Chapter 6

Findings and Suggestions

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Chapter 6
Findings and Suggestions

Introduction

This chapter includes outcomes of the research work. After conducting analyses and making inferences some meaningful facts have come into the knowledge. All such facts have been mentioned here. While conducting research it was experienced that some more or new things could have been added at different levels of the research. These ideas have been given here in this chapter as suggestions. The chapter also includes limitations discussion and research implication.

Research Findings

Research is a systematic investigation. It is a fact finding tool. At every stage of research some new facts come into knowledge. On the basis of these facts researchers redirect their efforts. Here also facts revealed at different stages are mentioned in different sections, these sections are:

Section 6.1 Findings of Review of Literature
Section 6.2 Findings of Pilot Survey
Section 6.3 Findings of research analysis
  Section 6.3.1 findings of Factor Analysis
  Section 6.3.2 findings of Univariate Analysis
  Section 6.2.3 findings of Discriminant Analysis
Section 6.1

Findings of Review of Literature

- CSR is a broader concept than generally understood. It includes **quality of life**.

- CSR keeps on changing with the change in socio-economic conditions. It is a dynamic concept.

- Business is responsible for its every impact, whether physically measurable or not. Such impacts also include the impact on social and individual behaviors.

- It is society that decides the extent of social responsibility of business.

- Corporate Impacts have reached to the level where existing works are not sufficient and there is a need to reframe the objectives of the studies in the light of changed scenario.

- Societal expectations are a dynamic phenomenon. It cannot remain constant over a period of time, thus regular studies are needed in this area.
Section 6.2

Findings of Pilot Survey

- Society is more concerned about immeasurable impacts of business than measurable impacts. Such impacts can also be termed as intrinsic impact or behavioral impact, as they are related to behavioral aspect of society.
- Society wants business to redesign their CSR ideology in the light of changed social requirements.
- CSR initiatives should be based on societal expectations.
- Following corporate practices and their social impact have been identified

<table>
<thead>
<tr>
<th>Corporate Practices</th>
<th>Social Impact</th>
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<tbody>
<tr>
<td>Fake and false advertising</td>
<td>Distrust and Insecurity</td>
</tr>
<tr>
<td>Greed creation</td>
<td>Disloyalty, Social distance and Mechanical life</td>
</tr>
<tr>
<td>Corporate scandals</td>
<td>Distrust, insecurity, dissatisfaction and ethical breakdown</td>
</tr>
<tr>
<td>Internal rivalry</td>
<td>Corruption, Moral and ethical degradation</td>
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<td>Deceptive practices</td>
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<td>Poor quality of products and services</td>
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<td>Unsafe products</td>
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<td>Irresponsible attitude employee</td>
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<tr>
<td>Work load</td>
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<td>Job insecurity</td>
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<td>Unethical advertisement.</td>
<td>Early maturity, Inferiority complex</td>
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</tbody>
</table>
 ➢ Society wants business to insure -
  o employee’s dignity
  o Fair remuneration
  o Removal of exploitative practices
  o Transparent financial and production procedures
  o Taking care of mental, physical and emotional health of the society
  o True advertisement
  o Ethical corporate leadership
  o Encourage social interaction
  o Providing socio-economic security
  o Corporate leaders should act like social role model
  o Giving quality products and services to the society
  o Discovering hidden talents of the employees
Section 6.3

Findings of Research Analyses

➢ Section 6.3.1- Findings of Factor Analysis

➢ Variables derived at the time of pilot survey can be classified into some manageable numbers of factors. It implies that there are some practices (encompassing several activities) that have social impact.

➢ Following factors were identified (variables associated with the factors along with factor loadings are given in the brackets).

  o Employee treatment practices {work load (0.682), job security (0.616), irresponsible attitude of management (0.581)}

  o Corporate communication {unethical advertisement (0.775) and fake advertisements (0.754)}

  o Operational practices {(0.719), greed creation (0.616) and deceptive practices (0.543)}

  o Product and service related practices {product quality (0.675) and product safety (0.606).}

  o Corporate fraud {corporate scams (0.931)}
Section 6.3.2

Findings of Percentages

- Clear unanimity is there, as far as societal expectations are concerned. It implies that positive and negative responses are not very close. There is a major portion of the sample that supports a particular kind of corporate practice.

- Following variables (societal expectations of business) have secured the support of more than 60% of the respondents. Thus these variables are considered as expectations of the society
  - Employee's Morale (supported by 87% of the respondents)
  - Environment protection (supported by 92% of the respondents)
  - No greed creation (supported by 89% of the respondents)
  - Corporate Frauds (supported by 100% of the respondents)
  - True Advertisement (supported by 88% of the respondents)
  - Elimination of internal rivalry (supported by 74% of the respondents)
  - Corporate leaders as social role model (supported by 67% of the respondents)
  - Product quality and safety (supported by 99% of the respondents)
  - Encourage social interaction (supported by 64% of the respondents)
  - Operational transparency (supported by 84% of the respondents)
Section 6.3.3

Findings of Discriminant Analysis

- Companies (10 Companies from research sample) that have been included in the group of ‘Responsible Companies’ are also Responsible as per the classification done by the researcher on the basis of their feedback on non-traditional CSR except one.

- Coal India Limited was initially in the group of ‘Responsible Companies’ but is not falling in the same group when classified on the basis of its feedback on non-traditional CSR.

Therefore, it is drawn that Coal India Limited is a responsible company but is now shifting to become differently responsible company.

- Companies (10 Companies from research sample) that were not included in the group of Responsible Companies before analysis are also not included in the same group after analysis, they have been recorded in the second group namely ‘Differently Responsible Companies’, except one company.

- Skoda Auto India Limited was not included in the list of Responsible Companies. But on the basis of classification made by the Discriminant analysis, it is falling in the group of Responsible Companies.

Therefore, it can be concluded that Skoda Auto India Limited, is differently responsible company but now it is moving toward becoming a responsible company.

- Corporate Scam is major variable that is creating difference between Responsible Companies and Differently Responsible Companies.
Other variable that are contributing to this difference are (As per structured matrix):

- Product quality
- Employees Moral
- Greed creation
- Social interaction
- Corporate Communication
- Transparency
- Internal rivalry
- Environment Protection
- Expectation Based CSR
- Business as Role Model
Implications of Research Findings

The topic of the thesis is contemporary and relevant in the present context. The study involves two types of respondents; society and corporate sector. When we talk about society, it means general public. Corporate sector means business units operating in India collectively forming Indian Corporate Sector. The findings of this research are relevant for both the groups.

Implications for Society

This research creates awareness among general public. People generally consider CSR as something which is done by business to serve the society and hence society is indebted to them. This research explains that CSR is based on societal expectation and corporate impact; people will be able to understand that it is their right to receive benefits from the business as they can operate in the society only with social approval.

The research is helpful to the society as it explains that their work life/job affects their personal life so they can figure out the issues that are crept in due to their professional life and accordingly they can improve the things.

Society can locate the companies that are actually responsible and those who just pretend to be responsible on the basis of their advertisements and product quality rather than judging them on the basis of their annual reports.

Implications for managers

The managers of corporate houses may adopt the new concept of CSR. If they do so, it will be something revolutionary for their companies. Initially this will increase their work load to conduct pilot survey and take CSR initiatives accordingly. But in longer run they will be getting benefits.

If they decide to implement non-traditional CSR it will be an organizational change process. It will need properly framed guidelines at every level of the organization. There will also be some resistance to this change which the managers have to tackle.
Sooner or later society will demand this change. It is better for the company to be proactive and accept their responsibility keeping their impact and societal expectations in mind.

**Suggestions**

On the basis of the research findings some suggestions are presented by the researcher. These are given as under;

- Companies may conduct an opinion survey on their primary stakeholders to know about their expectations from the company. Accordingly they can design their CSR strategy.

- Companies may appoint a psychologist as a member of their CSR committee to assess the impact of their practices on social and individual behaviors.

- Before telecast or being published the advertisements of the companies may be approved by their CSR committee. The committee may examine the impact of such advertisements on different sections of society.

- Ethical code of conduct may be framed and practiced at every level of the organization.
Discussion

This particular section of any research represents the findings and connects the same with research objectives and review of literature. Critical approach of a researcher at this level makes the discussion fair and strong.

This research was started to study and understand the term ‘Corporate Social Responsibility’, so the first thing that was done was review of literature. During this process researcher came across a thrilling fact that CSR is not only about physical aspect of the society, but it also includes quality of life. Research objectives were framed accordingly. Research findings (description is given above under research findings) shows that actually society expects business to improve the quality of their lives. Findings also reveal certain practices that affect quality of life. The findings fulfill the research objectives very clearly. The research is intended to find out the expectations of the contemporary society, identify the corporate practices that affect the quality of life and to study the opinion or corporate feedback on societal expectations and corporate impact. Corporate responses show that not only society but business is also realizing their impact on social behavior, they are also ready to work on it. Here, it is being realized that the generalization of the feedback of companies is not very strong. The reason is, there are only 20 companies that were included in the study and secondly, exact 50% companies are favoring the quality of life aspect of CSR and remaining 50% companies are favoring the traditional concept of CSR. There were certain limitations like time and resource constraints due to which sample size could not been increased. This research could have been made even stronger by increasing the sample size for getting corporate feedback.
Limitations of the work

Every phenomena in this world carries some limitations, research is no exception. Scarcity of time, resources and expertise are the main barriers in any research. These barriers can be removed, but generally it is not practically possible to eliminate all the limitations within a specified time period.

In this research also attempts have been made to minimize the limitations to the maximum possible limit. In spite of all the attempts there are some limitations that still exist. These limitations are –

➢ Absence of strong mother article

Absence of similar kind of work, made it difficult to design the research framework. Difficulties were also faced at the time of questionnaire designing. To tackle the issue, a pilot survey was conducted after review of literature and before framing research objectives

➢ Limitations of Data assumption

At the final stage of analysis, while performing Discriminant analysis the assumption of data normality could not be met. But experts believe that classification remains reliable even if the data is not from normally distributed sample.
Scope for future research

This thesis is based on a different aspect of CSR which has yet not been properly explored. It paves way for further exploratory and Descriptive research on Behavioral Aspect of CSR. The variables that have been identified during pilot survey and through review of literature need a deeper analysis. The dimensions of each variable needs to be explored.

One important dimension that has not been taken under this research is ‘Biological Impact of Business’. Previous studies and reports of WHO has revealed, corporate employees are suffering from many biological issues including male and female infertility. No major work has been done to correlate the same.

Factor Analysis identified some factors having attributes of many variables. It is important to study each factor in detail and find out the properties to know about the other variables that may form part of each factor.
Conclusion

The present work has analyzed the social responsibility of business in current scenario. Most important thing about social responsibility of business is the willingness and interest of corporate sector to accept and recognize their impact on society. This will automatically create a sense of responsibility. When they fail in doing so, the social expectations make them fulfill their obligation towards society. Corporates may ignore their impact on society in short run. But society never ignores such impacts. This gradually converts into social pressure. It is the social pressure indeed that leads to the evolution of CSR.

The present work is a genuine effort to draw the attention of academicians, scholars and corporate sector towards the changing pattern of corporate impact and consequent change in societal expectations.

Since beginning the research was inclined toward behavioral and psychological aspect of Corporate Social Responsibility. As the research was passing through its different phases like review of literature, pilot survey, data collection, analysis and interpretation it became more interesting to work on this aspect. On the basis of the findings of literature review, pilot survey and data analysis it can be concluded that it is high time when invisible and intrinsic impact of business should form an important element of CSR. As corporate impact and societal expectations both have changed a lot. Business now affects each and every corner of society and human life. This impact cannot be ignored any more. Corporate feedback shows that still there is no unanimity on accepting behavioral aspect of CSR. There is a need to understand and redefine CSR keeping the broader definition in view.

On the basis of work done and review of research articles it can be concluded that a new framework for CSR can be developed. This framework may include both traditional as well as non-traditional approaches of social responsibility.
Traditional approach of CSR includes the traditional CSR practices that are being taken by the companies. On the other hand behavioral approach of CSR consists of emotional and psychological aspect of society which affects the behavior of individuals.