



SARASWAT VIDYALAYA'S
SRIDORA CACULO COLLEGE OF
COMMERCE & MANAGEMENT STUDIES

Telangnagar, Khorlim, Mapusa - Goa.

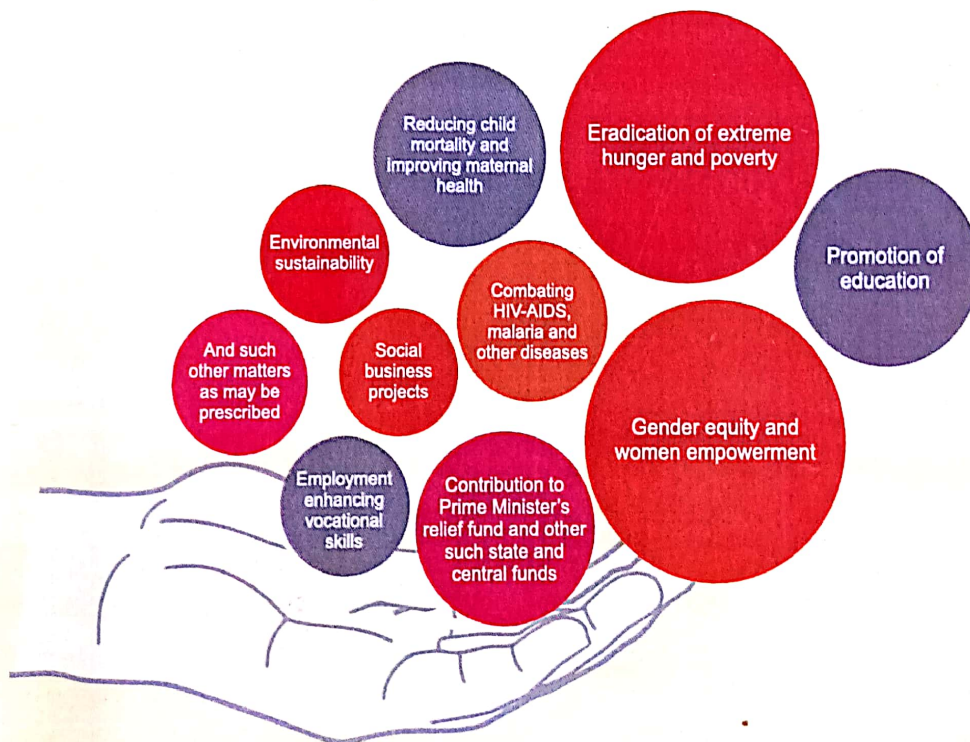
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One Day National Conference

On

**“CORPORATE SOCIAL RESPONSIBILITY
PARTNERING FOR SUSTAINABLE DEVELOPMENT”**



A Balanced Solution : SUSTAINABILITY

Organized by Department of Commerce and Management

In association with Goa Management Association

Date of Conference :- 10th March, 2017 Venue: College Conference Hall

Proceedings of the
One Day National Conference on
**“Corporate Social
Responsibility: Partnering for
Sustainable Development”**

10th March, 2017

Organized by

Department of Commerce & Management
Sridora Caculo College of Commerce & Management Studies
Teleangnagar, Khorlim, Mapusa- Goa,
Affiliated to the Goa University

Chief Editor

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**International Conference on
"Corporate Social Responsibility: Partnering for Sustainable Development"
(Proceedings)**

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MESSAGE



I am extremely happy to learn that the Commerce and Management Department of Sridora Caculo College of Commerce and Management Studies is organizing one day National seminar on **“Corporate Social Responsibility: Partnering for Sustainable Development”**. Corporate social responsibility is regarded as vehicle through which organizations pay back to the society. While designing the policies of the organization, it is required to take into consideration the expectations of the various stakeholders of the company. In addition to its Employees/Customer every organization has a bounden obligation to be involved in the process of development as well as in social transformation of the community in which it thrives.

I hope the seminar will address various issues related to CSR as today; it has been made mandatory for the companies to divert 2% of the profit to CSR activities. The national level seminar will deliberate and discuss upon the CSR issues and the activities conducted by corporates at the national level. I am sure that the discussion will benefit the industry and society in general.

I express my best wishes for the Conference.

Shri Ashok M Kenkre
Chairman
(Saraswat Education Society)

MESSAGE



I am glad that the Commerce and Management Department of our college is organizing One Day National Conference in association with Goa Management Association on "Corporate Social Responsibility: Partnering for Sustainable Development" in collaboration with Goa Management Association. Corporate social responsibility is a process where the company conducts various activities for the stakeholders. It is very important to conduct the welfare activities for the employees and community since both are very important stakeholders in the business process. There is a mismatch between academic and industry and there is a need for linkages between industry and academic institutions. This Conference will give enough opportunity for industry as well as academic people to come on one platform and discuss various issues relating to CSR.

I am also happy that the Goa Management Association has shown interest in collaborating with our institution for the organization of this National Level Conference. I am sure that this collaboration will give further scope for better industry participation in our college so that our faculties and students will be benefited and they will get good exposure.

I wish all the best for the Conference and hope for fruitful discussion.

Dr. Santosh B. Patkar

PRINCIPAL



Message

Goa Management Association (GMA) is happy to collaborate as knowledge partners with Saraswat Vidyalaya's Sridora Caculo College of Commerce and Management Studies in organizing the one day national seminar on '**Corporate Social Responsibility: Partnering for Sustainable Development**' on 10th March, 2017 by the Commerce and Management Department.

Goa Management Association is committed to sharing and disseminating management knowledge and newer practices among industry managers, academicians and student community. A national seminar such as this one is a great forum for knowledge dissemination and GMA is proud to be a partner in organizing such a seminar.

Corporate Social Responsibility on part of every organization is an important ingredient in doing business in a sustainable manner. What one takes from the society and nature at large, in a particular form, has to be given back in some other form & proportion to keep the harmonious balance and ensure sustainable development of business, wellbeing of society and sustainability of nature. Every business entity and every stake holder must ask oneself, 'What is the future that we are promising and leaving behind for our children?' And to leave behind a developed society, robust economy, healthy environment and healthy population, balance and sustainability is essential, and this could be best achieved through responsible initiatives of Corporate Social Responsibility by partnering for sustainable development.

I congratulate the Principal and the staff of the Saraswat College for taking initiative in organizing a national seminar on such a vital and current issue of importance.

I wish all the success for the seminar.

Dr. Pradeep B. Salgaonkar
Chairman, Goa Management Association,
Founder Director, SALDOTS Academy



FOREWORD

Internationally, there are three schools of thought on managing Corporate Social Responsibility (CSR): first, CSR spending as well as its reporting must remain voluntary; second, CSR spending should be voluntary but its reporting should be mandatory and thirdly, CSR spending as well as its reporting should be mandatory. Most nations prefer CSR spending to be a voluntary exercise but with mandatory reporting.

With the enactment of Sec.135 of the Companies Act, 2013, India became the first country to include provision on CSR in Company Law and make CSR expenditure as well as its disclosure / reporting mandatory for corporates based on pre-specified criteria. However, it is worth noting that the law makes no attempt to provide the rationale behind mandated CSR. Further, neither Section 135 of the Companies Act, 2013 nor the notified rules explicitly 'define' CSR. Instead both refer to a list of activities that are largely developmental in nature.

The domain of CSR in India as revealed thus far in several public policy documents as well as in the initiatives of corporates and various industry associations is defined around socio economic activities which aim at inching towards the developmental goals of the country, while not necessarily sacrificing the economic objectives of the corporates. The same trend stands reflected in Schedule VII relating to section 135 of the Companies Act, 2013 which lists the specified CSR activities.

Mandating CSR has the possibility of being viewed as "filling in governance gaps" as also "abdication of government's responsibility in providing public goods to meet development goals which are themselves based on 'democratically determined priorities'". It has been opined that mandatory CSR has no place in a market driven economy. In fact, it logically follows that companies for which CSR makes good business sense would more than willingly undertake such expenditure mandated or otherwise.

On the positive front, evidence gathered (mostly from US based studies) shows that there is predominant evidence of a positive association between a company's social

performance and its financial performance. As far as developing countries are concerned, the number of empirical studies is too few to draw defining conclusions. However, a couple of studies (Thailand & India) do show that CSR has a positive effect on firm valuation. Another Indian study conducted (for the period 2003-11) has shown that the estimated total CSR spending of companies which would have qualified for mandatory CSR spending is less than 2% of the total government social expenditure. Thus, the argument that the new CSR provisions are a way of abrogating responsibility by the government to the private sector does not seem very valid.

Also, the new CSR rules adopt just a 'comply or explain' approach and not a 'comply or else' approach. Besides, companies which feel that they do not have adequate expertise to implement CSR projects have been given the option to appoint reputed trusts to carry out the projects or they may simply donate the designated amount to the PM's Relief Fund.

Lastly, even if CSR provisions are viewed as "implicit tax", it works more like a centralized tax with "decentralized utilization" with project implementation to be undertaken by private parties. On the contrary, in case of "explicit" taxation there is no guarantee as to how the money collected (by the government) will be spent. Thus the new CSR rules give flexibility to the companies in choosing and monitoring their projects. This also means that there will be efficiency and effectiveness in project implementation of a kind that government projects more often than not fail to deliver.

Hence it would not be wrong to say that the new CSR provisions appear to be an effort by the government to instill the spirit of CSR amongst corporates and to get them to play a complementary role in meeting the broader social goal of encompassing development.

Ms. Smita Shrivastava
Head,
Department of Commerce and Management



Corporate Social Responsibility (CSR) refers to the responsibility of businesses to act ethically and consider their impacts on community at large.

CSR in India is not new but has been traditionally seen as a philanthropic activity. With the Companies Act, 2013, a lot many businesses including SME's will have to comply with the CSR provisions. According to the Indian Institute of Corporate Affairs, this number has been estimated as 6000 Indian Companies.

With the increased coverage and scope due to the new regulations CSR can now act as an effective means for achieving the larger goal of sustainability.

We hope that the deliberations at this Conference on Corporate Social Responsibility: Partnering for Sustainable Development" will help the participants to understand the extended scope of Corporate Social Responsibility as specified in the Act.

Ms. Vishranthi Salgaonkar

Co-ordinator

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

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MES College of Arts and Commerce,
Zuarinagar -Goa.

"Employees don't stay with a company because of benefits. It is the long-term relationship-building that attracts people to stay"

- Jeff Swartz, CEO of Timberland

Abstract

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 contributes to the growth of company. Employees are internal stakeholder of firm and success firm highly depend 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.

Survey of employees from four companies from Goa were considered for study viz., Goa Shipyard Ltd (Vasco-Da- Gama), Mormugao Port Trust, (Vasco -Da- Gama) Binani Glass Fibres Pvt. Ltd (Colvale) and Zuari Agro Chemicals Limited (Zuarinagar- Vasco). The study indicates that there exists a relationship between the CSR initiatives taken by the organization and employee commitment.

Key words: Corporate Social Responsibility, Employee Perception, Labour Productivity

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 contributes to the growth of company. Employees are internal stakeholder of firm and success firm highly depend 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. Whether one invests in them, buys from them, works for them, or just lives near them; it is difficult not to form an opinion. 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.

Jamali (2008) made a case for a stakeholder approach to CSR. He adopted a stakeholder framework "the Ethical Performance Scorecard (EPS)" proposed by Spiller Model to examine the CSR approach of a sample of Lebanese and Syrian firms with an interest in CSR and test relevant hypotheses derived from the CSR/ stakeholder literature.

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. The performance of firms in these Asian countries on the two types of CSR was assessed considering country's economic, political and social conditions of these countries, and compared with those of other countries like Norway, Spain, Germany, Norway and the UK, Canada, USA, Mexico 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, has the time 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 from Goa 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 primary data was collected from questionnaire method. 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, friendly environment manner and creates a 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"> ➤ Fair remuneration ➤ Effective communication ➤ Learning and development opportunities ➤ Fulfilling work ➤ A healthy and safe work environment ➤ Equal employment opportunities ➤ Job security ➤ Competent leadership ➤ Community spirit ➤ Social mission integration 	<ul style="list-style-type: none"> ➤ Provides a family friendly work environment ➤ Engages in responsible human resource management ➤ Provides an equitable reward and wage system for employees ➤ Engages in open and flexible communication with employees ➤ Invests in employee development ➤ Encourages freedom of speech and promotes employee ➤ Rights to speak up and report their concerns at work ➤ Provides child care support/paternity/maternity leave. ➤ Promotes a dignified and fair treat
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*

<i>Sr. No</i>	<i>Basic Understanding of CSR Activities</i>	<i>Number of Respondent</i>
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

Table No. 1 shows basic understanding of the employees of CSR activities of the company. The classification of data clearly shows that 72.5 per cent 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 the 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 does 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

<i>Employee's Perception of Welfare Measures</i>	<i>Excellent</i>	<i>Good</i>	<i>Satisfactory</i>	<i>Not Satisfactory</i>	<i>Total</i>
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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