respondents with less than one fourth (20.6%) of the respondents being Graduate Teachers, Secondary Grade Teachers and Counselors respectively.

9. A vast majority (72%) of the respondents have 3 to 4 dependents in their family.

10. Majority (59.8%) of the respondents have below 5 years of experience in their field.

b) Findings Related to the Key Variables of the Study

Social Responsibility

Majority (59.8%) of the beneficiaries reveal a high level of wellbeing and majority (66.4%) of the beneficiaries express a high level of attitude with regard to Social Responsibility. With reference to the beneficiary’s involvement, it was inferred that majority (59.8%) show a high level of involvement. Based on the overall Social Responsibility, it was found that majority (62.6%) express a high level with regard to the same.

Organizations Involvement in CSR

Majority (59.8%) of the beneficiaries perceived a high level with regard to the attitude of the employees. Based on the practices of the employees, majority (70.1%) rated the same to be of a high level. The beneficiaries perspective with reference to the overall organizations involvement revealed more than half (52.3%) of the respondents stating that a high level of the organizations involvement in CSR.
CSR Practices

Based on the reality of the programmes carried out, it was found that a little more than half (51.4%) of the respondents revealed a high rating, while more than half (55.5%) of the respondents inferred a high rating based on their perspectives of their expectations from the programmes implemented. The beneficiary’s perception on the future of the programmes to be conducted revealed that a majority (62.6%), had a high anticipation with reference to the future of the programmes to be carried out. More than half (54.2%) of the respondents express a high level with reference to the overall CSR Practices of the organization.

Effectiveness of the Programmes

More than half (58.9%) of the beneficiaries found the programmes on the aspects of Creating Awareness to be of high value, while majority (61.7%) of the beneficiaries found the programmes on Extracurricular Activities to be of high value. With regard to the programmes taken up by the organization in the promotion of learning, it was revealed that a majority (63.6%) of the beneficiaries inferred that they found these programmes to be effective and of great influence. The overall effectiveness pertaining to the aforesaid programmes inferred that a majority (60.7%) of the beneficiaries were found revealing a high rating.

Overall Effectiveness of CSR Activities

With reference to the Overall Effectiveness of CSR Activities promoted by the organization as perceived by the beneficiaries, it was found that majority (59.8%) of the beneficiaries denoted a high rating.

c) Findings Related to Hypotheses

Null Hypothesis for Research Hypothesis 1

There is no significant difference between the educational qualification of the respondents with regard to the overall Effectiveness of the Programmes.
The one way analysis of variance (‘F’ test) was applied and it was found that there is a significant difference among the educational qualifications of the respondents with regard to the overall Effectiveness of the Programmes.

Hence the null hypothesis is rejected (Table 149).

Null Hypothesis for Research Hypothesis 2

There is a significant difference among the various type of organizations with regard to the overall Effectiveness of CSR Activities.

The one way analysis of variance (‘F’ test) was applied and it was found that there is no significant difference among the various type of organizations and the overall effectiveness of CSR activities.

Hence the null hypothesis is accepted (Table 159).

Null Hypothesis for Research Hypothesis 3

There is no significant relationship with regard to the organizations involvement in CSR and the Programmes Effectiveness.

Karl Pearson’s Co-Efficient of Correlation using the Inter-correlation matrix was computed and revealed that there is a high significant relationship with regard to the organizations involvement in CSR and the overall Effectiveness of the Programmes implemented.

Hence the null hypothesis is rejected (Table 167).

d) Findings Related to Significant Difference, Association and Relationships among the Variables of the study.

Findings related to ‘Z’ test

1. There is no significant difference between male and female respondents with regard to the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR Activities and their involvement.
2. There is no significant difference with regard to the family composition of respondents and the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR and their involvement.

3. There is no significant difference between the male and female respondents with regard to their perception pertaining to how they view the attitude of the employees and their practices in CSR.

4. There is no significant difference with regard to the family composition of respondents and the various dimensions pertaining to the beneficiaries perception on the employees attitude and their practices in CSR.

5. There is no significant difference with regard to the gender of the respondents and how they perceive the programmes in relationship to its current reality and their expectations from the programmes. However, there is a significant difference with regard to the gender of the respondents and how they perceive the future of the programmes pertaining to the organizations CSR Practices.

6. With regard to the dimensions pertaining to how the beneficiaries view the CSR Practices of the organization in reality, their expectation and the future of these programmes revealed no significant difference with regard to their family composition and the above mentioned factor.

7. There is no significant difference with regard to the gender of the respondents and the various dimensions which include programmes on awareness, extracurricular activities and learning.

8. There is no significant difference with regard to the family setup of the respondents and the dimensions pertaining to the programmes carried out by the organization on awareness and extracurricular activities. However, there is significant difference with regard to the family setup of the respondents and the dimension in particular to the learning initiatives undertaken by the employees of the organization.
Findings related to the one way analysis of variance (‘F’ test).

1. There is no significant difference among the type of organizations with regard to the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR activities and their involvement.

2. There is no significant difference among the different educational qualification of the respondents with regard to the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR activities and their involvement.

3. There is no significant difference among the native domiciles of the respondents with regard to the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR activities and their involvement.

4. There is no significant difference among the designations of the respondents with regard to the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR activities and their involvement.

5. There is no significant difference among the educational qualification of the respondents with regard to the various dimensions pertaining to how the beneficiaries view the employees attitude and their practices in CSR.

6. There is no significant difference among the domiciles of the respondents with regard to the dimension reflecting how the respondents perceive the employees attitude and their practices in CSR.

7. There is no significant difference among the designations of the respondents with regard to the dimensions reflecting how the beneficiaries perceive the employees attitude and their practices in CSR.

8. There is no significant difference among the various type of organizations with regard to the dimensions as to how the beneficiaries perceive the programmes carried out in lieu with its reality, their expectation from these programmes.
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However, there is a significant difference between the type of organizations and how the beneficiaries view the future of these programmes.

9. There is no significant difference among the educational qualification of the respondents with regard to the various dimensions as to how the beneficiaries perceive the programmes carried out by the organizations in reality, their expectation from these programmes and the future of these programmes.

10. There is no significant difference among the native domicile of the respondents with regard to the various dimensions as to how beneficiaries perceive the programmes based on its reality and their expectation from the programmes. However, there is a significant difference among the domicile of the respondents as to how the beneficiaries view the future of these programmes.

11. There is no significant difference among the designation of the respondents with regard to the various dimensions as to how beneficiaries perceive the programmes based on its reality and their expectation from the programmes. However, there is a significant difference among the designation of the respondents as to how the beneficiaries view their future of these programmes.

12. There is a significant difference among the type of organizations with regard to various dimensions pertaining to the programmes on promoting awareness, extracurricular activities and learning.

13. There is a significant difference among the educational qualification of the respondents with regard to dimension pertaining to how the beneficiaries perceive the programmes on promoting awareness. However, that there is no significant difference among the qualification of the respondents with regard to the dimensions which include extracurricular activities and learning.

14. There is no significant difference among the native domicile of the respondents with regard to the various dimensions pertaining to programmes on awareness and extracurricular activities. However, there is a significant difference among the domicile of the respondents pertaining to the effectiveness of the programmes involving the promotion of learning.
15. There is a significant difference among the designation of the respondents with regard to various dimensions pertaining to the beneficiaries view on the programmes in promoting awareness, extracurricular activities and learning.

**Findings related to Association (Chi-Square)**

1. There is no significant association between the marital status of the respondents and the various dimensions pertaining to the beneficiaries wellbeing and their attitude towards the dimensions of Social Responsibility. However, there is a significant association in relation to the marital status of the respondents with regard to the beneficiaries involvement in CSR.

2. There is no significant association between the marital status of the respondents and various dimensions pertaining to how the beneficiaries view the employees attitude and their practices in relation to CSR.

3. There is no significant association between the marital status of the respondents and the dimensions pertaining how the beneficiaries view the programmes lieu with its reality, and their expectation from these programmes. However, there is a signification association with regard to the marital status of the respondents and the perception of the beneficiaries in relation to how they view the future of the programmes on CSR.

4. There is a significant association with regard to the marital status of the respondents and the programmes on promoting awareness and embarking learning. However, there is a significant association with regard to the marital status of the respondents and the programmes on extracurricular activities.

**Findings related to Karl Pearson’s Co-Efficient of Correlation**

1. There is a significant relationship between the age of the respondents and the various dimensions pertaining to the beneficiaries wellbeing, their attitude towards CSR Activities and their involvement.

2. There is no significant relationship between the no. of dependents in the respondent’s family with regard to their involvement in CSR Activities.
However, there is a significant relationship between the no. of dependents in the respondent’s family and the dimensions pertaining to their wellbeing and their attitude towards CSR.

3. There is a significant relationship between the respondents current job experience and dimension pertaining to the beneficiaries wellbeing. However, that there is no significant relationship between the respondents current job experience and the beneficiaries attitude towards CSR activities.

4. There is no significant relationship between the age of the respondents and the various dimensions pertaining to how the beneficiaries perceive the employees attitude and their practices in CSR.

5. There is no significant relationship between the no. of dependents in the respondent’s family with regard to how they perceive the employees attitude and their practices in CSR.

6. There is no significant relationship between the respondents current job experience and the various dimensions pertaining to how the beneficiaries view the employees attitude and their practices in CSR.

7. There is no significant relationship between the age of the respondents with regard to the dimension pertaining to how the beneficiaries view the future of the CSR Programmes. However, there is a significant relationship between the age of the respondents and the various dimensions pertaining to how the beneficiaries view the programmes lieu with its reality and their expectation from the programmes administered by the organization.

8. There is no significant relationship between the no. of dependents in the respondent’s family with regard to how the beneficiaries perceive the programmes based on its reality, their expectation and the future application of these programmes administered by the organization.

9. There is no significant relationship between the respondent’s current job experience and the dimension pertaining to reality of the programmes as viewed
by the beneficiaries. However, there is a significant relationship between the respondents current job experience and the dimensions pertaining to how the beneficiaries perceive their expectation from the programmes conducted and the future of these programmes.

10. There is no significant relationship between the age of the respondents with regard to the programmes promoted by the organization on awareness, extracurricular activities, and learning.

11. There is no significant relationship between the no. of dependents in the respondent’s family with regard to programmes put forth by the organization on awareness. However, there is significant relationship between the no. of dependents in the respondent’s family with regard to programmes on extracurricular activities and learning.

12. There is no significant relationship between the respondents current job experience and the dimensions pertaining to the programmes on awareness, extracurricular activities, and learning.

e) Findings related to Qualitative Analysis

The analysis pertaining to the qualitative analysis undertaken in the study are classified into the following:

i) Focused Group Discussion – Convergent and Divergent Findings (Group 1 vs Group 2)

ii) Case Studies – Reflections based on the Three Case Studies undertaken.

i) Focused Group Discussion: Beneficiaries Perspective (Group 1 vs Group 2) Convergent & Divergent Findings.

Convergent Findings

Based on the finding from group 1 and group 2 with regard to the beneficiaries perspective it is evident that majority of the members of the group unanimously stated that the organization does take a lot of efforts in its contribution towards the respective
schools with regard to its CSR Practices. The group discussion in relation to the support they received from the employees of the organization revealed that most of the employees were very supportive and sincere in adhering to the overall effectiveness of the programmes conducted by the organization.

The respondents from both the groups wanted the employees of the organization to conduct classes on Spoken English whereby developing the vernacular ability of themselves and that of the students. The discussion also illustrated that most of the beneficiaries wanted financial assistance in cash and not in kind for their institutions. Most of the respondents stated that they had a huge challenge in the completion of the syllabus for the students and time played a crucial factor. It was also inferred that they wanted to be involved with the employees and the organization. It was also revealed that they needed training in relation to the CSR Practices of the organization whereby they could also put in their best efforts and play a vital role in the overall CSR Activities of the organization.

**Divergent Findings**

With regard to the focused group discussion in relations to the beneficiary’s perspective, the following are the findings that diverge and contradict the acclaims of the two groups. While group 2 stated that they found all the programmes very beneficial, group 1 stated the same was only to a certain extent and wanted new programmes to be implemented. The findings also do not correlate with each other in terms of the collective opinion, consent and consultation that revealed that group 1 wanted their felt needs to be addressed.

The focused group discussion also diversified in the acclaims put forth by group 1 which stated that the planning of programmes should be based on their requirements. The programmes expected from the beneficiaries of group 1 did not match what was provided by the organization. However, group 2 stated they did not feel the urge to be involved as they felt the organization was already doing a great job. It was also revealed from group 2 that the employees from the organization did not see any dignity but helped the schools in cleaning its surrounding areas and even whitewashed its compound walls. This finding did not correlate with the statements made by the
respondents from group 1 which stated that some of the employees were not amicable and often had a hifi nature.

iii) Case Studies – Reflections

Case Study 1:

The presented case study revealed that Mrs. A wanted to be involved with the CSR Activities of the organization but, however restrained herself from doing so. The major reason being her insecurity with the employees of the organization and their command over the language. She also firmly acclaimed that employees did not consider her opinion, her valid points and suggestions given for the betterment of the programmes, this made her withdraw from most of the programme.

The study also inferred that she was a mother of three children and the want of time to be with them also influenced her active involvement. With reference to the support given by the school authorities, she was only satisfied to an extent as the compulsion of completing the syllabus was also a herculean task for her. These were some of the factors which to great extent affected Mrs. A’s participation and rating in the overall effectiveness of CSR Activities of the organization.

Case Study 2:

Based on the presented case study it is revealed that Mr.B wanted the organization to first try and understand the felt needs of the school rather than just planning at the organizational level without considering the need based areas for the growth and development of the school. He stated that he wanted the employees to have specific days in visiting the school premises and not disturb the regular routine classes conducted. He was finding it difficult to be actively involved in awareness rally’s and extracurricular activities as he stated that he had health issues and his age was also influencing his active participation in CSR Activities. The researcher finally learnt that because of these aforesaid factors the respondent denoted a low rating.
Case Study 3:

From the presented case study it is evident Ms. C’s negligible performance was because she did not find the programmes of much benefit to the deaf and mute students because the organization had tried to implement the same programmes as they did in a normal school setting. Another reason for her poor rating revealed in the case study was that she found her job already challenging enough. She also exclaimed and further stated that she did not find time to participate in the CSR Activities of the organization. As a social worker Ms. C wanted the organization to carry out specific need based programmes in accordance with the felt needs of the school. She further emphasized that she wanted the organization to conduct vocational training programmes which will prepare deaf/mute students with a better career aspects and thus provide them with a bright future.

Implications of the Study

Employees Perspective

From the study undertaken it is evident that 46.7 percent of the employees express a low level with regard to CSR Responsiveness. It is suggested that there should proper scheduling of work for carrying out the CSR Outreach Practices whereby 8 to 10 hours per week could be spent for CSR Activities.

Since 43.1 percent expressed a low level with regard to Corporate Ethics, it is suggested that the transparency shall be maintained in the allocation of funds for CSR Activities, the guidelines and the working modalities of CSR Practices and for the selection of beneficiaries in this regard.

With reference to the study undertaken, it is revealed that nearly 40 percent of the employees experience fatigue at the work place, pressure from extensive workloads and strenuity in meeting deadlines (The same is also reflected in the focused group discussions and the case studies undertaken). It is suggested that monthly family get-togethers shall be organized as part of a relaxation remedy to enable employees to have a happy life, whereby ensuring optimum social responsibility as part of the organizations practices. It is also suggested that proper recognition to be given to the
employees involved in CSR Activities and the same may be considered for their annual appraisal.

The study revealed that 46 percent of the employees expressed a low level with regard to the CSR Practices of the organization. It is suggested that common meetings between the community and the various stakeholders to be conducted. This should consist of representatives of self-help groups, government officials, youth club leaders and prominent people from the local villages. This would enable the organization and the community to have a common platform to identify the felt needs of the community before the actually implementation the CSR Schemes.

It is also revealed in the study that 44.5 percent of the employees have expressed a low level with regard to the support they receive towards CSR, this may be because their involvement in CSR Activities are no given weightage during career advancement. (The same is also reflected in the focused group discussions and the case studies undertaken). Hence, it is suggested that special weightage for the employees involvement in CSR Activities shall be considered for their career growth.

39.4 percent of the employees have expressed a low rating with regard to the beneficiaries involvement. This is because of the inferiority complex prevailing amoung few of the beneficiaries. (The same is reflected in the case study with Ms.Y). The dressing style and the English vocabulary had caused some of the beneficiaries to perceive themselves as less educated and inferior. This has also led to the beneficiaries being unsociable at times. It is suggested that proper ice breaking secessions and leisure meetings be conducted between the employees and the beneficiaries to enable a progressive environment towards the optimum outcome of CSR Practices.

With regard to the overall effectiveness of the CSR Activities promoted by the organization, it is revealed that 38.7 percent of the employees have expressed a low perception in relation to the same. This is because the employees do not like to involve themselves in the community awareness programmes especially programmes based on rally’s. They also felt that the ‘Best School Award’ with regard to the programmes on Talent Hunt to be given on a rotation basis and awareness programmes be conducted by
the application of the folk media which may have a better reach to the community at large.

**Beneficiaries Perspective**

Since 37.4 percent of the beneficiaries have expressed a low perception with regard to social responsibility, it is suggested that the members who are involved in CSR Activities be recognized for the efforts and contributions. Honorarium may be given to the members of the beneficiaries who involve themselves in the CSR Activities of the organization whereby ensuring admirable contribution towards CSR.

From the study it is inferred that 47.7 percent of the beneficiaries express a low level pertaining to the organizations involvement. It is suggested that, a monthly work schedule be constituted that would enable the beneficiary’s intuition to plan well in advance with regard to the employees visits in relation to CSR Activities. This would ascertain the beneficiaries well in advance whereby their regular work does not get affected.

It is inferred from the study that 45.8 percent of the beneficiaries reveal a low rating with regard to the CSR Practices of the organization. It is suggested that, exclusive workshops on CSR may be organized for the key functionaries at the community level. This would enable them to understand the objectives of CSR Activities, the programme content, the working modalities and whereby ascertain successful implementations of the CSR Programmes.

It is also inferred that 39.3 percent of the beneficiaries express a low level with regard to the effectiveness of the programmes implemented. It is suggested that right from the inception of the programmes to it implementation there should be a steering committee comprising of equal representations from the organization and the community. This committee should have periodic meetings to discuss the progress of the programmes in various phases for the successful implementation of the same. The committee can also monitor, review and evaluate the effective outcome of CSR Activities. Follow-ups can also be conducted to identify the setbacks and reformat the same.
Social Work Interventions

Respondents having low perceptions towards CSR Activities due to psychosocial problems can be addressed through social case work. If the same problem is manifested with many employees social group work techniques may be intervened.

Community Organizations techniques may be applied to reach and cover all the schemes addressing effective CSR Practices among the vast community whereby ensuring that the community members are aware of the various schemes available and make an optimum utilization of the same.

Employees may be given awareness with regard to the salient features of the ‘Companies Bill 2013’ (Section 135) to ensure effective implementation of CSR Practices. An effective scientific enquiry may be undertaken (research) in order to identify the strengths and short comings of the scheme.

Suggestions for Future Studies

1. The present study covers only one IT Sector situated in Coimbatore. It is suggested to study more IT Sectors in Coimbatore.

2. The present study is restricted only to Focused Group Discussions and Case Studies. However, other qualitative techniques like, observations and interviews can be also used.

3. The present study includes only the outreach activities (Awareness Programmes, Extracurricular Activities & Promoting Learning) of the organizations. However, the organizations other activities (Covering the Health Aspects) with the help of NGO’s and Trusts could also be studied.

4. A comparative study may be undertaken between IT Sectors and Non-IT Sectors with reference to CSR Practices.

5. A Comprehensive Study could be undertaken by involving all the Stakeholders namely; Employees, Customers, Beneficiaries, Community Leaders, NGO functionaries, who are either directly or indirectly involved in CSR, Activities.
6. A similar study could be conducted while applying the Concurrent Research Design. Where Qualitative and Quantitative Research could be carried out simultaneously.

7. An Exclusive Qualitative Study could be undertaken whereby the number of Focused Group Discussions and Case Studies could be increased.

8. A Comparative Study could be undertaken whereby the initiatives promoted by the organization itself could be compared with that of the NGO’s.

9. An Exclusive Study could be undertaken only with regard to the Beneficiaries Perspective.

10. A comparative study may be undertaken region vise while trying to understand the differences and the applications of CSR across States.