A STUDY ON THE PERCEPTION OF EMPLOYEES ABOUT CORPORATE SOCIAL RESPONSIBILITY IN ASHOK LEYLAND, CHENNAI

By

ABENAYA S

Roll No.: 0702MBA2681

Reg. No.: 68107202089

A PROJECT REPORT

Submitted to the

FACULTY OF MANAGEMENT SCIENCES

in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

CENTRE FOR DISTANCE EDUCATION

ANNA UNIVERSITY CHENNAI

CHENNAI 600 025

July, 2009

BONAFIDE CERTIFICATE

Certified that the Project report titled ____**A Study on the perception of employees about**

Corporate Social Responsibility in Ashok Leyland, Chennai____ is the

bonafide work of **Ms. S. ABENAYA** who carried out the work under my supervision. Certified

further that to the best of my knowledge the work reported herein does not form part of any other

project report or dissertation on the basis of which a degree or award was conferred on an earlier
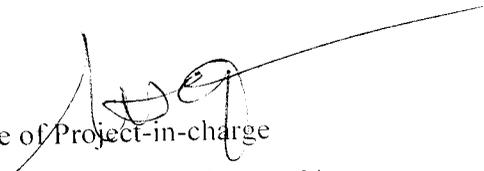
occasion on this or any other candidate.

Signature of Student

Signature of Guide

Name: ABENAYA S

Roll No.: 0702MBA2681

Reg. No.: 68107202089

Coimbatore-641 006, Tamilnadu.
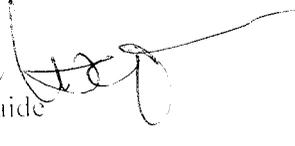
Name: Prof. Dr. S.V. DEVANATHAN

Designation: Director, KCT Business School

Address: Kumaraguru College of Technology,

Coimbatore-641 006, Tamilnadu

Signature of Project-in-charge

Name: Dr. S. V. DEVANATHAN

Designation: Director, KCT Business School

DIRECTOR

KCT BUSINESS SCHOOL

Certificate of Viva-voce-Examination

This is to certify that ~~Thiru~~/Ms./~~Tmt.~~ …ABENAYA S….

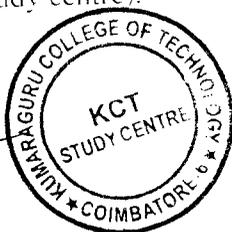(Roll No. …0702MBA2681… ; Register No. 68107202089) has been subjected

to Viva-voce-Examination on …12.09.2009. (Date) at ….1:00.PM. (Time) at the

KUMARAGURU COLLEGE OF TECHNOLOGY,

Study centre………

COIMBATORE – 641006, TAMILNADU

……… (Name and Address of the Study centre).

Internal Examiner
Name: Prof.Dr. S.V. DEVANATHAN
Designation:Director, KCT Business School
Address: Kumaraguru College of Technology.
Coimbatore-641 006, Tamilnadu.

External Examiner
Name: Dr. K. RAMAMOORTHY
Designation: PROF. & HEAD, DEPT OF M
Address: COIMBATORE INSTITUTE OF
MGMT. & TECH , COIMBATORE - 5

Coordinator, Study centre
Name: Dr.S.SADASIVAM
Designation: Dean (Academic)
Address: Kumaraguru College of Technology.

CO-ORDINATOR.
KCT STUDY CENTRE.
CDE ANNA UNIVERSITY CHENNAI
KUMARAGURU COLLEGE OF TECHNOLOGY,
COIMBATORE 641 006.

ABSTRACT

Corporate social responsibility (CSR), is a form of corporate self-regulation integrated into a business model. Ideally, CSR policy would function as a built-in, self-regulating mechanism whereby business would monitor and ensure their adherence to law, ethical standards, and international norms. Business would embrace responsibility for the impact of their activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere. Furthermore, business would proactively promote the public interest by encouraging community growth and development. Essentially, CSR is the deliberate inclusion of public interest into corporate decision-making.

This project titled as "A STUDY ON THE PERCEPTION OF EMPLOYEES ABOUT CORPORATE SOCIAL RESPONSIBILITY IN ASHOK LEYLAND, CHENNAI" was done to examine the perception of employees about CSR and CSR activities carried out currently by the Organization. Good amount of emphasis has been laid on collecting suggestions that could be implemented in order to expand the CSR activities. The research a descriptive research where the participants are the employees of the company.. It is done using CONVENIENT SAMPLING. The study has obtained views from the employees and the findings provide points to help the managers understand where the Organization stands in creating awareness about CSR within and outside the Organization and how far employees are contributing towards the same.

Suitable recommendations are made for the betterment and the areas of improvement are specified, which in turn can be used by the organization to identify any areas of improvement and result in individual as well as organizational development.

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved Director, Centre for Distance Education, Anna University-Chennai, **Dr. S.SADASIVAM**, Dean (Academic) and

Dr. S.V. DEVANATHAN Professor and Director of Kumaraguru College of Technology, Coimbatore and Coordinator, KCT Study Centre, Coimbatore.

Great honor and indebt gratitude to the Counselor **Mr. A. SENTHIL KUMAR**, Faculty-Finance, KCT Business School, Kumaraguru College of Technology, Coimbatore and Counselor-MBA Programme, KCT Study Centre, Coimbatore and my inspiring guide **Dr. S.V. Devanathan** Director, MBA, who have taken great interest in helping me on and often in the successful pursuit of my project. I am very much fortunate to get such a good guide, who encouraged me constantly with good counsel and helped me to complete the project successfully on time.

I express my heartfelt gratitude to **Mrs. Usha Soman**, Deputy General Manager, Management Development, **Ashok Leyland, Chennai,** for giving me an opportunity to do the project in their esteemed organization and encouraging me with her expert counseling and guidance for successful completion of my research study.

I also extend my heartfelt gratitude to all the employees of **Ashok Leyland, Chennai,** for furnishing the information needed and being very accommodative in all aspects.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

CSR	-	Corporate Social Responsibility
GETs	-	Graduate Engineer Trainees

CHAPTER 1 – INTRODUCTION

1.1 BACK GROUND OF THE STUDY

1.1.1 Company Profile – The Origin of Ashok Leyland

The origin of Ashok Leyland can be traced to the urge for self-reliance, felt by independent India. Pandit Jawaharlal Nehru. India's first Prime Minister persuaded Mr. Raghunandan Saran. an industrialist. to enter automotive manufacture. In 1948. Ashok Motors was set up in what was then Madras. for the assembly of Austin Cars. The Company's destiny and name changed soon with equity participation by British Leyland and Ashok Leyland commenced manufacture of commercial vehicles in 1955.

Since then Ashok Leyland has been a major presence in India's commercial vehicle industry with a tradition of technological leadership. achieved through tie-ups with international technology leaders and through vigorous in-house R&D. Be it full air brakes. power steering or rear engine buses. Ashok Leyland pioneered all these concepts. Responding to the operating conditions and practices in the country. the Company made its vehicles strong. over-engineering them with extra metallic muscles.

"Designing durable products that make economic sense to the consumer. using appropriate technology". became the design philosophy of the Company. which in turn has molded consumer attitudes and the brand personality.

Ashok Leyland vehicles have built a reputation for reliability and ruggedness. The 5. 00. 000 vehicles. which the company has put on the roads. have considerably eased the additional pressure placed on road transportation. In the populous Indian metros. four out of ____ (CTU) buses come from Ashok Leyland. Some of

them like the double-decker and vestibule buses are unique models from Ashok Leyland, tailor-made for high-density routes. In 1987. the overseas holding by Land Rover Leyland International Holdings Limited (LRLIH) was taken over by a joint venture between the Hinduja Group. the Non-Resident Indian transnational group and IVECO.

The blueprint prepared for the future reflected the global ambitions of the company, captured in four words: Global Standards. Global Markets. Ashok Leyland embarked on a major product and process up gradation to match world-class standards of technology. The more comprehensive ISO 9001 certification came in 1994. QS 9000 in 1998 and ISO 14001 certification for all vehicle manufacturing units in 2002. It has also become the first Indian auto company to receive the latest ISO/TS 16949 Corporate Certification (in July 2006) which is specific to the auto industry.

1.1.2 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers. employees. shareholders. communities and the environment in all aspects of their operations. This obligation is seem to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

1.1.3 CSR at Ashok Leyland

Ashok Leyland defines CSR as: "Our commitment to improving the quality of life of our employees, their families. the driver and the local communities around our units. and the society."

Ashok Leyland has always been socially responsible. The massive HIV/AIDS awareness campaign covering all its employees. the driver community and the immediate

immediate community around its units; the green initiatives; its revenue-neutral driver training school in Namakkal (Tamil Nadu) and Burari (near New Delhi) to train drivers "on and off the road"; all its measures at driver welfare; its initiative at setting up and hand-holding women self-help groups around its units to sustain themselves economically; its road safety drive on highways around its units; its emphasis on green supply chain management; and its research efforts at conserving resources are some of the initiatives that are on-going.

With CSR as an integral part of Ashok Leyland's activities, all their social initiatives are structured and focused to enhance their commitment to their employees and the stake-holders. With the guiding principle that all CSR initiatives in Ashok Leyland are aimed at impacting positively, making a difference and sustaining them, all their efforts focus on livelihood enhancement, health, education and environment. Ashok Leyland encourages employee involvement, engaging the families of the employees, and involving local, experienced and credible resources in CSR activities.

1.1.3.1 Fun Bus

Fun Bus is a gift from Ashok Leyland exclusively for free uses round the year by children of orphanages. Corporation Primary schools and physically/mentally challenged children in Chennai. The seating layout reckons the requirements of physically challenged children. The bus is equipped with a hydraulic lift for the convenience of wheelchair-bound children.

1.1.3.2 Community Development

A Community Development Scheme managed by representatives from the Management and the Union with contribution made by both, caters to the needs of the neighboring communities. Contributions include construction of buildings for government/private educational institutions, providing bore wells, bus shelters, streetlights and TV sets. Every year, buses are donated to various schools, mostly catering to economically backward students. Desks and benches are also provided. The

neighbourhoods. Employees participate in large numbers at periodic blood donation camps. The inmates of 'Missionaries of Charity' near the Ennore Unit are provided with free food every day. Times of crisis have seen the employees and the management contribute generously and spontaneously. The Company contributed one crore rupees in aid of relief operations for the Tsunami victims. In addition, employees contributed another Rs. 15 lakhs separately. Substantial relief material was distributed in the worst affected districts of Tamilnadu through NGOs. The Company is also working with the Confederation of Indian Industry (CII) for long-term solutions like fishing equipment and community centers to the fishermen communities.

1.1.3.3 The Self Help Groups (SHG) organized by the wives of the employees at Hosur I&II Units

Ashley SHG- the first group to start a business venture saw an opportunity in their locational advantage near the Hosur railway station to start a ticket booking service. Suraksha SHG slowly grew into becoming one of the most wanted caterers. The 13 women who run the Ashok Malar crèche in the Kumedhapalli locality of Hosur are a very close –knit lot. The Sishya SHG is involved in buying grocery items in wholesale and supplying to the neighborhood, making pickles and sweets.

1.2 PROBLEM IDENTIFIED FOR THE STUDY

This study is intended to study the perception of employees about CSR and CSR activities carried out currently and arrive at suggestions for improvements to promote and practice CSR, at "Ashok Leyland".

- This project is titled as "A STUDY ON THE PERCEPTION OF EMPLOYEES ABOUT CSR IN ASHOK LEYLAND, CHENNAI".
- The main objective of the study is to find out the perception of employees about CSR and CSR activities existing in the company
- The research is related to descriptive research. The participants are the workers and employees of the company.
- Sampling area is ASHOK LEYLAND, CHENNAI.

➤ It is done using CONVENIENT SAMPLING and the primary data is collected through questionnaires.

1.3 NEED FOR THE STUDY

CSR is an emerging concept. Most of the organizations are involved in CSR activities nowadays. Employees are a company's most important asset. Hence if employees give their opinion about CSR and help to promote CSR activities, they will have a sense of belonging to the organization, which will even serve as one of the ways to reduce the attrition levels in the organization. This will help the organization to get new ideas and suggestions and will enhance the reputation of the organization and make the organization more competitive.

CSR practices can open doors to new market opportunities and bring a number of benefits together with greater opportunities to do business with other firms. The companies should have an interaction between the government agencies despite the developments in globalisation.

The reasons for many companies unlike Ashok Leyland, becoming interested in social responsibility are diverse. Risk protection, market positioning, recruitment, political-social relationships--each displaying an inverse relationship between immediate economic impact and degree of commitment. For example, many companies may only engage in short-term socially responsible practice to guard against risks, reaping the short-term economic benefits, say, in an environmentally-pressured project.

1.4 OBJECTIVE OF THE PROJECT

Primary objective:

This study is primarily aimed at studying the perception of employees about Corporate Social Responsibility and its related activities at Ashok Leyland

Secondary objectives:

- To find the Awareness of the Employees Regarding the CSR Activities Carried Out In Ashok Leyland.
    - ✓ This objective influences the primary objective to a good extent because only when people know or are aware about what CSR is, can their perception be studied
- To identify The Awareness Created by the Volunteers (Within the Organization) Amongst the Other Employees about CSR.
    - ✓ Level to which the volunteers are effective has a direct effect on employees' perception and awareness about CSR as they are the primary source for promotion of CSR
- To Analyze The Extent Of Involvement Of Employees in CSR Activities Both Within As Well As Outside The Organization.
    - ✓ Involvement of employees should be studied in order to decide whether or not to introduce or initiate new activities and to uncover the gray areas where improvement is required in the existing activities
- To Study The Suggestions By The Employees To Promote CSR Awareness.
    - ✓ The sector of people who are very good at suggesting new ideas and changes to the existing activities should be analyzed in order to provide more practically possible suggestions and improvements.

SCOPE OF THE PROJECT

The Scope of the study is to find out the perception of the employees (at the executive level) from grades 21-26 about Corporate Social Responsibility and its related activities at Ashok Leyland. By analyzing the various perceptions of the participants, the organization will be able to find out the level of awareness of the employees on CSR and their interest and involvement in contributing towards CSR activities.

With the conclusions resulting out of this study, the top level management in the organization can be aware if they have to improve their communication on spreading CSR and its values, to their employees and by doing so, more employees will be motivated and will come forward to contribute towards CSR. When more employees involve themselves in CSR activities, the public will get an opinion that Leyland employees are more approachable which will boost the image of the organization.

1.5 DELIVERABLES

This study helps the employees to share their views and the management can get a clear view on the perception and awareness level of the employees. Suitable recommendations are made for the betterment which in turn can be used by the organization to identify any areas of improvement and in turn result in individual as well as organizational development.

CHAPTER 2 – LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

2.1.1. Development and analysis

The term CSR itself came in to common use in the early 1970s although it was seldom abbreviated. The increased awareness of CSR has come about as a result of the United Nations Millennium Development Goals. in which a major goal is the increased contribution of assistance from large organizations. especially Multi-National Corporations. to help alleviate poverty and hunger. and for businesses to be more aware of their impact on society. There is a lot of potential for CSR to help with development in poor countries. especially community-based initiatives. In the UK. the term "Corporate Responsibility" is increasingly used instead of CSR. as a conscious move to expand the boundaries away from purely social or community issues to include broader areas of governance and environmental sustainability.

2.1.2. Corporate Social Responsibility - Definitions

There is no universally accepted definition of CSR. Selected definitions by CSR organizations and actors include:

- "Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" World Business Council for Sustainable Development "

- "CSR is about how companies manage the business processes to
  ... " Mallen Baker

- "Corporate social responsibility is undertaking the role of "corporate citizenship" and ensuring the business values and behavior is aligned to balance between improving and developing the wealth of the business, with the intention to improve society, people and the planet" CSR Asia

- "Corporate Responsibility is about ensuring that organizations manage their businesses to make a positive impact on society and the environment whilst maximizing value for their shareholders." Milton Friedman.

Today, there are many references to corporate social responsibility (CSR), sometimes referred to as corporate citizenship. While there is no agreed-upon definition, the World Business Council for Sustainable Development defines CSR as

- "The business commitment and contribution to the quality of life of employees, their families and the local community and society overall to support sustainable economic development."

2.1.3 HR's Leadership Role:

With company reputation, viability and sometimes survival at stake, one of the critical roles of HR leadership today is to spearhead the development and strategic implementation of CSR throughout the organization and promote sound corporate citizenship. Attracting and retaining competent people is one of the primary business reasons for CSR. While strategically including CSR in the organization can begin from different points (e.g., product safety, the board of directors, business development), it makes good business sense for HR to head the process and partner with strategic leaders in the firm because human capital is arguably the number one intangible value driver.

According to the *SHRM® 2004-2005 Workplace Forecast*, key HR trends are
1) Demonstrating HR's return on investment;
2) HR's role in promoting corporate ethics; and
3) Building people management and human capital components into key business transactions.

As this report documents, some actions that HR leaders are taking now are:

- 40% are changing company policies as a response to environmental issues.
- 36% are changing company policy as a response to grassroots pressure to change specific business practices.
- 32% are increasing involvement in social programs.

2.1.4 The Status of CSR in the Organization

HR leaders can influence three primary standards of CSR—ethics, employment practices and community involvement—that relate either directly or indirectly to employees, customers and the local community. By considering these three CSR standards, HR leaders can then identify the CSR stage of their organization before making decisions to develop and implement CSR initiatives.

Prior to launching and/or evaluating CSR initiatives in the organization, consideration of principles, implementation and employer brand will assist HR leaders in determining how and/or why to include CSR initiatives in their company.

First, questions of principle provide the broad view of CSR—moving from philanthropy and donations to contributing solutions to help solve the large issues such as poverty. Second, questions of implementation addresses practical issues such as incorporating CSR into the performance appraisal process and the softer issues of creating an organizational culture that supports CSR initiatives. And third, questions regarding employer brand provide an opportunity for HR leaders to look closely at how their current policies and programs can more positively affect recruitment, retention and talent management.

2.1.5 HR's CSR Checklist:

Taking the long-range view, HR leaders can use a checklist to track the HR scorecard on CSR as initiatives are developed and implemented over time. As

appropriate, changes in direction can be made to correspond with the organization's overall strategy.

- Create a strong organizational culture around core company values.
- Scan the environment to identify potential threats (e.g.. competition for talent within the organization's industry sector).
- Build personal and professional capability of the workforce (e.g.. expand intellectual capital within the organization and in collaboration with other organizations).
- Include ethical concerns in staff performance measures.
- Support participative decision-making.
- Ensure highest standards in workplace health and safety.
- Encourage active engagement in community activities.

2.1.6 HR and Community Relations

One of the most visible CSR initiatives is community relations. Strong community relations can have a positive impact on company reputation and brand. Through community programs that highlight the company doing good work. HR can link critical issues—decreasing turnover. savings on cost per hire and attracting talented individuals—to CSR and the bottom line. There are many other possibilities that HR leaders could explore to match both company and community needs (e.g.. cultural facilities for the community. recreational facilities for employees and their families. an educational project to help prepare tomorrow's workforce).

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 TYPE OF PROJECT

This study is DESCRIPTIVE in nature. The study on "Perception of Employees about CSR", and attempts to capture the areas of improvement if any so as to increase and fine tune the benefits of implementing the CSR activities.

3.2 TARGET RESPONDENTS

The target respondents are the employees of the organization. Questionnaire has been designed and the responses from the employees are obtained and analyzed.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

- This study is limited to CSR Activities carried out at Ashok Leyland and the findings will not be applicable to any other industry or organization.
- The study may not reveal real facts, since it has been conducted with small sample size rather than an exhaustive survey.
- The respondents (samples) were chosen based upon their availability.
- The staff might not disclose all the details as they may be afraid of their superiors.
- Employees grades from 21-26 are chosen for the survey. The data obtained is qualitative and not quantitative, which is subjected to Human error.

3.4 SAMPLING METHODS

Since purposive selection of particular units will be involved, deliberate sampling may be used. Convenient sampling may be used for selecting the samples. A sampling size of 140 respondents will be taken for this research among all the categories of employees.

3.5 DATA PROCESSING

Primary data collected through Questionnaires will be used to carry out this research project. Secondary data collected through magazines, journals, service rules and regulation annual reports etc will be utilized for research to carry out the project report. These processed data would be analyzed using the tools mentioned below.

3.6 TOOLS FOR ANALYSIS

Processed data will be analyzed and interpreted using appropriate tools like Percentage Analysis and Chi Square test. SPSS is used for analyzing the data collected. The study uses percentage analysis and chi-square test to find out the effectiveness of implementing HRD Practices in Ashok Leyland, Chennai.

3.6.1 Percentage Analysis

Percentage refers to special kind of ratio; percentages are used for making comparison between two or more series of data. Percentages are used to describe relationships and are used to compare the relative terms which are distributed into two or more series of data.

Formula

$$\text{Percentage} = \frac{\text{Number of respondents for each response}}{\text{Total number of respondents}} * 100$$

3.6.2 Chi Square Test

Chi-Square test is one of the simplest and widely used non-parametric tests in statistical work. The quantity of chi-square describes the magnitude of discrepancy between theory and observations. It enables us to conclude whether more than two population proportions can be equal or not. If we classify a proportion into several categories with respect to two attributes, then they are independent of each other or not.

Formula

$$X^2 = \sum n \frac{(Oi-Ei)^2}{E^2}$$

With Degree of freedom= (n-1) or (r-1) (c-1)

"Oi" refers to the observed frequencies.

"Ei" refers to the expected frequencies.

3.6.2 Research Methodology at a glance:

Research design : Descriptive Research

Data Source : Primary data, Secondary data.

Research Instrument : Questionnaire.

Research Approach : Survey

Contact Method : Personal Interview.

Sampling Technique : Convenience sampling.

Statistical Tools : Chi-Square, Percentage Analysis.

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

4.1 PROPOSED ANALYSIS AND INTERPRETATION METHODOLOGIES

All that have been presented in this chapter are descriptive and analytical analysis. In this analysis, at the first step, there is condition of sample about their work experience, age, gender and also their opinion regarding the CSR Practices in the organization. Then frequency distribution of each option has been explained.

4.2 CALCULATIONS AND DIAGRAMMATIC REPRESENTATION

Analyzing the condition of Respondents sample

A) Frequency table and chart of Age of the respondents

TABLE 4.1: Distribution of Age of the Respondents at Ashok Leyland

Age (in yrs)	Respondents	Percentage
18-28	48	35%
29-39	50	36%
40-50	38	27%
51-61	2	1%
62 OVER	2	1%
Total	140	100

AGE OF RESPONDENTS
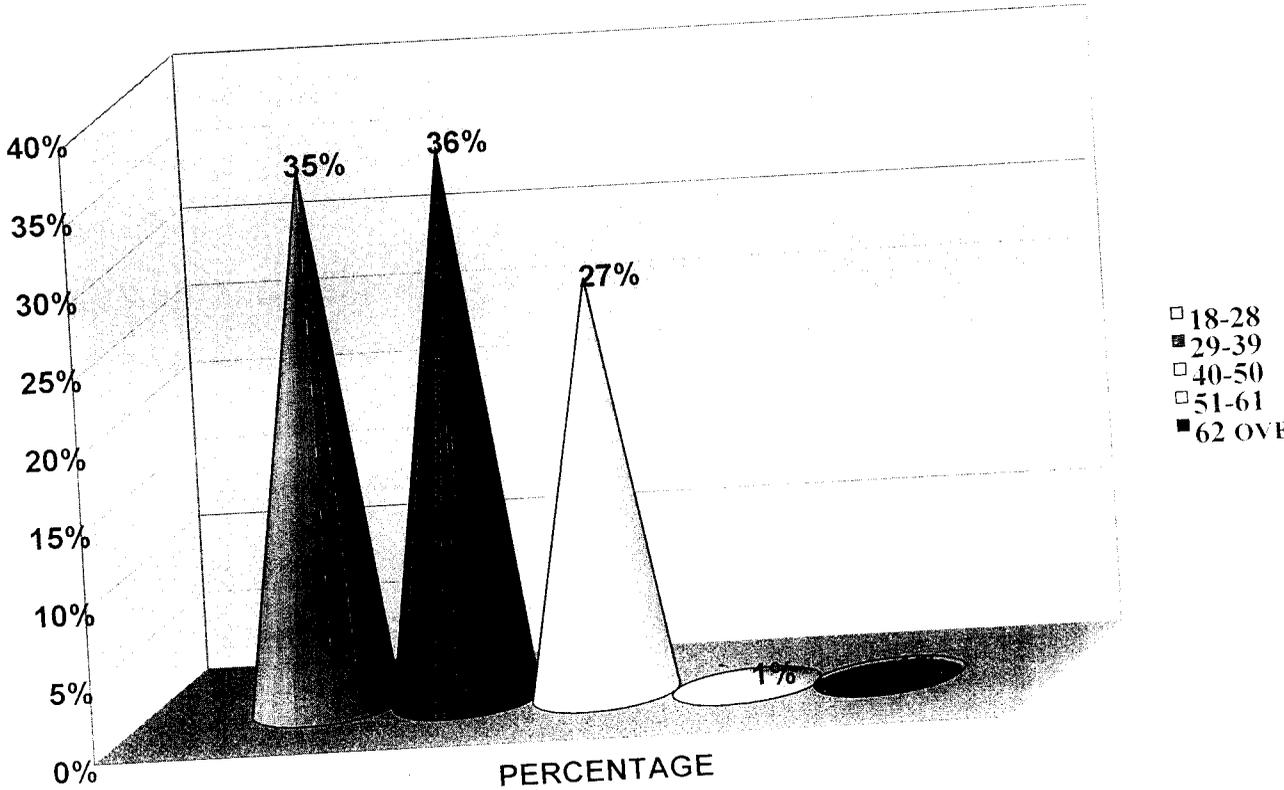
Figure 4.1: Cone chart of age status of the respondents

INFERENCE

More than one third of the respondents (i.e.. 36%) fall between the ages of 29-39. From this. it is inferred that employees falling in the age bands of 40-50. 51-61 and >62 are less interested in contributing time towards activities of CSR. Company has to focus on bringing interest in CSR for people in the age bands falling between 40 and 62

B) Frequency table and Pie chart of Gender of the respondents

Table 4.2: Distribution of Gender of the respondents

Gender	Respondents	Percentage
Male	104	74%
Female	36	26%
Total	140	100

26%

☐ MALE
▨ FEMALE

74%
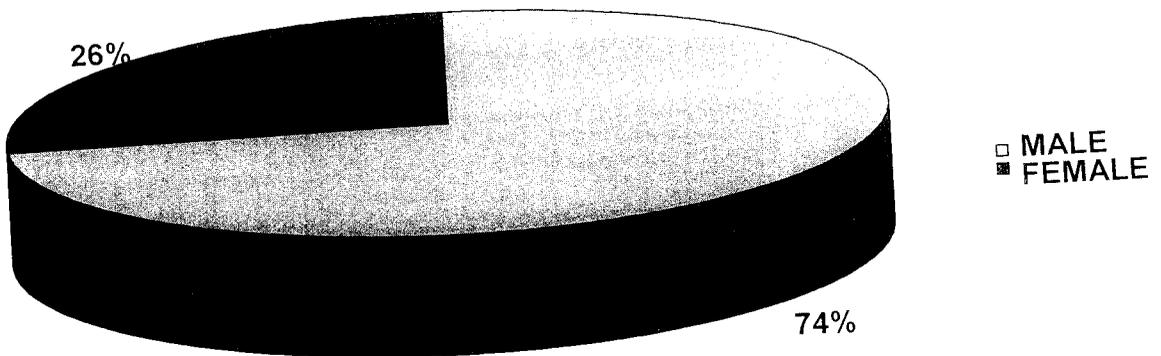
Figure 4.2: Pie chart of Gender of the respondents

INFERENCE:

Most of the respondents (i.e. 74%) at Corporate Office I&II are males. The main inference from the above analysis is that Male employees have better level of awareness and interest in CSR. They are better inclined and are more approachable who could play a key role in promoting more CSR activities in and out of the organization.

C) Frequency table and Pyramid chart of Designation of the respondents

Table 4.3: Distribution of Designation of the respondents

DESIGNATION	RESPONDENTS	PERCENTAGE
CG21-23	38	27%
CG24-24A	74	53%
CG25-26	28	20%
TOTAL	140	100
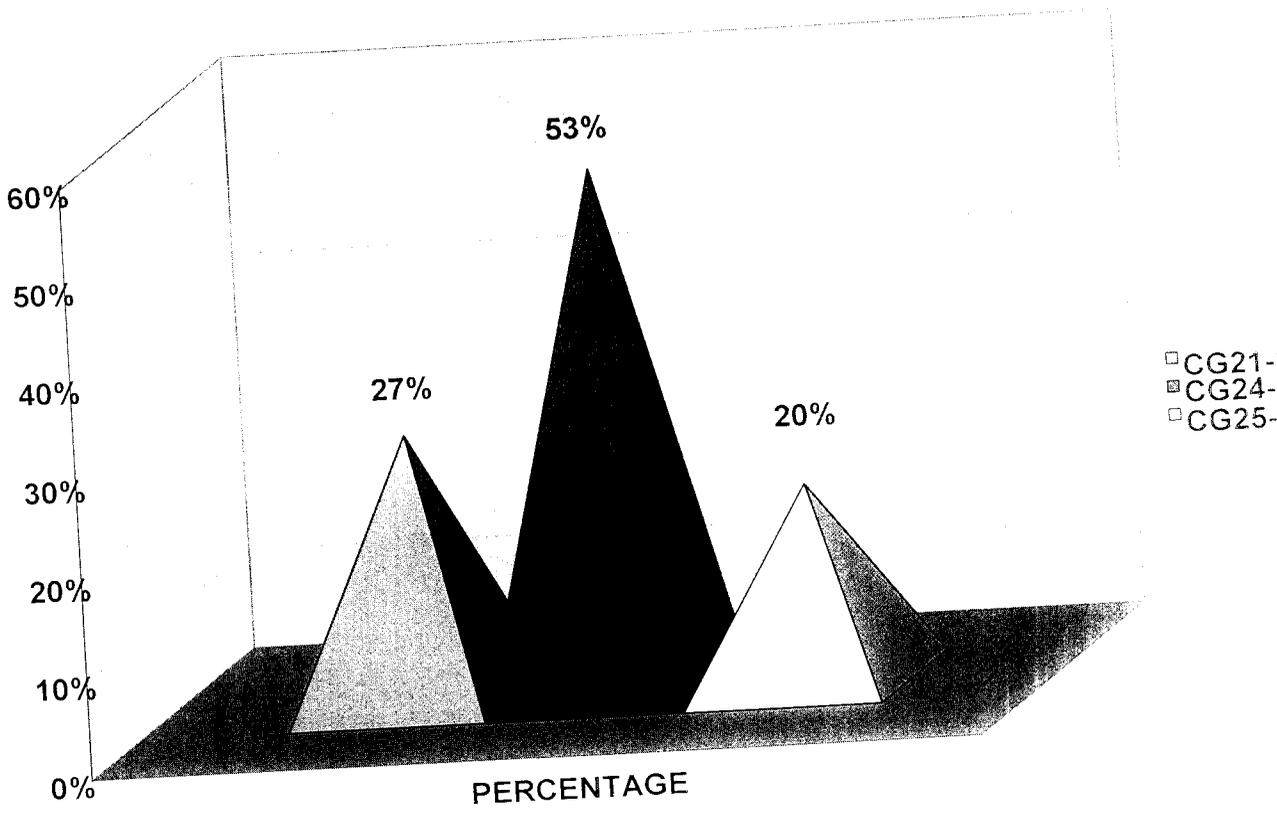
Figure 4.3: Pyramid chart of Designation of the respondents

NOTE: CG21-CLERK. CG22-EXECUTIVE. CG23-SENIOR EXECUTIVE. CG24-ASSISTANT MANAGER. CG24A-MANAGER. CG25-SENIORMANAGER. CG26-

INFERENCE:

More than half of the respondents (i. e. 53%). at Corporate I & II fall between grades CG24-24A, i.e., Assistant managers and Managers, from which it can be inferred that Middle level associates are sufficiently aware about CSR in Leyland and that there is a lack of communication about CSR and related activities to employees who fall under CG21-23 and CG-25-26. People in relatively small designations in the corporate office are the ones who can be used to spread CSR and its values across the organization

D) Frequency table and Column chart of Years of experience of the respondents

Table 4.4: Distribution of Years of Experience of the respondents

Yrs of Experience	Respondents	Percentage
GETS(Graduate Engineer Trainees)	8	6%
<2YRS	20	15%
2-5YRS	34	24%
5-10YRS	24	17%
10-20YRS	30	21%
>20YRS	24	17%
Total	140	100
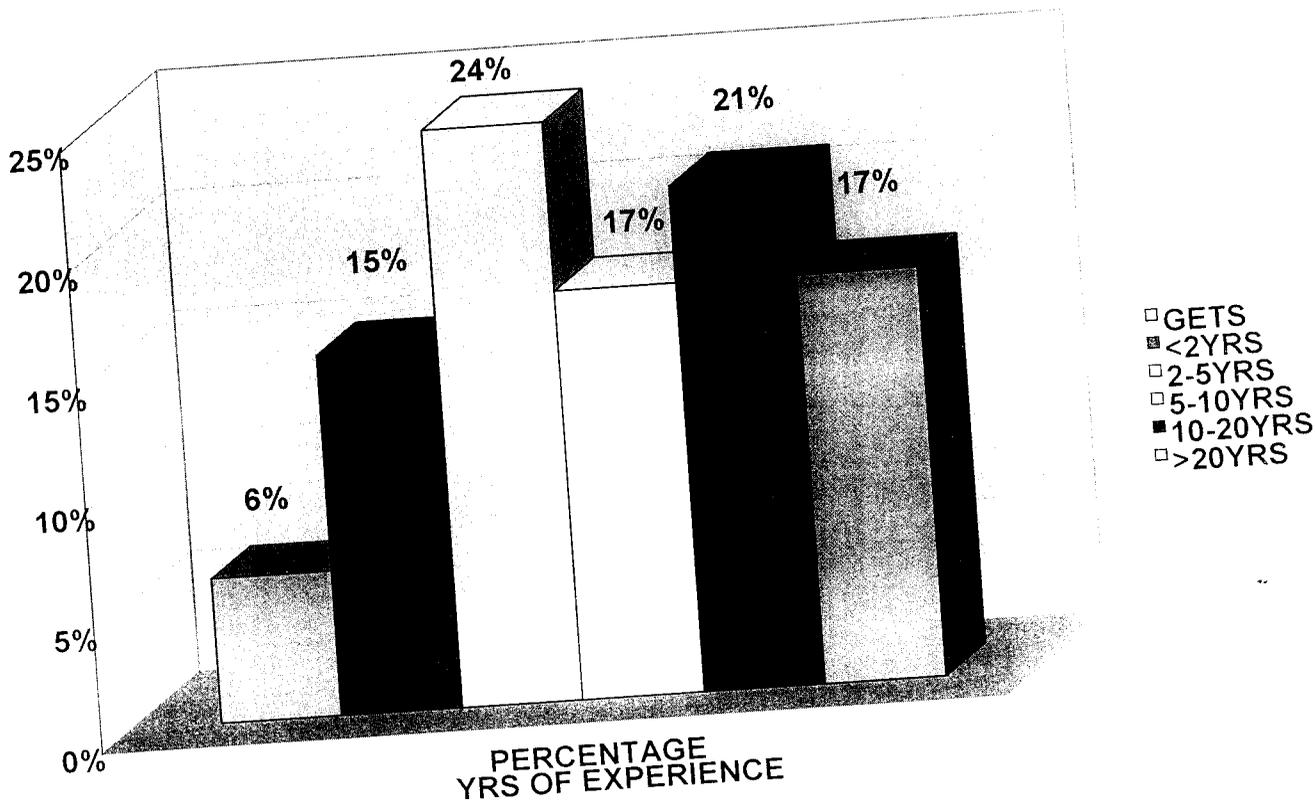
Figure 4.4: Column chart of Years of Experience of the respondents

INFERENCE:

24% of the respondents have work experience 5 years. So the years of work experience has a direct impact on the employee's exposure to CSR and its related activities in Leyland, especially. With the above data. it can be inferred that. there is a mix of both direct and indirect relationships between the Number of years of experience and the response level. The number of respondents up to the CG24-24A level sums up to 86 nos. These are the groups in which the Organization has to generate awareness and encourage people to involve themselves in CSR activities.

E) Frequency table and Cylinder chart of Awareness level of the respondents about CSR

Table 4.5: Distribution of Awareness level of respondents about CSR

Awareness on CSR in general	Respondents	Percentage
Well Known	20	15%
Known	42	34%
Partially Known	48	30%
Unknown	14	10%
Not heard at all	16	11%
Total	140	100
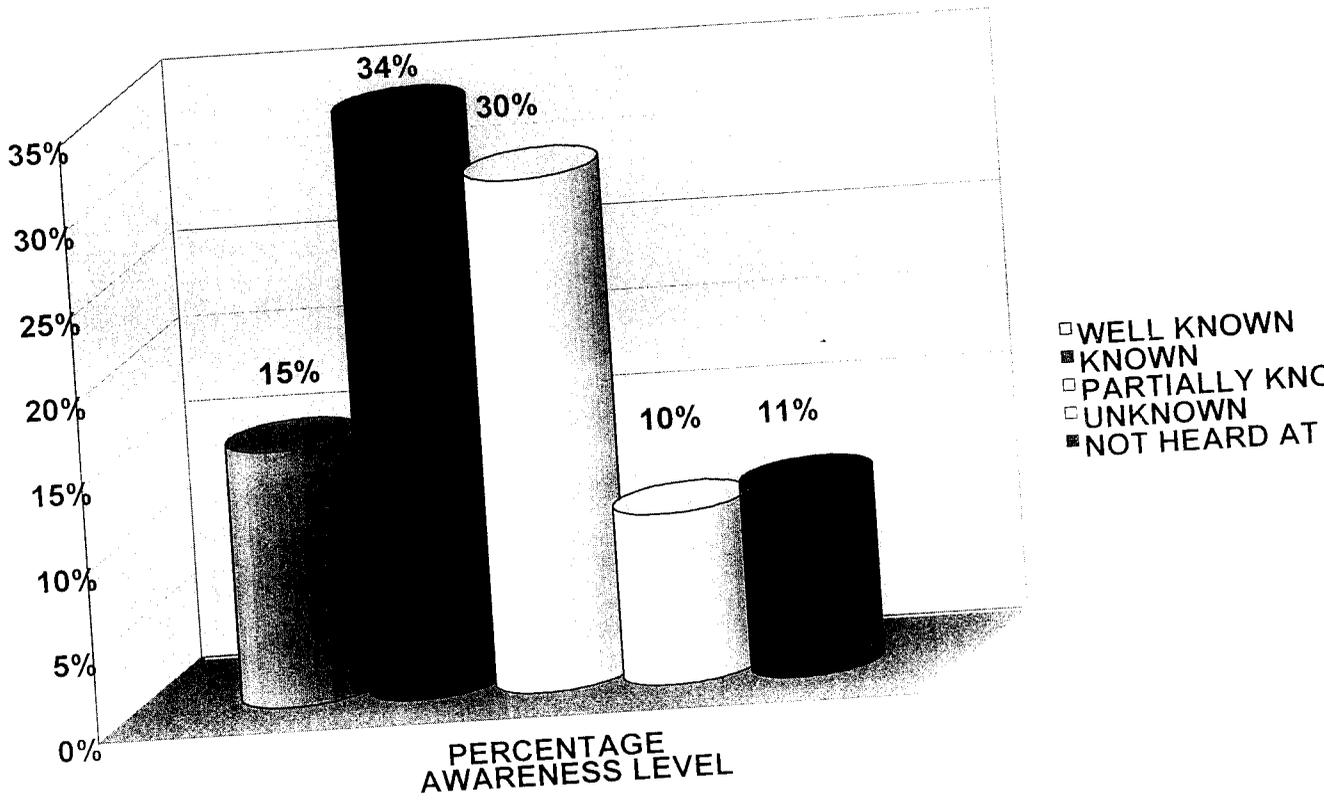
Figure 4.5: Cylinder chart of Awareness level of the respondents about CSR

INFERENCE

Nearly four fifth of the respondents know about CSR in general. Out of the total sample size of 140, only 42 employees know about CSR in general. which is not a very good sign for an Organization like Ashok Leyland. So, CSR stands as a gray area for many employees which needs to be weeded out to an appreciable level in order to exert better CSR towards the society

F) Frequency table and Bar chart of Perception of respondents on the need for CSR

Table 4.6: Distribution of Perception of respondents on the need for CSR

Internal benefit	Perception on the need for CSR.	Respondents	Percentage
Internal Benefit	To retain the employees in the organization	8	6%
Internal Benefit	To enhance the job satisfaction level of the employees	16	11%
Internal Benefit	To improve the quality of work life of the employees	22	16%
Organizational benefit.	To build image of the organization	28	20%
Organizational benefit.	To attract customers	10	7%
Benefit to community.	To provide benefit to the community	32	23%
Benefit to community.	To create an eco-friendly environment	24	17%
Total		140	100
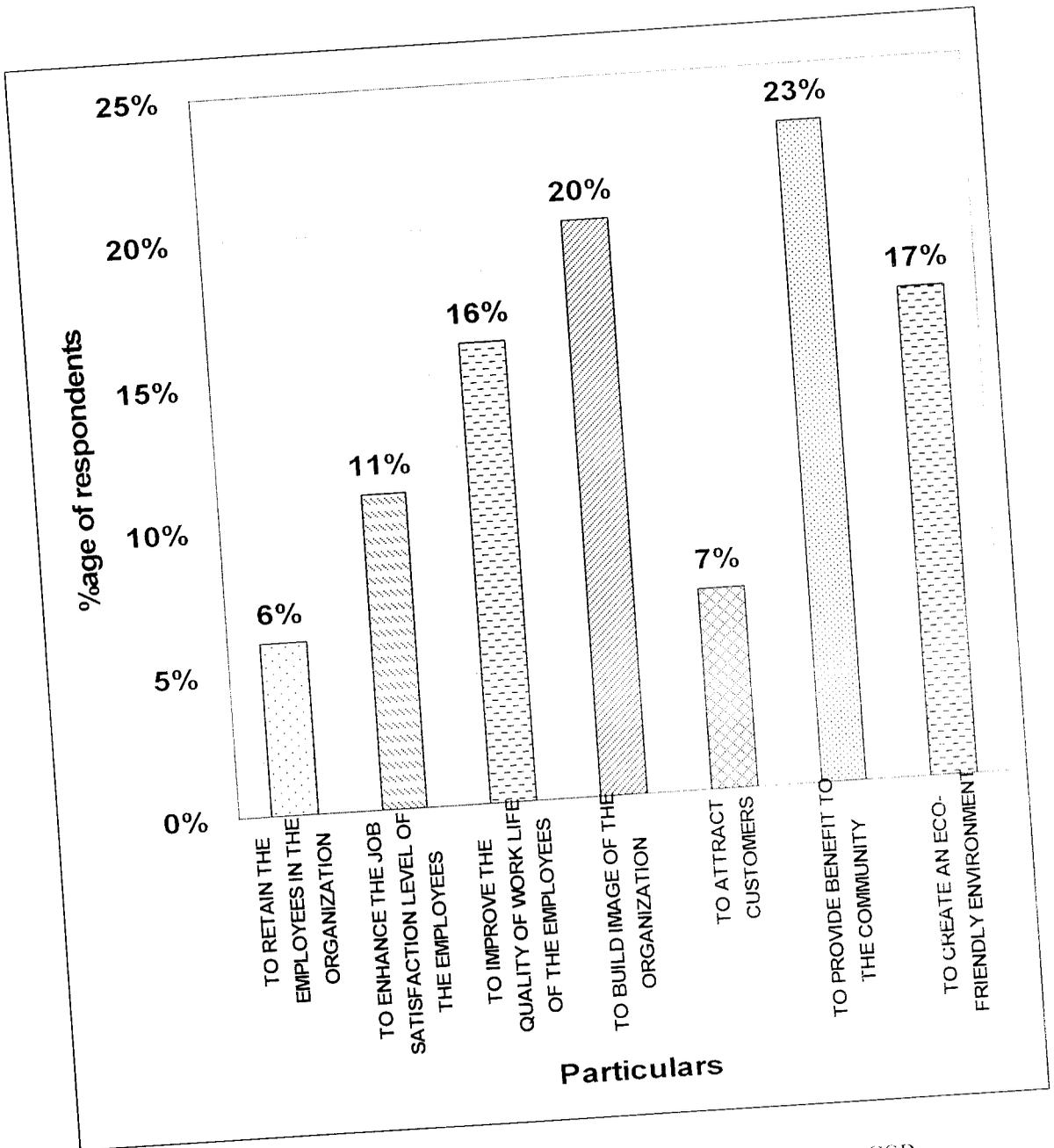
Figure 4.6: Bar chart of Perception of respondents about CSR

INFERENCE:

40%(23+17) of the respondents feel that CSR is needed to provide benefit to the community. 33%(6+11+16) feel that CSR is needed for internal benefits.27%(20+7) feel that CSR is needed to provide benefit to the organization .

According to the awareness level about CSR in the Organization, though the percentage of sample who are aware about CSR is low, there is good sign where majority of the respondents have a perception that Leyland's CSR activities are always aimed at Social and Society welfare and benefits.

G) Frequency table and Cone chart on Respondents' Opinion on what company should focus on in their CSR Initiatives on the need for CSR

Table 4.7: Distribution of what companies should focus on in the CSR Initiatives

Companies Focus On CSR Initiatives	Respondents	Percentage
Core Business	14	10%
Community	34	24%
Corporate Giving	26	19%
All Three	52	37%
Any Other	14	10%
Total	140	100
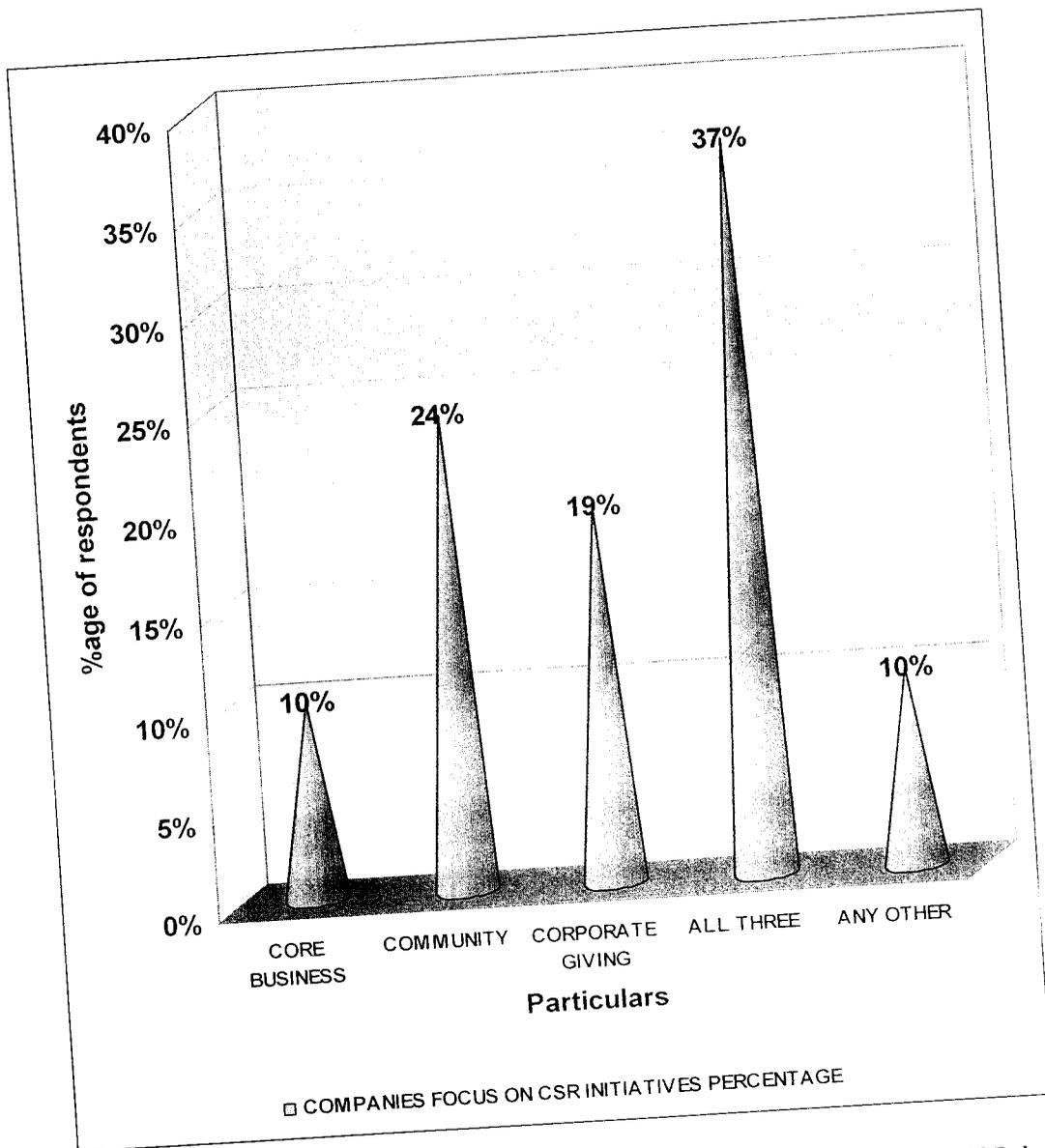
Figure 4.7: Cone chart of what companies should focus on in the CSR Initiatives

INFERENCE:

More than one third of the respondents (i.e. 37%) feel that companies should focus on core business, community and corporate giving in their CSR activities. As of now, Leyland's outstanding CSR activities are Green Mission, Fun Bus, Driving Training Centre, AIDS Awareness and Community services. Out of the above CSR initiatives and as an interpretation of the results in the above table, Ashok Leyland has already been _____ towards "COMMUNITY" and "CORPORATE GIVING" factors.

H) Frequency table and Column chart on usage of sources of information on CSR

Table 4.8: Distribution of usage of sources of information on CSR

Source Of Information On CSR At Ashok Leyland.	Respondents	Percentage
Annual Report	22	16%
Websites	16	11%
Newsletters	30	21%
Through Volunteers	18	13%
Through Colleagues	36	26%
Notice Board	10	7%
Media Reports	8	6%
Total	140	100
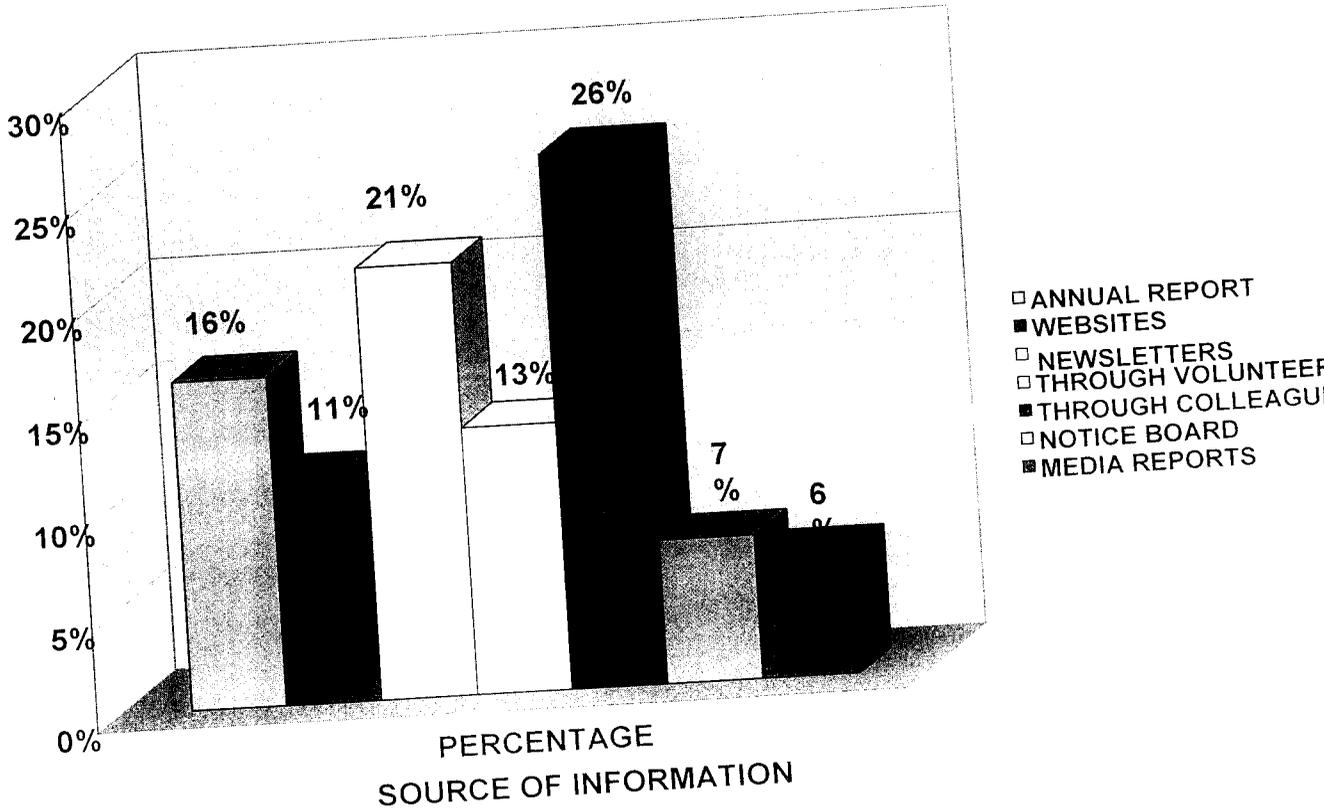
Figure 4.8: Column chart on usage level of sources of information of CSR

INFERENCE:

From the above data, it is inferred that, sources which are highly reliable like Annual Reports, Websites, Volunteers, Notice Board and Media Reports, are very less preferred form of communication about CSR, which should be eliminated. The employees should be educated on how Annual Reports and Media Reports can help them to know about CSR in Leyland in a far better way than through fellow colleagues. Because there are chances of miscommunication when the channel is human beings. Reason behind the previous statement is, there is more possibility that the fellow colleagues can also provide outdated information about CSR to people who are not really aware. In short, when it is through other form of communication than through fellow colleagues, the impact is highly assertive.

I) Frequency table and Column chart on effectiveness of the communication on CSR

Table 4.9: Distribution of effectiveness of communication on CSR

Responses	Respondents	Percentage
Fully Adequate	35	25%
Adequate	55	39%
Less than Necessary	30	21%
Poor	20	15%
Total	140	100
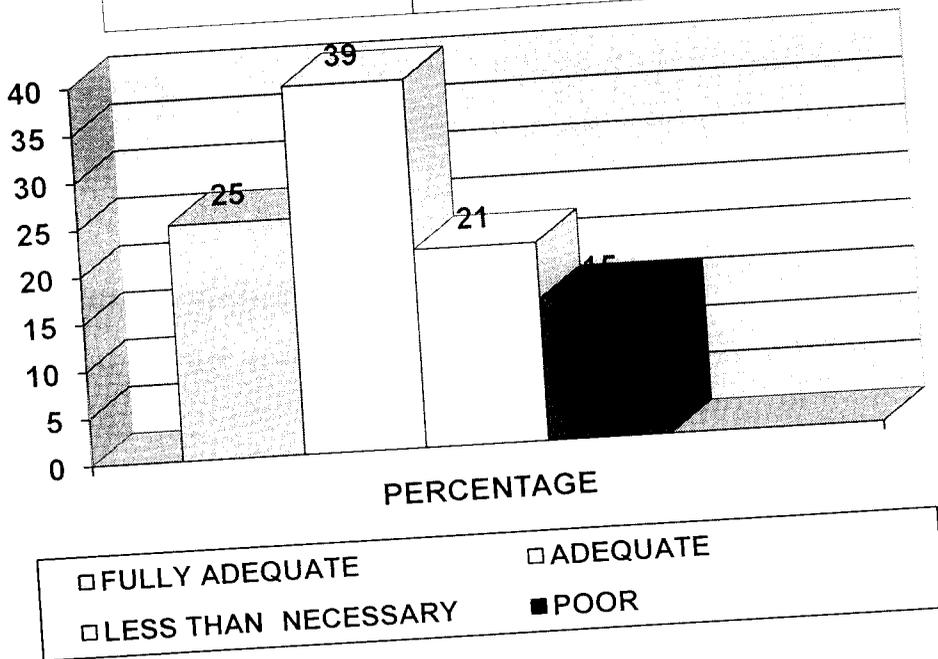
Figure 4.9: Column chart on effectiveness of the communication on CSR

INFERENCE:

From the above data. it is clear that about 36% of the respondents feel that the communication on CSR given by the Organization is ineffective. This result is influenced by the communication channel that Ashok Leyland has adopted to spread CSR and its values to its employees. If the channel used for conveyance is effective. the awareness level expected out of the communication will also be high.

J) Frequency table and Bar chart on level to which communication on CSR is effective to the respondents

Table 4.10: Distribution of level to which communication on CSR is effective to the respondents

Outcome of effective communication.	Respondents	Percentage
It has induced me to participate in CSR activities.	32	23%
I have suggested CSR activities for the organization	42	30%
It has enhanced my awareness on CSR	42	30%
Any Other	24	17%
Total	140	100

INFERENCE:

Only 24% of the respondents are involved in CSR activities. 60% of the employees have suggested and enhanced their self awareness on CSR. This population should be driven to take part as well in the CSR activities. so that the Organization as a whole can contribute more for CSR
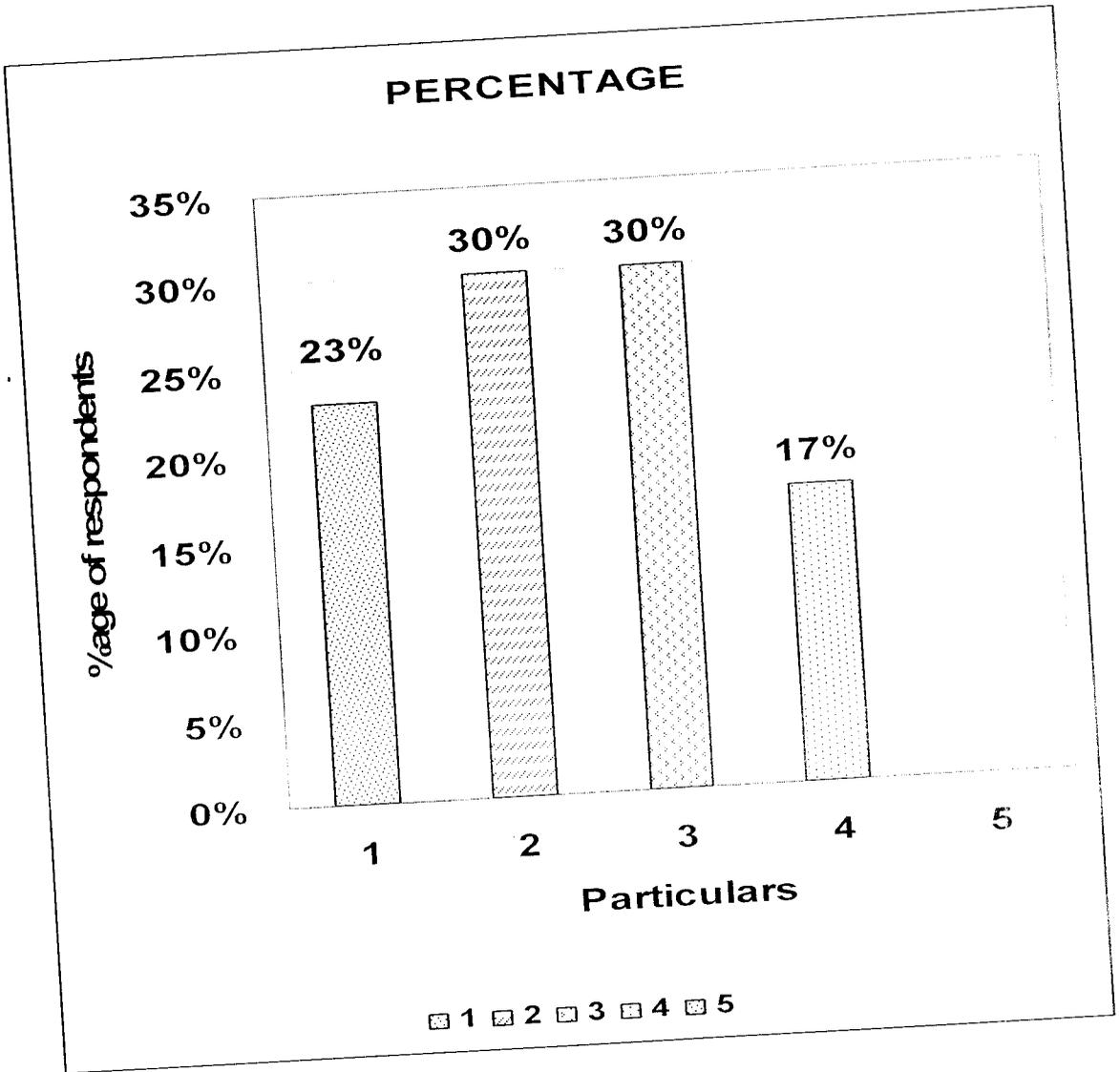
Figure: 4.10: Bar chart on level to which communication on CSR is effective to the respondents

K) Frequency table and Bar chart on factors that create awareness on CSR

Table 4.11: Distribution of factors that create awareness on CSR

Factors which can create an awareness on CSR	respondents	percentage
Through official channels	40	29%
Participation of employees in CSR related discussions	34	24%
Through guest lectures	30	21%
Through volunteers	30	21%
Any other	6	5%
Total	140	100
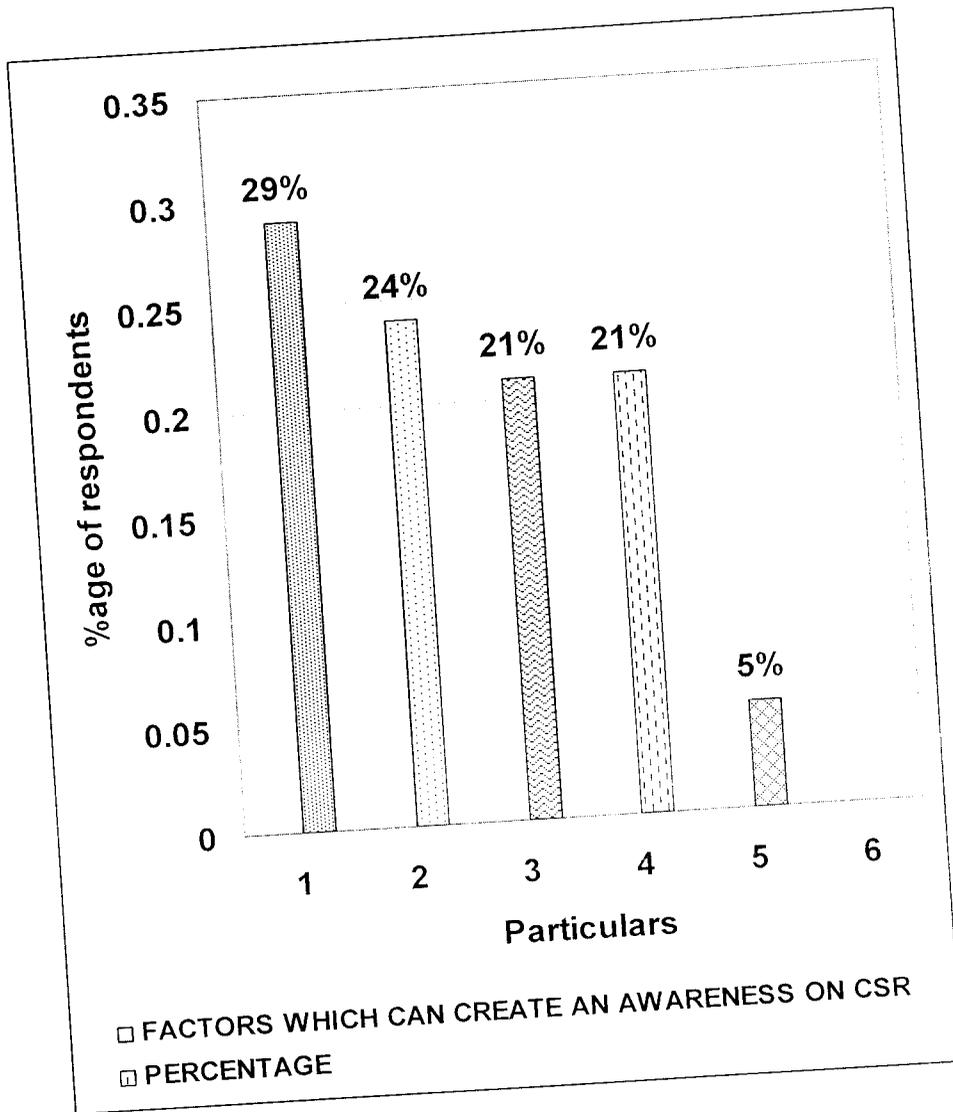
Figure 4.11: Bar chart on factors that create awareness on CSR

INFERENCE:

More than one fourth of the respondents feel that official channels can enhance awareness on CSR, nearly half of the respondents feel that participation of employees in CSR related discussions, guest lectures and personal interaction can enhance awareness on CSR. So CSR awareness can be at a higher ration when employees are directly communicated in person through periodic discussions, or by expert lectures or through volunteers who really could explain the good effects of CSR

L) Frequency table and Bar chart on involvement by respondents in social activities outside the organization

Table 4.12: Distribution on involvement by respondents in social activities outside the organization

Social activities	Respondents	Percentage
Providing monetary donations	66	47%
Giving time for social initiatives	42	30%
Organizing camps	14	10%
Any other	18	13%
Total	140	100
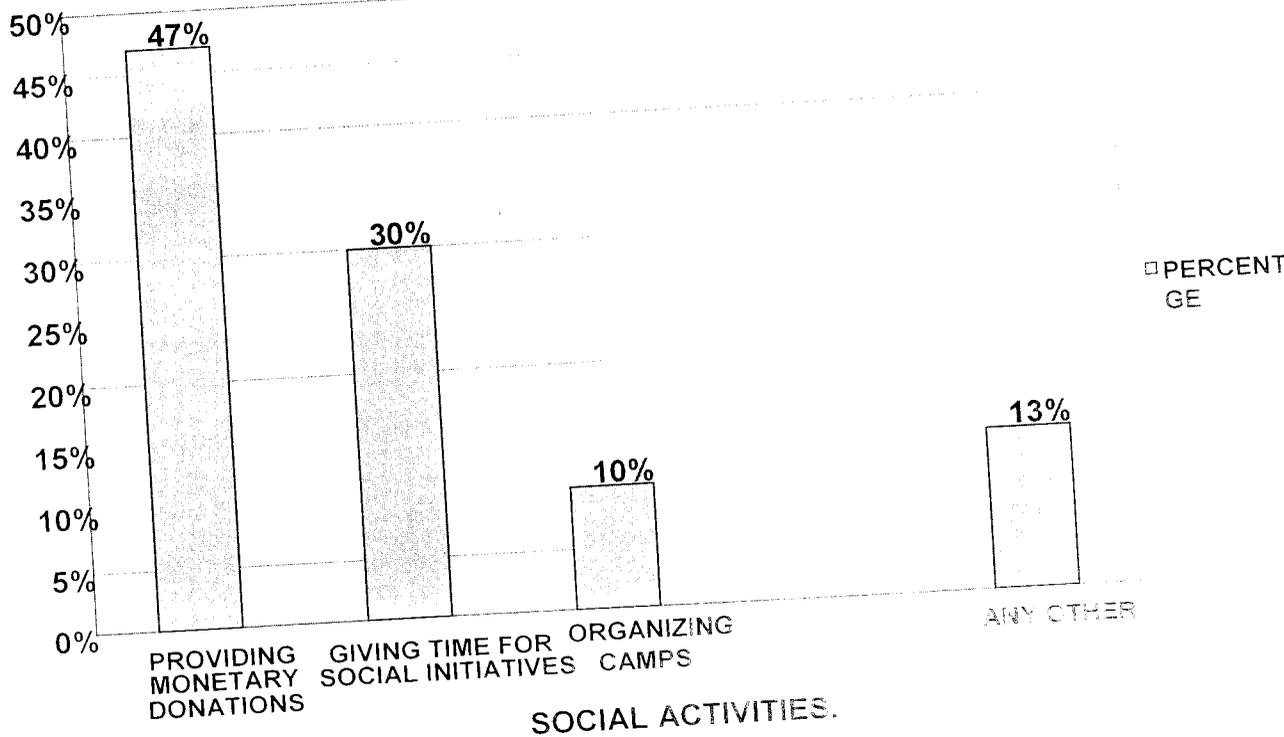
Figure. 4.12: Bar chart on involvement by respondents in social activities outside the organization

INFERENCE:

Nearly half of the respondents are involved in providing monetary donations, nearly a third of the respondents give time for social initiatives. In today's Corporate world, Monetary donations for CSR is adequate enough. But people who come forward to directly carry out CSR acts are very less in number. Company should open doors for direct help from people rather than just concentrating on extracting monetary donations.

M) Frequency table and Bar chart on focus on social initiatives. which they are involved outside the organization

Table 4.13: Distribution on on focus on social initiatives. which they are involved outside the organization

Focus on social activities	Respondents	Percentage
In the community around office	24	17%
In the community near my house	28	20%
For particular organizations	36	26%
For particular needs	40	29%
Any other	12	8%
Total		100
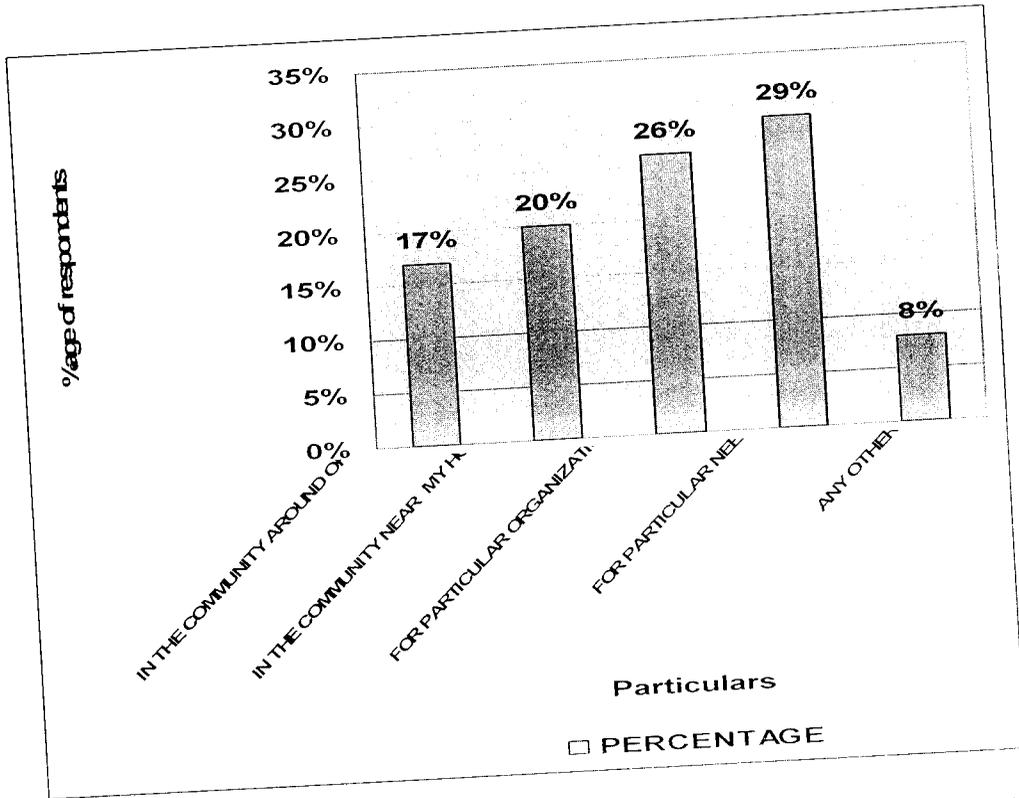
Figure 4.13: Bar chart on focus on social initiatives, which they are involved outside the organization

INFERENCE:

Nearly half of the respondents focus on particular organizations and particular needs, more than one third of the respondents focus on community related activities near their house and office. From this it can be inferred that, there is a narrow vision prevailing over carrying out CSR activities that would benefit society at large, which needs to be eliminated and activities that benefit the societies at large should be taken up in majority rather than confining oneself to carry out CSR acts in and around his/her home and office.

N) Frequency table and Bar chart on CSR Initiatives which would make a difference to the society

Table 4.14: Distribution on CSR Initiatives which would make a difference to the society

CSR Activities	Respondents	Percentage
Charitable Contributions	16	12%
Employee Volunteer Programmes	22	16%
Social initiatives addressing Education, Health etc	44	31%
All the above	44	31%
Any other.	14	10%
Total	140	100
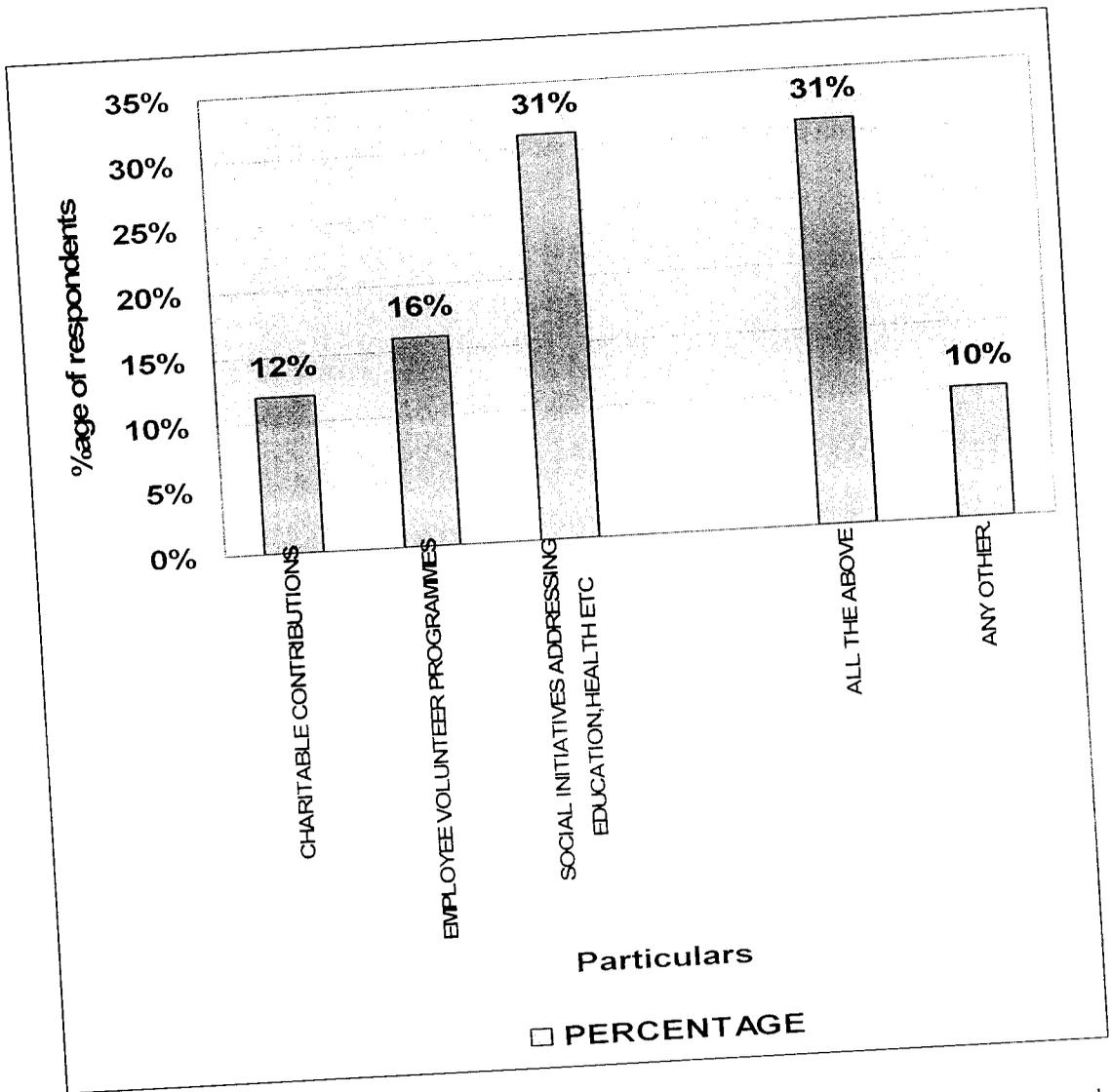
Figure 4.14: Bar chart on CSR Initiatives which would make a difference to the society

INFERENCE:

Nearly one third of the respondents feel that social Initiatives addressing education, health, sanitation of the socio economically marginalized sections would make a difference to the society, while 31% of the respondents feel all the above. It is a good sign that 31% of respondents feel all the three is important, but at the contrary, when it comes to betterment of the society in large, the company has to focus on initializing activities like Go Green, Say no to Plastics etc., which would save and serve the world

O) Frequency table and Bar chart on whether respondents are involved in CSR activities at Ashok Leyland or not

Table 4.15: Distribution on whether respondents are involved in CSR activities at Ashok Leyland or not

Responses	Respondents	Percentage
Fully	25	18
Occasionally	45	32
Sometimes	22	16
Never	48	34
Total	140	100
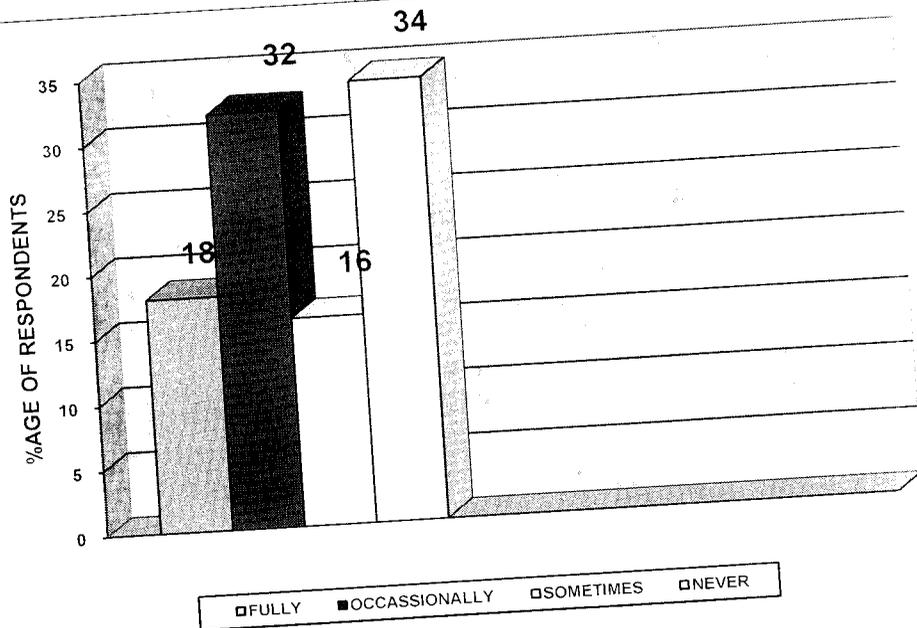
Figure 4.15: Bar chart on whether respondents are involved in CSR activities at Ashok Leyland or not

INFERENCE:

Majority of the respondents (i.e. 34%) were never involved in CSR activities at Ashok Leyland, which is not healthy. Company has to focus on bringing in continuous participation of employees, initially through small activities within the organization and ~~expand~~ the same amount of participation outside the organization.

P) Frequency table and Bar chart on which CSR activities employees in the company or involved at

Table 4.16: Distribution on which CSR activities employees in the company or involved at

CSR Activities	Respondents	Percentage
Community related activities.	48	34%
Driver related activities.	50	29%
Employee related activities	50	36%
Environment related activities	2	1%
Others if any	0	0%
Total	140	100
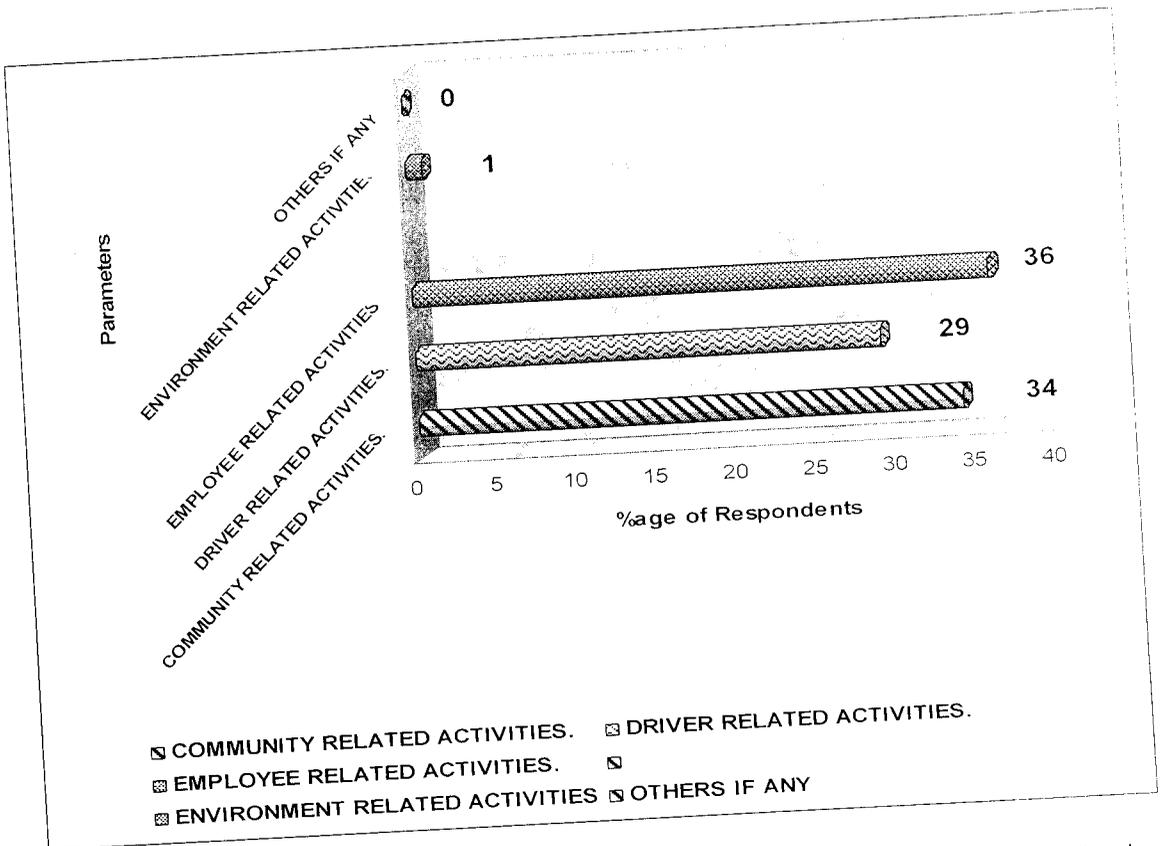
Figure 4.16: Bar chart on which CSR activities employees in the company or involved at

INFERENCE:

More than one third of the respondents are involved in employee and community related activities . more than one fifth of the respondents are involved in driver related activities, whereas a small portion of the respondents are involved in environment related activities. Activities that contribute to the environment and ecology, if increased, is highly appreciable. Confining only to employee related activities infers as though Leyland carries out CSR only for betterment of the Organization and employee welfare, but not society as a whole.

Q) Frequency table and Bar chart on reasons as to why employees are not involved in CSR Activities

Table 4.17: Distribution on reasons as to why employees are not involved in CSR Activities

Reasons	Respondents	Percentage
Lack of awareness	22	16%
Lack of communication	32	23%
Lack of time	54	39%
Not interested	16	11%
Others if any	16	11%
Total	140	100
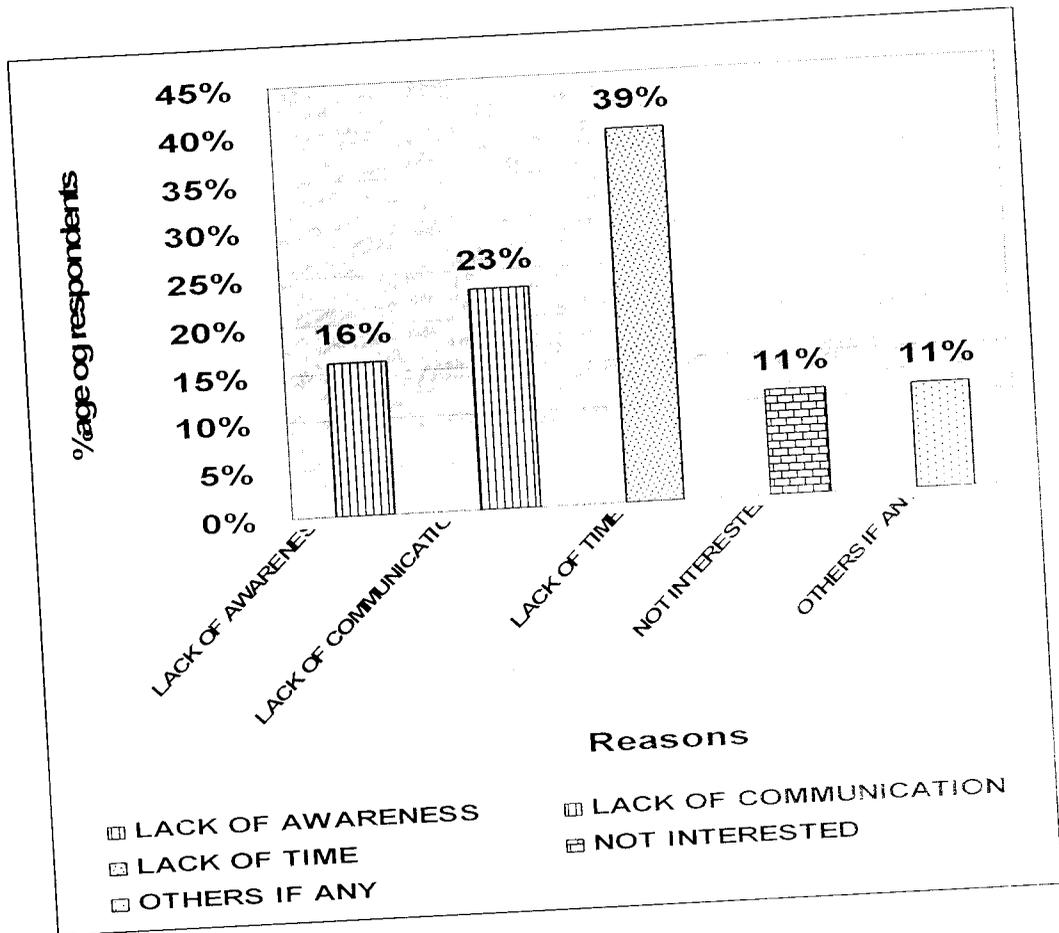
Figure 4.17: Bar chart on reasons as to why employees are not involved in CSR Activities

INFERENCE:

More than one third of the respondents (i.e. 39%) are not involved in CSR activities due to lack of time. Next to Lack of time. stands lack of communication and lack of awareness. So, these gray areas needs to be addressed well in advance. so that employees are encouraged and motivated to contribute in some form to CSR activities. while they can end up sparing their time forcefully for some good cause.

R) Frequency table and Bar chart on whether employees want to be involved in CSR activities or not

Table 4.18: Distribution on whether employees want to be involved in CSR activities or not

Responses	Respondents	Percentage
Always	54	39
Occasionally	46	33
Sometimes	31	22
Never	9	6
Total	140	100
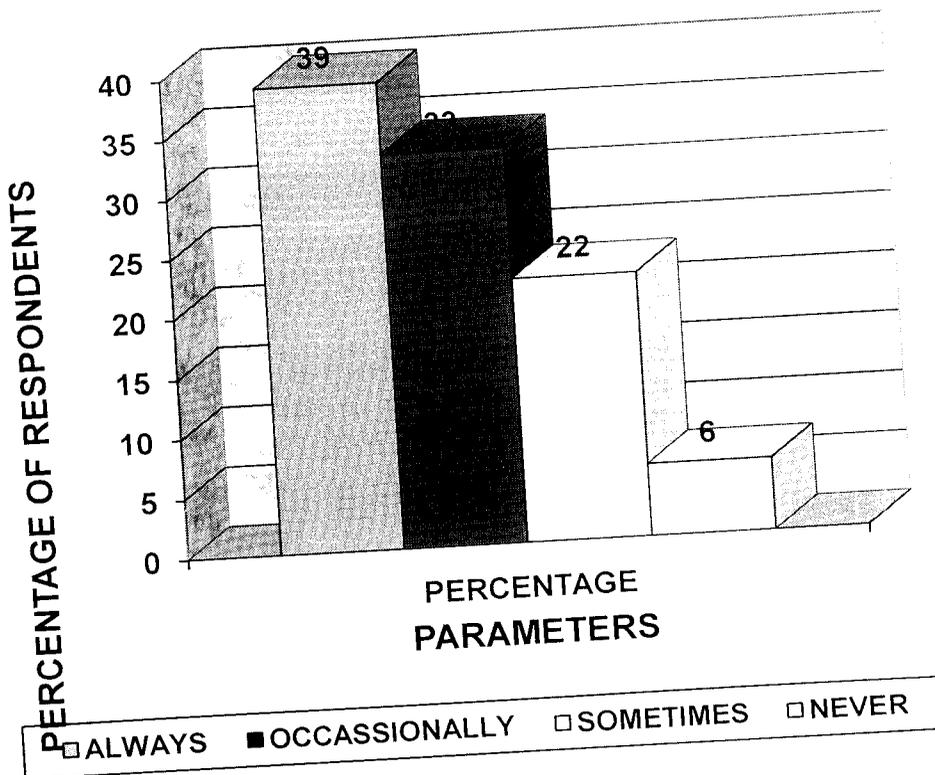
Figure 4.18: Bar chart on whether employees want to be involved in CSR activities or not

INFERENCE:

Majority of the respondents (i.e. 39%) want to be involved in CSR activities at

in CSR activities. The people who always and occasionally want to be involved should be made full use of by the Organization to expand and increase the CSR activities

CHI – SQUARE TEST -1(Q.NO 1&19)

Table 4.19: Chi Square Test to find out the relationship between age and the level of interest towards CSR activities

Particulars	Always	Occasionally	Sometimes	Never	Total
18 - 28	34	10	12	2	58
28 - 39	8	20	10	2	40
39 -50	2	10	5	3	20
50 - 60	4	4	3	2	13
Above 60	6	2	1	0	9
Total	54	46	31	9	140

HYPOTHESIS:

Ho: There is no relationship between age and interest to be involved in CSR activities.

H1: There is relationship between age and interest to be involved in CSR activities.

E	[O-E]	[O-E]^2	[O-E]^2/E
22	12	144	6.55
19	-9	81	4.26
13	-1	1	0.08
4	-2	4	1.00
15	-7	49	3.27
13	7	49	3.77
9	1	1	0.11
3	-1	1	0.33
8	-6	36	4.50

E	[O-E]	[O-E]^2	[O-E]^2/E
7	3	9	1.29
4	1	1	0.25
1	2	4	4.00
5	-1	1	0.20
4	0	0	0.00
3	0	0	0.00
1	1	1	1.00
3	3	9	3.00
3	-1	1	0.33
2	-1	1	0.50
1	-1	1	1.00
		Total	35.43

$\chi 2 = \Sigma(O-E) 2/E$

$\chi 2 = 35.43$

DEGREE OF FREEDOM $= (5 - 1)(4 - 1) = 12$

TABLE VALUE AT 5% LEVEL $= 21.026$

INFERENCE :

Since the calculated value is greater than the table value. Ho is rejected. There is a relationship between age and interest to be involved in CSR activities.

CHI – SQUARE TEST -2(QNO 2&7)

Table 4.20: Chi Square Test to find out the relationship Gender and Perception of employees about CSR

GENDER	I	II	III	IV	V	VI	VII	TOTAL
MALE	4	10	10	12	7	17	10	70
FEMALE	16	13	10	8	13	8	2	70
TOTAL	20	23	20	20	20	25	12	140

HYPOTHESIS:

Ho: There is no relationship between gender and perception on the need for CSR activities.

H1: There is relationship between gender and perception on the need for CSR activities.

O	E	O-E	(O-E)2	(O-E)2/E
4	10	-4	16	1.6
10	11	-1	1	0
10	10	0	0	0
12	10	2	4	0.4
7	10	-3	9	0.9
17	13	4	16	1.2
10	6	4	16	3
16	10	6	36	3.6
13	11	2	4	0
10	10	0	0	0
8	10	-2	4	0.4
13	10	3	9	0.9

O	E	O-E	(O-E)2	(O-E)2/E
8	13	-5	25	2
2	6	-14	196	12
			Total	26

$\chi 2 = \Sigma(O-E) 2/E$

$\chi 2 = 26$ DEGREE OF FREEDOM $= 6$

TABLE VALUE AT 5% LEVEL $= 12.592$

INFERENCE :

Since the calculated value is greater than the table value. Ho is rejected. There is relationship between gender and perception on the need for CSR activities.

CHI- SQUARE TEST 3:

Table 4.21: Chi Square Test to find out the relationship between Age and awareness about CSR Activities

Particulars	Well Known	Known	Partially known	Unknown	Not heard at all	Total
18 - 28	2	23	23	8	2	58
28 - 39	3	10	20	5	2	40
39 -50	1	6	10	1	2	20
50 - 60	2	8	1	1	1	13
Above 60	2	3	2	1	1	9
Total	10	50	56	16	8	140

HYPOTHESIS:

Ho: There is no relationship between age and awareness about CSR activities in Ashok Leyland.

H1: There is relationship between age and awareness about CSR activities in Ashok Leyland.

O	E	|O-E|	|O-E|^2	|O-E|^2/E
2	4	-2	4	1.00
23	21	2	4	0.19
23	23	0	0	0.00
8	7	1	1	0.14
2	3	-1	1	0.33
3	3	0	0	0.00
10	14	-4	16	1.14
20	16	4	16	1.00
5	5	0	0	0.00
2	2	0	0	0.00
1	1	0	0	0.00
6	7	-1	1	0.14
10	8	2	4	0.50
1	2	-1	1	0.50
2	1	1	1	1.00
2	1	1	1	1.00
8	5	3	9	1.80
1	5	-4	16	3.20
1	1	0	0	0.00
1	1	0	0	0.00
2	1	1	1	1.00
3	3	0	0	0.00
2	4	-2	4	1.00
1	1	0	0	0.00
1	1	0	0	0.00
			Total:	13.95

$\chi2 = \Sigma(O-E)\ 2/E$

$\chi2 = 13.95$

DEGREE OF FREEDOM $=(5 - 1)(5 - 1) = 16$

TABLE VALUE AT 5% LEVEL $= 26.296$

INFERENCE:

Since the calculated value is lower than the table value. Ho is accepted. There is no relationship between age and awareness about CSR activities in Ashok Leyland

CHI – SQUARE TEST -4(Q.NO 6&10)

Table 4.22: Chi-Square Test to find out the relationship between effectiveness of communication on CSR and awareness level on CSR at Ashok Leyland.

Effectiveness of Communication on CSR	Well Known	Known	Partially Known	Unknown	Not Heard At All	Total
YES	48	20	5	5	6	84
NO	10	20	20	3	3	56
TOTAL	58	40	25	8	9	140

HYPOTHESIS:

Ho: There is no relationship between effectiveness of communication on CSR and awareness level on CSR at Ashok Leyland.

H1: There is relationship between effectiveness of communication on CSR and awareness level on CSR at Ashok Leyland.

O	E	O-E	(O-E)2	(O-E)2/E
48	35	13	169	5
20	24	-4	16	0.7
5	15	-10	100	6.7
5	5	0	0	0
6	5	1	1	0.2
10	23	-13	169	7.3
20	16	4	16	1
20	10	10	100	10
3	3	0	0	0
3	4	-1	1	0.25
			TOTAL	31.15

$\chi 2 = \Sigma(O-E) 2/E$

$\chi 2 = 31.15$ DEGREE OF FREEDOM $=4$ TABLE VALUE AT 5% LEVEL $= 11.07$

INFERENCE:

Since the calculated value is greater than the table value. Ho is rejected. There is relationship between effectiveness of communication on CSR and awareness level on CSR at Ashok Leyland.

QUALITATIVE ANALYSIS (QNO 20):

Suggestions by the male employees on the ways they would like to be involved in CSR activities:

- Some of the male employees want to take corrective actions for the betterment of the society.
- Some employees want to be involved in community related activities.
- Some employees want to be involved in charitable contributions, participate in camps and take part in the different programmes organized by the CSR department at Ashok Leyland.
- Some employees want to be involved in any CSR activity which will contribute to the benefit of the society as a whole.
- Some employees want to be volunteers in promoting CSR activities.
- Some employees feel that CSR should aim to make the employees participation to maximum level. For E.g., if 10-15% of the employees participate in CSR activities, social responsibilities can be achieved and help to the needy can be provided successfully.
- Some employees want to participate in forums / core business activity.
- Some employees want to impart knowledge to the children from poor family, want to extend greenery to industry belts or create awareness among the public to keep their places clean.
- Some employees want to organize education camps, health awareness camps, wayside amenities for drivers, sponsor education etc.
- Some employees want to be involved in activities which will be less time consuming.
- Some employees want to be involved in communicating CSR activities.
- Some employees want to be involved in creating an eco-friendly environment.
- Some employees want to be involved in health camps and promote girl education.
- Some employees want to be involved in initiatives which focus on yoga.
- Some employees want to be involved in education initiatives for the under privileged.
- Some employees want to be involved in sensitizing households about environmental upkeep, education for poor.
- Some employees want to provide new business plan, to Ashok Leyland, for CSR activities.

- Some employees want to form teams to organize camps, visit backward and help people who are not so privileged like SC, ST community people.

Suggestions by the female employees on the ways they would like to be involved in CSR activities:

- Some employees want to contribute money and time for CSR activities.
- Some employees want to provide donations to the needy.
- Some employees want to participate in CSR discussions whenever time permits.
- Some employees want to help the needy by other means.
- Some employees want to participate in blood donation camps.
- Some employees do not want to be involved at present.
- Few want to focus on bringing eco friendly products into the society like, increased use of Jute products instead of paper

4.3 DELIVERABLES - EXPECTED CONCLUSIONS

The study has helped the employees to share their views. This has helped the managers to understand where the employees stand and their awareness level of the CSR Activities. Suitable recommendations are made for the betterment, which in turn can be used by the organization to identify any areas of improvement and result in individual as well as organizational development.

CHAPTER 5 – CONCLUSIONS

5.1 SUMMARY OF FINDINGS

The study was an effort to analyze and to understand the perception of employees about CSR and CSR activities that are prevailing in the company and the following were inferred.

From the study it is inferred through chi-square test that:

- There is relationship between age and interest to be involved in CSR activities.
- There is relationship between gender and perception on the need for CSR activities.
- There is relationship between effectiveness of communication on CSR and awareness level on CSR at Ashok Leyland

From the study,

- Nearly four fifth of the respondents know about CSR in general.

- Nearly half of the respondents feel that CSR is needed to provide benefit to the community.

- More than a third of the respondents feel that companies should focus on core business, community, and corporate giving in their CSR activities.

- Nearly two fifth of the respondents have come to know about CSR through personal interaction.

- More than half of the respondents feel that communication on CSR is not effective.

- Nearly one third of the respondents feel that effective communication has made them suggest CSR activities for the organization and has enhanced their awareness on CSR.

- More than one fourth of the respondents feel that participation of employees in CSR related discussions can enhance awareness on CSR.

- Nearly half of the respondents are involved in providing monetary donations and nearly a third of the respondents spend time for social initiatives.

- Nearly half of the respondents focus on particular needs and particular organizations.

- Nearly one third of the respondents feel that social initiatives addressing education, health, sanitation of the socio economically marginalized sections would make a difference to the society.

- Majority of the respondents are not involved in CSR activities at Ashok Leyland.

- More than a third of the respondents are involved in employee and community related activities, more than one fifth of the respondents are involved in driver related activities.

- More than one third of the respondents are not involved in CSR activities due to

➤ Majority of the respondents want to be involved in CSR activities at Ashok Leyland.

5.1.1 Explanation of findings from statistical tools:

✓ Employees belonging to different ages differ in their interest to be involved in CSR activities, i.e., younger employees or GETS (Graduate Engineer Trainees) are more interested to be involved in CSR activities than the employees who fall between the age group of 51-61 and above. The younger employees want to participate in CSR discussions, want more time from work to get themselves involved in CSR activities & want to contribute towards creating an eco-friendly environment. Since one of the primary roles of HR is to attract and retain competent people, the HR department at Ashok Leyland can probably encourage the younger employees to contribute towards CSR, and motivate them to retain them in the organization.

✓ The perception on the need for CSR activities is different for the male employees when compared to the female employees, i.e., most of the female employees feel that CSR is needed to retain the employees in the organization, to improve the quality of work life of the employees, and to enhance job satisfaction. Whereas the male employees feel that CSR is needed to provide benefit to the community, and to create an eco-friendly environment. Thus the female employees are more interested in CSR activities related to their work place and the male employees focus more on the CSR activities related to the community and environment. The HR department can probably concentrate more on the internal benefits of the employees, to enhance job satisfaction and to prevent attrition.

✓ The employees, who feel that the communication on CSR is effective, are more aware of the CSR activities at Ashok Leyland than the [...] feel that communication on CSR is not adequate. Therefore the

more effective the communication, the greater is the awareness level on CSR at Ashok Leyland.

5.2 SUGGESTIONS AND RECOMMENDATIONS

- 70% of the respondents feel that their awareness on CSR will increase with better communication on CSR. Therefore the company can probably improve their communication on CSR by circulating annual reports and media reports through mails and posts. Also educating the employees about CSR and its related activities carried out at Ashok Leyland can be improved through publishing information Websites.
- Some employees feel that Ashok Leyland must be ready to give them some time off from work for CSR, to be actively involved. Some steps like providing a working day off every month especially for employees to work for improving and carrying out CSR activities
- More employees can volunteer to encourage or motivate their colleagues to participate in CSR activities. Volunteers should be trained to motivate their fellow friends to take part in CSR activities. The main notion behind CSR activities should be made clear to the employees.
- Awareness level about CSR in the Organization can be enhanced by facilitating employees to take part in guest lectures by experts and those who are in real-time experiencing the benefits of CSR activities, periodically. The company can also assess the level of awareness about CSR and its activities by encouraging the employees to give away lectures and seminars to their fellow colleagues and to the top level
- The CSR activities introduced and implemented in the Organization should be spoken about and the updates or benefits that the company and society has got out of those acts should be studied and analyzed annually or half-yearly, so that improvements and innovations can be made then and there.

- An Open forum dedicated to discuss and argue about CSR and its benefits can be introduced and run by the Organization, so that employees can share their ideas independently without any fear.
- Additional activities like, Spreading values and implementing Go Green related activities. Say no to Plastics, Save Electricity, Save Water campaigns, Swine Flu Awareness campaigns, Health related sessions, Hazards encountered in Manufacturing Industries in General can be identified and ways and measures to control or prevent the same can be deviced and can be published as a General News to all such related industries.
- Can accept criticism from the Organization's Stakeholders including the public and act wisely and accordingly.
- Encouraging more Monetary donations from higher level management and encouraging the Middle level and Lower level management people to spare time mentally and physically to carry out existing CSR activities effectively and to bring in new activities additionally.
- Third party consultants can be brought in the Organization to conduct a survey annually and hence to read the level of CSR exerted towards the society by the Organization and the information can be shared among the employees.
- Encourage more number of Women employees by orienting them towards CSR

5.3 CONCLUSIONS

This project **"A Study on Perception of employees about CSR at Ashok Leyland, Chennai"** was done to examine the perception and awareness level of employees about CSR. Corporate Social Responsibility is one of the up coming concepts carried out by almost all the organizations. Companies can take more effective steps to involve in CSR activities.

From the study, I conclude that employees in Ashok Leyland are in majority aware about CSR and the prevailing CSR activities in the Organization and that the

further by implementing the suggestions mentioned after the study. Also from the study, I gathered lots of knowledge about the CSR and it values.

5.4 DIRECTIONS FOR FUTURE RESEARCH

The research can be done on

The parameters that have been identified and can be utilized in certain other organizations and the outcome may be studied. The study can help other leading Organizations to come up with innovation and improvements on the prevailing CSR in their workplace and surroundings. The study can be extended to a big organization where thousands of employees are working and the effectiveness of CSR can be studied.

APPENDIX

QUESTIONNAIRE

1. AGE: 18-28 []   29-39 []   40-50[]   51-61[]

        62 ver []

2. GENDER: Male[] female []

3. DESIGNATION: CG 21-23[] CG 24-24A[] CG 25-26[]

4. YRS OF EXPERIENCE IN ALL:

        GETS [] < 2yrs [] 2-5yrs [] 5-10yrs [] 10-20yrs []> 20yrs

        Please Rate Questions five and six on a scale of 1 to 5

        5 -Well known

        4 - Known

        3 - Partially known

        2- Unknown

        1- Not heard at all

5. What is your awareness level of CSR activities in general?

        [5] [4] [3] [2] [1]

6. Which of the following matches your perception / views on the need for CSR?(tick whichever applicable)

        a. To retain the employees in the organization []

        b. To enhance the job satisfaction levels of the employees []

        c. To improve the quality of work life of the employees []

        d. To build image of the organization []

        e. To attract customers []

        f. To provide benefit to the community []

        g. To create an eco-friendly environment []

7. What should companies focus on in their CSR initiatives?(tick whichever applicable)

   a. Core business []
   b. Community []
   c. Corporate giving []
   d. All three []
   e. Any Other...................

8. How did you come to know about the CSR activities in Ashok Leyland?(tick whichever applicable)

   a. Annual Report []
   b. Web Sites []
   c. News Letters []
   d. Through volunteers []
   e. Through colleagues []
   f. Notice board []
   g. Media Reports []

9. Is the communication on CSR adequate?

   a. Fully Adequate
   b. Adequate
   c. Less than necessary
   d. Poor

10. If yes, how far is it adequate?(Tick whichever applicable)

   a. It induced me to participate in CSR activities []
   b. I have suggested some CSR activities for the organization []
   c. It has enhanced my awareness on CSR []
   d. Any Other...........................

11. If no, which of the following can create an awareness on CSR activities amongst employees?(Tick whichever is applicable)
    a. Through official channels such as internal communication. newsletters, notice boards, web sites etc []
    b. Participation of employees in CSR related discussions []
    c. Through guest lectures []
    d. Through volunteers []
    e. Any Other...................

12. How are you involved in social activities outside the organization?
    a. Providing monetary donations []
    b. Giving time for social initiatives []
    c. Organizing camps []
    d. Any other..............

13. What has been your focus in the social initiatives, you are involved in outside your organization?
    a. In the community around office []
    b. In the community near my house []
    c. For particular organizations []
    d. For particular needs []
    e. Any other.............

14. What CSR initiatives do you feel would make a difference to the society?
    a. Charitable contributions []
    b. Employee volunteer programmes []
    c. Social initiatives addressing education. employability. health. sanitation of the socio economically marginalized sections []
    d. All the above []
    e. Any other.......................

15. If yes, which of the following are you involved in currently and how often?

    A. Community related activities []

    B. Driver related activities []

    C. Employee related activities []

    D. Environment related activities []

    E. Others if any....................

        a. Fully

        b. Occasionally

        c. Sometimes

        d. Never

16. If no why aren't you involved?

        a. Lack of awareness []

        b. Lack of communication []

        c. Lack of time []

        d. Not interested []

        e. Others if any..........................

17. Would you like to be involved in CSR activities?

        a. Always

        b. Occasionally

        c. Sometimes

        d. Never

18. If yes, how would you like to be involved? (Suggestions if any?)

....
....

REFERENCES

BOOKS

- Business Environment by Francis Cherunilam

- Business Statistics by P.R Vittal.

- C.R. Kothari. "Research Methodology"

- Human resource strategy by Dreher Dougherty

- Daniel Katz and Robert L.Khan. "The social psychology of Organization"

- G.A Forehand and B. Von H. Gilmer. "Environment variations in studies or organization.

WEBSITES:

1. http://www.mallenbaker.net/csr/definition.php

2. http://www.davidgrayson.net/CSRTrends

3. http://www.ecsf.info/ecsf/

4. http://blogs.sun.com/csr/entry/csr_and_philanthropy_what_s

5. http://www.nadaciapontis.sk/en/prieskumy_a_publikacie

6. http://www.nadaciapontis.sk/en/11065

7. http://en.wikipedia.org/wiki/Percentage

8. www.mste.uiuc.edu/patel/**chisquare**/490spreadsheets/**Chisquare**.xls

9. http://www.fourmilab.ch/rpkp/experiments/analysis/chiCalc.html

10. http://en.wikipedia.org/wiki/Chi-square_distribution

11. http://ssscalculator.codeplex.com

12. http://en.wikipedia.org/wiki/SPSS

13. http://www.scribd.com/doc/17334451/Intrnational-Business-Environment

JOURNALS:

➢ Andy Lockett, Jeremy Moon and Wayne Visser. "CSR in Management research: Focus, Nature, Salience and Sources of Influence"

➢ Elizabeth A. Lange, Tara J. Fenwick . "Moral commitments to community: mapping social responsibility and its ambiguities among small business owners ". Journal: Social Responsibility Journal (2208) Volume: 4, Issue 1/ 2, Page (41 – 55)

➢ Kristin Demetrious. "Corporate social responsibility, new activism and public relations". Journal: Social Responsibility Journal (2208) Volume: 4, Issue 1/ 2, Page (104-119). Article type: Research Paper. Article URL: http://www.emeraldinsight.com/10.1108/17471110810856875

➢ Aruna Das Gupta, Ananda Das Gupta. "Corporate social responsibility in India: towards a sane society?" . Journal: Social Responsibility Journal (2208) Volume: 4, Issue 1/ 2, Page (209-216)

➢ Ananda Das Gupta . "Special issue on Globalization, sustainable development and socially responsible initiatives in developing countries". Journal: Social Responsibility Journal (2208) Volume: 4, Issue 1/ 2