

# **CHAPTER 7**

## **AWARENESS OF MANAGERS TOWARDS CORPORATE SOCIAL RESPONSIBILITY**

Effective delivery of corporate social responsibility, voluntary involvement in social causes and community initiatives depend on awareness and managerial responsiveness. In order to make effective delivery of services pertinent to CSR, an aware and motivated team is essential in a corporation.

In this chapter efforts have been made to understand the awareness of corporation managers. The data, in this regard, have been collected from six corporations, where four managers have been considered in each corporation and altogether 24 managers are studied. The details of methods of data collection have already been discussed in the chapter 3. The present chapter has been divided into two parts. Part-I gives an overview of awareness related data collected from all the 24 managers and part-II portrays case studies.

### **Part-I**

#### **Overview of Awareness of Managers**

In this part, for understanding awareness of the managers, four areas are included such as, general awareness; awareness on CSR policies; awareness on governance, safety, employee welfare & labour relations; and awareness on corporate volunteerism in the context of community development. Now we shall describe each area of awareness in details.

#### **7.1. General Awareness**

The table 7.1 indicates that there exists high percentage of positive awareness amongst the managers of corporation towards the general awareness of the Corporate Social responsibility. The results indicate that there is no much variation of awareness amongst

**Table 7.1: General Awareness**

Sl No	Awareness related statement	Nature of response of managers		Total
		Yes	No	
1	Business exist, in the context of society	24 (100%)	-	24
2	Corporation is also a social institution	24 (100%)	-	24
3	Environmental concern is gaining importance	18 (75%)	6 (25%)	24
4	Corporations have social initiatives	24 (100%)	-	24
5	Corporations are getting involved in social initiatives for long run self interest	21 (87.5%)	3 (12.5%)	24
6	Corporations are becoming dominant institution next to Govt	24 (100%)	-	24
7	Social action programme of the company, create a favorable public image	24 (100%)	-	24
8	Business involvement in social causes has been a tradition in India	24 (100%)	-	24
9	Some Indian companies are strategically involved in community issues	20 (83.3%)	4 (16.7%)	24
10	Corporate Volunteerism is possible amidst competitive environment	22 (91.7%)	2 (8.3%)	24
11	Social responsibility should be an integral part of company's mindset	24 (100%)	-	24
12	Involvement in community initiatives dilutes the purpose of corporation	-	24 (100%)	24
13	My Company will promote employee volunteerism	21 (87.5%)	3 (12.5%)	24
14	Corporate volunteerism can contribute meaningfully towards community development	24 (100%)	-	24
15	Corporations have ability to contribute to society both internally and externally	24 (100%)	-	24

Managers working in the corporations in Assam vis-a-vis India, a previous study (PiC-2004) conducted to gauge the awareness of managers towards CSR in major corporations of India found similar result. Virtually all the managers have demonstrated a positive commitment to socially responsible behavior and cutting across hierarchical level shows commitment to community as stakeholder. A less percentage of managers responded negatively towards issues of environmental awareness, employee volunteerism, and long run corporate interest. From the informal discussion it has been revealed those respondents who have negative stance are less aware towards the latest environmental legislation and source of such legislation. However all of them are of opinion that a company should take all possible measures to minimize environmental depletion as far as possible it can.

Most of the managers express that the corporation may involve social initiatives and wherever possible volunteerism be a strategy. For instance support of education and donations (e.g., to music, sports events, festivals, etc) has been part of managerial vocabulary when they discuss about social responsibilities. Moreover there are several examples cited by them where the contribute voluntarily and they argue that corporation having both technical as well non technical resource allow create an atmosphere conducive for protection of local culture, tradition and rules.

A relatively young managers who are responsible to specific project completion feel that their first priority to complete the project at progress as such they find no time to engage themselves in any other area of social initiatives as the project at hand are time bound. In principle however they agree that as a member of society there should be human element in day-to-day activities and responsibility obviously associated with such approach.

## **7.2. Awareness on Corporate Social Responsibility Policy**

*Management Issues:* The table 7.2 shows that high percentage of corporation with a separate Department dealing with CSR activities, so that plan and programme under CSR activities can be implemented meaningfully in right direction.

**Table: 7.2. Management Issues**

Sl No	Awareness related statement	Nature of Response of Managers		Total
		Yes	No	
1	Company have separate Deptt/ Cell for CSR	16 (66.7%)	8 (33.3%)	24
2	CSR reporting is there in the company	12 (50%)	12 (50%)	24
3	Company have plan for meeting future challenges toward environment and social issues	24 (100%)	-	24

This is indicative of changing scenario of corporate plan and strategy that could change and contribute towards social imbalances. The 50% of corporations studied have CSR reporting policies; this is in conformity with the findings of national survey/other research study in India. CSR as well as Environmental disclosure is not yet made mandatory under statute; also stakeholder pressure and monitoring negligence are there according to managers as revealed from informal discussion with managers. Further the finding suggests that Private sector is not yet taken up CSR reporting as seriously as it could be. This may be due to the absence of any statutory bindings on the part of corporations on such reporting. All of the corporations report to have plan in respect of challenges on environmental and social issues. Through discussion it is understood that companies are aware of the public expectations and stakeholders pressure, as such they are no longer in a position to concentrate on profit only. It has been revealed that the environmental responsibilities and societal needs becoming the core organization strategies.

**7. 3. Market Issues:** The table 7 .3 illustrates that both public and private sector corporation managers are very much aware about market related issues, this is actually indicative of high

alertness on market relation of corporations. The managers are of opinion that the present day market determines corporate future and in competitive environment no one can ignore market reputation. Thus managerial awareness on CSR with reference to market related issues are obvious. The concern for providing quality products and services that satisfy the needs of the customers is also cent percent amongst the manager. Cutting across sector and hierarchy, the respondent managers are of opinion that company should continuously develop and market new and better products that benefit the customers, the communities and/or the wider environment. Managers are of view that, as a part of management, our effort is improve the quality of product, offering safe innovative end products and services to customers, which in turn will prove our responsible behavior.

**Table: 7.3: Market Issues**

Sl NO	Awareness related statement	Nature of response of Managers		Total
		Yes	No	
1	Company have customers feedback survey	24 (100%)	--	24
2	Company have customer grievances redresses mechanism	24 (100%)	--	24
3	Ethical standards followed in advertising	24 (100%)	--	24
4	Company have concern for providing quality product & services	24 (100%)	--	24

**7.4. Employee & Workplace Issues:** The table 7.4 indicates that there is positive awareness towards managers requirement of training in the areas of CSR. Though CSR policies training programmes for managers are not abundant in our country, but as a signatory of UN policies Global Compact and WBCSD, the Government,

**Table: 7.4 Employee & Workplace Issues**

Sl No	Awareness related issues	Nature of response of Managers		Total
		Yes	No	
1	Mangers CSR training is required	12 (50%)	12 (50%)	24
2	Policy on HIV/AIDS, employment of Disabled are there	20 (83.3%)	4 (16.7%)	24
3	Company is equal opportunity employer/ Gender representation policies	20 (83.3)	4 (16.7%)	24
4	Employee relation activities	21 (87.5%)	3 (12.5%)	24

the Indian Chambers of commerce, FICCI, CII and IBLF are organizing Seminar, Symposia and Conference where both practitioner and actors have scope for training and knowledge development. As the last few decades have seen HIV/AIDS as a great social threat and vulnerability of industrial workers to such incurable diseases, corporate forums are addressing such issues from different angles and it has created a situation favorable for corporations to include these issues in their policy framework. Most of the managers (83.3%) under the study are aware of it.

Though as per constitution of the country there is no scope of discrimination in employment on the basis of gender, but industrial and corporate management are still under the dominance of the male. As the majority of corporation studied are public corporation, they follow Government framed policies and all managers are aware in such issues. A few negative responses found, from a private corporation are mainly because of the production process demand both hazardous and uneven work hours, that might be the reason of the corporation not having gender representation policies. Public corporation managers cited the provisions of disability act where disabled have opportunity for employment; as such it indicates that managers are well aware of disability issues.

A number of managers express their concern for, treating employees with dignity and respect, stimulating an inspiring and fun, and dynamic workplace. In addition, some managers are of opinion that the corporation should take initiatives towards workers education, skill & competencies and so on.

## **7. 5. Awareness on Governance Employee Welfare, Labour relation, and Stakeholders**

### **7.5.1. Governance and Legal issues**

Table 7.5.1 Shows that all the managers are aware of governance issue related to SEBI guidelines, which is mandatory in nature for operation in India and there are no pending cases reported for tax or related issues.

**Table 7.5.1 Governance and Legal issues**

Sl No	Awareness related issues	Nature of response of Managers		Total
		Yes	No	
1	Company follows SEBI corporate governance guidelines	24 (100%)	-	24
2	There is no pending case of Tax/complaint on tax	24 (100%)	-	24
3	Legal compliance level is high	24 (100%)	-	24

Legal compliance is also found as key societal responsibility, managers are of opinion that as a responsible citizen and part of the corporation one must comply with all guidelines, rules and regulations set by public authorities and business regulators.

### **7.5.2. Employee health, Safety and welfare**

The table 7.5.2. indicate that corporate managers are well aware towards safety measures. One of the causes may be due industrial safety awareness training of managers.

**Table: 7.5 .2. Employee health, Safety and Welfare**

SI No	Issues	Nature of Managers response		Total
1	There are safety measure as per standard specified rules	24 (100%)	-	24
2	Defined recruitment policy exists	24 (100%)	-	24
3	Career development scheme available	20 (83.3%)	4 (16.7%)	24
4	Pension and other social security polices exist	16 (66.7%)	8 (33.7%)	24

to the fact that majority of corporations are related to production and mining operation where in specific standard of safety like OHSIS, ISO-14001 are introduced to avoid all possible industrial hazards. Ensuring a safe and healthy workplace for the employees is a key priority for managers. It has been found there is absolute awareness towards recruitment policy amongst the managers. There is also negative view on career development as major respondents from Public Sector Corporation experience it, where technical up gradation, liberalization policies, outsourcing of services have affected the career development opportunities. Pension and retirement policies are similarly get changed due to market-regulated economy. Majority of the managers have awareness on it.

### **7.5.3. Labour relations**

The table 7.5.3 show that managers are highly aware about corporate social responsibility related to labour issues. Labour issues according to majority of managers are very delicate and need handling with humanistic approach, so that they do feel detachment from company's objectives. They are aware that fair wage as per market, appropriate working hours, incentives for extra production needs and so on to be the part and parcel of policy.



**Table: 7.5.3: Labour relation**

Sl No	Awareness related issues	Nature of response of Managers		Total
		Yes	No	
1	Labour disputes/ strike/ Dharna, lockouts instituted in the corporation	4 (16.7%)	20 (83.3%)	24
2	Reporting on labour practices are there	20 (83.3%)	4 (16.7%)	24

**7.5. 5. Stakeholders**

Managers are well aware of all type of stakeholders and all of the managers consider the company runs with the capital provided by the shareholders, but their employee, local community and customer are the prime stakeholders. So far as NGOs or civil society is concerned, there is positive as well as negative awareness.

Managers also talk about corporate responsibilities like “conducting the business in ways that produce social, environmental and economic benefits for all our stakeholders”. There are managers who are of opinion that majority of NGOs are not trust worthy, their functioning and resource collection are not transparent. There are NGOs with no long-term activities plan and sustainable community projects. Fund collection and dependence on donation with ill motives are found in majority of them. Some even dare to collect fund in the name of community projects without any accountability for the same.

**Table: 7.5.5: Stakeholders**

Sl No	Awareness related statements	Nature of response of Managers		Total
		Yes	No	
1	Community is a major stakeholder	24(100%)	-	24
2	NGOs/Civil society is a stakeholder	12(50%)	12(50%)	24
3	Employee is stakeholder	24(100%)	-	24
4	Customer is prime stakeholder	24(100%)	-	24

## 7.6. Awareness on Corporate Volunteerism and Community Development (CD)

The table 7.6 show that 33.3per cent managers are aware about establishment of trust/foundation for effective community development work, but this does not necessarily reflect lack of awareness in all managers. As the majority corporations are young in age and are from public sector, establishment of trust for community development etc need time for a corporate house and develop through years of works. Two corporations which have established trust are relatively matured in CD work even both the corporations have global presence. One of the corporations have legacy of more than 100years of its parent group as such its parent groups credit can easily bear by it.

**Table: 7.6.Awareness on Corporate Volunteerism and Community Development (CD)**

SI No	Awareness related statement	Nature of response of Managers		Total
		Yes	No	
1	Trust/ Foundation are established for CD	8 (33.3%)	16 (66.7%)	24
2	There are dialogues with NGOs/local government for CD	24 (100%)	-	24
3	There are earmarked profit/ annual budget per budget for CD	8 (33.3%)	16 (66.7%)	24
4	Kind of Partnership created with NGO/local community for CD	24 (100%)	-	24
5	There Volunteering for community/social causes	20 (83.3%)	4 (16.7%)	24

As far as dialogue with NGO and local communities for various community related works managers are well aware that such dialogues are very important in planning, execution and delivery. Managers are of opinion that community development work also needs to be seen in business terms, i.e. companies enhance their reputation and improve relation with communities. Managers told that prior discussion and well-planned community development programme as per priority area had great impact on both local community and company. Most companies also pointed that company and community representatives had arranged joint planning and implementation work for success of community programmes. This help

companies to earn image, goodwill in the form of social capital and its employee earn satisfaction and developed relation with larger community. So it is seen that companies are focusing in their core business, while using their resources make prior evaluation of actual challenges society face. These engagements of companies have a strong public relation effect, which may be beneficial to the business case for companies.

Managers are well aware about partnership building; they are of opinion that partnership helps to avoid hurdles in project implementation. The form of partnership varies from one company to other and one project to another. In case of company, which doesn't have trust, or foundation hand over long-term project to local NGOs and civic bodies. Companies also involve local authorities in their project implementation. As for example one corporation have community development work in partnership with SIRD, Rural development department. Entrepreneurship Institute, another corporation have partnership with Education authority/ Agriculture department. One more corporation has partnership with Panchayat authority in project-identified areas for implementation and delivery.

So far as volunteerisms as a way of involvement in community development work, majority of the managers are of opinion that it helps CSR. Volunteerism helps to bring essential corporate resources to community. One manager for instance has told that community development work through volunteerism is to be viewed as giving back something to society out of the profits it derived. The majority managers interviewed had a positive awareness and a negative stance identified in comparison is because of manager's personal approach only. Majority of managers argued that in our country needs for community development is urgent because of current development challenges and delivery deficiency.

Apart from above, managers are of opinion that companies see a business case for community development, with companies attempting to obtain a license to operate. Engagement may result in improved relationship with employees, the local population and public administration. Furthermore, companies can expect an improvement in their

reputation, brand enhancement and access to new community. The corporations studied are mainly from mining and exploration sector except two one from tea and another from paper. The exploration industry needs enough time to be successful in project building as such long term community cooperation is essential.

## **Part-II**

### **Case Studies for Awareness of Managers**

In the previous part the awareness of managers has been analysed in different areas pertaining to CSR and corporate volunteerism. In the present part an attempt has been made to study the individual manager's awareness towards CSR as well as Corporate Volunteerism. In this connection for case study two managers from Public Sector Corporation and two managers from private sector are selected purposively from the corporations in operation at North Assam and South Assam respectively.

#### **Case-I (Public Sector Manager in North Assam)**

The manager concerned has been working in a public sector corporation and his age is 45+ years. He is holding the position of Chief Manager in HR and also looking after community affairs. He has 18+ years of experience in industry ranging from mining & exploration to service sector industry and handling of projects independently. The incumbent hails from Assam and completed his +2 education from a small town of the state, but took his professional education and management training from outside the state. It appeared from his approach and responses that he has polite, gentle, dynamic personality and always ready to cooperate with the scholar.

After initial discussion on CSR, he told that. He has been coordinating in CSR programme and social welfare programme of his corporation. The manger's general awareness is very positive; he feels that business and society have synergic relationship and corporation like other social institutions are born for social causes. He cited example of Indian tradition and

culture where it has been ingrained that, who have scope & ability should come forward to contribute for needs of fellow people as well as others. He cited the spiritual teaching of the country where it has been said “Work for the common good without selfish interests; the rewards of selfless work will take you to a supreme state” (a quote from Bhagavad-Gita). This is indicative of manager’s high awareness in the responsibility towards society. He expressed his views that, companies will progressively turn to social responsibility and its managers will also volunteer for community causes, as employee, customer, local community even government continue to creating pressure for more socially inclusive decisions and practices.

He said that feedback surveys on product quality, customer grievances redresses, ethical advertising etc are issues related to CSR is not merely for companies planning and profit assessment, but it is related to long run survival of the corporation in society. This also shows the managers higher awareness about CSR related issues. He opined that as a member of CSR and community welfare team, he has convinced his fellow managers about the ideas like “Let us not make product only, but also create value”, “be good for environment in the process of production” and “create attractive business opportunity for others’. This reflects in the CSR strategy of the corporation, which the manager concerned, belongs. He also cites that his corporation has received awards and recognitions in CSR and Corporate citizenship, the corporation too accredited by authorities in the CSR area. This illustrates the high level of awareness and similarity between thoughts and deeds.

He opined that, governance as well as functioning of corporation is not a one-man show. We view employee safety, health and promotion opportunity in a holistic way. He also says, we work in combination with rule and relations. Best safety measures are installed in our production and exploration process. Standard health facilities are provided to its employee. The promotion policy is framed as a result of several deliberations between Board of Governance and Joint Employee Councils.

He cited example of building different community organization in and around the corporations operational area, where many of his management staffs has been voluntarily engaging and contributing meaningfully, that not only brings corporate skill and resource for community causes but also create image and social capital for organization. He also told that various community development projects like *Rupantar* and its *Society for Rural Development* are example of joint efforts of managers and company's support towards the causes of the society. It can be safely concluded from foregoing analyses that the manager has high awareness about the different general as well as specific issues of CSR and Corporate volunteerism.

#### **Case-II (Private sector Manager in North Assam)**

The manager concerned is working in a private sector corporation and his age is 40+ years his hierarchical position is Senior Manager. He has 15+ years of experience in Agro industry and handling experiences of projects independently. The incumbent hails from outside Assam and completed his Graduation in Agriculture, but he has obtained tea management training from outside the Country. It appeared from his approach and responses that he is well behaved & dynamic and though busy to able to cooperate with the scholar but has shown interest in the study. He explained that his company is a MNC and it has its group CSR Council and most of the policies regarding CSR are framed keeping in mind the Groups diversity in business as a well as area specific needs through Council for Community initiatives. He told that annual CSR meetings are organized by his headquarter where training imparted, and work in progress are discussed. It is clear that as the manager belong to a large MNC, general exposure to CSR issues are obvious and he has positive awareness for CSR as a part of business. He opined that community is very important in tea gardens, where round the year nurturing of community relation gives you benefits. By community he has mean employee, labour, local community and larger society. He believed that 'corporations are not solely profit-generating robots reacting to market forces; they are managed by and for humans, and

have a symbiotic relationship with the world around them.” Similarly, social responsibility does not have to be the “Profit” that Friedman once described, but instead, could be the key to greater value generation for all corporations, especially those who have been weighed down by their prominent shareholder focus. An approach which can make possible by positioning suppliers, employees, customers, and other stakeholders of the corporation first, so that they can benefit shareholders.

Prior to pressure from stakeholder groups, if corporation visualize its social welfare responsibility, than there is no fear of survival. This approach of the manager shows that he is having better awareness and understanding in policies and strategy for corporate social responsibility. The manager expresses about environment by saying “It is our responsibility to care for our environment, whether this involves nature, people or historical sites should not matter. We should contribute to preservation, growth and protection”. The respondent believes that the environmental responsibilities towards society are about minimizing the environmental footprint by improving the production process and outputs. The respondent is of opinion that use of hazardous substance if not possible to avoid completely the possible extent of minimization of such substance is required to be assessed. One might say that the manager express strong environmental awareness and policies for conservation.

In the issues of customer care, advertising and feed back survey, he describes social responsibility as follows: “Provide the best of customer service, we will ensure to have loyal customer as we know customers are the livelihood of our business”. The manager want to improve the customers well being and quality by offering them safe, innovative and high quality products of services. He told to the researcher that ensuring a safe a healthy workplace for the employee and availability of health needs of family members are key priority as like as production. At the same time manager raised some negative instances, like disruption of production for none other than union activities, long holidays, unethical

demands of political leaders, labour unrest for ethnic clashes etc. The manager is well aware about CSR as well as day to day functioning of an industry in this part of the country.

The manager is also of the opinion that environment, products, employee, communities, government, shareholders all are necessary in case of a corporation and contribution towards it are part and parcel of our functioning and social responsibility can be continuums in corporation. If society requires business managers should lead it, it no way dilutes the primary purpose of the corporation. He sited his group's effort to diversify their business in the country and abroad, but always with respect for value and tradition expounded by its founder fathers.

Finally, it can be concluded that, the manger has excellent awareness in CSR and it may be due to his association with Tata Group, which act as the benchmarks for country's CSR movement.

### **Case-III (Public sector Manager in South Assam)**

The manager concerned is working in a public sector corporation and his age is 50+ years His hierarchical position is Deputy General Manager, which is one of the senior positions. He has 25 years of experience in diverse sectors. He has been handling projects independently. The incumbent hails from Assam and completed his +2 education from a small town of the state, but took his professional education and management training from outside the state. He has visited several foreign countries both as company representative as well as professional. It understood from his approach and responses that he is still energetic and speaks with authoritarian voice. He has tried to enquire lot of information from scholar pertaining to matters related to CSR practice, perhaps to gauge the depth of the scholar. He told to the scholar that, after independence, corporations were visualized as the growth engine of the country. This, public sector corporation had to bear with both the responsibility of economic development and community development in the way of production of items, creation of jobs, downstream business opportunity and above all contribution to the national exchequer.



He told about “Dana”, the tradition of India and spirit of philanthropy. The wish for universal happiness and prosperity reflected in the Indian literature and religious scripts guides our founders. As such social responsibility here may not be in its western form but spirit is the same. His knowledge about trusteeship doctrine of Gandhiji is enlightened and suggests his depth of awareness in community, societal tradition and corporate growth and stakeholder’s importance in present scenario. He told that earlier days when there was no CSR related written policies in India, handling of corporate affairs; customer relation, product safety and environmental concern were also there. According to that, our political leaders, industrial leaders and corporate managers too guided by the spirit of nation building and social and economic responsibility. The responsibilities of course were intertwined. In the post – Independence era, there was a gradual shift in the approach of responsibility towards the society from ethical conduct in business and transparency to supporting welfare measures for the poor living in the peripheral area of production in industrial townships. He cited by example that historically our society benefited from philanthropic initiatives of industrialist. He also mentioned that essence of our religious teaching signified that “Sattvic leaders are driven by the harmony between the self and the surroundings and are repelled from provoking confrontation or disparity”.

With regard to CSR issues like governance, legal, safety, health and labor relations, he is of opinion that public sector corporations have to follow government framed rules and provisions of statute. As such proactive rule on the part of manager is not at all necessary. This suggests he is of conservative in this area of CSR issues; it may be due to his long association with the Government owned enterprises and public corporations.

So far as relation with local community and leaders are concerned he feels that any project implementation in government Sector have been finalized after several survey, dialogue and assessment of long-term survival. Community leader and politician should not create any hurdle detrimental to the project implementation and site selection. His argument again

shows his awareness of practical situation and, prevalent political interferences in the country. He argues that national, multinational business & non-business forums are discussing for, role and partnership for development. Unless differences in terms of economies are narrowed down equal treatment cannot be expected in international platform. The role that was played by public sector Corporation in India, after liberalization and rapid globalization, the said role shifted to private sector. Now according to him, some mechanization is required to monitor different aspects of the private sectors effort in community & social responsibility, Government has to play role here. What needed are, its enforcement and market reward policies. His suggestions are from his extensive work in corporate policy decision process. His awareness on issues are important to note.

He points out that creating a sustainable future will involve making conscious choices about business strategies, and a sustainable future is one in which a company's social and ecological consequence will be of critical importance in the boardroom. In order to have company executives to succeed in their CSR ventures, they must understand how the interaction of business and society is evolving, and must shape these changes in ways that deliver business value that is viable for the corporation and for society. The forgoing enlightened discussions on the different issues easily testify the level of high awareness of concerned manager.

#### **Case-IV (Private sector Manager in South Assam)**

The manager concerned is working in a public sector corporation; his age is 40 years and hierarchical position at upper middle level. He has 17-year experience ranging from mining & exploration to production industry. He has handled medium sized projects independently. The incumbent hails from out side Assam and completed his education from metro city, his professional education and management training was also from a metro city. The manager is young and smart HR professional. He has extended all possible cooperation to the researcher.

He has very frankly told, in comparison to his past employer the present corporation is very young in age and production and mining sites are located in extremely backward areas. As the corporation, is developing various infrastructure like road, water supply, electricity, etc this will have sustainable development effects in the areas as well. After initial discussion on CSR, he told that though the corporation is yet to have CSR written policies but subscribe to corporate responsibility and has taken initiatives towards social contribution. It is seen that the young manager is aware about sustainable development need but yet to be successful in contributing policies to CSR.

In the environmental responsibility issues he is of the opinion that every production process has its own hazards, which cannot be eliminated, but can be minimized. As the civil society awareness towards these issues is increasing, there is no company that can afford to face public criticism and fall prey to share markets. He told 'as a HR professional we always try to gain positive perception of our employee, customer and shareholders towards the corporation. We also try to understand communities to create social capital. The point discussed so far illustrate that the respondent have enough awareness of business case for CSR.

When safety, health and recruitment issues are discussed, the manager replied, as private sector we have always adopted extra safety measures to avoid public menace and media criticisms. Apart from this, our recruitment policy emphasizes selection of human resources from local and regional area as far as possible. However in technical front we don't compromise quality. We are planning to adopt best social security available through third party, but in due course of establishment of our business we may switch over government-adopted policies if such policies found beneficial. He has cited that his corporation has already started a night school where school dropouts are attracted for formal education and skills training in the areas of handicraft are provided, so that they can earn a better livelihood in future. The company is planned to install alternative source of energy generation for its plants, from local waste and raw materials. In the health and welfare issues, he told that at

present company has collaboration with both government and private sector health institute from where regular employee can get treatment as and when necessary. He is of opinion that good health is always companies concern as healthy worker are assets of a corporation. In spite of young age the manager has wide exposure in relevant issues of CSR practices.

In the study it has seen that the managers are more or less aware about issues in the broad corporate social responsibility area. Both the public and private sector corporations' manager's have almost equal level of awareness. Similarly, sizes of corporation don't have any bearing on the level of awareness amongst managers. Nowadays CSR has become a subject of importance, while companies assess their strategic plans, issues, which earlier were academic discourse, now have become concern in corporate world. Many of the leading corporations are already integrating socially responsible solutions into their business models. Companies are finding that "Corporate value and social virtue not only are mutually exclusive but can be mutually reinforcing".

The present study suggests that managers are close to the companies CSR efforts and are actively involved in community involvement programmes. The study reveals that company's CSR activity helps employee to create positive images educating external stakeholders and sometimes even internal stakeholder to raise their self esteem. Since employee knows their local community needs best. Involving employees cross sections can greatly assists managers for planning well for fulfilling community needs that might otherwise be difficult to identify. The research suggests that for successful CSR practices, policies must satisfy the needs of employees. The CSR will effectively benefit when employees are enactor, community needs are understood and company acting as enabler. The higher level of awareness amongst manager is indicative of company's scope for positive contribution to social sector in coming days.