CHAPTER II

REVIEW OF LITERATURE

Introduction

According to Joel Thomas (2009), review of related literature is an essential aspect of the planning of a study, the objective of which is to justify the rationale behind a study. It provides an overview of historical perspective, development, deviations and departures of research in that area and also guides to identify the methods appropriate to the problem under investigation. Moreover, the success of any research depends upon the understanding and familiarity of the investigator with the studies and literature related to the topic. Since effective research is based on past knowledge, the review of literature also helps to eliminate duplication of what has been explored by other researchers in the same field. The review of related literature and studies also helps in identifying the various trends that have emerged in similar studies.

The present chapter is on the review of related literature and studies with regard to Corporate Social Responsibility. The key concepts from the study have been portrayed and the review of literature for the study has been systematically organized around the same. The presented studies have been documented and reviewed in the order depicted below.

2.1 Studies related to Corporate Social Responsibility (Responsiveness)

2.2 Reviews based on Corporate/Business Ethics

2.3 Research studies based on Social Responsibility

2.4 General research studies on Corporate Social Responsibility – Practices

2.5 Studies with regard to Support towards CSR Activities

2.6 Research reviews based on the communities/employees involvement in CSR

2.7 Studies with regard to the effectiveness of CSR Programmes
Based on the above content the presented literature review seeks to critically summarize the current knowledge in the area under investigation, identifying any strengths and weaknesses in previous studies whereby enabling one to identify them in the present research and thus eliminate the potential weaknesses, whilst bringing to the fore the potential strengths of the research undertaken.

2.1 Studies related to Corporate Social Responsibility (Responsiveness)

Angelidis (2000), conducted a study on “The Corporate Social Responsiveness Orientation of Hospital Directors”. The study survey was conducted with 184 directors from 15 hospitals and was analyzed to determine their corporate social responsiveness orientation. The study indicated that board members whose occupational background was not in health care exhibit greater concern for economic performance and the legal component of corporate responsibility than their counterparts whose occupational background is in health care. No significant differences between the two groups were observed with respect to the ethical and discretionary dimensions of corporate social responsibility. Some explanations as well as limited generalizations and implications are developed.

María de la Cruz (2003), illustrated in her study on “A Resource Based View of Corporate Responsiveness toward Employees”, that corporate social responsiveness will encourage employees’ collaboration and could distinguish the company from other organizations. The study revealed an existence of a significant and positive relationship between organizational results and the institutionalization of a social responsiveness toward employees. The study concluded to show that those savings banks that have institutionalized high-commitment practices toward employees have greater profitability.

Gülçin Büyüközkân (2004), “An organizational information network for corporate responsiveness and enhanced performance”, stated that; companies now a days are confronting a changing environment, which has never been faced before. It has been well accepted that with recent technological advances, barriers are eliminated and a new global market has been established. In order to obtain better results and customer satisfaction, the companies have to listen the voice of the customer and to produce value added products and services by reducing the cycle time. This requires an active
and an effective management of operational functions and customer/supplier relationship. Information systems and technologies are the most important strategic tools supporting information and knowledge management in order to increase corporate responsiveness and enhanced performance.

**Nabil Ibrahim (2004)**, in his study on “The Impact of Degree of Religiousness upon an Individual's Corporate Social Responsiveness Orientation”, inferred that the recent failures and scandals involving many large businesses have highlighted the importance of corporate social responsibility/responsiveness as a fundamental factor in the soundness of the free market system. The corporate social responsiveness orientation of business executives plays an important role in corporate decision making since managers make important decisions on behalf of their corporations. This paper explores whether there is a relationship between an individual's degree of religiousness and his or her corporate social responsiveness (CSR) orientation. The results of a survey of 473 business students found a significant relationship between degree of religiousness and attitudes toward the economic and ethical components of CSR.

**Terje I. Våland (2005)**, from his study on “Corporate Social Responsiveness: Exploring the Dynamics of -Bad Episodes”, revealed, a conceptual model in which a CSR Critical Incident passes through three “regulators” which influence the significance of the episode. Depending on the significance of the episode, influenced by the regulators, three responsive strategies were outlined and discussed. The study was based on a case study methodology and focuses on three cases reflecting an environmental disaster, business ethics difficulties and human rights issues. The study contributes to managerial decision-making by identifying responsive strategies to counter corporate image threats and loss of public trust.

**Sarah D. Stanwick (2006)**, conducted a study on “Corporate Social Responsiveness: an empirical examination using the environmental disclosure index”. This study revealed the relationship between corporate social responsiveness and organizational characteristics. Using a ratio comparing the number of environmental disclosures that are made internally by the firm with external environmental disclosures (Environmental Disclosure Index), an empirical analysis was done using data from 24 chemical companies. The study's results showed that there was an inverse relationship
between the firm's social responsiveness and the firm's size and a positive relationship with the firm's financial performance. The study's results did not indicate a significant relationship between the level of corporate social responsiveness and the capital expenditures and pollution emissions released by the firms.

**Irina Iamandi (2007),** in her study on “Corporate Social Responsibility and Social Responsiveness in a Global Business Environment a Comparative Theoretical Approach”, revealed; a theoretical approach of the way corporate responsibilities and business responses to social pressure evolved during the last decades, considering the factors mentioned. The innovative aspect is represented by a relationship between the evolution of corporate social responsiveness, as it appears in the specialized literature of the last forty years, and the perceived business response to social issues, taking into account CSR history. The study further focuses on present and future challenges regarding CSR: the association between corporate social responsibility and multinational companies, as well as the unintended results of corporate philanthropy. There are also indicated the aspects that should further be considered in order for CSR to become an effective business strategy.

**Ki-Hoon Lee (2007),** revealed in his study on “Corporate social responsiveness in the Korean electronics industry”, that out of 15 Korean electronics companies. Majority (69%) of the respondents revealed a level with regard to CSR Responsiveness depending on the top managers' understanding and commitment to stakeholders. Four corporate social responsibility (CSR) responsive strategies were outlined and discussed. The study contributed to the managerial decision making by identifying responsiveness strategies to counter corporate competitiveness threats and loss of stakeholder trust.

**Katherine Trebeck (2008),** conducted a study on "Exploring the responsiveness of companies: corporate social responsibility to stakeholders", and illustrated that communities influence corporate operating parameters, which are more potent to their demands in the eyes of management. A link to the financial bottom line is needed. In corporate response to social expectations, three factors were said to be relevant: expectations of corporate behaviour; a shift in how communities articulate their expectations; and increased stakeholder capacity to affect corporate operations. How a company responds is, in turn, determined by conditions including culture and
market pressures. The study further revealed that unless a business benefit from responsiveness is established, companies will deploy effort and resources elsewhere.

**Juha Nasi (2013),** in an article on “The Evolution of Corporate Social Responsiveness: An Exploratory Study of Finnish and Canadian Forestry Companies”, investigate the applicability and usefulness of three alternative perspectives on corporate issues management: issue life cycle theory, legitimacy theory, and stakeholder theory. Each perspective made a certain assumptions about the nature of issues management activities and certain general predictions about corporate social responsiveness. The researcher tested the relative applicability of the three theories through a case study of the issues management activities of four large forestry companies in Finland and Canada. The study concluded that all three perspectives have value but differ in the level of analysis and time frame to which they apply.

### 2.2 Reviews based on Corporate/Business Ethics

**Darryl Reed, (1999),** conducted a study was based on three realms of Corporate responsibility, Business ethics and Corporate social responsibility. His study highlighted that the Business ethics was shifted from personal responsibility to corporate responsibility. There is a range of corporate conception. The corporate conception should had three different normative realms namely legitimacy, morality and ethics. Each of the realms should be on critical theory perspective of the nature of social responsibility were some of the contents revealed in the study.

**Michel Dion (2000),** a systemic view of the organizational culture expresses how we cannot develop corporate ethics without at least a “fore-understanding” or, at best, a critical judgment on the organizational culture of a given corporation. He expresses that of organizational culture has become a prior concept in business ethics. The institutionalization of the organizational culture should integrate organizational values into the policy process like codes of ethics; social and environmental audits, organizational committee on Social Responsibility or Ethics and into the value judgment of every organizational member.

According to **Juliet Altham (2002),** of the International Business Ethics Institute, Corporate Ethics is evolving into two separate entities, however, not necessarily, exclusive fields Business Ethics (BE) and Corporate Social Responsibility
(CSR). In her article, “Business Ethics versus Corporate Social Responsibility: Competing or Complementary Approaches?” she draws out the differences around four areas of distinction to establish how Business Ethics and CSR function differently. The relation of either of the fields to regulation, the nature of strategy that each deploys reactive or proactive, their identification of stakeholders, and the extent of their responsibility to stakeholders are discussed. She concluded that it is in each company’s best interest to develop and incorporate elements of both Business Ethics and Corporate Social Responsibility into its agenda because the challenges of the new millennium will, no doubt, require an integrated approach to the issue of corporate ethics.

**Brenda E. Joyner (2005),** in her study on “Evolution and Implementation: A Study of Values, Business Ethics and Corporate Social Responsibility”, revealed that there is growing recognition that good ethics can have a positive economic impact on the performance of firms. Many statistics support the premise that ethics, values, integrity and responsibility are required in the modern workplace. For consumer groups and society at large, research has shown that good ethics is good business. This study defines and traces the emergence and evolution within the business literature of the concepts of values, business ethics and corporate social responsibility to illustrate the increased emphasis that has been placed on these issues over time. Two organizations that have successfully dealt with these issues were analyzed to identify the links among values, ethics, and corporate social responsibility as they are incorporated into the culture and management of a firm. This study identified the presence and implementation of values, business ethics, and CSR actions within the two organizations studied.

**Stewart Clegg (2006),** in his article on “Business Ethics as Practice”, sought to develop a conceptualization of business ethics as a practice. Starting from the view that the ethics that organizations display in practice will have been forged through an ongoing process of debate and contestation over moral choices, the study examines the ethics in relation to the ambiguous, unpredictable, and subjective contexts of managerial action. Furthermore, it examined how discursively constituted practice relates to managerial subjectivity and the possibilities of managers being moral agents. The article concludes by discussing how the ‘ethics as practice’ approach of the study expounds theoretical resources for studying the different ways that ethics manifest
themselves in organizations as well as providing a practical application of ethics in organizations that goes beyond moralistic and legalistic approaches.

Andrew John (2008), in a paper entitled “Corporate Social Responsibility orientation and organizational performance in the Australian retail industry” aimed to contribute to current business ethics literature by conceptualizing the relationship between organizational culture, corporate strategy, and target stakeholders and the formation of a Corporate Social Responsibility orientation. The paper further explored whether corporate social responsibility policies and practices will result in an overall improved positional advantage for the firm and, as a consequence, positively enhance organizational performance with regard to its corporate ethics.

Leena James (2010), in her research thesis on “A Study on Corporate Social Responsibility Practices in Relation to Organizational Culture and Business Ethics in Information Technology Industry in Bangalore City”, revealed the following:

- Majority (63.7%) of respondents revealed an overall high level of rating with regard to the influence of Business/Corporate Ethics in the Information Technology Industry at Bangalore, India.

- The study further revealed that majority (69.9%) of the respondents show a high degree of response with regard to Corporate Social Responsibility Practices.

- The findings indicated that there was a significant high positive correlation with regard to the type of organization and the dimensions pertaining to the attitude, practices and the overall Business/Corporate Ethics of the organization.

- The chi-square test result revealed that there is no significant relationship between Corporate Social Responsibility and age of the respondent.

- The results of Chi square test show that there is no significant association between Corporate Social Responsibility and marital status ($\chi^2 = 0.13$), of the respondents.

- It was also evident from the study that married people (67.9%) have high degree of Business Ethics when compared to unmarried respondents. The result of Chi-square test further inferred that there is no significant association
between business ethics and the marital status ($\chi^2 = 0.56$ NS) of the Respondents at $P<0.05$.

**Arunav Barua (2013)**, in a study on “CSR and Business Ethics”, revealed that the concept of Social responsibility among businessmen, particularly in India, is not new and can be easily seen in the form of magnificent temples, high mosques, large dharamsalas and great educational institutions. Indian literature is full of incidents when businessmen have gone out of the way to help extract kings and societies out of crises. Many Indian businesses are known for staying one step ahead of the government, as far as the welfare of employees and societies is concerned (Agarwal, 2008). Business until the recent past was purely economic. Profit maximization was the watch word. Business responsibility to society vis-à-vis Corporate Social Responsibility were concepts not clearly defined.

**Vasanthi Srinivasan (2014)**, conducted a study on “CSR and ethics in MSMEs in India”. The study revealed that the role of SMEs in the economic growth and development of emerging countries like India is significant. Given the geographical diversity of India and its high reliance on agriculture, MSMEs (medium, small and micro enterprises) are the lifeline of economic development and growth in future. However, the current state of knowledge and practice in the field of CSR and ethics in SMEs in the Indian context is limited. The study further inferred that; since SMEs contribute significantly to the economy and are geographically widely spread in a country like India, their adoption of CSR and ethical practices is crucial to a balanced development. There is a paucity of academic research in this area. In a vast country like India, comprising of 28 states which are economically at different stages of development, a study of the intracountry similarities and differences in adoption of CSR practices in SMEs could be a valuable exercise for policy makers.

**Alfred North Whitehead (2015)**, in an article on “Corporate Social Responsibility and Business Ethics”, stated that few subjects are more contentious or important as the role of business in society, particularly, whether corporations have social responsibilities that are distinct from maximizing shareholder value. While the phrase “business ethics” is not oxymoronic (i.e., a contradiction in terms), there is plenty of evidence that businesspeople and firms seek to look out primarily for
themselves. However, business organizations ignore the ethical and social expectations of consumers, employees, the media, nongovernment organizations (NGOs), government officials, and socially responsible investors at their peril. Legal compliance alone no longer serves the long-term interests of many companies, who find that sustainable profitability requires thinking about people and the planet as well as profits.

2.3 Research studies based on Social Responsibility

**Stuart L. Esrock (2000),** in an article on “Social responsibility and corporate web pages: Self-presentation or agenda-setting”, revealed that the growth of the Internet and World Wide Web has become a focus for both the popular press and social science scholars. The authors of this study examined how large corporate entities are making use of the Web to present themselves as socially responsible citizens and to advance their own policy positions. Analysis of a random sample of Fortune 500 companies revealed 90% had Web pages and 82% of the sites addressed at least one corporate social responsibility issue. More than half (52.3%) of the respondents had a high level with regard to community involvement, majority (67.1%) addressed concerns on environmental issues, less than one third (30.6%) addressed programmes on education. Few corporations, however, used their Web pages to monitor public opinion on issues or advocate policy positions. The number of social responsibility items on a Web page was positively correlated with the size of an organization and the implementation of tools to make a Web site more navigable, but was unrelated to a corporation's ranking within its industry. The researchers also distinguished between messages that proclaim the corporation does “no-harm”, and items that extol an organization's “good deeds.” Industry groups differed on the no-harm subscale but not good deeds.

**Dennis A Rondinelli (2000),** illustrates in a study on “Environmental citizenship in multinational corporations: social responsibility and sustainable development”, that Over the past decade the concept of sustainable development has expanded to include the simultaneous consideration of economic growth, environmental protection, and social equity in business planning and decision-making. Many multinational enterprises based in the United States and Europe engage in corporate citizenship programs to promote sustainable development. Corporate
citizenship programs are often defined narrowly, however, as philanthropy or external relationships with stakeholders to address social problems. As important as these activities are, they do not adequately define the broad range of substantive internal environmental management practices that MNCs also use to pursue sustainable development objectives. A content analysis of 38 MNCs' environmental performance reports identifies and classifies their practices in the field of environmental citizenship and their contributions to sustainable development, assesses the means by which MNCs collaborate with stakeholders in solving environmental problems, and examines the factors that contribute to the success of corporate environmental citizenship for sustainable development.

Scott J. Vitell (2001), "How important are ethics and social responsibility? - A multinational study of marketing professionals", states that in the present era of global marketing, as more companies enter international markets, ethical problems are likely to increase. As companies and their manager’s deal with their counterparts in different countries, there is a need to understand the latter’s ethical decision-making processes. Divergence in ethical behavior and attitudes of marketing professionals across cultures can be explained by, among other variables, differences in perceptions regarding the importance of ethics and social responsibility in achieving organizational effectiveness. This study investigates the variation in those perceptions among marketing professionals from Australia, Malaysia, South Africa, and the USA. The variation is explained by country differences (cultural differences, differences in the economic environment, and differences in legal/political environment), organizational ethical climate, and selected demographic characteristics of the marketer (gender and age).

Anand (2002), studied social responsibility initiatives as building blocks of corporate reputation in the Indian context. He analyzed the reputation from a stakeholder perspective. Reputation helps in properly positioning a firm’s identity. This has been proved in the case of socially responsible Indian firms, which are also considered to have a good reputation.

Marianne M Jennings (2002), in her study on “Social responsibility and supply chain relationships”, uses the term purchasing social responsibility (PSR) to describe the involvement of purchasing managers in socially responsible activities. The
purpose of the research is to examine the potential impact that PSR might have on supply chain relationships. Our findings suggest that PSR has a direct and positive impact on supplier performance, as well as an indirect, mediated effect through improved trust and cooperation. These findings hold important implications not only for purchasing managers but also logistics managers in the areas of customer service, distribution, and business-to-business marketing.

Isabelle Maignan (2005), infers in her study on “A stakeholder model for implementing social responsibility in marketing”, that; there should exist a comprehensive managerial framework to understand and provide a well-balanced and integrated stakeholder orientation for implementing corporate social responsibility in marketing. Many published articles provide significant findings related to narrow dimensions of stakeholder orientation in marketing. This article utilizes existing knowledge on this topic to support a methodology to implement a well-integrated corporate social responsibility program that encompasses marketing. The findings provide a grounded framework based on previous research that provides a step-by-step approach for implementing corporate social responsibility from a marketing perspective. The framework developed in this paper provides an opportunity to examine to what extent the step-by-step methodology has been implemented in organizations as well as alternative approaches for implementation.

Gibb Dye (2006), revealed in his study on “Family Firms and Social Responsibility: Preliminary Evidence from the S&P 500” that little is known about the impact of family ownership and management on corporate social performance. Some scholars have suggested that family firms are not likely to act in a socially responsible manner, while others have indicated that socially responsible behavior on the part of the family firm protects the family's assets. This preliminary study compares the degree to which family and nonfamily firms are socially responsible using data from 1991 to 2000 from the S&P 500. Two hundred sixty-one firms (202 nonfamily and 59 family) appeared in the S&P 500 for the 10-year period. Findings show that family firms are more socially responsible than nonfamily firms along several dimensions. This is likely due to family concern about image and reputation and a desire to protect family assets.
Anne Marie Fray (2007), conducted a study on the “Ethical behavior and social responsibility in organizations: process and evaluation”. The purpose of this research paper was to show the difficulty inherent in maintaining long-term ethical behaviours in organizations. Such ethical behaviours are not always clearly identified in terms of their priorities, and interpretation methods (laws, directives, rating agencies) highlight the heterogeneity of indicators and processes. The paper shows that an exploratory qualitative survey, based on interviews with managers and company documents, was conducted on a panel of six organizations to explore their key ethical points and identified weaknesses (interviews, company and/or rating agency documents). The reality surrounding these companies, rated in accordance with their social responsibility and ethical behaviours, demonstrates a major inadequacy to clarify their conduct and a dilution of values when taking action.

Annebel (2008), “Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study”, states in her multi-method study, the relationships of leader's social responsibility with different aspects of ethical leadership (morality and fairness, role clarification, and power sharing) as well as with despotic leadership. The study investigated how these leadership behaviors relate to effectiveness and optimism, using multiple-source ratings. Interviews with CEOs (N = 73) were coded for the presence of leader's social responsibility and its facets. Also, using questionnaires, direct reports rated each CEOs' leader behavior (n = 130) and a second group of direct reports (n = 119) rated effectiveness and optimism. As expected, leaders high on social responsibility were rated higher on ethical leadership and lower on despotic leadership. Ethical leadership was also positively related to perceived top management team effectiveness and subordinates' optimism about the future of the organization and their own place within it.

Timothy M. Devinney (2009), “Is the Socially Responsible Corporation a Myth? The Good, the Bad, and the Ugly of Corporate Social Responsibility”. Despite differences of opinion about the efficacy of corporate social responsibility, there is a general consensus among academics, policy makers, and practitioners that corporations operate with a social sanction that requires that they operate within the norms and mores of the societies in which they exist. In this article there is a notion of a socially
responsible corporation which is potentially an oxymoron because of the naturally conflicted nature of the corporation.

Frunză, Sandu (2011), in a study on “Ethical responsibility and social responsibility of organizations involved in the public health system”, infers that there is a general concept of responsibility, ethical responsibility and social responsibility with special reference to the public health system and particularly to the public health system in Romania. A central issue is the analysis of the individual ethical responsibility and the problematic of the way ethical responsibility may be extended also to the level of organizations understood as distinct entities required behaving ethically and socially responsible. The concept of social responsibility extrapolates from the social responsibility of corporations to the responsibility of all types of organizations, and especially of the state understood as an organization that acts ethically and responsibly in the global system.

2.4 General research studies on Corporate Social Responsibility – Practices

Bowen (1953), was the first person to initiate the modern attempt to characterize the doctrine of Corporate Social Responsibility. For Bowen, the prominence of corporate organizations in society does not only give them vital power and decision-making, but their activities also affect the lives of people in great many ways. For these and other reasons, sound business-society relations are supposed to be established in order for business activities to conform to societal expectations.

Peter F. Drucker (1973), views that the social responsibility of managers is directly related to the power and authority they have. However, integrity, disclosure and responsibility maintain sense only if they reflect on business. Despite the common ground in Drucker’s position (Schwartz 1998), he does not maintain social responsibility as being inversely related to profit maximization. His view on the ultimate goal of the firm is not the same as Levitt or Friedman, i.e. profit maximization, but the production of goods and services. Analysis of Drucker’s thought leads to two main considerations: (a) it appears very clearly, from a traditional point of view, that social responsibility does not simply mean ‘philanthropy’, and that (b) rejecting the functionalist view is not connected to the logic of profit. Drucker’s thought is eminently pragmatic, and related to corporate management. He states that Business enterprise is an integral part of the social system. Organizations do
not exist in isolation; rather they are inter-related with many other elements that make up their environment. However, society is not just the environment of the enterprise. Even the most private of private enterprises is an organ of society and serves a social function.

**Kaith Davis (1975)** has provided five propositions for social responsibility in corporations. The first proposition states that social responsibility arises from social power. Social responsibility arises from a concern about the consequences of business actions as they affect the interests of others. The second proposition is that business has to operate as a two-way open system with the open receipt of inputs from society and open disclosure of its operations to the public. The third proposition is that social costs as well as benefits of an activity, product or service should be thoroughly calculated and considered in order to decide whether to proceed with the manufacture of a product or not. The fourth proposition states that the social costs of each activity, product or service should be priced into it so that the user pays for the effects of his consumption on society. The final proposition is that beyond social costs reduction, business institutions as citizens have responsibilities for social involvement in areas of their competence where major social needs exist. The author thus outlines the basic principles for developing socially responsible policies.

According to **Sethi (1975)**, Corporate Social Responsibility is another word, which is very prominent among the corporations. Social responsibility- is a sense of obligation and duty. It might also mean to incorporate the notion of answerability. He has discussed dimensions of corporate social performance and in the process considered corporate behaviour as “social obligation”, “social responsibility” and “social responsiveness”. According to him social obligation is corporate behaviour “in response to market force or legal constraints”. The criteria here are economic and legal only. “Social responsibility goes beyond social obligation. Social responsibility implies bringing corporate behaviour up to a level where it is in conformity with the prevailing social norms, values and expectations of performance”. Social responsiveness means “adaptation of corporate behaviour to social needs”.

**Sandra Holmes (1976)**, has conducted a study of 560 top executives of United States corporations to gather executive perceptions of corporate social responsibility. She found that a large majority of the respondents were of the opinion that “in addition to making a profit, business should help to solve social problems whether or not business create these
problems and even if there is probably no short run or long run profit potential”. It was also found that the larger percentage of respondents expected positive outcomes from the social involvement of their firms, in the form of ‘enhanced corporate reputation and goodwill’ or ‘strengthening of the social system in which the corporation functions’.

Carroll (1979) study has divided the social responsibility of organization into typologies to give direction towards ideal responsibility. Carroll has developed a four dimensional conceptual model of corporate social responsibility and includes the categories of economic, legal, ethical and discretionary responsibilities. The first dimension deals with the social issues involved such as consumerism, environmental issues, product and occupational safety and similar issues of social responsibility. The third dimension deals with social responsiveness strategies such as reaction, defense, accommodation and pro-action. These three dimensions are combined together in the model which can help managers to conceptually understand the level of their social responsibility and improve upon it to develop socially responsible stakeholder policies. Carroll explains that discretionary/philanthropic responsibilities are not mandatory or required by law and not expected of business in an ethical sense, (they are becoming) increasingly strategic in that such contributions towards solving society’s problems enhance corporate image as well as its stranglehold on the market.

A study conducted by Subhash Chander (1989), based on secondary data revealed that disclosure on social responsibility by the companies in the public sector was significantly greater than that of companies in the private sector. It was also found that there was a significant association between the quantum of disclosure and size of companies measured by net tangible assets and that the effect of profitability, i.e., return on investment on disclosure was insignificant, though positive. In 1994 he has further done a study to examine the significance of Social Responsibility aspects and the priority areas of Corporate Social Responsibility as perceived by the investors for their investment decisions. The study was based on primary data collection of 62 respondents who were asked to rate the relative importance of each of the items included in the social responsibility questionnaire on a five-point scale from very significant (5) to very insignificant (1). Then Average Weightage Score (AWS) for each item was found. In addition to this, to find out the relative significance of the five areas of social responsibility practices (1. Community involvement. 2. Product contribution 3. Human resources. 4. Environmental protection and 5. General Information.), mean scores were calculated for each of those areas. Out of the
five groups, the mean score was highest for environmental protection followed by product contribution, general information, human resources and community involvement.

**Mala Srivatsava (1999),** conducted a study – “Corporate Social Responsibility – A Perceptual Study” which attempted to understand the perception of 60 individuals who were graduates in the age-group of 21 to 60 years and had invested in shares and debentures about the social role of corporation. The study indicated that most people expect organization to achieve the first two levels of the model suggested by Monsen. A survey of the annual reports of sixty companies, including the forty largest companies in the United States, showed a sharp rise in expression of social responsibilities. The number of socially responsible actions and statements steadily increased from 167 in the 1965 annual reports of these companies to 576 in 1971. Further, it was observed that environmental issues which accounted for 16 per cent of all items in 1965, reached 42 per cent in 1971. They also reported a rapid increase in specific action programs in the social area.

**Wokutch (1990),** has presented the Japanese style of corporate social responsibility, especially in terms of occupational safety and health practices of the Japanese firms. Because of the personnel philosophy, Japanese corporations, which give importance to human resources, occupational health and safety procedures, are integrated into the core of the production system in Japanese firms. This integration includes high meetings, emphasis on training activities, pursuit of zero accident campaigns, the managers and workers, and effective dual emphasis on behavioral and engineering orientations to promote safety and health through the Corporate Social Responsibility practices.

**Pushpa Sunder (2000),** has done an intensive study on Indian business philanthropy through the ages. The study is from merchant to corporate citizenship, which focuses on Indian business philanthropy through the ages. The roots of business philanthropy go back a very long way in India. The practice of business giving continued through the ages. As economic, political and social centerlines changed, so did business response to social need. The outcome of the study is that there is a shift from merchant charity to corporate citizenship. The Corporate should keep the institutions of civil society alive and promote individual freedom, social justice and civic responsibility by supporting private non-profit groups engaged in such work.
Lockwood (2004), explained the critical role of the human resource function in organizations to play a leading role and educating their firms regarding the importance of Corporate Social Responsibility. He is adding that strategic implementation of sound human resource management practices would support the company’s business and Corporate Social Responsibility goals. According to him, firms must shift from first and second generation social responsibility practices of not risking a firm’s business success in the name of Corporate Social Responsibility and move over to third generation Corporate Social Responsibility practices where a firm addresses significant societal issues, such as poverty and cleansing the environment; and the HR function must lead this shift.

Sudip Mahapatra and Kumar Visalaksh (2005), have analyzed the fundamental changes in paradigm of corporate social responsibility and the new innovative practices being applied for its implementation in the last decade in India in the context of the liberalization of the Indian economy. The central argument in the study is that the rise of private enterprise in the free market setup has radically transformed the perception and understanding that corporations have of their large role in society and consequently, there has been a revolution in implementation of corporate social responsibility programs at the ground level.

Mannmohan Singh (2007), in a modern, democratic society, business must realize its wider social responsibility. The time has come for the better off sections of our society to understand the need to make our growth process more inclusive to eschew conspicuous consumption, to save more and waste less, to care for those who are less privileged, to be role models of probity, moderation and charity. Indian industry must, therefore, rise to the challenge of making our growth process both efficient and inclusive. If those who are better off do not act in a more socially responsible manner, our growth process may be at risk, our polity may become anarchic and our society may get further divided. (An excerpt from Prime Minister of India Mannmohan Singh’s speech on May 24 at the inaugural session of confederation of Indian Industry’s Annual Summit, 2007).
Lorraine Sweeney and Joseph Coughlan (2008), were found differences in reporting practices by an analysis of the annual and Corporate Social Responsibility reports of 28 firms focusing on a CSR practices in a variety of industries. Findings showed that there was a significant difference between how organizations in different industries report on Corporate Social Responsibility consistent with a stakeholder view of Corporate Social Responsibility, and that this reporting follows for the most part the expectations of the Corporate Social Responsibility communications literature. The paper explores the premise that there is an industry effect to the practice and indeed the reporting of Corporate Social Responsibility.

Krista Jaakson, and Katrin Tamm (2009), have done a study to investigate the effect of organizational culture on corporate social responsibility (CSR) in service companies in Estonia. According to the methodological approach of the study the culture at the organizational and societal level and social responsibility were analyzed, leading the authors to the hypotheses that the more extensively an organization engaged in Corporate Social Responsibility activities, organizational culture in general would be stronger. An empirical study was conducted in 17 service organizations operating in Estonia. It used task- and relationship-orientation as characteristics of organizational culture. Even though results could not statistically confirm the hypothesis that strong organizational culture characterizes higher Corporate Social Responsibility performers, but results are inconclusive in this respect.

Bhattacharya and Sankar Sen (2010), in an article on “Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication”, inferred: By engaging in corporate social responsibility (CSR) activities, companies can not only generate favorable stakeholder attitudes and better support behaviors (e.g. purchase, seeking employment, investing in the company), but also, over the long run, build corporate image, strengthen stakeholder–company relationships, and enhance stakeholders' advocacy behaviors. However, stakeholders' low awareness of and unfavorable attributions towards companies' CSR activities remain critical impediments in companies' attempts to maximize business benefits from their CSR activities, highlighting a need for companies to communicate CSR more effectively to stakeholders. In light of these challenges, a conceptual framework of CSR communication is presented and its different aspects are analyzed, from message
content and communication channels to company- and stakeholder-specific factors that influence the effectiveness of CSR communication.

**Moon Seop Kim (2012),** in a study on “CSR for Sustainable Development: CSR Beneficiary Positioning and Impression Management Motivation” stated that; consumers will be more likely to buy products from those companies which employ a self-benefit CSR positioning. In addition, the findings also suggest that the effect of the CSR beneficiary positioning on purchase intention depends on product type, situation, and self-monitoring level. Specifically, when the impression management motivation is heightened, people will pay more attention to information about companies' CSR efforts.

**Zabid Abdul (2012),** conducted a study on “Executive and Management Attitudes towards Corporate Social Responsibility in Malaysia”. The study revealed that about 69 per cent of the respondents believed that involvement by a business in improving its community’s quality of life will also improve long run profitability. Nearly 65 per cent agreed that socially responsible activities provide a favourable public image.

**Paramata Satyanarayana (2013),** in her thesis on “Corporate Social Responsibilities: A Study of Selected Organizations”, inferred that: - a vast majority 73 percent of respondents were satisfied with organizations overall involvement in CSR Activities at Visakhapatnam while 75 percent of the respondents expressed a great attitude with regard to the organization CSR Practices. It has also been observed, there is an inherent uncertainty in the parameters that are being considered for CSR. Although the term corporate social responsibility (CSR) may provide a general framework to describe the responsible behavior of a business and its social involvement it is what makes companies CSR Activities novel and need based.

**Dima Jamali (2014),** in his article on “Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model”, infers that Formulating and translating corporate social responsibility (CSR) strategy into actual managerial practices and outcome values remain ongoing challenges for many organizations. This paper argues that the human resource management (HRM) function can potentially play an important role in supporting organizations to address this
challenge. We argue that HRM could provide an interesting and dynamic support to CSR strategy design as well as implementation and delivery. Drawing on a systematic review of relevant strategic CSR and HRM literatures, this paper highlights the important interfaces between CSR and HRM and develops a conceptual model, the CSR-HRM co-creation model, which accounts for the potential HRM roles in CSR and identifies a range of outcome values resulting from a more effective integration of the role of HRM within CSR. The paper concludes with relevant theoretical and managerial recommendations that advance our understanding of the potential interfaces between HRM and CSR and how HRM can support a systematic and progressive CSR agenda.

Ignatius (2014), conducted a study on “Perception of Beneficiaries on the Corporate Social Responsibility Programmes Sponsored by DCBL Dalmiapuram, Tiruchirappalli District, Tamil Nadu”. The quantitative data revealed that the community perception towards Corporate Social Responsibility programme and company CSR programme was very high. Via case studies, the researcher revealed that there was a mismatch between their expectation and in reality what they received and further emphasized that need based analysis was necessary.

Jacqueline (2014), illustrates in her study on “Intention Attributions as a Mediator between Corporate Social Responsibility Initiatives and Stakeholder Perception”, there is a natural incongruence between a company’s traditional profit maximizing objectives and the social and environmental goals of corporate social responsibility (CSR) initiatives. When companies engage in CSR, they create an expectancy violation and stakeholders are driven to react to this by considering and evaluating the company’s intentions behind their CSR initiatives. Attribution theory predicts that people are driven to make judgments and respond to an action based on its underlying intentions. Attribution theory is highly relevant to stakeholder perceptions and this paper develops a model with intention attributions as a mediating variable between CSR initiatives and stakeholder perceptions.

Murthy (2014), in his article on “Corporate Social Responsibility Initiatives in India: Evidence from Manufacturing and Service Sectors”, states that Corporate social responsibility (CSR) is emerging as a new field in management research. In India,
many firms have taken the initiatives of CSR practices, which have met with varying needs of the society. The present study has attempted to understand which type of CSR activities are being practiced in different sectors in India. Data has been collected from the executives responsible for CSR activities through a structured questionnaire. Results obtained after data process depicts that choosing of CSR initiatives do not completely depend on type of industry.

Kamel (2015), “Corporate social responsibility, employee organizational identification, and creative effort: the moderating impact of corporate ability”, infers a growing body of research examines whether and how corporate social responsibility (CSR) leads to positive employee attitudes and work behaviors. While previous research suggests that CSR improves employee loyalty, motivation, satisfaction and commitment, little research examines how CSR affects employee creativity. In addition, considerable skepticism remains regarding the significance of CSR in relation to employee attitudes and behaviors and of the potential contingencies that intervene in these relationships. The study seeks to argue that the impact of CSR on employee creativity is contingent upon a focal firm’s corporate ability (CA), i.e., its expertise in producing and delivering its products/services. Specifically, that corporate ability not only influences employee organizational identification, hence employee creativity, but also affects how employees react to CSR.

2.5 Studies with regard to Support towards CSR Activities

Ralph Hamann (2004), in an article on “Corporate Social Responsibility in Mining in Southern Africa: Fair accountability or just greenwash”, argues that Corporate Social Responsibility (CSR)-related narratives and practices can be fruitfully assessed with reference to accountability and fairness as key criteria. Brief case studies of mining in South Africa and Zambia suggest that there are still important gaps between mining companies’ CSR activities, on the one hand, and accountability and fairness, on the other. The conclusion is that companies’ CSR-related claims, and particularly the reference to a business case for voluntary initiatives, need to be treated with caution. CSR is not necessarily or only greenwash, but there is a need to engage business critically towards more sincere versions of CSR.
**Welford (2005)**, “Corporate Social Responsibility in Europe, North America and Asia”, in his paper builds on previous work of the author in assessing policies on corporate social responsibility (CSR) based on 20 elements. The elements are based on international conventions, codes of conduct and industry best practice. In a second survey of current priorities for CSR among large listed companies, the paper examines the written policies of companies in 15 countries in Europe, North America and Asia. The second survey demonstrates an increased emphasis on ethics, bribery and corruption and increased policies among companies on child labour compared with the first survey. It shows that one cannot assume that Asian countries are less developed than their Western counterparts and points to a growing trend of CSR in Japan, in particular. Nevertheless, it is demonstrated that there is a link between the development of CSR and the economic development of countries and that many CSR policies are based on localised issues and cultural traditions at a country level. Supply chain aspects of CSR are growing in importance, particularly among countries with a strong trading tradition.

**Yeosun Yoon (2006)**, in his article on “The Effect of Corporate Social Responsibility (CSR) Activities on Companies with Bad Reputations”, emphasizes; based on theories of attribution and suspicion, three experiments highlight the mediating role of perceived sincerity of motives in determining the effectiveness of CSR activities. CSR activities improve a company's image when consumers attribute sincere motives, are ineffective when sincerity of motives is ambiguous, and hurt the company's image when motives are perceived as insincere. Variables affecting perceived sincerity include the benefit salience of the cause, the source through which consumers learn about CSR, and the ratio of CSR contributions and CSR-related advertising. High benefit salience of the cause hurts the company, in particular when consumers learn about it from a company source. This backfire effect can be overcome by spending more on CSR activities than on advertising that features CSR.

**Klement Podnar (2007)**, “CSR expectations: the focus of corporate marketing”, in his research paper investigates the link between individuals' expectations of corporate social responsibility (CSR) and their readiness to support the socially responsible behaviour of companies in light of the expectational relationship a company has with its stakeholders, as defined in the corporate marketing model. The
data were collected using an online survey of 354 respondents from different backgrounds. The sample was 57 percent female and 43 percent male with 66 percent of respondents aged between 20 and 40 years. The authors conducted descriptive statistics, a factor analysis, and structural equation modelling. The results show that expectations of ethical-philanthropic CSR tend to have a significant positive influence on both types of intended CSR support by customers.

**Mette Morsing (2008),** “The ‘Catch 22’ of communicating CSR: Findings from a Danish study”, in his research explored the apparent ‘Catch 22’ of communicating Corporate Social Responsibility (CSR). Although companies are regularly encouraged to engage in CSR, they are simultaneously discouraged to communicate about this engagement. The research contributes with two models that may help to explain how companies can best communicate about their CSR initiatives. Based on a reputation survey and two case studies of Danish corporate CSR frontrunners, first an ‘inside-out approach’ was developed to suggest how managers can manage their CSR activities to achieve favourable CSR reputation in a ‘Catch 22’ context. Employees appear as a key component in building trustworthiness as CSR communication is shown to evolve when taking an ‘inside-out approach’. Second, a CSR communication model was developed with two CSR communication processes targeting different stakeholder groups: ‘the expert CSR communication process’ and ‘the endorsed CSR communication process’. Integrating these models and processes may help companies strategically capture reputational advantage from their CSR initiatives.

**Silvia Ayuso (2009),** “Responsible Corporate Governance: Towards a Stakeholder Board of Directors”. Illustrates the central question posed in this paper will be how to organize board composition in order to ensure responsible corporate governance both from a CSR and a good governance perspective. Adopting a stakeholder approach to corporate governance, the paper analyzes the arguments given by different theoretical approaches for linking specific board composition with financial performance and CSR, and discuss the empirical research conducted. Despite the inconclusive findings of empirical research, it can be argued that diverse stakeholders on the board will promote CSR activities of the firm, but at the same time will increase board capital (which ultimately may lead to a better financial performance).
Chapter II

Review of Literature

An article by Stuart E. Levy (2011), on “An Analysis of CSR Activities in the Lodging Industry”, investigated, identified and analyzed current corporate social responsibility (CSR) practices and benefits gained from implementing these activities in the United States (US) lodging industry. A survey of the US-based hotel executives showed that the most important and highest performing initiatives tended to be popular environmental practices focused on energy, waste and water management. Hotel executives reported that cost savings and branding-related outcomes were the greatest benefits from CSR implementation. It is argued that increased consumer and managerial learning of CSR activities from a holistic perspective is critical to moving the CSR program forward in the lodging industry.

Deepa Aravind (2011), "Corporate social responsibility practices in India: approach, drivers, and barriers", aimed to examine how corporations in India interpret corporate social responsibility (CSR). Focusing on four commonly known approaches: the ethical, the statist, the liberal, and the stakeholder approach, the paper seeks to investigate the reported drivers and barriers to implementing CSR practices. The study finds that the CSR approach that is most favored by Indian firms is the stakeholder approach and that the caring or the moral motive, followed by the strategic or profit motive, are important drivers for Indian firms to pursue CSR. Further, the results indicate that the most significant obstacles to CSR implementation are those related to lack of resources, followed by those related to the complexity and difficulty of implementing CSR.

2.6 Research reviews based on the communities/employees involvement in CSR

Rodney McAdam (2003), in a paper on "Corporate social responsibility in a total quality management context: opportunities for sustainable growth" illustrates to explore how quality management can act as a foundation and key catalyst for developing corporate social responsibility (CSR) within organizations. CSR is an emergent discourse within organizational research and praxis. It has parallels to sustainable development, environmental protection, social equity and economic growth.

Although some organizations consider CSR to be a peripheral and sector specific issue, it is becoming increasingly mainstream, supported by government legislation. Key questions arising are, is there a conflict between profit earning and
CSR? How can CSR be implemented without impairing business performance? Can CSR build on existing quality management based business initiatives from a philosophical and practical manner? The critique and case study analysis within this paper shows how the ethical basis of quality management can be used to develop CSR within organizations. Quality management models and methodologies established on the broad principles of quality are seen as a foundation and catalyst for effective CSR in organizations.

Peter Jones (2006), revealed in his study on “Corporate social responsibility and the UK construction industry”, that his paper offers a preliminary exploration of the corporate social responsibility (CSR) issues being addressed and reported by some of the UK’s leading construction companies. The paper begins with a short discussion of the characteristics and origins of CSR and this is followed by a brief outline of the construction industry and some of the challenges it is currently facing.

The empirical information for the paper is drawn from the CSR reports and information posted on the World Wide Web by some of the leading construction companies. The findings reveal substantial variations in the nature and the extent of reporting. The paper specifically focuses upon six sets of CSR issues namely those relating to environment; health and safety; human resources; supply chain management; customers and communities; and governance and ethics. More generally the paper suggests that although construction companies report their recognition of the importance of CSR and their commitment to integrate it within their businesses they make relatively limited use of key performance indicators and have low participation rates in general benchmarking exercises.

Cheryl Rivers (2009), infers in her study on “Antecedents of CSR Practices in MNCs’ Subsidiaries: A Stakeholder and Institutional Perspective”, that this study investigates antecedents of corporate social responsibility (CSR) in multinational corporations’ (MNCs’) subsidiaries. Using stakeholder theory and institutional theory that identify internal and external pressures for legitimacy in MNCs’ subsidiaries, the study integrates international business and CSR literatures to create a model depicting CSR practices in MNCs’ subsidiaries.
The study also proposes that MNCs’ subsidiaries will be likely to adapt to local practices to legitimize themselves if they operate in host countries with different institutional environments and demanding stakeholders. The study also predicts that MNCs’ subsidiaries will be likely to adapt to local practices to avoid spillover effects if their parent companies suffer major legitimacy problems at home or abroad. However, the findings speculate that MNCs’ subsidiaries will be less likely to adapt to local practices if they are strongly annexed to their parent companies and the benefit to gain internal legitimacy outweighs external legitimacy. This article contributes to the discourse on CSR across borders by exploring the antecedents of CSR practices in MNCs’ subsidiaries at social and organizational levels, and integrating institutional and stakeholder views.

Turyakira, P (2010), argued that though CSR has been mainly discussed in the context of larger businesses, there was also compelling evidence that it can be used as a strategic tool to enhance the competitiveness of SMEs. The outcomes of CSR activities could help a great deal in improving the survival rate of SMEs and may offer great opportunities for business competitiveness, locally and globally. It noted however, that incorporating CSR has a challenge on how SMEs can implement CSR activities simultaneously with other business priorities in a balanced and motivating manner. The researcher also state that the very idea was especially more problematic in developing countries where there is limited capital, weak institutions and poor governance.

Paulina Bohdanowicz (2013), illustrates in a paper on “Hotel Companies' Contribution to Improving the Quality of Life of Local Communities and the Well-Being of Their Employees”, that a number of research techniques need to be employed, which would allow to see what the hospitality sector has done to further the aforesaid end. The findings are placed into the context of corporate social responsibility (CSR), and it is argued that, in recent years, hotel companies have gone to great lengths to improve the quality of life in local communities and the well-being of their employees. Critically, by presenting concrete initiatives and highlighting their rationale, it is shown that a growing number of hotels have embedded the idea of CSR into their business models. The paper concludes by asserting that international hotel companies can play an important role in the development of host communities.
Vijaya Thyil (2013), “Corporate Social Responsibility and Corporate Governance: Role of Context in International Settings”, in her research aims to explore the relationship between corporate governance and CSR: What are the major factors that play a direct role in the establishment of this relationship? How does context and institutional background impact upon the relationship between CSR and Governance? Using in-depth semi-structured interviews from two types of governance systems in three countries over three years, this study has demonstrated that in practice, within different settings, CSR is being used both as a strategy as well as a reaction to different drivers. This adaptive governance where governance can be defined as a flexible system of action incorporating strategic and monitoring activities that determines the way a company enacts its responsibilities to its shareholders and stakeholders and which is determined at any given time by the interrelationship of institutional drivers and behavioural norms.

Governance systems and their interrelationships with CSR are demonstrated as fluid according to the national and institutional context, economic situation and industry impact. In the eyes of practitioners corporate governance includes both structural and behavioural factors as well as responsibilities and actions towards shareholders and stakeholders. Contextual factors that this research highlights to be important to the incorporation of CSR into governance include the economic environment, national governance system, regulation and soft law, shareholders, national culture, behavioural norms and industry impacts. Hypotheses on the impact of institutional contexts, industry impacts and economic situations on different types of CSR actions are proposed for further research.

2.7 Studies with regard to the effectiveness of CSR Programmes

Bryan W. Husted (2003), in an article on “Governance Choices for Corporate Social Responsibility: to Contribute, Collaborate or Internalize” states that within a competitive business environment where resources are limited, it is increasingly important for senior management to make every investment count. Measuring ‘return on investment’ occurs at every level of operations—so why not also in the arena of Corporate Social activity? Until now, much research has focused on finding the link between corporate social responsibility (CSR) and increased business performance.
Researchers have not examined the cost implications associated with the different forms of governance utilized by companies to implement their CSR activities, e.g., outsourcing through charitable contributions, developing an in-house program, or creating a more collaborative model, which benefits both the company and the partner nonprofit organization. Careful examination and evaluation of these costs will help senior management choose the governance structure that will maximize the benefits they reap from CSR activities.

Drawing upon insights from organizational economics, this article develops a framework to compare the alternative modes of CSR governance and identifies the key drivers that affect governance choice, including associated costs. Most importantly, it provides a decision-making tool that can guide senior management in this vital choice as a way to contribute to the competitive advantage of the firm.

Dirk Matten (2004), in a research article on “Corporate Social Responsibility Education in Europe”, infers the context of some criticism about social responsibility education in business schools, the paper reports findings from a survey of CSR education (teaching and research) in Europe. It analyses the extent of CSR education, the different ways in which it is defined and the levels at which it is taught. The paper provides an account of the efforts that are being made to “mainstream” CSR teaching and of the teaching methods deployed. It considers drivers of CSR courses, particularly the historical role of motivated individuals and the anticipation of future success being dependent on more institutional drivers. Finally it considers main developments in CSR research both by business school faculty and PhD students, tomorrow's researchers and the resources devoted to CSR research.

Simon Knox (2005), “Corporate Social Responsibility: Exploring Stakeholder Relationships and Programme Reporting across Leading FTSE Companies”, infers that although it is now widely recognized by business leaders that their companies need to accept a broader responsibility than short-term profits, recent research suggests that as corporate social responsibility (CSR) and social reporting become more widespread, there is little empirical evidence of the range of stakeholders addressed through their CSR programmes and how such programmes are reported. Through a CSR framework which was developed in an exploratory study, we explore the nature of stakeholder
relationships reported across leading FTSE companies and the importance they attach to communicating both social and business outcomes. It is evident from the hypotheses tested that the bigger FTSE companies, particularly extraction companies and telecoms, are more adept at identifying and prioritising their stakeholders, and linking CSR programmes to business and social outcomes. However, we draw the general conclusion that building stronger stakeholder relationships through CSR programmes – other than with customers – is not currently a priority for most companies.

Prema Sagar and Ashwani Singla (2006), in their study on "Trust and corporate social responsibility: Lessons from India", states that there are skeletons tumbling out of corporate closets over the past few years which have led to a general erosion of trust in business globally. With this backdrop, lessons from India are particularly relevant as businesses seek endorsement as good corporate citizens through corporate social responsibility (CSR) initiatives. The world over, CSR stems from a commitment to the society in which a business operates. In India, it has been traditionally linked to spirituality, while respect in the corporate world has been treated on a par with the bottom line. As the need for CSR finds wider recognition, it is worth examining the Indian foundation for trust.

Richard Welford (2007), in a research study on “Priorities for corporate social responsibility: a survey of businesses and their stakeholders”, reports based on a survey of businesses and their stakeholders in Hong Kong. In a sample of 491 responses, fifteen areas of corporate social responsibility are compared. The most important issues turn out to be the environment, health and safety and governance. All factors are deemed important but the least important is philanthropy. There are notable differences between businesses and their stakeholders and within different stakeholder groups. Views about priority areas differ from group to group. The article demonstrates the important of companies undertaking stakeholder dialogue to gauge the views and aspirations of their stakeholders.

Savithri Subramanian (2013), Stated that adopting appropriate CSR programmes constructs a positive image of the company in the public benefiting it in its interaction with the government, investors and business partners. Therefore, in the long term business stands to gain in financial terms by undertaking CSR initiatives. There is
no doubt either that the country as a whole and the needy and disadvantaged sections in particular will gain when companies get involved in social welfare and development. This is because companies are resourceful partners to have in terms of finances, knowledge base, technical knowhow and human resources.

**Sankara Narayanan (2014),** in a research paper on “A Study on Role of CSR Initiatives towards Community Development through Women Empowerment Programmes”, revealed that Corporate in India have moved a long way from mere philanthropy to offering deliberately planned, comprehensive programmes with far reaching impact on the target Communities. Nowadays most of the corporate in India, are involving in sectors like Education, Health, Environment, Infrastructure and Women Empowerment. In the CSR programmes it is evident that companies believe that development could be instrumented through women empowerment. The developmental programmes with an element of Empowerment have liberated women to an extent, easing their mobility, decision making in their house steads, awareness of political, civil rights and Government Welfare Schemes. These programmes have helped women to give better education, medical facilities, to their children and participation in common action towards obtaining Community Services.

**Maziah Ismail (2015),** illustrates in an article on “Community as Stakeholder of the Corporate Social Responsibility Programme in Malaysia: Outcomes in Community Development”, that the outcome of a corporate social responsibility (CSR) programme in community development from the perspective of its participants in Malaysia. It is argued that information regarding community development CSR, the providers of CSR and the outcomes of CSR on community development in Malaysia has been scant. Hence, this study examines specifically i) the profiles of participants of CSR programmes in community development, ii) the profiles of selected CSR-participating corporations, iii) the orientation of CSR responsibilities undertaken by corporations as perceived by the participants, and iv) the types of community development contribution from CSR-participating corporations. Outcomes were determined through the results of the last two objectives. The results showed that about half of the respondents were in the younger age group with a mean age of 24.40 years. The majority of the CSR-participating corporations had implemented CSR programmes from the first decade of the millennium and had their core businesses in diverse sectors.
Legal responsibility was ranked the most important orientation and ethical responsibility the least important orientation. Education-related activities formed the dominant type of CSR contribution.

**Madhu Bala (2015),** conducted “A Comparative Study of methods of CSR Implementation in Indian Context”, and inferred that CSR integration into business operations is one of the great challenge facing Indian organizations today. The companies facing with CSR problems and challenges are required to manage effective ways of implementation of CSR projects. CSR integration with business operations involves planning and implementation of CSR activities. Depending on the availability of these resources, companies opt for different modes of executing CSR. The results of adopting a particular method, consequences of disturbance in business operations and long term performance of company must outweigh the cost of adoption of a particular method of implementation of CSR. This study aims to explore the methods of implementation of CSR in Indian companies. Further, it is intended to investigate if there are any differences / uniqueness in methods of CSR implementation and what is the preference of companies in selection of the various methods of implementation of CSR. A structured questionnaire was used to collect the data from top 500 Indian companies resulting in responses from 162 companies.

**Conclusion**

Present in the above chapter is an exhaustive attempt to portray the review of literature pertaining to various studies on Corporate Social Responsibility. The reviews are documented in a systematic order based on the classification of the instruments undertaken for the study. Though the present reviews provide a comprehensive account of the various studies related to the current topic, only a few studies have been made so far in India. Most of the studies deal with corporate social responsibility practices in abroad. From this, it follows that, not many comprehensive and authentic research studies are available dealing with corporate social responsibility practices in relation to the specific instruments adopted by the researcher for the study. There is no denying the fact that considerable work remains to be done in investigating the various dimensions of corporate social responsibility practices in the Indian context. Thus,
there exists a strong need to critically examine the present state of affairs as far as corporate social practices are concerned.

The review of the various studies and the literature related to the research study of the investigator was of great help and inspiration for the investigator. It gave a greater understanding of the problem and its essential aspects. It helped the researcher, to determine the objectives, formulate hypotheses’, selecting the methods of data collection and ascertain appropriate statistical techniques. According to a statement made by Good & Hatt (1952), “Review of the related literature is a forerunner for the research worker and shows the way through which a newcomer should proceed”, this was indeed experienced by the researcher and is rightly denoted in the present chapter.