

# A Comparative Study of CSR in Selected Indian Public & Private Sector Organisations in Globalisation Period: A Research Finding

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## Abstract:

*In the era of globalisation the corporate social responsibility is playing vital role not only to provide social services but also to popularise the organisation reputation. It is also a way of advertisement for industrial undertakings not only in India but also everywhere. The study has done to acknowledge the important activities as well as impact of CSR and conducted in ten reputed private and public sector organisations in the country. Different impediments and positive impacts have been analysed and interpreted in the study.*

**Key Words:** CSR- Corporate Social Responsibility, NTPC, SAIL, GAIL, IOCL and SBI

## I. PREFACE

Corporate Social Responsibility (CSR) is not a new concept in India However, what is new is the shift in focus from making profits to meeting societal challenges. CSR initiatives can contribute to reputational advantages such as increased trust in investors, new market opportunities and positive reactions of capital markets. Roberts and Dowling (2002) expressed that the value of a positive reputation is “precisely because the development of a good reputation takes considerable time, and depends on a firm making stable and consistent investments over time”. CSR pushed the managers to consider how best they could utilize this platform for addressing issues such as organizational actions, concern for society and the environment influence that might lead to the competitive advantage of firms.

The term Globalization is used to refer specifically to economic globalization the integration of national economies into the international economy through trade, foreign direct Investment, capital flows, migration, and the spread of technology. However, globalization is usually recognized as being driven by a combination of economic, technological, socio-cultural, political, and biological factors. Globalization has changed Corporate Social Responsibility, the boundaries between domestic and foreign industry and between in-house and out-houses activities which had led corporate to view from both political and economic view. On one side multinational company have taken the role of state and thus they should behave responsibly and on the other hand they need to have corporate social behaviour in order to protect their image.

## II. SCOPE OF THE STUDY

The study is devoted to a comparative study of corporate social responsibility in selected public and private sector organization in India in the era of globalization. So, far as the study was concerned five public sector organisations and five private sector organizations of the country were selected to complete the study. The NTPC, SAIL, GAIL, IOCL and SBI were selected as public sector undertakings and TATA Steel, TATA Motors, Mahindra, Maruti-Suzuki and HDFC Bank were selected as private sector undertakings.

### **Objective of the study:**

The Researcher completed the study with certain objectives. The important objectives related to the study were as follows:

- (a) To study the different Corporate Social Responsibility in the country;
- (b) To study Corporate Social Responsibility and globalization of business;
- (c) To compare and evaluate Corporate Social Responsibility of both public and private organization;
- (d) To suggest better Corporate Social Responsibility in the globalized business environment;
- (e) To measure the gap between the practices of Corporate Social Responsibility of private and public sector organizations;

These were the basic objectives which were considered by the researcher to complete the study.

### **Hypotheses:**

1. Are Indian Companies under taking Corporate Social Responsibility?
2. What is the impact of globalization and Corporate Soda! Responsibility on Indian companies in current scenario?
3. Are people Satisfied with Corpotate Social Responsibility under taken by public and private companies?
4. What measures should be taken by Indian companies in conducting Corporate Social Responsibility in present globalize business environment?
5. What are major hurdles in Corporate Social Responsibility faced by Indian companies?

### III. REVIEW OF LITERATURE

Many studies have been conducted in India and abroad on CSR. One important observation from the literature on social performance and financial performance is that majority of the studies are from developed economies and there is lack of evidence about emerging markets like India.

Belal (2001) stated that although extensive research on CSR shaping a firm's performance has been put through in developed countries, there is a paucity of such studies in India. Statistically examined studies on CSP and CFP relationship including other factors based on authentic CSR ratings are missing for Indian firms. This motivated the researcher to analyze the effectiveness of CSR on corporate performance and competitiveness in a fast growing economy like India and contribute to the ongoing debate by providing empirical evidence and thus form the rationale of conducting the study.

Luo and Bhattacharya (2006) developed and tested a conceptual framework to predict three things-first, customer satisfaction partially mediates the relationship between CSR and firm market value; second, corporate abilities (innovation and product quality) moderate the financial returns to CSR and last, these moderated relationships are mediated by customer satisfaction. Analysis of large-scale firms found that firms with low innovation capability show reduced customer satisfaction levels and thus may harm market value from CSR.

Chand (2006) examined the relationship between CSP and CFP. He analysed various past studies to get the reasons for the lack of consensus and comparability and further made the case to use industry type as a boundary condition in order to explore this relationship. The study indicated clear and positive relation between these on the basis of the given condition.

Udayasankar (2007) discussed that Small and Medium Enterprises (SMEs) constituting 90% of the worldwide population of businesses are less likely to participate in CSR initiatives due to their smaller scale of operations, resource access constraints and lower visibility. Large firms are equally motivated to participate in CSR in terms of visibility, resource access and operating scale. The study suggests a U-shaped relationship between firm size and CSR.

Sapovadia (2008) did an empirical analysis of Operational Risks Management and Corporate Governance practices followed in developing economies like India. The study evaluates current Indian corporate governance practices in the light of Operational Risk Management.

Bedi (2009) studied the relationship between social and financial performance of Top Indian firms for the financial year 2007-08, as rated by NGO Karmyog. The analysis found a positive relationship between CSR and financial performance. The descriptive and inferential measures showed that corporate social expenditure relies upon the financial performance of a firm.

Banerjee (2009) examined the relationship between corporate governance score (CG) and the firm level performance using CG score obtained from CRISIL, as a proxy for firm level governance quality. Study used Tobin's Q as measure of firm level performance and employed the fixed effect regression technique to test the nature of relationship between CG score and market value and indicated positive relationship.

Mishra and Suar (2010) examined whether CSR towards primary stakeholders influenced the Financial Performance (FP) and the Non-Financial Performance (NFP) of Indian firms. The result found that stock-listed firms show responsible business practices and better financial performance than the non-listed firms. When study controlled confounding effects of stock-listing, ownership and firm size, a favourable perception of managers towards CSR is noticed with increase in FP and NFP of firms.

Paul (2011) attempted to discover two components of a global mindset – whether Employee Sensitivity to CSP (ESCSP) and Cross-Cultural Sensitivity (CCS) was convergent or divergent, or whether there was any connection between them at all. They also suggested that companies could find international managers who are sensitive to both CSP standards and cultural values and norms.

Singhania (2011) determined the impact of corporate governance score on financial performance of companies in India between the years 2000 and 2009. The analysis highlights that corporate governance scores, when controlled with other variables, have a significant impact on Indian companies.

Therefore, the present study attempts to analyze the relationship and discuss the effectiveness of social performance and financial performance along with competitive performance of select Indian companies.

### IV. METHODOLOGY

The Data collected by using primary sources as well as secondary sources. Primary data collected by using questionnaire where as secondary data collected through different published and unpublished documents. Total 150 respondents, ten from each organization and 50 external respondents, were selected on random basis to share their views on the subject matter of the study. Suitable statistical technique was used for data analysis

#### **Limitations of the study:**

This study was mainly related with Corporate Social Responsibility of Indian organizations in the era of globalization in which competitiveness in global market has increased and all organizations are trying to minimize their cost of productions. In such situation the expenses on corporate social responsibility can, how far, be supportive for the bright future of the organizations. The finding of the study was applicable for these organizations only.

#### **A Comparative Study:**

The thrust areas for CSR activities of selected five public sector organizations namely NTPC, SAIL, GAIL, IOCL and SBI are- Health, Education, Sanitation, Games, Sports, Environment Protection, etc.

**Health** is an important area for CSR activity. The all ten selected public sector and private sector organizations are involved in different types of health programmes related to provide medical facility, to control the spread of communicable diseases, immunizations programmes, health awareness programmes, etc.

National Thermal Power Corporation (NTPC) provides subsidized medical facilities, Support for Eye Centres, Medical equipments to Hospital, Mobile Health Clinics, Health Camps & Free Operations, Family Planning Programs, De-addiction camps/ Programs, Health related infrastructure in neighbourhood villages, etc. under CSR activities.

SAIL has established 54 Primary Health Centres, 12 Reproductive & Child Health Centres, 17 Hospitals and 7 Super-Specialty Hospitals for providing specialized healthcare. Five special health centre (Kalyan Chikitsalyas) have been set up at plant locations for poor and needy people. To help the poor and downtrodden patients and to have health outreach, 24 MMUs /ambulances have been provided to various NGOs like HelpAge India, Bharat Sewashram Sangha, Anugraha Drishtidaan, etc. A special project 'Akshaya' for providing free investigation to TB patients of under privileged sections of society and project 'Chetna' for treatment of sickle cell anaemia.

GAIL is up gradating of existing Telemedicine Centre, physiotherapy units as well as setting up a community hospital in the villages. GAIL has supported various projects by providing ambulances, mobile health outreach programmes and distribution of medicines Nishulk Chikitsa Kendra. GAIL has undertaken several healthcare projects like Reconstructive surgery for leprosy patients, Eye care cataract surgeries with IOL implants, Cancer screening camps, family planning camps, T.B. eradication programmes, malaria camps with treatment and free medicines and, health check up camps, physically handicapped persons camps (distribution of artificial aids and appliance) in the numerous rural areas.. GAIL's own hospitals & dispensaries in its townships extend medical care & treatment to the local villagers.

Indian Oil organises Medical/ Health Camps on Family Planning, Immunization, AIDS awareness, Pulse Polio, Eye, Blood Donation, Pre and Post-natal Care, Homeopathic Medicine etc., distribution of free condoms, providing anti-mosquito fogging treatment, toilets, medicines to primary health centres, mosquito nets, ambulances to Medical Centres/ Hospitals/ NGOs, hearing aids/ wheel chairs to physically challenged, financial assistance to hospitals, medical equipments etc. Besides the above, Indian Oil also runs - Swarna Jayanti Samudaik Hospital, Mathura; 200 bed hospital set up by Assam Oil Division, IOCL at Digboi, Assam; Assam Oil School of Nursing, AOD, Digboi; Indian Oil Rural Mobile HealthCare Scheme; etc.

SBI has extended financial assistance for 300 Ambulance Vans to needy and service organizations, 42,000 water purifiers and 1, 40,000 ceiling fans to more than fifty thousand schools to provide clean water and conducive climate to school children, support to hospitals in the form of Medical equipments and others under health care activities.

Tata Steel ensures best services in healthcare at Jamshedpur for the people of the city. The Tata Memorial Centre constitutes the national comprehensive Cancer Centre for the prevention, treatment and research on cancer and is comparable to any similar centre in the world. The Meherbai Tata Memorial Hospital is a specialty hospital for cancer equipped with latest treatment and diagnostic facilities. Tata Steel extends the much-needed preventive, curative and promotive healthcare facilities in its areas of operation. Tata Steel has received much global acclaim for its work on HIV / AIDS awareness and interventions.

Tata Motors also involved in different types of health services like- curative health care services; infrastructural development, better sanitation facilities, training to Village Health Workers, early diagnosis and treatment of diseases, especially tuberculosis, leprosy, hepatitis & malignancies is now effectively carried out. Preventive health care measures and safer drinking water facilities, eradication of cholera and reduction the incidence of other water borne diseases, effective implementation of pre-natal care programme, family planning programme, etc.

Mahindra Foundation has been set up with a specific objective to provide medical relief to the poor and needy sections of society. The Foundation has helped patients suffering from cancer, heart ailments as well as burn victims. It has also been very active during national calamities and disasters and has helped contribute and mobilise resources.

The employees of Maruti Suzuki have always donated generously to people affected by natural calamities. The organisation also runs a creche for the children of construction workers, which provide food shelter and education for children.

HDFC provides medical facility to their employees only. The HDFC does not involve in CSR activity for general people.

**Education** is another important area for CSR activity. The public sector and private sector organizations are involved to provide educational facility. The industrial organisations have either own educational institutions or they donate funds to the educational institutions in the country.

NTPC earmarks 15%-20% of CSR-CD budget for education. Key Initiatives in education are - Running 48 schools at stations out; Support to IIT & Engineering Colleges; Support for construction of Engineering College; Infrastructural support to schools; Supporting to set-up technical polytechnic; Assistance for facilitating education and rehabilitation of child victims; Support for delivery Vehicles for mid-day meal programme for the children; Support for computers for Rath Mahavidyalaya; Support for training to village youth in the slums; scholarship for pursuing professional courses; Support to Ramakrishna Mission for conducting various activities; financial assistance to Female/ Girl Child Education, Adult Education, Coaching and personality development programs, Study material & uniforms etc to deserving students; etc.

SAIL have been set up approximate 146 schools in the steel townships for providing modern education and 286 schools of villages surrounding steel plants/units for free education, boarding and lodging. SAIL has achieved a girl-boy ratio of 1:1 for all levels of education. SAIL also provides midday meals, uniform, including shoes, textbooks, stationery items, school bag, water bottles, etc. to BPL children. Besides the above, SAIL has supported Technical University,

Industrial Training Institutes (ITIs) and nursing courses, free coaching and assistance to needy and poor children for their higher education.

GAIL has attempted to address the issues of un-employability through skill development and vocational training programmes undertaken at several locations. GAIL with the help of its implementing partners gives Training (Sewing & tailoring training) & Special education (procurement of computer based visual speech training equipment & Audio Visual Projector) for the Neglected Disabled children and backward people. With its project 'Padho-Badho' GAIL envisages to mainstream at least 3000 rag picker children government schools through its Non formal Education Centres for out-of-school children.

IOCL Provides financial assistance to schools for construction/ renovation/ repair of hostels, school buildings, classrooms etc., computers to schools, books, furniture, laboratory equipment, awards to meritorious students, scholarships to poor students, adult literacy programme, delivery vans for distribution of mid-day meals to Govt. School children, sponsoring/ organizing rural sports/ games, sports meets/ events, supporting education and research activities etc. Some important scholarship schemes of Indian Oil are - Indian Oil Educational Scholarship Schemes; Indian Oil Scholarships Scheme; Indian Oil Merit Scholarships Scheme; Education programmes of SBI

Tata Steel has five schools and one inter- college. The Company gives out various scholarships, which enables talented students to pursue further studies. The renowned institutes include Xavier Labour Relation Institute (XLRI), National Institute of Technology (NIT), Shavak Nanavati Technical Institute (SNTI), R.D.Tata Technical Education Centre and MGM Medical College and Hospital (associated to Tata Main hospital). Tata Steel has, from its inception undertaken various initiatives in education that have catered to the needs of youth in rural and urban areas alike. Tata Steel supports the right to free and compulsory education for all children up to the age of fourteen years and supports initiatives to improve literacy levels amongst adults.

Tata Motors has contributed towards improving education through infrastructural development for promoting schooling among the villagers and through up-gradation of educational facilities (building computer laboratories, sports ground, etc.) and organising teacher's training programmes to better the quality of education.

Mahindra has also CSR activity related to educational promotion in the country through **K. C. Mahindra Education Trust and Mahindra Academy**. The K.C. Mahindra Education Trust has undertaken a number of education initiatives to make a difference to the lives of deserving students. Mahindra Group has established "Mahindra Academy" schools near its factories primarily for children of its employees. Teachers at these schools are qualified and undergo regular training as well as attend relevant workshops.

Maruti Suzuki has some CSR schemes related to education like- Education to underprivileged, Educational benefits, Education Programme for mothers, etc. through which education to poor children, women, deprived students, etc. is provided.

The HDFC is also involved in CSR activity related to education in the country. Some important CSR activities related to education are - Children Education Project and Teach for India. It provides remedial classes, Computer classes, Life skills (Personality development, vocational counselling) sessions to the children studying in Grade 5 to 10. HDFC Life and Educo believe that good quality structured education provides for better future career prospects for these children and would help them break the cycle of poverty and improve the life of the community at large. Fellowships under Teach for India Fellowship is a two-year paid assignment during which Fellows are placed as full-time teachers in low income English Medium schools.

**Environment Protection** is a necessary CSR activity for industrial organisations. Companies are embedded in their geographical, cultural, societal and environment. The large scale industries belonging to modern corporate world also consider environmental aspect in their CSR activities.

NTPC is taking all necessary precautions to minimize damage to the environment due to its operations, and in case any such damage takes place, makes all necessary efforts to restore/ provide compensation for the same. Environment-related initiatives are taken up by NTPC through dedicated groups in NTPC Energy Technology Research Alliance (NETRA), Engineering & EMG Group under the respective policies.

SAIL is committed to protection of the environment and the promotion of responsible corporate policies that conserve and optimally utilise resources and at the same time, sustain the economic environment for growth. SAIL recognises that ensuring environmental sustainability at its plants and mines requires setting challenging targets, committing to judicious use of resources and making its processes cleaner and energy efficient.

GAIL is putting its tiny steps in the field of Environment protection by plantation of saplings and trees in various areas where it has its installation. Projects related to Rain water harvesting, water Recharging and Ground water reuse system have been supported aptly by GAIL. Out spreading its support for green energy GAIL is in the process of building a Gas based Crematorium and provision of solar lights in the rural areas where electricity is not yet reached. Congregating environment and hygiene factors together GAIL is also installing Sulabh Sauchayala & Bio Gas Plants and development of Environment Parks for thousands of poor labourers' livings in slums where GAIL supplies gas.

Indian Oil Corporation is now in the process of commercialising various options in alternative fuels such as ethanol-blended petrol, biodiesel, and Hydrogen and Hydrogen-CNG. Indian Oil is committed to conducting business with a strong environment conscience, so as to ensure sustainable development, safe work places and enrichment of the quality of life of its employees, customers and the community.

State Bank of India has a comprehensive CSR policy approved by the Board and the focus areas are Supporting Education, Entrepreneur development & Health care, Assistance to Poor and under privileged, Environmental protection, clean energy, and help in National calamities. In spite of these the bank is also engaged in tree planting activities.

Tata Steel's commitment to cleaner and greener Jamshedpur is fulfilled through incessant tree plantation drives, enhancing the green carpet on a continuous basis. Jamsetji had aspired for vast stretches of green within his dream city, in the form of public parks and private lawns in front of residential quarters, in playgrounds for the young and in open areas for all. Sir Dorabji Tata Park houses a variety of flora and fauna and is a treat for nature lovers.

Tata Motors' beliefs on sustainability have led to a corporate policy that emphasises environment preservation. The Company works on projects that include reducing effluents and emissions, maintaining local ecologies, repairing green cover and improving long term corporate sustainability.

Mahindra Group has been lending a hand to the 'Green Bombay' movement by developing and maintaining municipal gardens. Greenery is at a high premium as the city has less than half an acre of open place per thousand people. That's ten times less than Delhi and twenty times less than what London offers. **Three municipal gardens of Mahindra namely-** Shivaji Garden, Traffic Island Garden and Madame Cama Road Garden are situated in different areas in Mumbai.

Maruti Suzuki strongly believes that an investment in environment friendly products and manufacturing facilities is in the best interest of the society as well as the business. Maruti Suzuki started operations, conserving environment and natural resources has been an integral part of systems and processes. The concept of "Reduce, Reuse, Recycle" (3R's) has been driving principle.

HDFC Life partnered with the Non Profit; Plant a Tree Today to plant saplings. The saplings have been planted on a third party land and are maintained by them. HDFC Life and PATT regularly monitor the growth of the saplings.

**Sanitation and Infra-structure** are also an area for CSR activity in the country. The industrial organisations also involve in CSR activity related to sanitation and infra-structure.

NTPC has also Sanitation and Infrastructure Programmes. Certain services and facilities are absolutely essential for life to move on, thus follows infrastructural support for the rural people. Involvement of NTPC stations in rural lives is not just restricted to service provision; but also extended in a more holistic way. NTPC Stations also takes up activities related to construction of Community Halls/ Buildings/ Centre, Anganwadis, Local Markets, Panchayat Ghar, Cremation ground, bus shelters, drinking water related activities like installation of pumps, Piped water system, Over Head Tanks, RO Plants, Drinking Water Tankers, Wells, Construction and Deepening of Ponds, Lakes & Bathing Ghats etc. Sanitation related activities include Surface Drains and Toilets in neighbourhood villages.

Roads are a means of communication and help economic and social activities to multiply. Involved in the construction and repair of roads in far-flung locations since inception, SAIL has constructed roads in different villages helping around people.

GAIL has been taking up a number of programmes in the area of Sanitation and Infrastructure. Providing bore-wells, tube-wells, hand-pumps, overhead tanks as well as storage facilities, are some of the efforts taken in this direction. GAIL has taken up head-on projects for improving local hygiene & sanitation practices by construction of nalas and improvement in drainage system.

IOCL is also involved in Sanitation and Infrastructure Programmes. Installation of hand pumps/ bore well/ tube wells/ submersible pumps, construction of elevated water tanks, providing water tap connection, rainwater harvesting projects/ kits, aqua-guard water purifiers/water coolers to schools/ community centre etc. are important activities.

SBI is made donations aggregating to various Relief Funds and also to NGOs / Trusts / Societies for their projects with social orientation and in recognition of its contribution to Rural Community Development.

Tata Steel's community activities are geographically focused on its areas of operation, as part of its Corporate Citizenship undertaken by Tata Relief Committee (East). The Tata Relief Committee provides donations and volunteer support in the event of disaster, to help those affected to get back on their feet and to rebuild local infrastructure.

Tata Motors has also Sanitation and Infrastructure Programmes like- Construction of road on the mountainous terrain; Setting up of computer laboratory and repair work in the secondary school; Infrastructural development of primary school; Support for providing clean drinking water in the village; Ensuring hygiene and sanitation through construction of individual toilets; etc.

The Mahindra Foundation has been very active during national calamities and disasters and has helped contribute and mobilise resources.

Maruti Suzuki has set up dedicated teams with requisite expertise to steer the social projects and corporate activity in the areas of Road Safety.

HDFC supported the Tata Institute of Social Sciences on a project on sanitation and infra-structure in the name-Koshish on homelessness and destitution and also efforts towards rehabilitation and repatriation.

**Sport** is also least popular area related to CSR activity for industrial organisations belonging to modern corporate world in the country. Some organisations provide financial assistance for conducting sports and games but some industrial organisations have own team for sports and games.

SAIL has also become a part and parcel of the sporting history of the Nation. Right from the early trickles to the recent deluge of medals, awards and accolades, the steel major has supported many sports disciplines and promoted numerous sportspersons. SAIL supported wrestlers Sushil Kumar, Yogeshwar Dutt and Deepak Sharma, all of whom won top honours and made the nation proud during international events. SAIL was the presenting sponsor of World Cup Hockey 2010 and is also sponsoring the Asian Tour-level. SAIL Open Golf Championship for the past 4 years, besides prestigious annual events such as Davis Cup, SAIL Trophy Cricket Tournament, DSA league, Nehru Cup, etc. The company has also set up 6 academies at its plant & mines locations – for Athletics (boys & girls), Hockey, Football and Archery.

The different units covered under the GAIL have their own sports team and they also give reservation in employment to sportsmen.

Tata Steel has helped to create an atmosphere conducive to sports promotion and also created champions who have made the Country proud. Tata Steel is in the process of extending its support in a formalised way to Hockey, the traditional sport of Jharkhand and the National sport of India. Apart from setting up academies in various fields of sports, the initiatives include the facilities like- JRD Tata Sports Complex, Keenan Stadium, etc.

TATA Motors has important sports programme like- football, basket-ball, etc. either it is conducted in local basis or very limited.

No any important sports programme under CSR activities run by NTPC, IOCL, SBI, Mahindra and Maruti Suzuki.

HDFC Life has been participating in the Mumbai Marathon to run for a cause since 2009. In 2013, HDFC Life partnered with the Non- profit-SAMPARC, a team of 15 employees ran the Half Marathon & Dream Run to support education for lesser privileged children.

**Employment Generation** is also a CSR activity related to minimisation of unemployment. A lot of employment opportunity is generated by the industrial organisations in their production as well as service divisions. During the first decade of the globalisation, the existing industrial organisations were freezed the employment opportunity considering their existence as well as reduction in cost. But after establishment of new branches as well as expiry of first decade of globalisation, further, they started to generate employment opportunity in the country.

NTPC promotes policies and programmes that focus on enhancing capability, improving equity and increasing social sustainability. Key Initiatives in Capacity Building & Women Empowerment are - Adoption and setting-up of ITIs; Setting-up Solapur Power Training Institute; Sponsorship to villagers for ITI training; Vocational training to BPL candidates; Educational and developmental workshop for Kashmiri migrant children and youth in Jammu; etc. NTPC Stations take up Vocational Training programmes like Web page designing, Computer training, Motor rewinding, Motor Driving, General Electrical/ Mobile Repairing, Cutting, Tailoring, Stitching, Dress Designing, Beautician, Embroidery, Food Preservation/ Processing etc. Skill upgradation programs for women, to promote self-employment, include tailoring and providing sewing machines.

SAIL provides vocational training to villagers in areas such as improved agriculture, mushroom cultivation, animal husbandry (goatery, poultry, fishery, piggery), achar/ppapad/agarbatti making, etc. Training is also provided for skill enhancement as welders, fitters and electricians, in sewing & embroidery, smokeless chullah making, etc. for rural and unemployed youth and Skill Development & Self Employment Training Institutes for the benefit of women and girls have also been set up. SAIL-supported Self Help Group programmes is 'Kiran' which is run by lady artisans.

GAIL has attempted to address the issues of un-employability through skill development and vocational training programmes undertaken at several locations. Significant measures have been taken for the creation of livelihood opportunities and facilitating forums for effective empowerment and self-reliance. GAIL with the help of its implementing partners gives Training (Sewing & tailoring training) & Special education (procurement of computer based visual speech training equipment & Audio Visual Projector) for the Neglected Disabled children and backward people. 'Padho-Badho' is an important project of GAIL.

No any important employment generation programme run by IOCL and SBI in the country but due to opening of new branches the SBI generates employment opportunity and the IOCL generates employment due to production of petroleum and gases for selling. Similarly, no any important employment generation programme run by Mahindra and Maruti Suzuki.

Tata Steel Corporate Sustainability Services (CSS) has been taking steps through its operating social arms that address the needs of the community. Tata Steel Supports and nurtures leadership among self-help groups and village advocacy groups; Encourages multi cropping and irrigation; Earmarks dedicated resources for social welfare, rural and tribal development and programmes for community empowerment; Encouraged enterprise development to create sustainable growth in the villages; etc.

Tata Motors Company has built public-private partnership with government authorities to upgrade the quality of Industrial Training Institutes (ITIs). In addition, several technical and vocational programmes are run for rural youth from the project areas, including Motor Mechanic Vehicle Trade Course, electrical, welding, a/c refrigeration, computer skills, bee-keeping, etc. Special programmes are also run for women including sewing training, beautician courses, manufacturing food products and utility items and cable harnessing and assembly work.

HDFC partnered ASSEFA towards partially supporting the setting up of the school. Association for Sarva Seva Farms (ASSEFA) is a rural development organisation working for socio-economic programmes such as agriculture, dairy, micro-enterprises, social-credit, basic education, child labour rehabilitation, community-health, habitat promotion, environmental protection and vocational training focusing women, children, landless and marginal farmers.

## **V. IMPORTANT SUGGESTIONS**

After the completion of intensive study on the subject of "A Comparative Study of Corporate Social Responsibility on Selected Public & Pvt. Sector Organization in India in age of globalization", some important suggestions are concluded by the Researcher which are as follows:

1. CSR supports to human resources of the organisation as high morale, retention in organisation, quality production, job satisfaction, etc. So, CSR activities should be incorporated in all small scale to large scale industries in the country according to their financial capacity.

2. CSR has also importance in risk management in different ways. Proper inspection should be done by the appropriate government regarding monitoring of CSR activities of the industrial organisation.
3. The areas covered under CSR activities by the industrial organisations are found very limited. It is found mostly in the field of education, health and rural development in which government also spend huge fund. It should be spread and well defined by the government to consider the national as well as international scenario.
4. Sports and games should be incorporated in main stream of corporate social responsibility by the government considering the international awards for India.
5. Special CSR activities should be incorporated for remote as well as rural areas by the industrial organisations so that mass population could avail benefit of CSR activities.
6. CSR helps in brand differentiation or equity and CSR plays role in enhancement of brand image and reputation. It indicates that due to CSR activities the organisations gain popularity in the societies. So advertisement charge should be imposed, if the industrial organisations advertise their name and products.
7. CSR activities help the organisations to seek permission to operate business easily from the government and gain popularity in the societies. The nature of products and their different impacts like- pollution, hazardous, etc. should be considered first and then the CSR activities by the government.
8. Maximum respondents opined in favour of that CSR helps in diverting attention of customers of the societies. A warning that- “the CSR activities do not determine the quality of products or services of the organisation” should be highlighted by the government.
9. It was found that CSR is a source for business opportunities and competitive advantage and due to CSR activities the organisations assure their survival in future in competitive era of business. So, to consider any CSR activity in any specific areas the estimated expenditure of government should be curtailed by government for that activity in the areas.
10. Maximum respondents opined that CSR helps in cost reduction through efficiency improvement. To consider it, the percentage amount of expense on CSR activities for different industrial organisations should also be determined.
11. Maximum employee respondents opined that the CSR helps in improvement of financial performance, sales and customers’ loyalty, etc. of organisation and the organisations gain more profit and become able to improve financial performance. As per additional financial gain due to CSR activities, the percentage of expense on CSR activity should also be decided by the government.
12. Maximum respondents opined about the positive impact of CSR to know consumer behaviour, productivity and quality. So, different types of CSR activities should be determined by the government for different organisations.
13. Maximum respondents opined about contribution of employees and shareholders on industrial development. So, the responsibility of employers should be determined regarding special CSR activities for employees and shareholders.
14. The respondents opined that CSR plays role in ethical marketing practices, to improve the quality of life of customers and general peoples, knowledge of Organisation as well as products in the society and social awareness. So, a chain of CSR activities should be formulated for customers and general peoples because the due to customer the industrial organisations grow.
15. Due to CSR activities the saving of government fund becomes possible and the government becomes able to do some other developmental works in the country. It should be highlighted in annual budget by the government that how much fund has been saved by the government due to CSR activities.
16. Maximum respondents opined that CSR activities mainly support in education and health of citizen due to which the peoples belonging to different areas are benefitted. The standard of educational and medical facilities should be fixed by the government under the CSR activities.
17. The CSR activities are supportive measures for social action and citizens’ campaigns. It motivates peoples to become customer of the products of the organisations and avail some free services provided by the organisations. Due to CSR activities of all industrial organisations the customer may decide about their purchasing.
18. It was found that CSR activities improve the environmental consciousness, pollution control, check the global warming and support in energy conservation. So, a standard should be defined for CSR activities in these areas by the government.
19. The respondents opined about the impact of CSR activities on greater materials recyclability. So, materials recyclability should be included in CSR activities of the organisations.
20. There is shrinking role of government regarding CSR activities. It may be suggested that the role of government regarding CSR activities should be effective.
21. Maximum respondents opined that there is lack of community participation in CSR activities. It is suggested that the community participation should be incorporated in CSR activities.
22. The majority of respondents opined about the need to build local capacities for CSR activities. So, local capacities should be build more effective for the CSR activities.
23. CSR activities should be made more transparent in the country and yearly audit report of expenses on CSR activities by the organisations should be published and monitored by the government.

24. Special measures should be made to improve consciousness on implementing CSR activities in the country. So that the public sector as well as private sector organisation could be conscious in implementing CSR activities.
25. Maximum respondents opined about the necessity of visibility of successful CSR activities. CSR activities of the organisations should be more successful in case of visibility.
26. Maximum respondents opined about the narrow perception towards CSR activities. Perception about the CSR activities of the organisations should be broad in the country.
27. The CSR guidelines also provide direction to the organisations to spend certain amount on CSR activities and also the areas for CSR activities. Separate guidelines for CSR activities should be enacted by the government.
28. The respondents opined that CSR activities are also a strategy of advertisement of products as well as industrial organisations hence they do not disclose their CSR activities. It may be suggested to all industrial organisations to disclose their CSR activities in limited areas.
29. Due to CSR activities of the organisations the customers attracted towards the purchasing of manufactured products. So, there is no need to impose efforts for attraction of customer interest for CSR activities.
30. Maximum respondents opined in favour of the lack of investor pressure for CSR activities. The investors do not impose any type of pressure on the employers as well as management for the CSR activities in the country. In CSR guidelines some duties of investors or shareholders should be incorporated.

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