INTRODUCTION, BACKGROUND AND RATIONALE OF THE STUDY

1.1 Introduction

Four hundred years ago, social responsibility shifted from the church to the State, as government replaced religious institutions as the society’s predominant force. At the dawning of the twenty-first century, business appears to be the next likely candidate to carry this mantle (Joel, 1994). We all know that business is an economic activity, which is carried out on a regular basis to earn profit. With little surprise, we also come across business persons spending money on different projects, which is not going to give them any profit straightaway. For example, we see business persons maintaining and developing gardens and parks on streets and squares in the cities and the towns. Some business executives bear the sponsorship for research, for improving the quality of products; some provide housing, transport, education and health care to their employees and their families. In some places, businesspersons provide free medical facility to poor patients. Sometimes they also sponsor games and sports at local, national as well as international levels. Let’s ponder for a while why they are spending so much of time, money and energy on such projects. This process and development will carry on. Industrialization and extraction of natural resources also is inevitable, as the planet has to provide nourishment to all the living beings. Industrialization damages environment, factories are responsible for air pollution, industrial waste generation, and, in turn affect the society directly. These add to the important dimension of the society, that is, ‘to save the planet by environment prevention’. The planners, head of institutions, departments, corporate and the heads
of the governing bodies need to contribute in this endeavour to save the environment. Over the past decade, many new stories have brought to the attention of the public on numerous social and ethical issues that have framed the business/society relationship. Because the news media have a flair for the dramatic, it is not surprising that the reporting of these issues were characterised by criticisms of various actions, decisions, and behaviours on the part of business management. Visible examples of these criticisms include- accusations against Satyam Computers for fraud and cheating; H.B. Fuller Company’s selling glue in Honduras which is being indiscriminately used by Honduran street children as intoxication stuff; an expose of Beech-Nut Nutrition Company’s practice of selling adulterated apple juice and passing it off to the public as 100% fruit juice; lawsuits against Dow Corning for its sale of defective silicone breast implants; allegations that Sears Roebuck & Co. engaged in sales, abuses at its auto centres by pressuring customers to purchase unneeded or unwanted services as well as accusations and lawsuits against the tobacco industry for manufacturing, advertising and marketing such a dangerous substance freely in the media with so much glamour and fanfare. The list of such examples will carry on, but these examples will serve to illustrate the continuing tensions between business and society, whose flashbacks can be routed back to specific incidents or disasters like the Bhopal gas tragedy. In addition to these specific incidents, many general issues that carry social or ethical implications have arisen within the relationship between business and society. Some of these general issues have included gender bias in the appointment and recruitment for jobs; smoking and sexual harassment in the workplace; toxic waste disposal crises; insider trading; product liability crises; foetal protection issues and use of political influence by business using money-power to manipulate the outcome of legislation.
These are the types of issues and stories one can find in the daily newspapers, mass media- on internet and television about today’s prevailing business and society tensions. We put forward the above issues as illustrations of the widespread interactions between business and society that occur on an almost daily basis. From these incidents and occurrences, the public opinion is that one day or the other, a business firm or the other have committed wrong or treated unfairly one of its stakeholders. Sometimes, major legal offences are also committed knowingly or unknowingly. There arises the question of ethical commitment of the business organisations even when the company faces with adversity. In today’s socially aware environment, a business firm frequently finds itself on the crossroads and defends itself amidst criticisms and allegations that it has taken some steps which is against the interest of the public or it has failed to take in favour of the public. It is seen from time to time that powerful social groups unexpectedly, exert enormous pressure on businesses, and exercise forceful influence on public opinion, resulting particular courses of actions from the business firm. Besides these, businesses are attempting to deal with broad societal concerns, such as various aspects concerning human rights, environmental prevention, smoking and sexual harassment in the workplace. Moreover, businesses would consider the pros and cons of the issues coming up from time to time and deal with them according to the nature and contents of the issues. Although the correct responses are not easy to identify, businesses must respond and be willing to live with the consequences. On a broad level, the researcher was discussing the role of business in society such as- the role of business versus government in our socio-economic system, what a firm must do to be considered socially responsible, and what managers must do to be thought of as ethical. These important issues require immediate attention and definite course of action. This has formed the next subject of debate on the roles and responsibilities of business in
society. In the outset of the new millennium, many issues concerning economic, legal, ethical, and social as well as issues about business and society are the hot topics of public attention. This period, characterised by significant changes in the economy, technology, society and in the new economic world order, is considered a chaotic period of transition. Against this continuing turbulence, in the business/society relationship, the researcher wants to develop some ideas that are fundamental to an understanding of where we are now and how we would proceed.

1.2 Review of Literature

There has been a lot of research and studies by thinkers of the past and present regarding the business and society relations, ethical business and social responsibility of business (now CSR- Corporate Social Responsibility). When a firm makes a profit, this means that productive factors of the earth are used to satisfy human needs and are at the service of the whole society (Pope, 1991).

Drucker (1946) in his article “The concept of the corporation” published in Business and Society Review has observed that under any circumstance we are moving in the direction of demanding that our institutions take responsibility beyond their performance and beyond their own contribution. We will demand this as from the University, the Hospital, the Government agency, the school and even from charitable organizations and place of worship.

Bowen (1953) had defined the concept of social responsibility as the obligation of managers to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and the values of our society. He also added, that the doctrine of social responsibility to the idea that voluntary assumption of social responsibility by businessmen is or might be a
practicable means towards ameliorating economic problems and attaining more fully the economic goals we seek. The first major book on social “Responsibility” was written by Howard R. Bowen. The book, entitled “Social Responsibilities of the Businessman” was devoted completely to the idea of Social responsibility and it represents the origin of the modern debate on this subject.

Cells and Walton (1961) described social responsibility in their conceptual foundations of business as follows: ‘When people talk about CSR, they are thinking in terms of the problems that arise when corporate enterprises cast its shadow on the social scene and of the ethical principles ought to govern the relationships between the corporations and society’.


Davis (1975), described the following five propositions regarding social responsibility of business houses: The first proposition states, that social responsibility of business arises from the business of social power. He emphasizes the concern about the consequence of business actions that affects the interests of others. Because of these consequences, the business responsibility toward the community arises. The second proposition states, that business has to operate as a two-way open system with the open receipt of inputs from the society and open disclosure of its operations to the public. The third proposition says, that the social cost as well as benefits of an activity, product or service after thorough consideration and calculation should decide whether to continue a product or stop its production. The fourth proposition states that the social costs of each activity, product or service should be
priced into it so that the user has to pay for the effects of his consumption. The fifth and final proposition is that beyond the social costs international business institutions as citizens have responsibilities for social involvement in areas of their competence where major social needs exist.

Carroll (1979) has developed a three dimensional conceptual model of social responsibility and includes the categories of economic, legal ethical and discretionary responsibilities. The second deals with the social issues involving such as consumerism, environmental issues, as well as occupational safety and similar issues of social responsibility.

The third deals with social responsiveness strategies such as reaction, defence, accommodation and probation. These three dimensions are combined together in the model which can help managers to conceptually understand the level of their social performance and improve upon it to develop socially responsible stakeholder’s policies.

Freeman (1984), used the term stakeholder, meaning those who are affected by an organisation’s activities to describe corporate owners other than the shareholders. He defined stakeholders as any group or individual who can affect or is affected by the achievement of the organisation’s objectives and stated that corporations are the connected network of stakeholder interests. The interest of suppliers, employees and customers, among others, make them at the same time legitimate partners in the dialogue with corporations.

Khan and Alkinson (1987), conducted a study on Indian executives to know their views regarding CSR. Most of the executives agreed that organizations have responsibility toward all the stakeholders i.e. shareholders employees customers
suppliers, society and to the government. They were of the view that CSR promotes a good relationship if is observed.

Robin and Reidenbach (1987), have shown how stakeholder policies can be integrated into the making of organizational strategy. They applied the social responsibility perspective in the planning process by using the image of an average family for developing values within an organization. Based on this logical background the authors have shown the imbibing of values like empathy, care and concern in functioning of the organization.

Garret (1989), has used the due care theory for increasing the responsibilities of business towards the stakeholders. The theory is based on classical vacationalism of Plato and Aristotle according to which it is the responsibility of the management to take care of others’ needs and serves them. Thus the author has shown through ‘due care’ theory that corporation can be socially responsible.

Sharplin (1989), has used the concept of public firm in which the management is an agent to all factor suppliers and not the shareholders alone. As each stakeholder group has interest in a public firm and can monitor the agent, the public firm tries to carefully administer its contracts with all stakeholders. Here the author states that this can be achieved through the development of socially responsible stakeholder policies.

Freeman and Liedkta (1991), have critically re-examined the Corporate Social Responsibility and have provided three propositions, the first being the basis for a new conservation on social responsibility. The second proposition, the ‘caring proposition’ describes that corporations are places in which both individual human
beings and human communities engage in caring activities which are aimed at mutual support and unparallel human achievement.

Wokutch (1990), 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 the human resource, the occupational health and safety procedures are integrated to the core of the production system. This integration includes high meetings, emphasis on training activities, pursuit of zero accident standards and effective dual emphasis on behavioural and engineering orientations to promote safety and health among workers and managers.

Chakraborty (1991), showed and highlighted the beautiful and deep roots of Indian ethos from which the managers and business leaders can develop a system of values. From this systematic knowledge of values and ethos, the responsible stakeholder policies can be developed.

Gopalkrishna (1992), has studied the perceptions of middle and top-level executives belonging to the industrial centres of India regarding social responsibility. The aspects covered by him include the need and rationale for corporate social responsibility, priorities and approaches toward organizational arrangement and implementation of corporate social responsibility and social audit.

Miller and Ahrens (1993), and a number of authors have argued that businesses should not run solely for the interests of stockholders. Rather, businesses have a social responsibility that requires them to consider the interests of all parties affected by the actions of that business. Management should not only consider its
stockholders /shareholders in their decision-making process, but consider also anyone who holds a stake in the outcomes.

Roman et al. (1999), study, cited in “Business and Society Review”, showed that out of 300 large corporations, companies which made a public commitment to rely on ethical code, outperformed companies that did not do so by two to three times, as measured by the market value. An increasing number of studies show a positive correlation between the social responsibility and financial performance of the corporations.

Chakraborty (2001), discussed corporate social responsibility in terms of a deeper psycho-philosophical insight into human existence both in individual and collective aspects.

Murphy and Balsary (2001), have conducted a poll and it is observed that role of companies in different areas like supporting community development initiatives, empowering women and other groups providing lowest possible prices etc. are mostly higher towards general public compared to workers and company executives. As far as the study of the most important factors in forming the opinion of a company is concerned, 58% of the respondents gave primary weightage to brand quality, 32% has reiterated the environmental labour and social issues as most important. Only, 9% of the respondents consider labour practices and business ethics as most important in forming an opinion of a company. The key conclusions drawn from the poll are: high expectations from companies are not matched by judgments about corporal responsibility, and, more trust is placed in the media and non-governmental organizations in that industry.
Anand (2002), studied social responsibility initiatives as building block of corporate reputation in the Indian contact. He analyzed the reputation from a stakeholder perspective. Reputation of a firm contributes in positioning a firm’s identity in a proper and more attractive way. This has been proved in the case of socially responsible Indian firms which are also considered to have good reputation.

Bansal and Kandola (2003), took a value based look at corporate social responsibility and discussed the question, “why good people behave badly in organizations? According to them companies must create consistent organizational values that espouse corporate social responsibility and employee empowerment that encourages individual to express their concerns to senior management.

Orlitzky et al., (2003), are in the opinion that evolution of the CSR concept will only be discussed from economic and social perspectives. There are a number of benefits which have been identified by researchers as tangible and intangible, from CSR; Grayson and Hodges, 2004; Greening and Turban, 2000). In addition, they mentioned that benefits of different types, and that employee motivation and improved image can be highlighted.

Dunphy, et al. (2003), observed that Patagonia, a well-known sports clothing and sports Gear Company has consistently acted on this principle of corporate citizenship and social responsibilities. The company’s environmental commitment is evident, for example from its decision to convert its entire sportswear line to organically grown fibre even though this incurs a higher cost. How companies behave affects many people, including the flora and fauna and not just the shareholders. A company should be a responsible member of the society in which it operates. That means contributing to sustainable development by working to improve the quality of
life of employees, their families, the community and stakeholders up and down the supply chain. It can mean a “day care” facility for working mothers, a new clinic, health insurance, playground; it can mean bio-gradable packaging, cleaner fuel for buses and trucks, community tree plantation drives, reduced water and energy consumption. It can mean a lot of things – the list is endless Barnett, Micheal Solomon, and Robert, (2003).

Hopkins (2004), studied Corporate Social Responsibility from the value perspective. He studied the economic value added implication of CSR actions and found the following areas of influence, brand equity and company’s reputation, to access financing, employee motivation, innovation, more creativity, increase in learning, intellectual capital and better risk management.

Biggs and Ward (2004), tried to link Corporate Social Responsibility, good governance and corporate accountability through an institutional framework. They found that it is necessary to integrate public governance and CSR activities for better results. Further they felt that corporate must create a more inclusive agenda through a value framework and showing and caring. Ultimately, firms must have a multi-stakeholder outlook to frame their CSR policies.

Lockwood (2004), explained the critical role and function of the HR, in the organizations wherein, by playing the leading part and educating these firms regarding the importance of CSR, while at the same time strategically implementing sound HR management practices that support the company’s business and CSR goals. According to him, firms must shift from first and second generation social responsibility with practices of out risking a firm’s business success in the name of CSR, and move over to the third generation CSR practices, where a firm addresses
significant societal issues, such as, poverty, cleansing the environment, and the function of HR must lead this shift.

**Fombrun (2005),** studied the evolving standard regarding building corporate reputation, through Corporate Social Responsibility (CSR) initiatives.

**The Government of India- Sachar Committee Report (2006),** explained that the development of corporate ethics have reached a stage where the question of the social responsibility of business to the community can no longer be scoffed at, or taken lightly. In the environment of modern economic development, the corporate sector no longer functions in isolation. If companies plea, that, they are performing a social purpose in the development of the country, it is to be accepted, and it can only be judged by the test of social responsiveness shown to the needs of the community by the companies. The company must behave and function as a responsible member of the society like any other individual. It cannot ignore moral values, nor can it ignore actual compulsions. The real need is for some focus on the accountability on the part of the management which is not limited to the shareholders alone. In modern times, the objectives of business have to be the proper utilization of resources for the benefit of others. A profit is still a necessary part of the total picture, but it is not the primary purpose. This implies that the claims of the various interests will have to be balanced, not on the narrow ground of what is the best for the community at large. The company must accept its obligation to be socially responsible and to work for the larger benefit of the community.

**Jeyarathnam (2006),** conducted a study of Canara bank and found and concluded that social responsible behaviour of Canara bank has accelerated its financial performance.
**Eesley** and **Lenox (2006)**, provide further explanations about secondary stakeholders. In their view, stakeholders cannot be ignored by the firms because they are looking at the company from the outside. Also, these stakeholder actions may have important consequences for a firm's reputation and its subsequent ability to attract customers and employees and appease regulators and shareholders.

**Carroll (2006)**, provided a rich historical account of the evolution of CSR over the last fifty years of businesses’ approach to societal responsibilities. Over the past two decades, the traditional concept and practice of corporate philanthropy has undergone a significant evolution into Corporate Social Responsibility with a variety of labels, such as corporate citizenship, triple bottom line, and strategic philanthropy.

**Googins and Rochlin (2006)**, opined, while significant progress is being made in involving companies in CSR, a national survey (Centre for Corporate Citizenship 2004) in the USA revealed that most firms have not been able to significantly integrate CSR into their organizations. They assert: “What is clear is the widespread agreement on the need for a more active and strategic citizenship,” and they also note that there is no dominant framework or model for bringing that about. Doing more of the same or making incremental changes will not bring about the required change.

**Reddy (2006)**, in his article “Corporate Social Responsibility: Some Reflections Published in IME Journal Dec. 2006” described: Corporate social responsibility encompasses an organization’s commitment to behave in an economically and environmentally sustainable manner, while honouring the interest of the direct stakeholders. He also stated that, despite what the phrase ‘corporate social responsibility’ suggests, the concept is *not restricted* to corporations but rather it is intended for most types of organizations such as associations, labour unions, and
organizations that serve the community for scientific, educational, artistic, public health or charitable purposes, and government agencies.

Abagail et al. (2006), asserts that a firm can conduct a cost benefit analysis through a RBV-based (resource-based view) lens to determine the optimal and appropriate level of investment in CSR, as it would with any other investments. A firm introducing a CSR-based strategy might only sustain high returns on their investment if their CSR-based strategy were inimitable (I) by their competitors. In competitive markets, a firm introducing a CSR-based strategy might only sustain high returns on their investment, and there may only be a short-lived strategic competitive advantage to implementing CSR as their competitors may adopt similar strategies. There is however, a long-term advantage in that competitors may also imitate CSR-based strategies in a socially responsible way. Even if a firm chooses CSR for strategic financial gain, the firm is also acting responsibly.

Russo and Tencati (2007), conclude that firms are more likely to identify their relevant stakeholders and meet their CSR requirements through specific and formal CSR strategies.

Silerhorn and Worrent (2007), studied German and UK companies and it was found that the largest corporations adopted CSR as a comprehensive, sustainable business strategy and recognizes the business society interdependence.

Dutta and Durgamohan (2008), concluded in a study of 27 Indian companies that organizations are increasingly realizing that CSR is no longer a collection of discreet practices or occasional gestures motivated by marketing or public relations. It is rather comprehensive set of practices and policies that should be integrated into the company procedures.
Mishra and Jaganath (2008), in a study on CSR about Singareni Collieries Company Limited, a government coal mining company owned jointly by government of Andhra Pradesh and government of India on a 51:49 equity based, it was observed that the firm ignored employee’s interest during the study period. But, the firm is very aggressive in the cases of customers as well as shareholders’ interest. Initially, the firm was not involved in environmental and community development aspects. But they changed their views later on. Analysis of the statement, shows that more emphasis is given to the customer interest and shareholder’s value maximization, while the annual report at the same time shows more attention to financial than social issues. This shows that the company gives a peripheral concern on CSR and in the absence of legal binding of CSR, social issues will continue to achieve a peripheral attention in their policies and strategies.

Bardhan (2008), a study was conducted regarding present scenario of disclosure of corporate social performance in West Bengal. It was found that 47% of the companies did not disclose their social performance. In most cases, corporate social activities have been found for local areas around the head office of the factory. Traditionally, Organization Development practitioners largely confined their interventions to internal corporate changes or in some cases, engage in community development. The modern organization has much more permeable boundaries than traditional 20th century organizations. The core workforce may only be a fraction of those who carry out the work of the organization. There are often many subcontractors, consultant’s alliance partners, and networked groups and individuals engaged in a kaleidoscopic arrange of interchangers. It no longer makes sense to limit human resources strategies to the core workforce. The modern organization is an open
system and human sustainability issues must be addressed in a co-ordinated way within the organizations’ fields of activity.

Copeland et al., (2010), brought out the arguments of neo-classical economists, which, suggest that managers should make decisions that maximise the wealth of the company’s equity holders (Friedman, 1962). Conversely, some scholars have argued that companies have a duty to society that goes well beyond simply maximising the wealth of equity holders (Freeman, 1984 & Swanson, 1999). These studies have stated that such a narrow focus can lead management to ignore other important stakeholders—including employees, suppliers, customers and society. Further, they noted that sometimes the interests of these other stakeholders should achieve something in the interests of a company's equity holders in managerial decision-making, even if this reduces the present value of the company's cash flow. Managers accomplish this by making decisions that maximise the present value of a company’s future with regards cash flow.

1.3 Research Design
1.3.1 Introduction

This chapter systematically deals with details of the methodology pursued in this research. It describes the aims and objectives of the study. The terms and concepts used in the study have been operationally defined. It presents the variables selected for the study. Hypotheses have been stated for empirical validation. The procedures followed in selecting the sample of respondents and the tools used for data collection have also been presented here in sufficient details. Finally, statistical techniques used for the data analysis and limitations of the study have been discussed.
1.3.2 Research Design Model

Figure 1.1 describes the study flow, from the pilot study to the framework development, from the framework development to the CSR ranking, and from CSR ranking to the identification of relationships. As shown in the figure, this mixed method of study is linked with the initial qualitative section to the quantitative section by developing an instrument to identify a CSR framework in the Manipur context and developing the CSR rankings to measure CSR in Manipur. For a more complete understanding of the above input and output procedures, the steps in the design were as follows:

1. Pilot test for determining the availability of the data
2. Literature review for identifying the research questions
3. Primary data (qualitative) collection for developing a CSR framework
4. Secondary data (quantitative) collection for identifying the adoption of CSR practices using data from the company bulletins and publications
5. Content analysis and descriptive analysis adopted for identifying and development of the CSR framework
6. Dichotomous process employed for analysis of data collected
7. Statistical data analysis for identifying the relationship between CSR and various factors of implementation
1.3.3 Objectives of the study

The present research aims at studying the corporate social responsibility awareness, clarity of meaning, implementation strategies and attitude towards CSR among the executives /planners of the micro, small and medium services/enterprises.
in Manipur. To fulfil these aims, the objectives have been summarised into the following:

i) To understand the concept of Corporate Social Responsibility (CSR) and business ethics.

ii) To examine the nature and extent of corporate social responsibility (CSR) initiatives undertaken by select services and business enterprises operating in Manipur and to study its relevance in business.

iii) To find out the strategy for CSR implementation by the target services and enterprises.

iv) To rank the benefits of CSR activity initiatives, undertaken by the select services and business enterprises to the various stakeholders.

v) To suggest suitable measures for effective implementation of CSR by the services and enterprises.

1.3.4 Hypothesis of the study

On analysing, the framed objectives mentioned above, the researcher devised the Null hypothesis.

**Hypothesis - 1**

**Null Hypothesis**

$H_0$: The profitability is not the main driving force to undertake Corporate Social Responsibility activities.

**Research Hypothesis**

$H_1$: The profitability is the main driving force to undertake Corporate Social Responsibility activities
Hypothesis - 2

Null hypothesis

$H_{02}$: Allocating separate fund for CSR activities and receiving awards for undertaking CSR activities are not independent of each other.

Research hypothesis

$H_{2}$: Allocating separate fund for CSR activities and receiving awards for undertaking CSR activities are independent of each other.

Hypothesis - 3

Null hypothesis

$H_{03}$: There is no significant relationship between the practices of support system in the organization with the type of organisation.

Research hypothesis

$H_{3}$: There is significant relationship between the practices of support system in the organization with the type of organisation.

Hypothesis - 4

Null hypothesis

$H_{04}$: There is no significant relationship between the stable labour relation policies in the organization with the type of organisation.

Research hypothesis

$H_{4}$: There is significant relationship between the stable labour relation policies in the organization with the type of organisation.

Hypothesis - 5

Null hypothesis

$H_{05}$: There is no significant relationship between the ‘Preserve diversity policy’ in the organization with the type of organisation.
Research hypothesis

H₅: There is significant relationship between the ‘Preserve diversity policy’ in the organization with the type of organisation.

Hypothesis - 6

Null hypothesis

H₀₆: There is no significant relationship between types of organisation with friendly office layout policy.

Research hypothesis

H₆: There is significant relationship between types of organisation with friendly office layout policy.

Hypothesis - 7

Null Hypothesis

H₀₇: Benefit of CSR activities to various stakeholders is not significantly different

Research Hypothesis

H₇: Benefit of CSR activities to various stakeholders is significantly different

1.4.4 Type of Research

The study conducted was both exploratory and descriptive as it was data based, as such, findings and conclusions are drawn and based on the information collected through a self-construed close-ended interview schedule.

1.4.5 Sampling Design and Sample Size

Sampling is an integral part of data collection process. In this survey, non-random sampling or mere specifically convenience sampling was used as the incumbents were approached as per their case availability. The services and the
enterprises are classified based on 9 sectors to analyse the information collected. The sectors under study along with the sample size are shown below:

**Sampling Size of the Study**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Service/ Enterprise</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Financial Institutions</td>
<td>23</td>
</tr>
<tr>
<td>2.</td>
<td>Educational Institutions</td>
<td>12</td>
</tr>
<tr>
<td>3.</td>
<td>Hospitality(Hotels &amp; Tourism) Industry</td>
<td>7</td>
</tr>
<tr>
<td>4.</td>
<td>Brick Farms(Manufacturing)</td>
<td>15</td>
</tr>
<tr>
<td>5.</td>
<td>Healthcare Industry</td>
<td>10</td>
</tr>
<tr>
<td>6.</td>
<td>Public Enterprises</td>
<td>3</td>
</tr>
<tr>
<td>7.</td>
<td>Telecom Services</td>
<td>5</td>
</tr>
<tr>
<td>8.</td>
<td>Private Trading Enterprises</td>
<td>10</td>
</tr>
<tr>
<td>9.</td>
<td>Micro, Small and Medium Enterprises</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**1.4.6 Survey Instrument and Data Collection**

The study being empirical in character, are based on survey method. Pursuant to the objectives set, essential information pertinent to the study were collected personally through a self-constructed close-ended questionnaire. Personal interviews were also initiated to collect more authenticable information to reinforce the genuineness of the information. The questionnaire for collection of primary data were in relation to general information and a five-point Likert type scale (Strongly Agree =5, Agree =4, Indifferent = 3, Disagree = 2 and Strongly Disagree = 1). Secondary information was also incorporated from different sources both published and unpublished viz., Missions and Visions, Annual Reports, Departmental Manuals, Monthly and Annual journals, Newspapers, Periodicals, Government published reports. Additional information was also extracted through personal discussions.
Personally faced experiences in setting up and running enterprises were revealed during the course of interaction. Opinions and suggestions were also shared by the interviewed entrepreneurs/corporate entrepreneurs. The research is qualitative, drawing on a range of sources to form comparative studies specific to selected organisations and business enterprises operating in Manipur. The administered questionnaires were collected in the second half of 2012.

1.4.7 Techniques of Data Analysis

The collected data were analysed to determine the awareness and perceptions of Corporate Social Responsibility (CSR) among the managers, executives and planners of organisations/enterprises with the help of appropriate statistical techniques and tools, based upon the nature of the data and the relevance of the statistical technique. The data was then, entered and processed using the Statistical Package for Social Sciences (SPSS), of the English Version 21.0. The study used descriptive statistics and test statistics like:

1. Mean
2. Standard deviation
3. Chi-square test
4. Correlation
5. Multiple bar diagram
6. Percentages
7. Binomial and
8. Factor analysis.

The Cronbach alpha coefficient for the test of internal consistency among the 15 items about benefits of CSR to stakeholder is 0.853 which is above the recommended minimum value 0.7 (Pathardikar, 2013), depicting high reliability.
1.4.8 Organisation of the thesis

The conspectus of the thesis is to find and reach the exact end. This is explored through five chapters:

**Chapter I**: presents the general introduction, review of related literature, empirical studies conducted in India and abroad. It also highlights the research design and methodology for the study. Here, the objectives, the hypotheses, types of the study, sampling design and sample size are being discussed. Subsequently, the survey instruments, mode of data collection, technique of data analysis to verify the hypothesis and finally, organisation of the study are laid out.

**Chapter II**: provides a general introduction of Business and Society Interdependence, the concept and meaning of Corporate Social Responsibility, the interrelated terms, the evolution of the term over the decades and the historical aspects of Corporate Social Responsibility. It briefly traces the theoretical framework and developments of Corporate Social Responsibility along with ethics and business ethics.

**Chapter III**: presents the brief profiles of the various select services and business enterprises operating in Manipur.

**Chapter IV**: furnishes the empirical analysis and results of the study undertaken. The results lead to the verification of the proposed hypotheses.

**Chapter V**: gives a brief summary of findings and conclusion of the study. It sketches the implications of research to management theory and practice and the limitations and scope for further research are also presented.
References


