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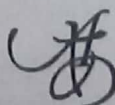
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# Corporate Social Responsibility and Employees - A Case Study of Employee Perception in Goa

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## Introduction

There is growing recognition of the significant effect of CSR activities on society, employees, customers, competitors, investors, shareholders, governments and the environment. Creation of wealth by companies and its utilization for internal and external stakeholder has become imperative in modern business world. The involvement of companies in CSR activities can significantly contribute to the growth of company. Employees are internal stakeholders of firm and firm success highly depends on employee's contribution in the process of running business. When company adopts CSR initiatives, it creates a positive environment in organization. Various aspect of CSR has been debated at the national and international level, however not much attention is given to the potential impact on employee of CSR activities. This research paper is an attempt to explore the employee's perception of CSR activities in their organization.

## Review of Literature

**Gupta and Saxena (2006)** reviewed the CSR practices in India in general and Aviation Industry in particular. They gathered manager's perception of CSR orientation of their airlines. The authors also explored the perception of public about the CSR orientation of airlines in India with particular emphasis on province of Rajasthan.

**Bansal (2008)** described the way to translate good intentions into real results to improve firm's CSR performance. The most visceral of all judgments pertain to the firm's moral actions - the kind that either do great good or great harm to people..

**Baughn (2007)** examined two aspects of corporate social responsibility (social and environmental CSR) in 15 Asian countries like India, China, Malaysia, Singapore, Pakistan, Korea, Thailand etc. This study demonstrated substantial differences in CSR among countries and regions.

**J Singh (2007)** presented a case study of Tata Steel and described the underlying value system, and the wide portfolio of social programs of the company. In view of increasing competition and the importance of cost competitiveness the time has come for a comprehensive review of all that the company does and the way in which they are done.

### Research objectives

- 1) To make assessment of the CSR activities undertaken by companies for employees.
- 2) To evaluate employees perception of CSR activities in the organization
- 3) To statistically evaluate the impact of implementation of CSR activities on the employees.

### Scope of the study

The scope of the study includes the employees of the companies which have initiated the CSR activities in Goa. Survey of employees from four companies were considered for study viz., Goa Shipyard Ltd (Vasco-Da- Gama), Mormugao Port Trust, (Vasco-Da- Gama) Glen Mark Pharmaceutical Ltd (Colvale) and Zuari Agro Ltd. (Zuarinagar- Vasco). Random sample comprising of 20 employees from each company having more than 10 year of experience were selected for interview.

### Methodology

The research paper is based on primary and secondary data. The research is carried out using simple random sampling. The samples were selected from different groups on the basis of simple random sampling without any personal bias. With the aim of obtaining accurate quantitative information, a questionnaire was prepared for a sum of 80 respondents. The questionnaire was translated to Konkani and explained to the respondents for easy understanding and better feedback. The data collected from the beneficiaries are scored, tabulated and analyzed by using statistical tools such as percentage, ratio-proportion. The secondary data was collected journals, website, etc.

### Limitations

- 1) CSR was measured on the perception of employees which is highly subjective.
- 2) The study was restricted to the very small sample and therefore the result may not reflect to greater generalization.

### Employee and CSR Activities- Its Importance in Organization

- CSR activities can help firm in building positive image and encourages social involvement of employees.
- It helps in greater bonding, promotes team work, create friendly environment and dedicated workforce.
- It help firm in increasing labour productivity and ability to attract and retain employees.
- Employees may reciprocate with positive attitude toward the organization including cooperative and supportive actions, affective commitment and extra efforts.



**Approaches and Key Parameters in the Organization for CSR Practices towards Employees**

<i>EPS - Ethical Performance Scorecard- Spiller (2000)</i>	<i>CSR actions by the Organizations vis-a-vis Key Stakeholders</i>
<ul style="list-style-type: none"> <li>➤ Fair remuneration</li> <li>➤ Effective communication</li> <li>➤ Learning and development opportunities</li> <li>➤ Fulfilling work</li> <li>➤ A healthy and safe work environment</li> <li>➤ Equal employment opportunities</li> <li>➤ Job security</li> <li>➤ Competent leadership</li> <li>➤ Community spirit</li> <li>➤ Social mission integration</li> </ul>	<ul style="list-style-type: none"> <li>➤ Family friendly work environment</li> <li>➤ Responsible human resource management</li> <li>➤ Equitable reward and wage system for employees</li> <li>➤ Open and flexible communication with employees</li> <li>➤ Invests in employee development</li> <li>➤ Freedom of speech and promotes employee</li> <li>➤ Promotes a dignified and fair treat</li> </ul>
Source: Spiller, R (2000). California Management Review (winter)	Source: Papasolomou-Doukakis. I., M. Krambia-Kapardis and M. Katsioloudes (2005), European Business Review 17(3)

**Table No: 1 : Basic Understanding of CSR Activities**

Sr. No	Basic Understanding of CSR Activities	Number of Respondent
1	Welfare measures for employees	12 (15 %)
2	Doing business with moral and ethical values	04 (5 %)
3	Responsible towards shareholders and government	06 ( 7.5 )
4	Peripheral development works, engaging in environmental protection, giving charity/donations etc.	58 ( 72.5 )
	Total	80 (100)

Source: Primary Data

The classification of data in Table:1 clearly shows that 72.5 per cent of employees considered peripheral development work undertaken by companies as the CSR activities. The result reveals that 15 per cent of the employees considered welfare activities of employee as CSR activities, 7.5 per cent considered that responsibility toward the shareholders and government and 5 per cent considered doing business morally and ethically as CSR activities of companies.

**Table No: 2 : Employees Participation in CSR activities**

Sr. No	Participation in CSR activities	Total Numbers of Respondent
1	Actively Participated	17 (21.25)
2	Occasionally	32 (40 %)
3	No participation	31 ( 38.75 )
	Total	80 (100)

Source: Primary Data

Table No. 2 shows analysis of participation in CSR activities by employees. The result reveals that 40 per cent of employee participated occasionally in CSR activities. The analysis also shows that 17 per cent

of the employee actively participated and 38.75 per cent of the employee did not participated in CSR programmes of companies.

**Table No: 3 : Employees Opinion on Reasons for CSR Activities of Company**

Sr.No	Reasons for CSR Activities of Company	Total Numbers of Respondent
1	Due to Compulsion	38 ( 47.50)
2	Establishing its Brand	15 (18.75 %)
3	Good Will Among Stakeholders	23 ( 28.75 )
4	Desire To Contribute in Development	04 (5 %)
	Total	80 (100)

Source: Primary Data

Table No. 3 shows employee opinion on involvement of the companies in CSR activities. The result reveals clearly that 47.50 per cent of employee considered that it is due to compulsion companies undertake the CSR activities. The study also shows that 28.75 per cent employees believe that companies undertake CSR activities to established goodwill of the firm, 18.75 considered its is for establishing company brand and 5 per cent of the employee were of the opinion that it is desire to contribute to development for which CSR activities are undertaken by companies.

**Table No: 4 Employee's Perception of Welfare Measures Adopted by Companies under CSR Activities**

Employee's Perception of Welfare Measures	Excellent	Good	Satisfactory	Not Satisfactory	Total
Commitment towards The Welfare of Employee	18 (22.5 %)	20 (25%)	36 (45 %)	10 (12.5 %)	80 (100)
Transparency in Recruitment	21 (26.25 %)	32 (40 %)	23 ( 28.75 %)	04 (5 %)	80 (100)
Safety Related Training	13 ( 16.25 %)	34 (42.5 %)	26 (32.5 %)	07 (8.75 %)	80 (100)
Initiative of Safety Measures	16 (20 % )	23 (28.75 %)	37 (46.25)	04 ( 5 %)	80 (100)
Incentive System by the Employees	08 (10 %)	18 (22.50 %)	32 (40 %)	22 (27.50 %)	80 (100)
Welfare Facilities	16 (20 % )	19 (23. 75 %)	18 (22. 50 %)	27 (33.75 %)	80 (100)
Social Security System to the Employees	19 (23.75 %)	23 (28.75 %)	24 (30 %)	14 (17.5 %)	80 (100)
Grievance Redressal System	02 (2.5 %)	12 (15 %)	18 (22. 50)	48 (60 %)	80 (100)
Collective Bargaining by Workers	04 (5 %)	09 (11.25)	14 (17. 5%)	53 (66.25)	80 (100)



Promotion on Performance Base	12 (15 %)	15 (18.75 %)	29 (36.25 %)	24 (30 %)	80 (100)
Encourage in Community Development Programs	17 (21.25 %)	18 (22.50 %)	34 (42.50 %)	11 (13.75 %)	80 (100)
Workers Recreational Facilities	12 (15 %)	26 (32.50 %)	32 (40 %)	10 (12.50 %)	80 (100)
Implementing of Labour Law And Industrial Law	16 (20 %)	27 (33.75)	33 (41.25)	04 (5 %)	80 (100)

Source: Primary Data

The above analysis shows that workers have good opinion of CSR activities about transparency in recruitment and safety related training. The result in Table No. 3 shows that 40 % and 42.5 % of the employees believe that the companies are doing good work in transparency in recruitment and safety related training of the workers. The result also shows that the companies have to improve in their Grievance Redressal System as 60 % of the respondents considered it as non satisfactory. It is found that 66.25 per cent of the employees believe that they have weak bargaining power with management of the company.

The result reveals that 45 percent of the employee considered commitment of the company towards the welfare of the employee as satisfactory. The analysis shows that workers perception of CSR activities in term of Initiative of Safety Measures (46.25 % of the employee), Incentive System of the employee (40 % of the employee) and encouragement in community development programme (42.50 %) as satisfactory. The result clearly indicates that companies have to move from satisfactory and not satisfactory level to excellence as majority of the employees does not rate the CSR activities as excellent.

**Table No: 4 : Employee's Perception of Impact of CSR Activities**

	<i>Yes</i>	<i>No</i>	<i>Can't Say</i>	<i>Total</i>
Increase in Labor productivity	63 (78.75 %)	12 (15 %)	05 (06.25 %)	80 (100)
Positive Image	68 (85 %)	10 (12.5 %)	02 (2.5 %)	80 (100)
Loyalty of Employees	45 (56.25 %)	31 (38.25 %)	04 (5 %)	80 (100)
Attraction of Better Talent	69 (86.25 %)	09 (11.25 %)	02 (2.5 %)	80 (100)
Desire of Hard Work	43 (53.75 %)	37 (46.25 %)	09 (11.25)	80 (100)
Social Esteem and Prestige	56 (70 %)	18 (22.50 %)	06 (7.5 %)	80 (100)

Source: Primary Data

The analysis of perception of possible impact of CSR activities, majority of the workers considers that the CSR have the positive impact on labour productivity (78.75), building positive image in mind of



stakeholders (85 %) attraction and retaining better talent (69 %) and workers social esteem and prestige (70 %).

### Suggestions

- More employee involvement in CSR activities needs to be encouraged. Companies can institutionalize voluntarism among employees through appropriate incentives and recognition.
- Internal performance evaluation of employees should recognize the contribution of employees for community work.
- Monitoring and evaluating CSR through Social Audit should be encouraged to involve
- CSR reporting on the basis of international standards and guidelines must be taken while implementing CSR activities.

### Conclusion

The results of the study indicate that employees prefer to work in socially responsible organizations and their organizational commitment level is positively affected by CSR. The study indicates that there exists a relationship between the CSR initiatives taken by the organization and employee commitment. The company should pay more attention to CSR practices namely training and education, human rights, health and safety, work life balance and workplace diversity that are most desired by employees and these are most likely to create a sense of obligation that will result in levels of commitment. This study provides important information to decision makers involved in designing employee related policies for uplifting their moral.

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