Chapter I

Introduction
INTRODUCTION

1.1 Introduction

Ever since the emergence of the concept of ‘business’, it has intrinsically connected to the society in which it operates. While business is expected to create wealth and provide employment opportunities, society is expected to provide an environment conducive for business. However, in conventional business practices, the fundamental objectives of the firms were predominantly limited to increasing profit and attaining edge in a competitive global market (Friedman, 1970). The social implications and societal obligations of business operations were largely ignored by the corporate sector in pursuit of market leadership and penetration. But, the last few decades witnessed a radical transformation in the attitude of large business firms towards society in general and their stakeholders in particular. World over, corporate entities began to realise that giving back to the community would result in enhancing brand equity (Margolis & Walsh, 2003). As a result, the role of corporate sector in social and sustainable issues has become a common concept nowadays. Business organizations today realize the need for including non-economic and non-profit related issues in their central strategy and recognize the significance of ‘social responsibility’ as their core value (Smith, 2003). The term, ‘Corporate Social Responsibility’ (here after CSR) broadly represents these trends in the business landscape (Vogel, 2005). Globalization, technological revolution and increase in competition played vital role in the emergence of CSR. Across the globe, business entities had already accepted social responsibility as their guiding principle and invest
huge amount of their profit in giving back to society (Margolis & Walsh, 2003).

The social responsibility of the corporate, on the other hand, expanded the dynamics of development process as well. In traditional social science discourse, public policy making and implementation of development programs were generally treated as the fundamental responsibility of state and bureaucracy. Development schemes that were intended to improve the lives of the community were implemented by the state and its institutions. However, with the increasing role of business entities in social issues, the realm of development policy and practice has also witnessed a complete transformation (Vogel, 2005). The conventional ‘bureaucracy centric’ policy dynamics gave way to increasing intervention of non-state actors including corporate sector and civil society organizations. The role of corporate sector in development initiatives has become a common concept nowadays (Sethi, ‘Dimensions of Corporate Social Performance: An analytic framework’, 1975).

Against the context of the increasing importance of CSR in general and its dynamic role in development process in particular, this research makes a modest attempt to analyze the significance of CSR in ‘inclusive development’. Here, inclusive development implies a pro-poor approach that aims at the participation of all stakeholders including the marginalized in development process (ADB, 2009). It also means that the outcomes of development policies and programs should reach the hitherto marginalized and excluded sections of society (ADB, 2009). The present research attempts
to evaluate the CSR efforts of Hindustan Latex Limited, one of the leading public sector companies towards the goals of inclusive development and its actual impact on the stakeholders. This study is conducted within the context of Kerala state in India.

1.2 Definition of Key Concepts

There are many definitions for the key concepts used in the study. This section provides the operational definition of each term used in the study.

**CSR:** For the purpose of this thesis, CSR is defined as the ethical and social responsibility of the corporations towards the community and society in which it operates. The broad paradigm used in the study is the stakeholder approach to CSR that highlight the need for addressing concrete interests of the stakeholders and visualizing specific responsibilities to specific groups of people affected by business activity.

**Stakeholders:** The term stakeholder, in business literature, implies those groups and community without whose support the organization would cease to exist. It includes government, employees, shareholders, suppliers, creditors, trade unions and the community. Primary stakeholders include the groups who are directly related to the business including shareholders, employees, suppliers and customers. Secondary stakeholders are the groups which are not directly related to the business, but are still affected by the operations. Public, community living around factories and outlets, media, etc. comes under this category. Excluded stakeholders imply those who are not related to the business directly or indirectly. This includes children, national community, future generations etc.
**Inclusive Development**: Inclusive development implies a pro-poor and participatory development process in which all the stakeholders including the hitherto marginalized and excluded sections of the society get the benefits of development. Inclusive development is holistic, bottom-up and broad based.

### 1.3 Development of the Conceptual Framework

According to the working group on CSR, it is broadly defined as the ‘responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization’ (Crawther & Guler, 2008).

The concept of the social responsibility of business dates back to 1924 when Sheldon used the term (Marrewijk, 2003). Ever since the emergence of the concept of corporate social responsibility, it has created debates, controversies and intense discourse among business as well as academic circles (Clarkson, 1995).

Although, the concept of CSR came into limelight during the 1950s, since time immemorial, there were many incidents in which business entities focused on giving back to the society in which they operate. In China, the ‘Confucian Entrepreneurship’ concept was in vogue before 2500 years. This was a prevailing strategy in ancient China in which the entrepreneurs pursued their business with integrity and used their profit to foster community development (Carroll, A history of Corporate Social Responsibility: Concepts
and practices’, 2003). In the European countries also, the discourse on social responsibility was part of business activities since the days of industrial revolution. However, the fundamental reason was to increase productivity of the employees through appeasement (Friedman, 1970).

Within the domain of CSR, until the 1950s, the core focus was on philanthropy and donation. Since 1800, wealthy individual businessmen began to start their own foundations and trusts to help the poor and promote intervention in social issues. It is during this period, international philanthropic organizations like YMCA started (Barry, 1979). This was followed by the Trusteeship movements of 1920s and 30s in which corporate reflected their willingness to give back a part of their profit to society (Carroll, A history of Corporate Social Responsibility: Concepts and practices’, 2003).

In the second half of the 19th century, the philosophic approach to CSR emerged. According to Murphy, the period between 1953 and 1967 was defined as the “awareness” stage in the history of CSR (Murphy, 1978). In this stage, companies focused more on their overall responsibility and participation in community affairs. In the next phase, during 1968-1972, companies shifted their attention to specific issues like pollution control, education of minorities, economic empowerment etc. (Murphy, 1978). This period is popularly known as issue based period. The next phase known as “responsiveness” period began in 1974 when corporate started taking keen interest in CSR and used management and organizational actions to address CSR issues. This period witnessed the emergence of terms like stakeholder management, business ethics, corporate social performance (CSP) assessment.
and disclosure (Wood, ‘Corporate social performance revisited’, 1991). Since the 1990s, the CSR has undergone transformation and many organizations began to present it as the core value of the firm (Berrone, Surroca, & Teibo, 2007). The global environmental movements and ethical consumerism largely influenced the growth of CSR across the globe. Apart from that, some of the notorious corporate scandals involving Enron, Monsanto, IKEA, Cocoa Cola regarding environmental degradation, human rights violation, child labor etc. forced many companies to follow ethical policies and corporate governance (Windsor, ‘The Future of Corporate Social Responsibility’, 2001). The evolution of global sustainability reporting and ratings like GRI also necessitated the proliferation of CSR into many companies. Nowadays, CSR is popularly perceived as a ‘core value’ of the organization by many companies and they project CSR as a strategy to attract brand image and consumer support. In short, from a simple approach of donation and philanthropy, over the years, CSR has evolved as a fundamental element of modern business practice (Windsor, ‘The Future of Corporate Social Responsibility’, 2001).

1.4 Two Approaches

There are two different approaches to corporate social responsibility. The first is that the organization perceives CSR as charity, such as traditional sponsoring. The second approach emphasis on CSR as part of its core value. It is important to point that these two approaches do not necessarily need to be mutually exclusive (Marrewijk, 2003). If the organization sponsors an orphan child or supports kidney transplantation of a patient, it comes under charity. It is narrow in scope and content. Also, this is externally focused. On
the contrary, CSR as a core value focuses more on the internal operations of the organization. In this case, the organization tends to assess how it operates and take environmental and social consideration within its own business as well as the external society. It is through its core values that the organization can distinguish and minimize those moments or processes that affect the environment or society in a negative manner. (Marrewijk, 2003). For example, avoiding the production and advertisement of a product that reflect racist or sexist interpretation is a CSR approach. If a company stops producing a fairness cream or discontinue child labour in their offshore factories, it can be perceived as a core value of the organisation.

Nowadays many organizations have shifted their approach towards core value because they understand that perceiving CSR as a fundamental value of the company will certainly enhance their acceptance and brand value among the customers. Therefore, many companies began to publish a separate CSR report every year in which they narrate the process through which they have imbibed the culture of CSR into their business DNA (Tynan, McKechnie, & Chhuon, 2010).

Table 1.1.

Changes in CSR Focus (Paul Lee, 2008)

<table>
<thead>
<tr>
<th>CSR in early days</th>
<th>CSR in 21st century</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro-social</td>
<td>Organizational</td>
</tr>
<tr>
<td>Explicit</td>
<td>Implicit</td>
</tr>
<tr>
<td>Ethical</td>
<td>Managerial</td>
</tr>
<tr>
<td>Philanthropic</td>
<td>Core Value</td>
</tr>
<tr>
<td>Exclusive</td>
<td>Inclusive</td>
</tr>
</tbody>
</table>
1.5 Criticisms against CSR

Nevertheless, ever since the proliferation of social responsibility of corporations, the concept and its practice witnessed strong criticism within and outside the business scholarship. One of the most prominent critiques of business sustainability relationship was Milton Friedman. In his seminal contribution, published in the New York Times in 1970, he rejected the idea of corporate responsibility and criticized it as ‘hypocritical window dressing’ (Friedman, 1970).

Friedman, in his essay, clearly states that the social responsibility of business is to maximize its profit (Friedman, 1970). He denies the social consciousness of business and articulates that the fundamental responsibility of a business entity is to protect the interest of its shareholders. He further asserts that social responsibility is nothing other than hypocritical window dressing. Here, the term hypocritical window dressing implies that even if any corporation engages in corporate social responsibility, the main instinct behind such act is to promote the profit of the company through building the image of the company (Friedman, 1970). Thus, CSR is nothing beyond a disingenuous marketing strategy. His main thesis is that, in a free market economy, all corporations and business entities are fundamentally motivated to increase their business ‘within the rules of the game’ (Friedman, 1970).

Window dressing is a concept that denotes strategically determined activities to manipulate accounting values (Griffin & Weber, 2006). By terming CSR as hypocritical window dressing Friedman implies that without internalizing the values of CSR in to their mission, corporations
hypocritically show off their socially responsible activities so that they can create a false image in front of the customers and build their reputation (Friedman, 1970). Hence, this window dressing is a deceptive strategy to maximize profit rather than their genuine interest in solving societal problems. This rigid, narrow view of Friedman was strongly criticized as the language of unbridled capitalism and unresponsive attitude to social issues (Friedman, 1970). Also this is perceived as disregard of consumer who is an equally important stakeholder of business.

Though, CSR is critically seen as hypocritical window dressing and an effective tool to maximize profit, there are equally important arguments that perceive CSR as real. John Mackey, the founder of Whole Foods opposed the profit centric view as too narrow and rigid. He stated that Friedman undermines the humanitarian face of capitalism (Mackey, 2005). For Mackey, apart from the shareholders, other stakeholders like customers, employees, suppliers and the larger community also play a vital role in the success of business. A business entity should perceive issues from the needs and desires of all the stakeholders because these demands are equally legitimate and valid (Mackey, 2005) Mackey further affirms that a good business should give importance to customers’ interest and corporate philanthropy would indeed lead to long term benefit for investors. He was trying to argue that CSR is much beyond the rhetoric as anticipated by critics and stakeholders’ interests is predominant than shareholders’ interest (Mackey, 2005).
1.6 CSR in India

Like other counties, India has a strong tradition of CSR. The history of CSR in India shows that there are four main stages of development through which CSR is evolved in the country (Emmerling, Chahoud, Kolb, Kubina, Repinski, & Schläger, 2006). Like other countries, in the initial phase, CSR in India was predominantly charity driven. Until 1850, the focus of CSR was giving donation by large industrial families to famine victims, medicine support for patients etc. (Emmerling, Chahoud, Kolb, Kubina, Repinski, & Schläger, 2006). The merchant families also granted generous gifts to temples and other religious institutions. In the latter half of the 19th century, large corporate companies like Godrej, Birla, Tata and Singhania began to enhance their social activities and extended it to education and economic welfare of the people. But, the main motives behind this social responsibility were religious, political and social rather than getting public support (Patil & Bhakkad, 2014).

In the second phase, which began during the period of freedom struggle, Mahatma Gandhi urged the corporate houses to imbibe the culture of Trusteeship and contribute a large part of their profit to social causes. Under his influence, many industrial houses like Birla, Sarabhai and Tata group invested huge amount of their profit into development of schools, scientific and technological institutions and training centers. This phase indeed witnessed substantial contribution from corporate houses towards development of the country (Patil & Bhakkad, 2014).
The third phase in the evolution of CSR began after independence. But this stage is called an era of control and command. The mixed economy model that India followed after independence led to the ascendancy of public sector. Private sector has a limited role to play and therefore their active engagement in social issues was rather negligible (Patil & Bhakkad, 2014). Apart from that, there were private sector malpractices and corruption cases reported in the 1960s which seriously eroded the brand image of private sector in India. This led to the enactment of some core legislations about corporate governance, code of conduct and transparency in business. In 1965, there was a workshop to discuss the possibility of CSR in India and larger involvement of private sector in stakeholder affairs. However, it didn’t yield any result and the 60s continued to be a passive phase for CSR in India (Patil & Bhakkad, 2014).

In the fourth phase which began in 1980 and continued till the 21st century, the companies rejected the traditional emphasis on charity and began to perceive CSR as a strategic initiative. Many large business entities like Reliance, Tata, Vedanta, Essar, Adani, Unilever etc. initiated large scale development projects in the locality in which their factories are situated. This is seen as a strategy to win the support of the local people in their future endeavors. This phase also witnessed the liberalisation and globalisation of Indian economy (Patil & Bhakkad, 2014). Naturally, competition increased and CSR was considered as a key strategy to enhance brand value of the products. Corporate companies also began to adopt the villages around their factories and implemented inclusive development projects in the area (Patil & Bhakkad, 2014). This period also witnessed the introduction of the mandatory
provision for the investment of 2 % of the profit in CSR activities by the government(Thorton Grant, 2015). Under the Companies Act of 2013, large scale corporate with a net worth of 500 Cr or more and a turnover of Rs. 1000 Cr has to spend at least 2 % of their average net profit for CSR activities specified in Schedule 7 of the Companies Act (Thorton Grant, 2015). As per its notification on August 13, 2012, SEBI has mentioned that enterprises are accountable to the larger society and "adoption of responsible business practices in the interest of the social set-up and the environment are as vital as their financial and operational performance". SEBI has mandated the inclusion of Business Responsibility Reports as part of the annual reports of the Top 100 listed entities based on market capitalization at BSE and NSE. It is mandatory to make these reports available on the website of the company. In 2016, SEBI extended this requirement to the Top 500 listed companies (Thorton Grant, 2015).

As a result of this 2 % criterion, many of the companies are required to take initiatives in CSR and it is mandatory for the companies to show the CSR expenditure in their annual reports. Thus, CSR activities flooded across the country in various forms. Some companies still emphasised on charity and spend the 2 % of their income for sponsorship, medical support etc. However, there were some business firms that took keen interest in CSR and started special trusts and foundations to initiate large scale development projects to promote the sustainable livelihood of the stakeholders. Another interesting feature of the CSR in this era is the active involvement of both public sector units and private sector enterprises in CSR (CII, 2014). The public sector undertakings like Indian Oil Corporation, National Thermal Power
Corporation, Hindustan Latex Limited etc. heralded new era in CSR activities through large scale funding of development projects aimed at the emancipation of the marginalized and downtrodden. Instead of focusing on charity, these organizations laid emphasis on sustainable development of the stakeholders through investment in income generating activities (CII, 2014). Training in skill development, development of social entrepreneurship, investment in ICT, strengthening agricultural supply chain etc. constitute some of the initiatives (CII, 2014).

1.7 Statement of the Problem

Given this broad scenario of CSR in India, it is important to note that CSR has become a key strategy for both public and private sector entities in India. Considering the retreat of nation-states from welfare commitments after the introduction of globalisation, business entities have taken bold initiatives to invest in inclusive development projects. Previous research reports indicate that 70 % of the companies still invest in development projects through NGOs. And, only 30 % of the companies directly intervene into development programs without any intermediaries. In India, majority of the CSR activities focus on health care, education, rural development, environment and disaster relief (CII, 2014). The relevance of CSR in the country is more significant when we consider the key human development indicators (CII, 2014).
Table 1.2.
Human Development Indicators 2015

<table>
<thead>
<tr>
<th>Human Development Indicators</th>
<th>India’s indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDI index</td>
<td>130</td>
</tr>
<tr>
<td>Gender Development</td>
<td>130</td>
</tr>
<tr>
<td>Number of People below poverty line</td>
<td>23.6%</td>
</tr>
<tr>
<td>Health outcome</td>
<td>130</td>
</tr>
<tr>
<td>Public Expenditure on Health</td>
<td>4% of GDP</td>
</tr>
<tr>
<td>Public Expenditure on education</td>
<td>3.8 %</td>
</tr>
</tbody>
</table>

(Source: HDI, 2015)

From the table it is evident that the public outlay on education and health care is very low in India. It recommends the need for intervention in terms providing access to education and health care for the hitherto excluded sections of society. Thus, the role of CSR in inclusive development is extremely relevant while considering the current scenario on government spending.

Against this background, this research would attempt to understand and critically evaluate the role of CSR in inclusive development. The following section would provide more details of the research problem and objectives.

1.8 Research Questions

The major research questions that the study intends to address include the following:
What is the role of CSR in promoting inclusive development?

What are the key strategies of public sector companies in CSR initiatives?

Whether the CSR activities of the firm successful?

What are the key challenges faced by the organization during various stages of implementation?

How do the key stakeholders perceive CSR activities in terms of inclusive development?

What are the major policy recommendations emerging out of the study?

An attempt was made to find out the answers to these questions and it was carried out with the following objectives.

1.9 Objectives

The fundamental objective of the present study is to analyze and evaluate the role of CSR in promoting inclusive development within the context of Kerala. The specific objectives of the study are the following:

1. To identify the vulnerable communities in the study area
2. To understand the diverse methods and strategies used by Hindustan Latex Limited while implementing CSR initiatives;
3. To list out the various activities being implemented by the Hindustan Latex Limited under CSR;
4. To understand the perception of the beneficiaries about CSR initiatives of Hindustan Latex Limited.
5. To evaluate the impact of CSR activities on inclusive development of the beneficiaries;

6. To understand the key challenges faced by Hindustan Latex Limited while implementing the CSR activities

7. To suggest suitable measures for successful implementations of CSR activities for promotion of inclusive development of the stake holders

1.10 Hypotheses

Based on the review of existing literature, the researcher has developed the following hypotheses. Using a mixed approach, the empirical study will attempt to validate the relevance of the hypotheses.

**H1:** The CSR activities of the Hindustan Latex Limited is more focused on health related issues.

**H2:** The operational mechanism and design of CSR implementation process in Hindustan Latex Limited is still philanthropic in nature and content.

**H3:** The stakeholders have positive perceptions about the CSR efforts of the company

**H4:** The actual impact of the CSR initiatives of the company on the inclusive development of the respective region is relatively minimal irrespective of the active involvement

1.11 Significance of the Study
Though there were several studies conducted on CSR and its various manifestations, majority of these studies approached the problem from the perspective of business community. There are research studies that highlight the role of CSR on brand value of the organization, significance of CSR in business sustainability, role of CSR in environmental issues and role of CSR in stakeholder engagement. There is no research study available on the role of CSR in promotion of inclusive development. Moreover, within the context of Kerala, in which development process is predominantly determined by the state and public sector, it is necessary to explore the role of CSR in inclusive development. It would be relevant to understand the perception of the key stakeholders about the impact of CSR activities on their lives. Such studies are relatively less within the theoretical context of CSR. Further, the study will be relevant for policy makers as it highlights the strategies used by the public sector in implementing CSR for inclusive development. Documenting the experiences will certainly help both corporate and public sector undertakings for replicating the models. Hence, the present study has relevance in terms of theory, methodology as well as practical application.

1.12 Research Design

This chapter explains the research methodology followed for studying the “Role of HLL (Hindustan Latex Limited) in the promotion of Inclusive Development in Kerala" through their CSR activities. Since the research attempts to analyze the actual impact of CSR on inclusive development, both quantitative and qualitative methods were used to understand the perceptions and opinions of the stakeholders as well as the CSR team of Hindustan Latex Limited about various dimensions of CSR activities.
In this research, deductive approach is used mainly for two reasons. It is already validated by scholars that CSR will lead to inclusive development, if implemented effectively. CSR is recognized as a key tool for achieving the MDGs as well. Hence, the theory that links the positive correlation between CSR and inclusive development is already established. This study attempted to validate the claims of the existing theory in the context of Kerala. Thus in this study, based on the existing theories, testable hypothesis are formulated and observations are made in accordance with the data collected from the respondents. In this research, research questions were developed, hypotheses were formulated and data were collected.

1.13 Rationale for selecting Hindustan Latex Ltd.

The rationale for selecting Hindustan Latex Limited for empirical analysis is its special emphasis on inclusive development. Many of the corporate companies in Kerala still follow charity based approaches and conduct CSR through donations and funding other NGOS. However, Hindustan Latex Limited has formed separate trusts for managing CSR activities. Further, Hindustan Latex Limited adopted villages to implement holistic development programs while other corporate companies largely focus on awareness creation activities, medical support and direct donations. The emphasis of Hindustan Latex Limited is on the intense development of the selected and adopted villages. Therefore, it is easy to measure the overall impact in term of inclusive development. CSR Activities of other major corporate companies were scattered throughout the state rather than concentrating on a single place.
Hindustan Latex Limited, the leading manufacturer of contraceptives in India has made a silent revolution in the family planning campaign since its inception in 1966. A scheduled B Public Sector Enterprise, Hindustan Latex Family Planning Promotion Trust (HLFPPT) was formed by Hindustan Latex Limited in 1992 under the Travancore-Cochin Literary, Scientific and Charitable Societies Registration Act, 1955 for supporting implementation of public health programmes (Hindustan Latex Limited, 2016). Since then, HLFPPT is involved in implementing many of Hindustan Latex Limited’s CSR&SD initiatives which require mass participation and involvement, public health research, health products/services delivery, providing consulting and management services, capacity building as well as communication and advocacy services. For a more focused CSR outcome, the Hindustan Latex Limited has adopted two villages from South India. One is Karakulam in Trivandrum District in Kerala and the other one is Karagala in Belgaum District of Karnataka. In both the villages, the company has initiated stakeholder centric and participatory development programs. For the current study, Karakulam village is selected to analyze the role of CSR in promotion of inclusive development.

1.14. Data Base

Both primary and secondary data were the basis for this research study.

A) Primary Data: The primary data were collected from the beneficiaries as well as from the CSR team members by administering two different pre-tested structured Interview Schedules. Face to face
interviews and focus group discussions were conducted to elicit the information.

b) Secondary Data: The secondary data were collected from the Annual reports of the Hindustan Latex Ltd., the Government reports, books, Journals, research reports, newspaper, and articles and from relevant websites.

1.15 Sample Selection

There were 2852 beneficiaries in the entire village of Karakulam Panchayath, for whom the Hindustan Latex Limited was implementing its programmes out of which, 10 per cent of the universe was selected as sample respondents. Thus the sample size was 285 respondents.

1.16 Tools for data Collection

1.16.1 Interview Schedule

A pre-tested structured Interview Schedule was designed in accordance with the research questions and objectives of the study. Each question was specific and addressed a particular issue. Through this process, the format of the interview schedule was finalized to ensure that it was user-friendly and removed any ambiguities before presenting to the respondents. The respondents were asked to share their perceptions and experiences freely. The survey was conducted by visiting the respondents at their house. All the ethical procedures were followed while conducting the survey with the respondents.
1.16.2. Face to face interviews

Similarly, the researcher conducted face to face interviews with all the CSR team members and an interview schedule was administered to the key members of the CSR team members of the Hindustan Latex Limited company who were selected by using purposive sampling method, in order to get an insider view of the process, design, challenges and operational mechanisms of CSR. With this objective, face-to face interviews were also conducted with them. The intention was to get accurate information about the CSR strategies from the team members who are responsible to design and implement it. The interviews were conducted with prior appointment. A semi-structured and open-ended interview schedule was used while conducting interviews and the respondents were encouraged to explain their perspectives freely. (Two separate interview schedules are provided in the Annexure.)

1.16.3. Methods of Data Collection and processing

The present study used both quantitative and qualitative techniques as it intends to understand the actual impact of CSR on inclusive development by using a structured interview schedule, the responses of the beneficiaries were elicited to analyze the actual impact of CSR on the respondents. The data thus collected was codified, quantified and analyzed using appropriate statistical tools. Moreover, the research also used qualitative techniques. Apart from understanding the role of CSR in inclusive development, the study also aimed to explore the strategies of Hindustan Latex Limited Company as part of CSR, the challenges faced during implementation, the role of stakeholders in the entire process, etc. These key research questions
can be answered only through understanding the perceptions and opinion of the CSR team who are involved in the implementation process.

1.17 Statistical tools for the Data Analysis

The data analysis has been carried out by using simple statistical methods like frequency, percentage and average; these will help us to understand the realities.

1.17.1 Data Analysis

The data collected were analyzed with the help of SPSS software. The questions which required to be ranked were extracted and a weighted average was used to determine the ascending order of the criteria that were ranked. One important aspect of the research is to measure the actual impact of CSR on inclusive development. Therefore, it is important to identify and measure the indicators of inclusive development.

There are several definitions of inclusive development. This study used the definition provided by the UN Report of the World Social Situation. It defines inclusive development as “the implementation of policies in health, education and economic development that can contribute to development of human capital and enabling the poor to develop their full productive potential” (UN, 2006). To make the concept holistic and inclusive, the current research also used the key goals identified in the MDGs as broad criteria for inclusive development across the world. Thus, combining the MDGs and UN definition of inclusive development, the present study has developed the following indicators for measuring inclusive development of the respondents:
1. Reduction in poverty level
2. Increase in educational opportunities
3. Empowerment of women
4. Improvement in health and access to medical care
5. Improvement in livelihood opportunities
6. Improvement in access to vocational trainings

The following figure reflects the key indicators of inclusive development that needs to be measured in the context of the selected village: Karakulam. This process is governed through stakeholder engagement.

In the survey, the researcher attempted to analyze the role of CSR activities of the company in realizing the above mentioned indicators. Hence these six indicators are the dependent variables of the study whereas the role of CSR activities constitutes the independent variable of the study.

Each hypothesis was tested using the relevance of these indicators.

While the analysis of quantitative data was conducted using SPSS software, the analysis of qualitative data was conducted with the help of thematic analysis and coding. Each response was coded as per the specific theme relevant to the research objectives and hypothesis. In order to identify themes and categories, thematic content analysis is employed. Thematic analysis was conducted based on the strategy of CSR, key challenges of the CSR process, role of stakeholders, procedure for overcoming challenges etc.
1.18 Outline of the Thesis

The dissertation is organized into the following chapters;

First chapter provides a broad outline and background of the problem. The major objectives, hypothesis and methodology of the study are explained in this chapter.

A detailed review of the existing literature on the topic of CSR and inclusive development was presented in the second chapter.

Chapter Three provides a detailed analysis about Hindustan Latex Limited, the history of the CSR initiatives by Hindustan Latex Limited

Fourth Chapter explains the demographic details, development context, poverty and social issues of the village in which the CSR activities were implemented by Hindustan Latex Limited. In the second part, result of the empirical analysis together with profile of the samples is presented.

The last and Fifth Chapter presents the summary, findings, policy, recommendations and conclusions.