Chapter-IV
Problem and Methodology

In this chapter, research and research methodology are described, the statement of the problem is presented, objectives are defined, hypotheses are framed and the research design is enumerated. In the later part of the Chapter research design is presented describing the population, sample size, sampling techniques, data, primary and secondary data, pilot study, reliability, the statistical tools, limitations and chapterization.

4.0 Introduction:

The World Bank defines CSR, as the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve the quality of life, in ways that are both good for business and good for development.

Many businesses in emerging market are realizing benefits from CSR-based initiatives, with quantitative improvements in revenue and market access, productivity, and risk management. While emerging market companies tend to focus more on short-term cost savings and revenue gains, intangibles like brand value and reputational issues are more significant for developed countries. Despite widespread rhetoric, impact in still patchy, in practice, many companies’ implementation is shallow and fragmented.

Governments are beginning to view CSR as a cost-effective means to enhance sustainable development strategies, and as a component of their national competitiveness strategies to compete for FDI inflows and to position their exports globally. There is a significant opportunity for all the sectors and especially public sector to harmers’ business enthusiasm for CSR to help improve poverty focused delivery for public policy goals. The challenge today for public sector bodies in developing countries is to identify CSR priorities and incentives that are meaningful in their national context, and to play a role in strengthening appropriate local initiatives.
The ultimate goal of the project is to improve the business environment and promote socially responsible business practices by a) mapping the current state of CSR activities undertaken by leading firms in strategic sector; b) examine the current roles played by public, private sector stakeholders and implementing these activities; and c) issuing recommendations to relevant public and private sector policy makers on how best to improve the CSR environment by properly evaluating and measuring to support poverty based development.

4.1 Significance of the study:

The study gains its significance from the fact on a broader perspective with the various theoretical and governance terms, focusing on shifts of power between states and businesses and growing voluntary adoption of a social role by international business, the need for Indian businesses to adopt multi-stakeholder initiatives as a part of its social responsibility is imperative. The study therefore is essential for understanding the alignment of CSR objectives with the overall company strategy. Such an attempt defines a holistic approach being adopted by a business unit leading to interrelated goal achievement an important aspect of CSR. The study also makes an attempt to identify the integration of the organization and its CSR policy with other functional areas. Finally, the process adopted the organization to CSR policy with the processes, practices and systems of the organization.

4.2 Social relevance or National importance:

As far as India is concerned, studies on corporate social responsibility are limited. Myriad aspects and different facets of this important area have not been fully explored. As the area is fast developing and gaining importance research studies in the little trodden field are imperative.

The origin of the concept in India can be traced to early 70’s when well known industrial organizations like TISCO and Public sector banks have adopted the neighboring areas both in rural and urban centers and worked for all round development of the poorer sections like farmers and other occupational groups in
villages. Similarly the organizations strove hard for the improvement of workers, and communities families.

A new era has risen with the advent of Liberalization and Globalization. In consonance with this, Indian corporate world is called upon to compete with MNC’s and other foreign organizations. It is heartening to note that the Indian organizations could face the challenges and become important global players. In this context, there is need to evaluate their performance in respect of CSR and the impact they have created on the poorer sections of the society. The study is a modest attempt to contribute to the existing literature on CSR as well as the extent to which the organizations are involved in the upliftment of the society at the bottom of the pyramid.

4.3 Research Questions:

The primary purpose of this study was to assess the CSR practices perceptions evaluative dimension and HRM role in different organizations.

1. What is the reason for starting CSR activities in organization?
2. How it got evolved as an activity?
3. What is the relevance of CSR efforts to the social beneficiaries?
4. What are the CSR activities undertaken by the respective organizations?
5. How does the organization measure CSR activities?
6. Does HR have any role to play in implementing CSR activity?
7. What are the current perceptions of CSR among a sample of organization executives?
8. What motivates the organizations to practices CSR?
9. Which stake holders do the organizations perceive to be important?

Research is a systematic quest for undiscovered knowledge. It is a combination of both experience and reasoning and is regarded as the most successful approach to discover knowledge. Thus it is a systematized effort (planned organized with a specific goal). The discovery and creation of knowledge therefore lies at heart of research.

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. It helps to portray accurately the characteristics of a particular individual, situation or a group (studies with
this object in view are known as descriptive research studies). Some of the motives for doing research are desire to get a research degree along with its consequential benefits, desire to face the challenge in solving the unsolved problems, i.e., concern over practical problems initiates research, desire to get intellectual joy of doing some creative work, desire to be of service to society and desire to get respectability.

**Research Methodology** is a way to systematically solve the research problems by logically adopting various steps. It aims to describe and analyze methods, throw light on their limitations and resources, clarify their pre-suppositions and consequences relating their potentialities to the twilight zone at the frontier of knowledge. Research methodology develops a critical and scientific attitude, disciplined thinking or a “bent of mind” to observe objectively. Research Methodology includes the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them.

### 4.4 Review of Literature and importance:

Researchers (e.g., Carroll, 1979; Kantanen, 2005) consider Howard Bowen’s 1953 text *Social Responsibilities of the Businessman* as the first book on CSR in the modern era. Despite more than five decades of research on this topic, its conceptualization is still elusive (e.g., Arthaud-Day, 2005; Carroll, 1979; Clarkson, 1995; Friedman, 1970; Jones & Goldberg, 1982; Sethi, 1996, 2002, 2003). For example, Manakkalathil and Rudolf (1995) defined CSR as “the duty of organizations to conduct their business in a manner that respects the rights of individuals and promotes human welfare”, which lacks descriptive accuracy and in turn makes it hard for operationalization (Shen, 2006).

Today, more than ever, organizations are focused on environmental and social responsibility as a strategic objective. Only 6 percent say it’s a lower priority. To be sustainable, businesses are now embracing a relatively new objective optimizing their operations to improve environmental and social outcomes in a manner that maximizes overall performance. As a result, executives face entirely new decisions and must manage an intricate new set of trade-offs. The demand for the implementation of an
affirmative action policy in the corporate sector is gradually acquiring greater support and simultaneously strident opposition (Sekhar and Praseeda, 2006). The TERI Poll of perceptions on CSR in India in 2001 reveal that people trust the media and NGO’s better than industry for the committed implementation of CSR (Noronha, 2004).

Action in CSR may span over a diverse set of thematic areas Health and Education, Lively Hood, Poverty alleviation Environment, water, Housing Energy, Microfinance, Women empowerment, Child development and Infrastructure. Yet, is clearly noticed that, most corporation focus only on environment and community service as their CSR action areas. While women Empowerment and poverty alleviation were neglected areas with minimal intervention. The reason for environment focus could the stringent government laws compelling the organizations adhere to environmental friendly practices. This raises a question of what should be the focus of CSR. Can individual business organization decide it? Or should there be governmental involvement in distributing CSR responsibility to corporate so that each and every thematic areas can be addressed instead everyone jumping into the bandwagon of environment.

Results of the Karmayog CSR Rating of the 1000 largest Indian companies-2008:

<table>
<thead>
<tr>
<th>Karmayog CSR Rating 2008</th>
<th>Number of Companies</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>5/5</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>4/5</td>
<td>10</td>
<td>1%</td>
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<tr>
<td>3/5</td>
<td>45</td>
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<tr>
<td>2/5</td>
<td>221</td>
<td>22%</td>
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<tr>
<td>1/5</td>
<td>231</td>
<td>23%</td>
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<td>0/5 (lowest)</td>
<td>493</td>
<td>49%</td>
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<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
<td><strong>100%</strong></td>
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An analysis of 35 industry sectors has been done for the 1000 companies of India were studied, and the Banking sector was identified as one of the best performing sectors with 57% of the 40 companies studied doing CSR. This may be due to the mandatory regulations on social sector expenditure for PSUs. The Construction sector is one of the sectors with very low CSR activity, as 63% of the 57 companies studied are doing no CSR work. It may be understood that India has a long way to go in attaining maturity in implementation of CSR.

A new survey on corporate community involvement released in 2004 by Deloitte & Touche USA LLP indicated that 72 percent of employed Americans want to work for a company that is involved in charitable causes, when deciding between two jobs with the same location, responsibilities, pay and benefits. This survey presents a glimpse into the situation where business and the general public are paying increasing attention to the topic of corporate social responsibility (CSR), and in particular, CSR strategies by multinational corporations (MNCs).

More specifically, the ever-increasing impact of MNCs on global economy made the CSR policies of these corporations more open to public scrutiny. The media, non-governmental organizations (NGOs), and activist groups have constantly questioned activities of MNCs in developing countries, particularly with regard to issues such as forced labor, bribery, and so on (Broadhurst, 2000; Panapanaan, Linnanen, Karvonen, & Phan, 2003; Raynard & Forstater, 2002). On the other hand, MNCs currently are still managing CSR haphazardly or unsystematically (Panapanaan et al., 2003; Helmer, 2005). For instance, these companies address CSR narrowly as personnel issues, or environmental protection problems, or philanthropy (Panapanaan et al., 2003; Smith, 2003).

4.5 Statement of the Research problem:

Andhra Pradesh has important clusters of industrial units both public and private sectors. Though the initial industrial profile consisted of the manufacturing sector industries, with the growth of the service sector a number of IT based industries have been started in the past decade. A number of these industries have already made
contributions to the community around them. The present study therefore aims to make a comprehensive evaluation of the CSR effort of these industries.

4.6 Objectives of the Study:

- To identify the various CSR activities undertaken by the public and private sector industries in the state of Andhra Pradesh.
- To examine the relevance of CSR efforts to the social beneficiaries, in terms of their need and usage.
- To evaluate the CSR efforts of both public and private sector on a comparative basis.
- To measure the CSR effort made by the organizations in relation to the benefits accrued by them in terms of their profits.
- To study the contribution of HRM in the making of CSR happen

4.7 Hypothesis:

H1: There is a clear cut policy of CSR.
H2: There is a clear cut criteria for identification of beneficiaries.
H3: There is a clear cut procedure norm regarding CSR activities to be undertaken.
H4: There is a clear method of administration to conduct CSR activities.
H5: There is a proper technique to measure CSR initiatives.
H6: HRM contributes to making CSR Happen.

4.8 Research Design:

Before going further it is appropriate to discuss the definitions of Research Design: “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure” (Claire Selltiz, 1962). “Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance.” (Kerlinger, 1960).

The definition of Kerlinger includes three important terms - plan, structure and strategy. The plan is the outline of the research scheme on which the researcher is to work. The structure of the research work is a more specific scheme and the strategy
suggests how the research will be carried out i.e. methods to be used for the collection and analysis of data.

In brief, research design is a framework or blueprint for conducting the research project. It details the procedures necessary for obtaining the information needed to structure and/or solve the research problem. It is the specification of methods and procedures for acquiring the information needed for solving the problem. Questionnaires, forms and samples for investigation are decided while framing research design. Finally, the research design enables the researcher to arrive at certain meaningful conclusions at the end of proposed study.

A research design is like a roadmap, depending on the research purpose and objectives the research designs are categorized as exploratory or formulate, descriptive or diagnostic and hypothesis testing research studies.

The main purpose of exploratory research is that to define the problem more precisely, identify the relevant courses of action i.e. find the most likely alternatives, which are then turned into hypotheses, isolate key variables and relationships for further examinations, gain insights for developing an approach to a problem and finally establish priorities for further research.

The researcher in this study has adopted the exploratory type of research design. Application of appropriate methods and adoption of scientific procedures is a *sine qua non* of systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study uses a combination of historical, case study, and survey methods. The historical method traced the genesis of personnel policies and practices.

The case study method was adopted to make in-depth analysis of human resource policies and practices. Case study is a method of exploring and analyses the life of social unit, be that a person, a family, an institution, a cultural group or even an entire community. *The case study approach provides the researcher to delve deep into the
working of the organization with a desire to bring to light the intricacies and complexities of the activity. Opinion survey of the executives constituted the survey method in the study.

To accomplish the above objectives, the researcher conducted an extensive review of recent news and literature pertaining to the company core business activities and people management practices. This archival research involved, *inter alia*, close readings of company websites, annual reports, and press releases, and a review of recent studies. Information conducted during this phase of the research was used to sketch rough “profile” of the company. This profile was further developed on the basis of information collected during the interview stage.

While archival research was being conducted, the researcher developed interview schedule and schedule questionnaire to be administered to the selected organization, and respondents. This survey instrument was designed with careful attention to the definitions and categories.

Then identified and contacted target organization and potential respondents (selected by random sampling) in person to enlist their support in completing schedules, and gather any additional information of relevance to the research.

4.9 Methodology:

To accomplish the above objectives, the team first identified twenty-four companies believed to be involved in CSR activities from public and private sectors. Then the researcher conducted an extensive review of recent news and literature pertaining to these companies’ core business activities and CSR practices in India. This archival research involved, *inter alia*, close readings of company websites, Annual Reports, and press releases, and a review of recent studies. Information conducted during this phase of the project was used to sketch rough “profiles” of each of the companies. These profiles were further developed on the basis of information collected during the interview stage.

While archival research was being conducted, the researcher developed interview schedules and questionnaires to be administered to selected organizations,
beneficiaries and respondents. This survey instrument was designed with careful attention to the definitions and categories.

Then identified and contacted target organizations and potential respondents in person to enlist their support in completing questionnaire, and gather any additional information of relevance to the project. In addition: representatives of four organizations have expressed willingness to participate in the study but requested more time to gather the required information; representatives of five organizations have either not replied to our team’s repeated efforts to enlist their participation or have replied without indicating their willingness to participate; representatives of six others have explained that their CSR activities have been discontinued or reduced to such an extent as to obviate the need to include them in the study; finally, the researcher is able to identify nine organizations as a suitable point of contact. Most of the companies, have well-developed official statements to CSR philosophy which include, *inter alia*, references to ethical business practices, high standards of health, safety, and the environment, and the pursuit of long-term profitability through good corporate citizenship and sustainable business practices.

The study aims to identify these aspects by using the case study approach in the selected organizations belonging to public and private sector involved in activities of corporate social responsibility. The case study approach provides the researcher to delve deep into the working of the organization with a desire to bring to light the intricacies and complexities of the activity.

The researcher aims to conduct interviews with concerned officials to gain understanding of the methodology used by the organization in designing, implementing, and administering the CSR activity.

As the study is basically explorative, the research aims to make a foray into the basics of CSR as a socially responsive strategy used by organizations and also desires to measure whether their strategy has either or indirect impact on the profitability of the organization / society.
4.10 Method of the study:
The CSR model in private or public sector organizations is conceptual in nature. It ultimately examines only one construct-CSR from different levels, i.e., the organizational level (strategic orientation, content domain, and ideological perspective), and societal level (content domain, societal and operational perspective). Also, the excellence study (Grunig, Grunig, & Dozier, 2002) demonstrated that research on the value of CSR from beneficiary viewpoint can be conducted at the program level, department level, organizational level and societal level. In addition, multi level studies on CSR are noticeably missing from the standpoint of beneficiary views measurement/techniques etc. Therefore researcher used qualitative interviewing different sources to explore more deeply into the underlying nuanced meanings and relationships. By using data triangulation researcher hoped to add validity and reliability to the study. Also researcher located this study at both the organizational level beneficiary level.

4.11 Population:
A population a definable set of individual units to which the findings from statistical examination of a sample subset are intended to be applied. A population includes all people or items with the characteristic one wish to understand. Because there is very rarely enough time or money to gather information from everyone or everything in a population, the goal becomes finding a representative sample (or subset) of that population.

4.12 Sample:
A sample is a subset of a population. Typically, the population is very large, making a census or a complete enumeration of all the values in the population impractical or impossible. The sample represents a subset of manageable size. Samples are collected and statistics are calculated from the samples so that inferences or extrapolations are made from the sample to the population. This process of collecting information from a sample is referred to as sampling.

4.13 Sampling Technique:
Sampling Technique is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. To obtain maximum precision the researcher has adopted the sampling technique - “Stratified Random Sampling – Disproportionate”.

Stratified sampling is a method of random sampling. In stratified sampling, the population is first divided into homogeneous groups, also called strata. Then, elements from each stratum are selected at random according to one of the two ways: (i) the number of elements drawn from each stratum depends on the stratum’s size in relation to the entire population (“proportionate” sampling), (ii) the number of elements sampled from each stratum is not proportionate to the size of the stratum (“disproportionate” sampling); in this case, an equal number of elements is typically drawn from each stratum and the results are weighted according to the stratum’s size in relation to the entire population.

The precision of the design depends on the allocation of sample points to the strata. The disproportionate stratification helps to maximize precision. As the variances differ across strata, disproportionate stratification can provide better precision. With disproportionate stratification, the sampling fraction may vary from one stratum to the next. Since the organizations under study are of varied populations the researcher has found that stratified random sampling – disproportionate is applicable. With disproportionate stratification, the researcher could maximize precision for important survey measures. If variances differ across strata, disproportionate stratification can provide better precision than proportionate stratification, when sample points are correctly allocated to strata - With disproportionate stratification, the researcher can maximize precision for a single important survey measure. However, gains in precision may not accrue to other survey measures.

In this study of the total size of the population selected is 90 executives selected on stratified random sample- disproportionate for conducting in-depth interviewees out of 09 sample organizations.
4.14 Data:

Data is groups of information that represent the qualitative or quantitative attributes of a variable or set of variables.

4.15 Primary Data:

Primary data is the data which is collected by the researcher directly from own observations and experiences for the first time, taking a sample, representing a population. It is not a published data, it is problem specific data collected by the researcher for the first time. The technique used for the collection of primary data in this research study is schedule.

4.16 Data Collection Tool- Schedule:

Schedule is a data collecting research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents to meet a particular need for research information about a pertinent topic. The research information is attained from respondents normally from a related interest area. The researcher has used schedule method to collect the data (Appendix-I). A schedule has been designed adopting and modifying the UNO questionnaire on CSR.

4.17 Secondary Data:

Secondary data is collected and collated from archival research, qualitative interviewing and in-depth interviews.

The secondary data is collected from paper-based sources such as books, journals, periodicals, abstracts, and research reports, internal records of organisations, newspapers, magazines and from electronic sources such as Internet websites. In addition to the schedule, qualitative interviewing, in-depth interviews, snowball sampling techniques are used to gather information. As a part of archival research records, annual reports, sustainability reports, CSR related documents etc., were perused and required data was gathered and content analyzed.
4.18 Qualitative Interviewing:

Qualitative interviewing is an effective method to look deeply and broadly into subjective realities. Kvale (1996) has likened qualitative interviewing to “wandering together with” the interviewee. He posited that interviewers who genuinely want to hear are on a journey with the interviewee, offering the latter a way to express stories in their own voices. Interviewing’s ability to tap into subjective realities has made it an invaluable data-gathering tool in communication and other disciplines (Lindlof, 1995; Potter, 1996). Specifically, this method allows us to understand “the social actor’s experience and perspective through stories, accounts, and explanations,” test “hypotheses developed in the field,” gather “information about things or processes that cannot be observed effectively by other means,” and elicit “language forms used by social actors in natural settings” (Lindlof & Taylor, 2002).

Also, qualitative interviewing is noted for its high adaptability. Lindlof and Taylor (2002) suggested that qualitative interviewing can be conducted “anywhere two people can talk in relative privacy”. It takes the form of face-to-face group interviewing, mailed questionnaires, and telephone interviewing (Fontana & Frey, 1998). Furthermore, it can cover a wide range of topics, with flexible formality. The in-depth information obtained from interviews is invaluable for exploratory studies on topics that have been relatively understudied, such as measurement of CSR initiatives. Another advantage of qualitative interviewing is its tolerance for uncertainty because the design will be changed as the researcher discovers new information and probe further (Rubin & Rubin, 1995). And the same can be content analyzed.

Qualitative interviewing is appropriate for this study because of the above mentioned advantages, particularly its unique ability to grant the researcher understanding of social actor’s own perspective. Because beneficiaries perspective is largely missing in the literature, qualitative interviewing is of great relevance to present these social actors’ voices.

However, due to the flexibility and subjectively involved in qualitative interviewing, this method has invited numerous criticisms. The most common one is
lack of generalizability. The descriptive, explanatory and exploratory nature of qualitative studies make it hard to generalize findings unique to a specific group of participants to a larger population (Potter, 1996). The purpose of this study was not to generalize the responses of public and private sector organization CSR. Rather, it explored the “what” and “how” questions with regard to CSR, thus attempting to build a preliminary note with regard to CSR.

4.19 In-depth Interviews:

In the second stage of data collection (following the surveys), the researcher conducted in-depth face to face interviews with organizational executives to seek insights on their CSR practices. Besides executives of organizations, the researcher interviewed managers/employees of NGOs, community representatives, trade unions and the mass media. Dexter (1970) termed interviews with those who are influential, prominent, and well informed in their fields, as elite interviews. In these elite interviewees, are not subject to standardized questioning but are allowed to introduce, “their notions of what they regard as relevant, instead of relying upon the investigator’s notion of relevance.” As the researcher believed that this approach useful because these elite were able to elaborate on the status of CSR in India and in particular Andhra Pradesh because of their experience.

The questions frame for qualitative interviewing, in-depth interviews are:

1. What are the current perceptions of CSR among a sample of organization executives?
2. What activities do the sample of organization conduct in the name of CSR?
3. What motivates this organization to practice CSR?
4. Which stakeholders do these organizations perceive to be important?
5. What decision making processes drive the CSR practices of these organizations?
6. How do these organizations communicate their CSR related messages to their stakeholders?
7. What resources are allocated or their CSR programmes?
8. How do these organizations evaluate their CSR practices?
9. What benefits have these organizations achieved in their CSR initiatives?

The questions 2, 4, 5 and 7 helps us analyze the activities, motivations, decision-making processes, stakeholders, and resources related to CSR.
4.20 Reliability Test:

Reliability is the consistency of the measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of the measurement. A measure is considered reliable if a score on the same test given twice is similar. The reliability is not measured, it is estimated.

In the study the researcher had estimated the reliability through internal consistency technique. The reliability is estimated by computing correlation values among the questions on the questionnaire by using Cronbach’s Alpha. In short, Cronbach’s alpha splits all the questions on the questionnaire in every possible way and computes correlation values for them all. Finally the output generates one number for Cronbach's alpha similar to a correlation coefficient, the closer it is to one, the higher the reliability estimate of the questionnaire.

Cronbach's alpha is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component.

**Interpretation** Cronbach’s alpha can be interpreted as the percent of variance the observed scale would explain in the hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same thing and using the same number of items.

Cut-off criteria: By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale."

All the above mentioned dimensions were found to be “good scale".
4.21-Pilot Study:

A pilot study is a small scale preliminary study conducted before the main research in order to check the feasibility or to improve the design of the research. It permits preliminary testing of the hypotheses that leads to testing more precise hypotheses in the main study, it often provides the researcher with ideas, approaches, and clues may not have foreseen before conducting the pilot study. Such ideas and clues increase the chances of getting clearer findings in the main study. It can reveal deficiencies in the design of a proposed research and these can then be addressed before time and resources are expended on large scale studies.

Pilot study is done in all selected study units. The researcher visited the organizations number of times in order to determine the feasibility of conducting the study. A sample of about 50 respondents was taken to test the questionnaire. The analysis made by pilot study was found trustworthy and thus the Questionnaire is used for the main study with slight changes.

4.22 Statistical Tools:

Statistical tools help to analyze population data by describing what was observed in the sample and use patterns in the sample data to draw inferences about the population represented. All the factors are explained through simple percentages, graphical (figures) presentations and from there explained through descriptive statistics.

Reliability is the consistency of the measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of the measurement. A measure is considered reliable if a score on the same test given twice is similar. The reliability is not measured, it is estimated.

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All the above mentioned dimensions were found to be “good scale”.

4.23 Limitations:
The study has the following limitations:

- Since the principal method of study is the case study, method, it has all the limitations associated with the method. The generalizations of the study cannot be expected to have universal application. Even when we try to apply to the units of similar nature these must be applied with caution.
- The records and files were not maintained systematically and the researcher had to labour very hard to collect necessary information by running from ‘pillar to post’.
- Executives were hard pressed for time in view of the job demands and rigorous work schedule. The researcher had to persuade them for sparing time for conducting interviews. When he found that the respondents were not in a position to spare adequate time for the purpose, he had to request them to spare time after the shift timings.
However, the above mentioned limitations do not detract from the quality output of the present study.

4.24 Chapterisation:

The study has been organized into six chapters:

Chapter I  Introduction and Theoretical Considerations- CSR
Chapter II  Literature Review
Chapter III  Profile Of Sample Organizations
Chapter IV  Problem and Methodology
Chapter V  Data Analysis and Interpretation
Chapter VI  Findings, Suggestions, Implications and Conclusion
References:

- Drucker Peter F. reiterating the idea that management rests on practice, comments that “management is a practice rather than a science”. It is not knowledge but performance. In the last analysis it is practice which is the essence.
- Ishwar Dayal, “The field of research in management –A trend report”, in “A survey of research in management”, ICSSR, 1973, p.17.
- Lallan Prasad, Personnel Management and Industrial Relations, o.cit.
- Lawrence A. Appley, op.cit, p.21.
- Taylor F.W, Elton Mayo, Douglas Mc Greger, Abraham Maslow, Rebert Dubin, Chris Argiris, Chester Bernard, Rensis Likert, Blake and Mouton, and a host of others developed concepts and theories to explain Human Relations, Motivational, Behavioural and Social factors involved in Personnel Management.