

**AN EMPIRICAL INVESTIGATION OF MANAGERIAL  
PERCEPTIONS IN INDIAN ORGANISATIONS REGARDING  
CSR AFTER LEGISLATION OF CSR IN INDIA**

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**Abstract**

**Purpose** - India is a country which has assured by mandating CSR through its legislative action. Enactment of Companies Act, 2013 by the Ministry of Corporate Affairs, Government of India was one of the world's largest experiments of introducing the CSR as a mandatory provision by imposing statutory obligation on Companies to take up CSR projects towards social welfare activities. This has made India the only country which has regulated and mandated CSR for some select categories of companies registered under the Act. The main purpose of this research is to investigate the perceptions of CSR managers towards corporate social responsibility (CSR) after its legislation in India.

**Design/methodology/approach** - This paper reviewed the relevant literature of CSR. Through structured questionnaires and in-depth interviews with Indian companies, this study analysed perceptions of CSR managers towards CSR. Out of the top 1000 companies in India, 250

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companies were selected randomly (using systematic random sampling technique). Since the respondents were concern CSR officers of that particular company so respondents found it easy to respond upon our questionnaire. Out of 250 companies, we were able to get response from 163 companies (response rate 65.2%). Collected data was analysed using SPSS and Microsoft Excel software packages.

**Findings** – This study provides an excellent empirical investigation into corporate social responsibility arena regarding attitude of Indian organisations. The investigated Indian organisations represent highly responsible behaviour towards society. CSR is an important issue in recent years. This research also uncovered the business factors motivating firms to be involved in CSR. The research presented here reaffirms that CSR is complex in nature because analysis indicates a great deal of diversity in managerial perceptions regarding CSR. This diversity in managerial perceptions regarding CSR can be a source of development, innovation, learning and growth. The modern and classical views to CSR are becoming increasingly prevalent amongst Indian CSR organisations. Therefor this research majorly revealed a change in attitudes of Indian organisation regarding CSR from traditional philanthropic view to modern and classical views. This study also highlighted increased believe about CSR benefits, better brand image, better reputation and value addition to business which demands integration of CSR into main business strategy geared up towards generating long lasting values for business. It is essential for organisations to engage in social initiatives so that they can create long-term benefits for both the community and the company. Therefor this research majorly revealed a change in attitudes of Indian organisation regarding CSR from traditional philanthropic view to modern and classical views. The Indian organisations have recognised the challenges and opportunities that are being placed upon them by the way of clause 135 of the Indian Companies Act 2013. These organisations have embraced a variety of approaches to response these challenges and opportunities mentioned in Company Bill Act 2013.

**Research/limitations/implications** - The survey is based on the perceptions of the senior executives handling CSR affairs of companies and not from other departments to get more accurate perceptions towards CSR. It is important to note that there is not always a clear link between managerial perceptions and corporate practices. Conclusions on the organisational

level cannot automatically be derived from the managers' understanding of the organisation and the business environment. The sample size (N=163) restricts generalisation of the results, however the response rate is very good (65.2%). Further this study is not sector or industry specific. Moreover, a number of background variables like age, gender, tenure, education, functional background, religion, personal characteristics, interpersonal relationships, and the structural environment etc. are likely to affect the managerial perceptions, which are not considered in this study.

**Practical implications** - This research provides valuable insights on attitudes of CSR managers of Indian organisations towards CSR. The Indian organisations are highly social responsible organisations but there are still some of the organisations who believe that CSR is a highly cost incurred initiative. This research is will be very insightful for this type of organisations to help them changing their perceptions. This study may encourage corporations to engage more in CSR. Since the majority of respondents in this study agree to a great extent that CSR can bring economic benefits to corporations, it may encourage corporations which do not engage in CSR to consider integrating CSR into their business strategies.

**Originality/value** - Being among the first research studies of its kind to examine attitudes of CSR managers in Indian organisations towards CSR, this study provides invaluable insights for Indian business community and also to academia in the country to understand attitudes towards CSR in India after its mandatory compliance,

**Keywords:** - Corporate Social Responsibility, CSR Manager, CSR Manager Perceptions, CSR Attitudes, CSR Practices, Community Welfare, Sustainability, Perceptions regarding CSR, Company Bill Act 2013 for CSR, Mandatory CSR, CSR in India.

**Paper Type:** - Empirical Research Paper

## 1. Introduction

The concept of social responsibility has been discussed extensively during the past decades by the economists, business executives, political scientists, psychologists and sociologists. Globally, it has been observed that governments have been introducing policies that inspire firms to develop a corporate social responsibility (CSR) performance strategy (Steurer 2010, González, Marta De La Cuesta 2004, Albareda et al. 2008) that allows the firms to act in a more responsible way. Perhaps India is the first country to mandate compulsory and fixed monetary spending on CSR activities for the firms. On April 1, 2014, the new Companies Act, 2013 came into force and India became the first country to legally require companies to “give back” to society. According to clause 135 of the Companies Act 2013, certain companies subject to their net worth or net profit have to make a mandatory spending of at least two per cent of their average net profits before tax (average of three years profits) towards CSR activities. The directive is applicable to only those companies that have a minimum net worth of Indian rupees 500 crore, or turnover of Indian rupees 1,000 crore, or net profit of Indian rupees 5 crore. India is presently celebrating 5<sup>th</sup> year of its mandatory CSR. Therefore Indian organisations have embraced the taste of both voluntary CSR and mandatory CSR. The group of voluntary CSR enthusiasts claim that voluntary CSR initiatives support improving economic performance one or the other way by increasing market value (Aupperle, Carroll & Hatfield 1985, Griffin & Mahon 1997, McWilliams & Siegel 2000, Simpson & Kohers 2002), reducing economic risks (Moore 2001, Orlitzky & Benjamin 2001) and helps to create value for individuals (Backhaus, Stone & Heiner 2002, Turban & Greening 1997). The supporters of mandatory CSR argue that legislation is mean to measure the self-regulatory performance of the firms (Lückerath-Rovers & De Bos 2011) and increase the interaction of stakeholders, which impacts the policymaking process (Mathis, 2007). Additionally, the argument continues that legislation cannot solve the issues of corruption, social norms and injustice, and issues related to integrity because of different countries may view an integrity issue in diverse manners or traditions (Lindgreen 2004). Bowen (1953) outlined the social responsibilities of businessmen and managers. In the early 1970s, the emphasis was still on social responsibility and yet the attention towards profitability, law abidingness, and voluntary obligation of businessmen were noticed in the literature (see Friedman 1970, Johnson 1971). It was Carroll who brought the shift in the focus from manager's

actions to corporation's actions (Carroll 1979, Carroll 1999). Since then many dimensions of CSR have been explored and new contributions continue to make CSR a more multidisciplinary concept. In the 1980s and the 1990s, the idea has grown into a multidimensional and a multidisciplinary concept. In 1984, Freeman introduced his stakeholder theory and brought different groups such as customers, employees, government, suppliers, and communities and many more as important focal points. In the 1990s, more dimensions were introduced such as triple bottom line (Elkington 1997), classification of stakeholders (Mitchell, Agle & Wood 1997), ethical responsibility (Hopkins 1999), and social contract between society and business (Woodward-Clyde 1999).

A growing literature suggests that an increasing number of corporate managers accept the need to serve the society in ways that go well beyond the performance of a narrowly defined economic function (Monsen, 1973; Committee for Economic Development, 1971; Webley, 1976; Rockefeller, 1974; Harmon and Humble, 1974). Many corporations have been committing their organisations to a variety of social action programmes. Though there has been some research in India after mandatory CSR, there is still a lack of comprehensive empirical analysis of the attitudes of CSR managers who have to play the main role in determining the overall objectives of the company and its policies, for example, how do the senior executives view the notion of social responsibility and which of the areas are viewed by top managers as critical. Little evidence is available to examine attitudes of CSR managers in India after effect of legislative power of government's exercised in these areas of corporate social responsibility. The present research is mainly concerned with analysing CSR managerial attitudes to social responsibility after making CSR as mandatory in India.

## **2. Motivation behind this Research**

Authors have been in research work on corporate social responsibility since 2009 and contributed on valuable aspects of CSR like Corporate Social Responsibility Initiatives and Practices Among Selected Indian Companies by Madhu Bala (2013), Empirical Study of the Components of CSR Practices in India: a Comparison of Private, Multinational and Public Sector Companies by Madhu Bala (2014), a comparative study of methods of CSR implementation in Indian context by Madhu Bala (2015), CSR Initiatives in Education in India: A Critical Review

of Initiatives, Issues and Challenges by Madhu Bala (2018) and evaluating CSR among selected Indian companies by Madhu Bala (2015). While conducting these studies, authors met many CSR officials, attended many conferences on CSR and discussed much about CSR with them. Now when India is celebrating 6<sup>th</sup> year of mandatory CSR after undergoing many transformational phases & we come across those CSR managers whom we met earlier, we observed a remarkable change in perceptions about CSR among CSR managers. Authors searched extant published literature to review studies on perceptions and attitudes towards CSR after its mandatory spending in India and found that not a single study is there in literature on this; which inspired us to conduct this study.

### **3. Review of Literature**

The scholarly literature on CSR is very complex and is mostly about macro level issues of CSR. The research predominantly focuses on conceptualizing and empirically analysing the impact of CSR on business performance. Analysing empirically managerial attitudes towards CSR after coming into force of Company Act 2013 is fairly a new area for researchers, and it is tough to find any relevant scholarly literature at the micro level. However, the most relevant studies explicitly related to this study are summarised in this section.

*Quazi & O'Brien (2000)* developed a cross-national model of corporate social responsibility and empirically tested its validity in context of two dissimilar cultures – Australia and Bangladesh. To develop a model that accounts for corporate social responsibility in diverse environments with different socio-culture and market settings, the theoretical framework of twenty 25 attitudinal statements in the form of questionnaire were used to get the responses from two countries Australia and Bangladesh in the food and textile industries. Exploratory factor analysis and cluster analysis were employed to uncover underlying attitudes dimensions. This study concluded that corporate social responsibility is two dimensional and universal in nature and that differing culture and market settings in which managers operates may have little impact on the ethical perceptions of corporate managers.

*Jonung & Malhotra (2007)* examined the attitudes towards Corporate Social Responsibility among India's future business elite to analyse the connection between students' attitudes and

their implication for the CSR strategy of a firm. The methodological framework theory of Reasoned Action developed by Fishbein and Ajzen (1975) was used. Then the effect of these beliefs and attitudes on an Indian student's intention to apply for a job at a possible future employer is studied. This study used a combination of a qualitative and a quantitative approach in order to form a broad picture of the studied phenomena. The results showed that the sample group has a positive attitude towards CSR. Furthermore, the results suggested that top students evaluated the attractiveness of a future employer partly through its CSR work. Also, the results suggested that a MNC should incorporate employer branding in their CSR strategy or link CSR strategy and employer branding efforts in order to reap larger benefits from CSR.

**Esben Rahbek Pedersen & Peter Neergaard (2009)** analysed how managers in a multinational corporation (MNC) experience corporate social responsibility (CSR); the concept, the reasons for dealing with it, and its integration in everyday practices. Moreover, the paper also aimed to discuss how the alignment and misalignment of managerial perceptions are likely to affect corporate social performance. The analysis was based on a case study that included interviews with ten managers and survey data from 149 manager respondents. This study concluded that managerial perceptions of CSR were characterised by a great deal of heterogeneity. It showed that, even in an organisation with a long CSR tradition and formalised CSR policies, standards and procedures, managers hold different, and not necessarily convergent, views of CSR. The results indicated that simple categorisations of firms' CSR activities failed to encompass the multitude of perceptions and viewpoints that actually exist in modern organisations.

**Pedersen Esben (2010)** developed a model to show how managers perceive the responsibilities of business towards society. The article is based on the survey responses of more than 1,000 managers in eight large international firms. It is concluded that the managerial perceptions of societal responsibilities differ in some respects from the mainstream models found in the corporate social responsibility (CSR) and business ethics literature.

**Qian Wang, Junsheng Dou (2012)** found out how corporate social responsibility (CSR) is viewed in the Chinese situation. The paper viewed CSR as an endogenous motivation for corporate social behaviour. The intended contributions of this paper were twofold. On the one hand, the authors intended to collect first-hand data to understand the current status of Chinese

managers' cognitions of CSR. On the other hand the paper intended to analyse the differences which exist in managers' cognitions on CSR among different kinds of firms in a Chinese context. A random survey was conducted among 157 businessmen using the force-choice questionnaire, based on the four-part construct proposed by Carroll. Chinese managers' cognition of CSR was found to be consistent with the four-component construct. A relatively strong preference toward economic component had been examined. The results presented a significant negative correlation between economic cognition and all three of its non-economic counterparts. No significant cognitive differences had been verified between firms with different characteristics.

**Yelena Smirnova (2012)** understand the attitudes of individuals towards corporate social responsibility (CSR) in Kazakhstan and identify the benefits that CSR activities may bring to business and its stakeholders using 120 questionnaires were collected, 68 percent of which were filled in online. The results suggest that environmental friendliness, legal responsibility and stewardship principle are considered to be very important in Kazakhstan. The attitudes towards economic responsibility are significantly affected try age and working experience.

**Banu Dincer & Caner Dincer (2013)** examined the factors that move the decision makers in small businesses to expend company resources for corporate social responsibility (CSR) activities. This qualitative phenomenological study used a Van Kaam method as modified by Moustakas with in-depth, semi-structured interviews to explore the factors and priorities considered by SME (Small & Medium Enterprises) executives in CSR decisions. The study revealed that small business executives are generally influenced by personal feelings, financial conditions, friends and family, and religion in making decisions on CSR activities. In addition, these decision makers prefer local CSR activities, are concerned with the environment, and go beyond the basic legal requirements. The sole focus on profits was not evident in these small business executives. The results implied that small business management did not rely simply on the analytical but on the relational and emotional. Management theories for small businesses may be needed to include the factors such as local community, personal feelings and religion as determining the direction of overall decision-making in the small business community. This study was also significant to leadership in that it identifies factors that influence the decision process in small businesses.



*Mehran Nejati et al. (2012)* investigated corporate social responsibility (CSR) practices in Iran from the perspective of employees. The perceptions of 142 Iranian employees were examined regarding the CSR practices of their respective organisations. The required data were collected using a questionnaire. Exploratory factor analysis was conducted to refine scale items and confirm the factorial structure of the scale applied. Descriptive statistics and a t-test were used to analyse the data. The relatively low mean on the categories of CSR among Iranian organisations from the perspective of employees indicated the infancy level of CSR among Iranian organisations and calls for further awareness among Iranian organisations and managers about the issue of CSR. This research also showed that researchers need to be cautious when using CSR scales that had been developed in Western or European contexts to measure social responsibility activities of organisations in culturally different contexts such as the Middle East. This research indicated the infancy level of CSR among Iranian organisations and calls for further engagement of Iranian organisations in social initiatives and community outreach endeavours.

*Antonis et al. (2015)* conducted study to inform the business management literature that focuses on the perceptions of business professionals towards the multidimensional and highly complex concept of corporate social responsibility (CSR). This study was based on a sample of 118 Greek business executives/middle managers having different functional positions. A questionnaire based on the works of Quazi and O'Brien (2000) and Welford et al. (2008) was designed and used for data collection. Key findings denote occupational health and safety, benign environmental management as well as responsible production methods as the top CSR priorities. Two different CSR viewpoints emerged from the factor analysis reflecting a pragmatic and a more socially responsive interpretation of corporate responsibility. Cluster analysis confirmed such contrasting perspectives allowing the partition of data in distinctive groups according to the relative inclination on either of the identified viewpoints. Similarity measures obtained from cluster analysis also verified the different CSR positions. The paper explores CSR perceptions, as predictor factors of CSR performance, in three different groups of Greek business professionals. It contributes to the literature of CSR perspectives from South-East European countries where there is a distinct lack of empirical studies on managerial attitudes.

*Otuo Serebour et al. (2016)* examined the perception of individual Ghanaian shareholders on corporate social responsibility (CSR). Authors used a qualitative analysis to offer the painstaking understanding needed about this issue. Individual Ghanaian shareholders who have absolute control over what companies they desire to invest were selected as the participants. The findings showed that individual shareholders believe there is the need for corporate directors and managers to take into consideration the interests of all corporate stakeholders-workers, customers, shareholders, suppliers, the local community and the environment in fashioning out their CSR policies. It also showed the relevance individual shareholders attach to each of those CSRs within each corporate stakeholder group. For instance, the individual shareholders think that it is most relevant for firms to put implementable measures in place to reduce or minimize harm to the environment. Also, with respect to workers, firms are the first and foremost to ensure a hale and hearty and secured work environment. Further, with respect to customers, firms have to offer standard or quality products and services to them. More so, in regards to suppliers, corporate directors and managers have to offer them reasonable prices for their products. Finally, on the part of the local community, firms have to effectively assist them. The practical approach to problems and affairs of individual Ghanaian shareholders is indicated by how much importance they attach to each corporate responsibility matter, and also they appreciate that a firm cannot thrive or survive for long if it refuses or totally abandons the needs of other corporate stakeholder categories.

*Anoosha Makka and Cecile Nieuwenhuizen (2018)* explored the perceptions of multinational enterprises (MNEs) representing four key economic sectors in South Africa regarding what the most important national corporate social responsibility (CSR) priority issues are for the country. A qualitative research approach was used. Thirty eight semi-structured telephone interviews were conducted with CSR practitioners at MNEs in the banking and finance, manufacturing, mining and services sectors. Data were analysed by means of qualitative content analysis. The majority of participants in this study indicated that the top three CSR priorities for South Africa in order of importance are education, training and skills development; building and developing local communities and health care and wellness. Another significant finding was that MNEs indicated that there are too many CSR issues in South Africa. The results of this study highlighted the need for South Africa to develop a national CSR index which clearly articulates

the top CSR priorities of the country. This study explored the views of MNEs from four economic sectors of the South African economy.

After reviewing the studies of eminent scholars, it is observed that during the past decade, there has been an increasing amount of research on issues concerning CSR. However empirical research relating to managerial attitudes towards CSR after legislation of CSR in India is not available to the best knowledge of present investigators. This research aims to examine the attitudes of managers of Indian companies towards corporate social responsibility and to discover factors affecting social responsibility as perceived by the Indian managers.

This task of literature review performed many important functions of this research to further develop the conceptual framework of the study and in carrying out the empirical section of it. Also, from this literature exploration, the research instrument is developed/ selected.

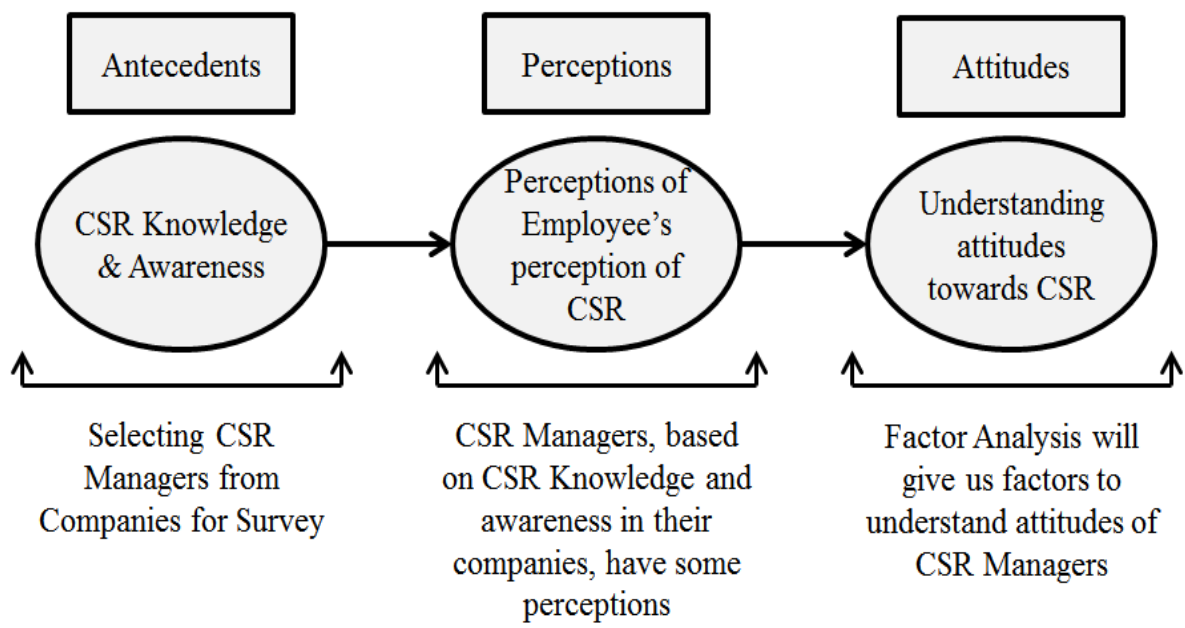
#### **4. Rationale for the Study**

The literature review section shows that there is very limited published literature available that addresses attitudes of CSR managers towards CSR especially after CSR becomes mandatory in India. Therefore it becomes more important to study change in attitudes of CSR managers. Many managers aspire to conduct higher standards of ethical behaviour while they make business decisions on behalf of the corporation. However, in the lack of conceivable legal binding or regulations, managers often find themselves with insufficient rationale as a motivation, to do the right thing. Often in these circumstances, managers look upon support from the management or government to provide the regulatory system that supports them to function in a moralistic way; which has now been provided by government of India by making CSR as mandatory. Therefore it is important to study attitudes of managers towards CSR in India after CSR has become mandatory.

#### **5. Problem Statement Discussion and Research Objective**

The review of existing literature highlights the issues being faced by CSR managers due to vast, multidimensional and mandatory areas of CSR. The concept of CSR is not new in India, and has undergone through many transformational phases like *philanthropic*, *volunteer* and *legitimate*.

Accordingly, CSR policies, practices and programs are being comprehensively integrated by an increasing number of companies throughout their business operations and processes. There may be influence of these phases on perceptions of CSR managers in Indian organisations. Therefore to understand the attitudes of Indian organisations towards CSR in current scenario, authors have attempted this research work. The conceptual model behind this research is shown in Fig-1. The research is conducted in Indian companies practicing CSR activities and this research assumed that the respondents are fully convergent with CSR concept and CSR activities being discharged by their companies. Based on their knowledge, awareness, engagement with transformational phases of CSR and CSR activities in their companies, CSR managers of these companies conceive some perceptions about CSR in their mind which further develop their attitudes about CSR over a period of time. Indian organisations are celebrating 5<sup>th</sup> year of mandate CSR, which must have changed perceptions of CSR managers. In order to investigate these perceptions, authors have attempted this study. Based on above discussion on research problem, the research objective of this study is - *What is the attitude of Indian Organisations towards CSR after its mandate?*



**Fig-1: Conceptual Framework for this Research (Authors' Work)**

## 6. Research Methodology

The main purpose of this research is to be acquainted with the attitude of Indian companies towards corporate social responsibility. To get the appropriate results and findings, it is necessary in a research to pay special attention on research methodology i.e. according to the nature of the study, appropriate methods & techniques are to be selected, right sample size, and reliable data collection etc. All these sub-sections of research methodology are discussed hereunder.

### 6.1 Nature of Study

This study is an empirical study. The study can be said as exploratory in nature due to identification of the significant variables measuring the attitudes of the organisations towards CSR. For this purpose, literature survey method of exploration is adopted. The study can also be said as empirical in nature due to application of advance Statistical Techniques like Factor Analysis using SPSS software packages.

### 6.2 Measurement Scale - Research Instrument (The Questionnaire)

Priest et al. (1995) and Bowling (1997) suggested that to assure content validity of attitudinal research, the attitudinal statements can be generated from a number of sources including consultation with experts in the field, proposed respondents and review of associated literature.

<b>Table-1 Theoretical Framework : Battery of Items (25 Attitudinal Statements)</b>	
<b>Description of Item</b>	<b>Code</b>
Business has a definite responsibility to society apart from making a profit.	B1
Contributing to the solution of social problems can be profitable for business.	B2
Business should realize that it is a part of the larger society and therefore it should respond to social issues.	B3
Corporate social action programs can help build a favourable image for a business.	B4
Social responsibility is an effective basis for competing in the market.	B5
Corporate managers need to be trained so that they can effectively contribute to society's problems.	B6
Other social institutions have failed to solve social problems. So, business should now try.	B7
Business has the necessary money and talent to engage in social action programs.	B8
Social regulation has already put a check on business behaviour and it is unnecessary for business to be involved in social responsibility programs.	B9
It is unfair to ask business to be involved in social responsibility programs as it is already doing to by complying with social regulations.	B10
A business that ignores social responsibility may have a cost advantage over a business	B11

that does not.	
Business already has a lot to do and should not take on other responsibilities.	B12
It is unwise to ask business to fix social problems created by others and which have no profit potential.	B13
Business is primarily an economic institution and it is most socially responsible when it attends strictly to its economic interests.	B14
Social involvement may be suicidal for the marginal firm, for the high costs involved may throw it out of business.	B15
Society expects business to contribute to economic growth as its only concern.	B16
The increasing involvement of business in social responsibility may lead to increasing expectations of society as to the business contribution.	B17
Regulation is not sufficient to ensure business behaves in a socially responsible way.	B18
By transferred the cost of social involvement to society, business may weaken its image with the public.	B19
Asking business to be involved in any activity other than making profit is likely to make society worse off rather than better off.	B20
Business can avoid further regulation by adopting social responsibility programs.	B21
Society expects business to help solve social problems as well as to produce goods and services.	B22
Business should use its resources and talents for its own growth to ensure better service to society.	B23
Business should tackle only those social problems that are created by its own actions.	B24
Social responsibility programs may be helpful in discouraging irresponsible behaviour by business.	B25

An extant literature review was carried out by the authors for identification of the research instrument for attitudinal statements towards CSR. The best validated instrument was found used by Quazi & Obrien (2000) consisting of a scale of 25 reliable attitudinal statements as listed in Table-1, which is previously conceptualized and tested by scholars (Ford and McLaughlin, 1984; Holmes, 1976; Teoh and Gregory Tongh, 1986; Gilles and Leinbach, 1983). To ensure the relevancy and uniqueness of items, authors have pilot tested the items qualitatively. The questionnaire consisting of these 25 items was sent to ten CSR experts to respond on it. Authors have discussed these items with them for any difficulty in understanding. It is found that they clearly understood these items without any difficulty and ambiguity and responded appropriately. Therefore these 25 items are used as it is without reframing them.

### **6.3 Sample Structure and Size**

Out of the top 1000 companies in India, 250 companies were selected randomly (using systematic random sampling technique) from various sectors both from the public and private sectors also covered from manufacturing and service industries because it is not anticipated that

such classification would have any effect on the perception of the responding firms. For selection of top 1000 companies, website [www.fundoodata.com](http://www.fundoodata.com) was used. The rationale for selecting companies out of top 1000 is that these companies qualify mandatory conditions of CSR as per company Bill Act 2013. Furthermore, since this study aims at finding attitudes of organisations towards CSR, therefore it is necessary that respondents must be very well familiar with the CSR affairs and its development activities in their organisations. Thus structure of the respondents consists of concern CSR officers in companies considered under investigation. The questionnaire was sent to respondents through email, message on whatsapp, message through LinkedIn. Initially response was not good, but later we decided calling respondents to discuss and fill this questionnaire. Out of 250 companies, we were able to get response from 163 companies (response rate 65.2%).

#### **6.4 Data Collection**

The data for this research is based upon structured questionnaire of 25 attitudinal statements. These statements were assigned codes B1, B2, B3, B4, B5, B6, B7, B8, B9, B10, B11, B12, B13, B14, B15.....B25 for the ease of data collection, discussion with the respondents and ease in statistical analysis. A questionnaire consisting of these 25 attitudinal statements was sent to concerned CSR officer of 250 companies. To get the contact details of concern CSR officers, website of each investigated company was visited and help from social network LinkedIn was also taken to approach the concerned CSR officers of these companies. The respondents were asked to record their perception on each statement in the questionnaire on 5-point interval Likert scale as “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree”. The score of 5 for “strongly agree”, 4 for “agree”, 3 for “neutral”, 2 for “disagree”, and 1 for “strongly agree” was awarded for the ease in data analysis for SPSS and Excel software.

#### **6.5 Statistical Techniques for Data Analysis**

The collected data was reviewed, coded and manipulated by using SPSS-20 (Statistical Package for Social Scientists) and Microsoft Excel as data analysis tools. The statistical techniques used were descriptive statistics (Mean Score), reliability analysis, Bartlett’s test of sphericity, Kaiser-Meyer-Olkin test, scree plot and factor analysis. Exploratory factor analysis was applied

using a varimax orthogonal rotation on an initial factor solution to uncover underlying attitudinal items. The extracted factors were named based on the content of the group of variables within the dimensions so that this name can easily explain each of the items to the maximum extent of its correlation with the construct.

## 7. Analysis and Results

### 7.1 Descriptive Statics

Descriptive statics provide us mean values of different items to measure the relative importance of the perceptions of companies about CSR. To understand the relative importance of statements (perceptions), mean score of the various statements is compared. The results are shown in Table- 2, 3, & 4. These statements have been divided into three categories i.e. statements having higher mean values (Mean Value > 3.5), statements having moderate mean value (Mean Value between 3.5 – 2.5) and statements having lower mean values (Mean Value < 2.5) and are named as Most Important Statements, Less Important Statements and Least Important Statements respectively.

<b>Table - 2 Most Important Statements (Higher Mean Value &gt; 3.5)</b>		
<b>Items</b>	<b>Item Description</b>	<b>Mean</b>
(B1)	Business has a definite responsibility to society apart from making a profit.	4.74
(B4)	Corporate social action programs can help build a favourable image for a business.	4.50
(B3)	Business should realize that it is a part of the larger society and therefore it should respond to social issues.	4.49
(B2)	Contributing to the solution of social problems can be profitable for business.	4.36
(B6)	Corporate managers need to be trained so that they can effectively contribute to society's problems.	4.28
(B25)	Social responsibility programs may be helpful in discouraging irresponsible behaviour by business.	4.21
(B5)	Social responsibility is an effective basis for competing in the market.	4.03
(B23)	Business should use its resources and talents for its own growth to ensure better service to society.	3.88
(B8)	Business has the necessary money and talent to engage in social action programs.	3.87
(B22)	Society expects business to help solve social problems as well as to produce goods and services.	3.81
(B18)	Regulation is not sufficient to ensure business behaves in a socially responsible way.	3.63



The most important statements are given in Table-2 having higher mean value. It is interesting to note that all these statements represent highly responsible behaviour of the organisations towards society and their advantages to the organisations. These statements clearly therefore highlight the essence of socially responsible actions from the organisations because of reciprocal benefits they receive from each other. High mean value of these statements also indicate strong believes of organisations in these statements. For example, mean score of item B1 is 4.74 (highest), it means most of the organisations believe that they have a definite responsibility to society apart from making profits. Similarly mean score of item B4 is 4.50 (second highest), which shows that most of the companies think that responsible behaviour of company will have a good reputation. These statements propose that an organisation has responsibilities to society that extend beyond making a profit.

Less importance is given to the statements mentioned in Table-3. Organisations have many obligations to discharge for its survival and growth apart from social responsibilities. The moderate mean value of these statements indicates that organisations are also considering importance of other business's obligations like economic responsibilities.

<b>Table - 3</b>		<b>Less Important Statements (Moderate Mean Value between 3.5 – 2.5)</b>
<b>Items</b>	<b>Item Description</b>	<b>Mean</b>
(B17)	The increasing involvement of business in social responsibility may lead to increasing expectations of society as to the business contribution.	3.30
(B7)	Other social institutions have failed to solve social problems. So, business should now try.	3.21
(B21)	Business can avoid further regulation by adopting social responsibility programs.	2.93
(B16)	Society expects business to contribute to economic growth as its only concern.	2.83
(B14)	Business is primarily an economic institution and it is most socially responsible when it attends strictly to its economic interests.	2.69
(B19)	By transferred the cost of social involvement to society, business may weaken its image with the public.	2.69
(B9)	Social regulation has already put a check on business behaviour and it is unnecessary for business to be involved in social responsibility programs.	2.65
(B24)	Business should tackle only those social problems that are created by its own actions.	2.64
(B11)	A business that ignores social responsibility may have a cost advantage over a business that does not.	2.60

The least important Statements are given in Table-4; whose mean value is less than 2.5. These statements are negative statements and hence present negative perceptions.

Items	Item Description	Mean
(B15)	Social involvement may be suicidal for the marginal firm, for the high costs involved may throw it out of business.	2.48
(B10)	It is unfair to ask business to be involved in social responsibility programs as it is already doing to by complying with social regulations.	2.47
(B13)	It is unwise to ask business to fix social problems created by others and which have no profit potential.	2.22
(B20)	Asking business to be involved in any activity other than making profit is likely to make society worse off rather than better off.	2.21
(B12)	Business already has a lot to do and should not take on other responsibilities.	2.13

The organisations believing in these statements consider only economic responsibilities for the survival and growth of the organisations rather than CSR. These organisations give least priority to CSR programs.

## 7.2 Factor Analysis

### 7.2.1 Factorability Test

Exploratory factor analysis (EFA) was applied using SPSS version 20. To assess the factorability of the data and ensure adequacy of sampling, Bartlett's test of sphericity (Bartlett, 1954) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Kaiser, 1970, 1974) were applied on 25 items. The results (refer Table-5) value of Bartlett's test of sphericity is highly significant ( $p < 0.001$ ) showing that correlations between items are sufficiently large to apply factor analysis. In addition, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy equaled 0.833, which is well above the recommended value of 0.50 (Kaiser, 1974). It is recommended that if the Bartlett's test of sphericity is significant and if the Kaiser-Meyer-Olkin measure is greater than 0.6, then factorability is assumed (Coakes J.C et al, 2011).

Statistics of Test		Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		<b>0.833</b>
Bartlett's Test of Sphericity	Approx. Chi-Square ( $\chi^2$ )	1487.603
	df	300
	Sig. (p-Value)	<b>0.000</b>

### 7.2.2 Factors

After qualifying the factorability test, it is appropriate to proceed with Factor Analysis to examine the factors that are affecting managerial perceptions towards CSR. Only those emerging factors were retained that qualify the following criteria (Zaltman and Burger, 1975, p. 509 and reference therein, Tabachnick et al. 2001)

- a) Eigenvalue is greater than 1.
- b) Factor loading values after varimax rotation are greater than 0.50.
- c) The variance explained by all factors is greater than 40%.
- d) No variable has significant loading on more than one factor.

In order to ensure reliability of the instrument, Cronbach's alpha analysis was conducted. The result of the reliability of 25 items is given in Table-7 under the column 11; value of Cronbach's alpha ( $\alpha_2$ ) is 0.820. Mohd et al. (2001) stated that the reliability coefficient more than 0.6 is always preferred. Kroz et al. (2008) also stated, Cronbach's Alpha value for items should be between 0.65 until 0.75 for good internal consistency of data matrix. Therefore internal consistency of the scale used in this study is having high reliability value. There are 25 numbers of attitudinal statements (B1, B2.....B25) to be factor analysed. The principal component factor analysis with varimax rotation was conducted.

Factors	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.94	23.77	23.77	5.94	23.77	23.77	4.85	19.40	19.40
2	3.61	14.45	38.22	3.61	14.45	38.22	3.28	13.12	32.52
3	1.65	6.63	44.86	1.65	6.63	44.86	2.02	8.08	40.61
4	1.51	6.04	50.91	1.51	6.04	50.91	2.01	8.05	48.66
5	1.23	4.95	55.86	1.23	4.95	55.86	1.57	6.28	54.95
6	1.14	4.58	60.44	1.14	4.58	60.44	1.37	5.49	60.44

**Notes:** - Extraction method: Principal component analysis. Rotation method: Varimax with Kaiser-normalization. Rotation converged in 10 iterations. (Figures are presented in 2 decimal).

The Exploratory Factor Analysis (EFA) results are presented in Table-6 & 7. The result shows the six strongly correlated factorial structures of items having eigenvalue greater than one and explaining 60.443% of the total variance. Therefore 25 numbers of items can be regrouped into smaller sets of 6 factors.

The scree plot also visualizes the eigenvalues greater than 1 for 6 components as shown in Fig-2. The horizontal axis represents 25 components and vertical axis represents eigenvalues. The factors having eigenvalues greater than one are considered as strong factors and the factors whose eigenvalues is less than 1 is considered as weak factors. There is sharp drop in scree plot between component 1 to 6 and after component 7 onwards the eigenvalues drop off dramatically.

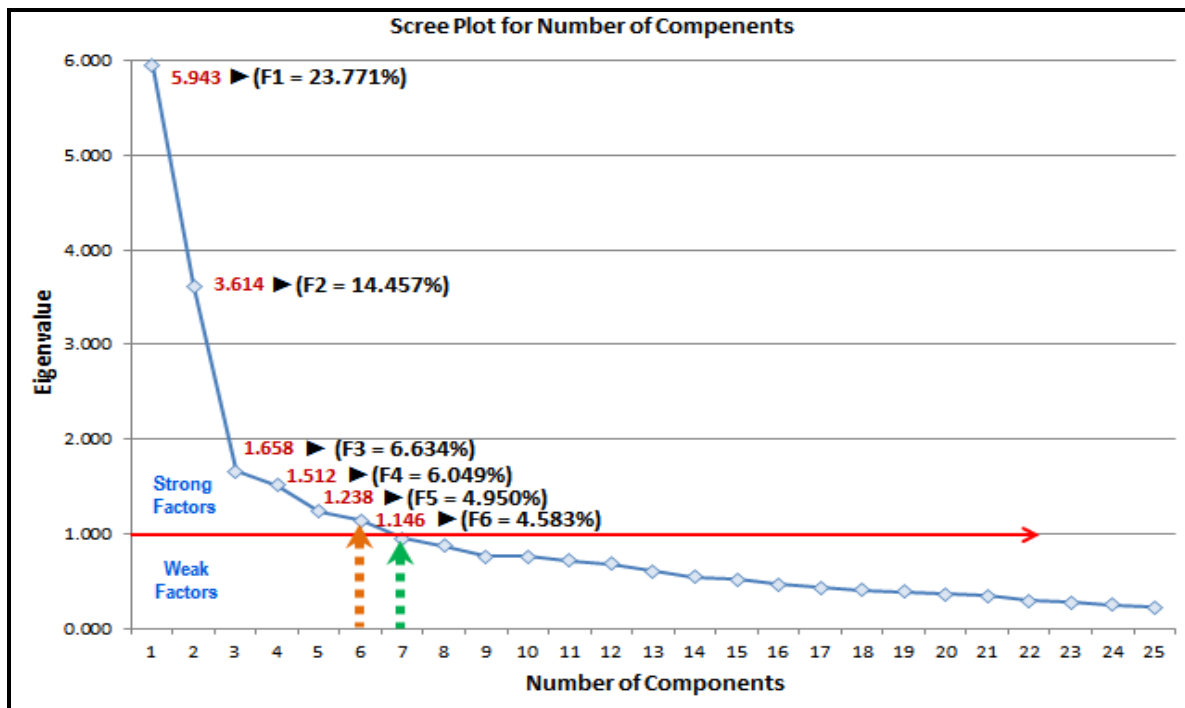


Fig -2: Scree Plot

Therefore scree plot strongly also uncovers 6 factors. The factor loading values of each statement is shown in Table-7 under the columns from 3 to 8. After retaining the factors having significant factor loading equal to 0.5 or more, the details of 6 strongly correlated factors with underlying items are given in Table-7. Factors names are judgmentally assigned to give appropriate meaning of all underlying items with which that factor is formed.

<b>Table-7</b>		<b>A Summary of Results of Principal Component Analysis</b>											
<b>Item</b>	<b>Nos. of Items</b>	<b>Extraction of 6 Correlated Factors &amp; their Factor Loading Value</b>						<b><math>h^2</math></b>	<b><math>\alpha 1</math></b>	<b><math>\alpha 2</math></b>			
		<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>	<b>F6</b>						
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>			
(B12)	7 Items (F1)	0.821						0.712	<b>0.872</b>	<b>0.820</b>			
(B10)		0.820						0.676					
(B13)		0.775						0.655					
(B20)		0.700						0.611					
(B9)		0.649						0.584					
(B11)		0.623						0.559					
(B15)		0.547						0.586					
(B1)	6 Items (F2)		0.760					0.646	<b>0.797</b>		<b>0.820</b>		
(B2)			0.753					0.616					
(B3)			0.712					0.585					
(B4)			0.654					0.500					
(B6)			0.637					0.500					
(B5)			0.612					0.529					
(B8)	3 Items (F3)			0.776				0.669	<b>0.636</b>	<b>0.820</b>			
(B7)				0.749				0.617					
(B22)				0.590				0.592					
(B14)	4 Items (F4)				0.627			0.659	<b>0.691</b>			<b>0.820</b>	
(B17)					0.610			0.550					
(B23)					0.605			0.556					
(B16)					0.590			0.633					
(B21)	3 Items (F5)					0.639		0.536	<b>0.680</b>		<b>0.820</b>		
(B25)						0.628		0.593					
(B24)						0.538		0.595					
(B18)	2 Items (F6)						0.812	0.701	<b>0.689</b>				<b>0.820</b>
(B19)							0.537	0.669					
% V.E.	→	<b>23.771</b>	<b>14.457</b>	<b>6.634</b>	<b>6.049</b>	<b>4.950</b>	<b>4.583</b>						
% C.V.E.	→	<b>23.771</b>	<b>38.227</b>	<b>44.861</b>	<b>50.910</b>	<b>55.860</b>	<b>60.443</b>						
E.V.	→	<b>5.943</b>	<b>3.614</b>	<b>1.658</b>	<b>1.512</b>	<b>1.238</b>	<b>1.146</b>						
<b>Notes :-</b>													
<ul style="list-style-type: none"> <li>▪ Extraction method: Principal component analysis.</li> <li>▪ Rotation method: Varimax with Kaiser-normalization.</li> <li>▪ Rotation converged in 10 iterations.</li> <li>▪ Factor loadings &lt; 0.50 are suppressed.</li> <li>▪ V.E. means % Variance in items explained by a factor.</li> <li>▪ <math>h^2</math> stands for Communalities.</li> <li>▪ <math>\alpha 1</math> is Cronbach Alpha of items contained in various factors: Measure of Internal Consistency.</li> <li>▪ <math>\alpha 2</math> is Cronbach Alpha of 25 items contained in this research: Measure of Internal Consistency.</li> <li>▪ E.V. means Eigenvalues (Sums of Squared Loadings).</li> <li>▪ C.V.E. means % Cumulative Variance explained.</li> </ul>													

The value of communalities ( $h^2$ ) is also significant (0.5 or greater) which indicates that the extracted factors represent the items very well. For example, in factor F1 (having 7 items B12, B10, B13, B20, B9, B11 & B15), the factor loading values vary from 0.547 (Item B15) to 0.821

(Item B12) meaning that item B12 is a robust variable and item B15 has least impact on the factor F1. Furthermore, to ensure internal consistency of the factors, reliability analysis was conducted for each factor and results are shown in Table-7 under the column 10. It can be seen that the Cronbach's Alpha values ( $\alpha$ ) for all the 6 factors are 0.872, 0.797, 0.636, 0.691, 0.680 and 0.689 which are more than 0.6. A high value of Cronbach's Alpha (Close to 1) is often used as evidence that the items measure an underlying construct and indicate high internal consistency of constructs. Hence it can be concluded that the factor scores are highly reliable.

## 8. Discussion of Findings

This study empirically examined the attitudes of executives of Indian companies towards corporate social responsibility after mandatory CSR in India. We have obtained interesting insights into managerial perspectives of CSR. Each of the factors extracted by factor analysis represents a particular outlook or perception of the respondents towards various issues of corporate social responsibilities. From the above statistical data analysis, the findings are presented below in alignment with objective investigated in this study:-

- a) Factor F1 captures 6 items as mentioned in Table-8. The best name judgmentally assigned to this Factor is '*Business of Organisations is business only and Business should learn to associate CSR with general financial outcomes*'.

<b>Table-8</b>		<b>Factor 1 (F1):- Business of Organisations is business only and Business should learn to associate CSR with general financial outcomes.</b>
<b>Description of Item</b>	<b>Code</b>	
Social regulation has already put a check on business behaviour and it is unnecessary for business to be involved in social responsibility programs.	B9	
It is unfair to ask business to be involved in social responsibility programs as it is already doing by complying with social regulations.	B10	
A business that ignores social responsibility may have a cost advantage over a business that does not.	B11	
Business already has a lot to do and should not take on other responsibilities.	B12	
It is unwise to ask business to fix social problems created by others and which have no profit potential.	B13	
Social involvement may be suicidal for the marginal firm, for the high costs involved may throw it out of business.	B15	
Asking business to be involved in any activity other than making profit is likely to make society worse off rather than better off.	B20	

The items of this factor capture such an ideology of CSR where organisations emphasize more on earning profit than paying attention on CSR. This is importantly the main factor of our analysis, which accounts for 23.771% of the variance. Therefore it is found that, in India, even after mandatory CSR, majority of companies see CSR as a cost involving activity, they do not want to invest in CSR because they believe that they are already doing it complying with social regulations. CSR investment will not create a value for business and competitive advantage. CSR managers holding this perspective also consider the cost of social actions. They believe that social investment may not be feasible for the small business units. Thus, cost and benefit analysis is the underlying premise of this perception of CSR managers.

- b) The name of Factor F2 is suitably given as '*CSR is beneficial to organisation*' and it captures 6 items as shown in Table-9 and accounts for 14.457% of variance. This factor clearly shows that CSR is a source of potential benefits for the organisations such as building a favourable image, enhancing economic interests through customer linkage, and so on. From this factor, it is found that CSR benefits influence the perceptions of managers of Indian organisations.

<b>Table-9</b> <b>Factor 2 (F2):- CSR is beneficial to organisation</b>	
<b>Description of Item</b>	<b>Code</b>
Business has a definite responsibility to society apart from making a profit.	B1
Contributing to the solution of social problems can be profitable for business.	B2
Business should realize that it is a part of the larger society and therefore it should respond to social issues.	B3
Corporate social action programs can help build a favourable image for a business.	B4
Social responsibility is an effective basis for competing in the market.	B5
Corporate managers need to be trained so that they can effectively contribute to society's problems.	B6

- c) Factor F3 is having 3 items as shown in Table-10 and appropriately named as '*Integration of CSR in business strategy*'. This factor deals with the concept that organisations must pay attention to social responsible actions because they are capable of doing it as compared to others agencies. This factor reveals that companies see CSR as a part of business strategy of long-term sustainability necessary for business perpetuation. Such companies are capable of reaching beyond the narrow view of profit maximization.

<b>Table-10</b> <b>Factor 3 (F3):- Integration of CSR in business strategy</b>	
<b>Description of Item</b>	<b>Code</b>
Other social institutions have failed to solve social problems. So, business should now try.	B7
Business has the necessary money and talent to engage in social action programs.	B8
Society expects business to help solve social problems as well as to produce goods and services.	B22

- d) Factor F4 is formed with 4 items as shown in Table-11 and nicely named as '*Economic responsibilities are more important than CSR*'. This factor highlights that business considers itself as primarily an economic institution and its performance is measured in terms of economic achievements only not in terms of social achievements.

<b>Table-11</b> <b>Factor 4 (F4):- Economic responsibilities are more important than CSR</b>	
<b>Description of Item</b>	<b>Code</b>
Business is primarily an economic institution and it is most socially responsible when it attends strictly to its economic interests.	B14
Society expects business to contribute to economic growth as its only concern.	B16
The increasing involvement of business in social responsibility may lead to increasing expectations of society as to the business contribution.	B17
Business should use its resources and talents for its own growth to ensure better service to society.	B23

This factor comprises the items that clearly show that companies are not interested in those activities which are not aimed at reducing the costs and increasing the revenue.

- e) Factor F5 is formed with 3 items as shown in Table-12 and assigned a name as '*Social Responsibility by self-regulation*'. The items of this factor are concerned with the popular belief that business can avoid the imposition of social regulations if business can anticipate and respond to social demands well in advance which will encourage socially responsible behaviour .

<b>Table-12</b> <b>Factor 5 (F5):- Social Responsibility by self- regulation</b>	
<b>Description of Item</b>	<b>Code</b>
Business can avoid further regulation by adopting social responsibility programs.	B21
Business should tackle only those social problems that are created by its own actions.	B24
Social responsibility programs may be helpful in discouraging irresponsible behaviour by business.	B25



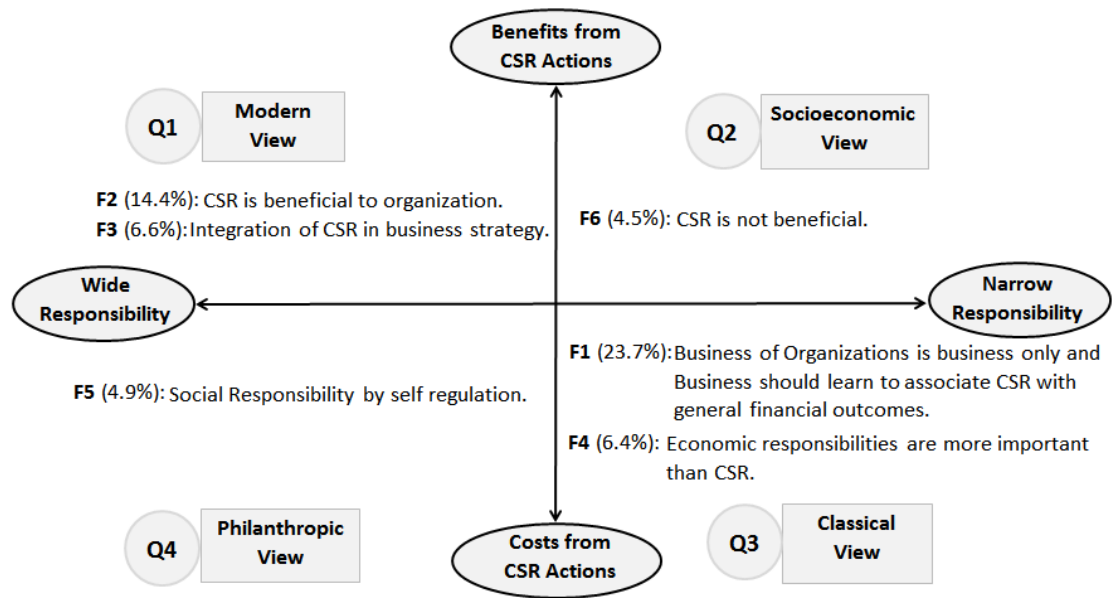
This perspective further upholds that if the business is responsible for some social problems, only then it should make efforts to solve that social issue. In other words business should be asked to solve only those problems which are the consequences of its own actions.

- f) There are 2 items in Factor F6 and this factor is named as '*CSR is not beneficial*' based on the belief that companies will get a poor public image if they transfer the cost of involvement of CSR in the form of increased prices under the pressure of regulations.

<b>Table-13</b>		<b>Factor 6 (F6):- CSR is not beneficial</b>
<b>Description of Item</b>		<b>Code</b>
Regulation is not sufficient to ensure business behaves in a socially responsible way.		B18
By transferred the cost of social involvement to society, business may weaken its image with the public.		B19

- g) This study used scale framed by Quazi & Obrien (2000), the findings of this study regarding managerial perceptions about CSR with respect to two dimensional model of Quazi & Obrien (2000) is discussed here. The survey data show that the managers are not always in synchronization with each other when it comes to the perceptions of the responsibilities of business toward society and the underlying reasons for doing CSR. Factor analysis revealed six highly correlated factors representing attitudes of the Indian organisations towards CSR. The six factors revealed from this study are placed in the respective quadrants (Q1, Q2, Q3 & Q4) as shown in Fig-3; meeting the criteria of a particular view of CSR as explained by Quazi & Obrien (2000). The findings are listed below:-

- It is found that the nature of statements constituting factors F2 & F3 supports the modern view (wider view) of CSR approach in Quadrant Q1, which together explain a variance of 21.0%. These organisations believe that business is a part of society in which it works and must has a definite responsibility towards society apart from making a profit. The adaption and incorporation of social expectations by organisations, is seen as an attempt to make them a favourable brand image in the society and market which in return provides an effective basis for competing in the market. Moreover organisations also viewed CSR as a means of conveying to the community that the corporation is not solely focusing on making profit but also returning some of the profit back to the public. The organisations must train their employees in field of CSR enabling them to contribute to society's issues effectively.



**Fig-3:** Attitudes towards CSR w.r.t. two dimensional model of CSR  
(Source: Model from Quazi & Obrien, 2000, Data Shown – Authors’ Analysis)

- If we look at the three items of Factor F3, it is found that all the three items demand integration of CSR into business strategy for a sustainable business and creating value for business by CSR. This finding is also supported by Porter and Kramer (2006), who reported that businesses should use the same models that guide their business decisions to analyse social responsibility. For profiting the opportunities presented by social responsibility, it is important to develop a business strategy that aligns the company’s business goals with a strong commitment to social responsibility values and principles (Jenkins, 2006). Therefore, in order to prevent social responsibility to be merely an aggregation of uncoordinated actions not always effective, neither for the most relevant business stakeholders nor for the business competitiveness, the alignment between the business strategy and the social responsibility actions is needed for the social responsibility value creation. Cristina *et al.* (2009) also revealed that there is a significant relationship between the social responsibility strategic alignment of the social responsibility activities and the generated business value of the social responsibility approach, which means that higher the social responsibility strategic alignment, higher the business value generated. Silberhorn & Warren (2007) also observed that largest corporations are projecting CSR as a comprehensive sustainable business

strategy, based on transparency, accountability and responsiveness, which recognizes the business-society interdependence and constantly evolves in interactions between the company and its increasingly global environment.

- Factors F1 and F4 deal with the items represent the classical view (narrow view) of CSR and hence got the place in quadrant Q3. Both these factors together explain a variance of 30.1%. Organisations of this view believe that CSR is not important for business and its survival. Economic responsibilities i.e. making profit and reducing costs etc. are the solely responsibilities of business. For such organisations CSR is not a priority because they consider that they are already complying mandatory social regulations. Both these factors F1 & F4 also deals with the notion that CSR incurs a high costs which puts a business in non-favourable conditions as compared to those who are not committed to social responsibilities. Besides, they also believe that involvement of organisations in CSR may lead to even higher expectations of society. Thus the organisations holding classical view, are working mainly for the economic benefits.
- Factor F5 refers to the socially responsible actions of the organisations by self-regulations and therefore got the place in quadrant Q4. This represents philanthropic view of the organisations towards CSR. This factor along explains a variance of 4.9%, which means less organisations believe in this approach of CSR. This factor depicts a broader view of social responsibility in which companies agree to involve in charitable activities even it incurs net cost to them. This impetus may come from altruistic or ethical feelings to do some good for society. These findings are supported by Virakul et al. (2009), who also revealed that CSR activities are based on moral or altruistic motivations with a focus on both production process and philanthropic outcomes. Planken et al. (2010) also revealed that Indian corporates pursue a primarily philanthropic platform with a focus on community development projects.
- Factor F6 represents a narrow view of social responsibility and accepts that cost of the CSR is ultimately transferred to society in the form of increased prices resulting in a poor image. It may happen that organisation may increase prices of their products to recover the cost incurred on CSR, which should not be, then it will mean that society itself taking responsibility of CSR paying to companies.

This section summarised major findings which became apparent from the analysing the data.

## 9. Conclusion

The objective of this study was to investigate the attitudes of Indian organisations towards CSR in current scenario of mandatory CSR in India. From above statistical analysis, statistical results, discussion and findings, the following concrete (*as mentioned in bold and italic text*) and meaningful conclusions are drawn from this study:-

- a) Descriptive statistics of this research showed that ***investigated Indian organisations represent highly responsible behaviour towards society and understand their interventions for sustainable development of nation. This indicated a matured level of CSR in investigated Indian organisations, where responsibilities to society are discharged that extend beyond making a profit. It is well acknowledged that all organisations have an impact on society and as such CSR is an important issue.***
- b) This research also uncovered the business factors motivating firms to be involved in CSR apart from mandatory regulations. ***The managerial perceptions about most driving motivators of CSR are “Company Benefits”, “Company Reputations”, “Company Ethical Values” and “Competitive Advantage”*** (due higher mean values of statements B1, B2, B3, B4 and B25, refer Table-2). ***The managerial perceptions about least driving motivators of CSR are “CSR is incurring cost without benefits”, “More Priority of organisations to Economic Responsibilities”, “High cost of social involvement” and “CSR has no profit potential*** (due to less mean value of items B21, B16, B14, B19, B9, B24, B11, B15, B10, B13, B20 and B12)
- c) ***The research presented here affirms that CSR is complex in nature because analysis indicates a great deal of diversity in managerial perceptions regarding CSR.*** CSR managers in investigated Indian organisations have six different CSR perspectives (contextualized by factors F1, F2, F3, F4, F5 and F6) and all together suitably support two dimensional model of Quazi & Obrien (2000) by providing empirical findings. ***Thus managers who handle the CSR affairs have different CSR perspectives in India even after legislation of CSR and are grappling with this complexity and regularly revisiting their stances and inclinations***

*towards CSR. This diversity in managerial perceptions regarding CSR can be a source of development, innovation, learning and growth.*

- d) One of the most important contributions of this research to the literature is that it revealed that *the modern and classical views to CSR are becoming increasingly prevalent amongst Indian CSR organisations.* The followers of modern view captures an ideology that responsibility of a business extends beyond making profits to include protecting and improving society's welfare or the well-being and followers of classical view are treating CSR equally important as economic responsibilities. *Therefor this research majorly revealed a change in attitudes of Indian organisation regarding CSR from traditional philanthropic view to modern and classical views. Thus Indian organisations have recognised the challenges and opportunities that are being placed upon them by the way of clause 135 of the Indian Companies Act 2013. These organisations have embraced a variety of approaches to response these challenges and opportunities mentioned in Company Bill Act 2013.* Apart from traditional philanthropic view, organisations are also influenced by socioeconomic view whereby they have perceptions that CSR has no benefits.
- e) This study also highlighted *increased believe about CSR benefits which include better brand image, better reputation and value addition to business which further demands integration of CSR into main business strategy geared up towards generating long lasting values for business. Therefore Corporate Social Responsibility (CSR) has been a growing as a necessity in sustainable business practices.* CSR managers recognized that CSR can create real value across all aspects of business operations. Therefore business strategy needs to align and integrate with business social values (CSR) to get maximum benefits. Smart business and smart leaders are finding ways to align and integrate social impact and social value with shareholder value and business impact, making CSR work for their business. They are using CSR to create value, rather than simply allocating budget to it. *The analysis also revealed that socially responsible businesses employ CSR in pursuit of their commercial interests and consider it to be their competitive advantage.* This finding is supported by Brown and Dacin (2007) and Maignan and Ferrell (2004) who found that socially responsible business activities are shown to result in better brand image and reputation among key stakeholders, which can lead to competitive advantage for the firm

(Porter, 1980). Garbarino and Johnson (1999) also found that corporate CSR practices can contribute to customer loyalty through customer satisfaction and corporate commitment, two concepts generally considered as mediation factors between customer perception and future intentions.

- f) *It is essential for organisations to engage in social initiatives so that they can create long-term benefits for both the community and the company.*
- g) In Indian organisations, CSR managers have perceived a *high concern to provide activities and events designed to educate and train them in field of CSR so that they can effectively contribute people with special needs.*

## **10. Contributions and Practical Implications**

Indian organisations are being more challenged to be more socially responsible and sustainable by imposition legislative CSR in India. This research provides valuable insights on attitudes of CSR managers of Indian organisations towards CSR. The Indian organisations are highly social responsible organisations but there are still some of the organisations who believe that CSR is a highly cost incurred initiative. This research is will be very insightful for these types of organisations to help them changing their perceptions. This study may encourage corporations to engage more in CSR. Since the majority of respondents in this study agree to a great extent that CSR can bring economic benefits to corporations, it may encourage corporations; which do not engage in CSR considering to integrate CSR into their business strategies. This study may help managers to develop positive perceptions regarding CSR. This study has presented different perspective of CSR in Indian organisations. This study would be excellent to guide the organisations in formulating their socially responsible activities.

## **11. Limitations, Notes and Propositions for Future Research**

As with all empirical studies, there are several limitations, which call for future research. This study is also not without limitation and offers ample scope for the further studies. Following are limitations & notes of this research which provides directions for the future research:-

- a) The survey is based on the perceptions of the senior executives handling CSR affairs of companies and not from other departments to get more accurate perceptions towards CSR. By doing this, we tried to get pure perceptions towards CSR influenced only by CSR training, engagement of managers in CSR, environment of CSR in organisations etc. This may include personal opinion of CSR managers (respondents), which is not considered in this study because companies may do perfectly well even though the managers do not completely share the same view on a subject-matter.
- b) It is not advisable to extrapolate the findings of CSR manager's attitudes to non-CSR executives. It would be interesting to replicate this study with non-CSR executives and compare the findings with this research.
- c) It is important to note that there is not always a clear link between managerial perceptions and corporate practices. Conclusions on the organisational level cannot automatically be derived from the managers' understanding of the organisation and the business environment (see Agle and Caldwell, 1999; Walsh, 1995). Local interpretations, changing environmental conditions, conflicting interests, and organisational changes may all influence the way managerial perceptions are transformed into corporate practices (Pedersen, 2006a).
- d) The sample size (N=163) restricts generalisation of the results, however the response rate is very good (65.2%). Further this study is not sector or industry specific. Moreover, a number of background variables like age, gender, tenure, education, functional background, religion, personal characteristics, interpersonal relationships, and the structural environment etc. are likely to affect the managerial perceptions, which are not considered in this study.
- e) The study was concerned with attitudes toward CSR. We did not investigate behavioural intentions or the CSR managers' actual sustainable behaviour, despite a well-established theoretical and empirical link between attitudes and behavior (Ajzen, 1991; Eagly & Chaiken, 1993, 2007; Fishbein & Ajzen, 1975).
- f) The study has extrapolated the perceptions of CSR managers to organisations. "Perception" and "managerial perception" is defined here in accordance with Mezas and Starbuck (2003, p. 4): "...the term perception has its fundamental meaning: 'apprehension

by means of the senses or the mind'. Accordingly, managerial 'perceptions' include everything that goes into managers' understanding of their work situations".

- g) This study is restricted to Indian organisations only, so there is an opportunity to extend these findings to organisations of other country. Further organisations were selected from various sectors both from the public and private sectors also covered from manufacturing and service industries because it is not anticipated that such classification would have any effect on the perception of the responding firms. Therefore the findings of this research can further be extended separately for Public Sector or Private Sector and for sector specific.

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