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A Study of Organizational Citizenship Behaviour of Secondary School Teachers

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Abstract :

Research has demonstrated that Citizenship like behaviours promote the effective functioning of any given organization. (Organ, 1988, 1990 & Borman and Motowidlo, 1993). Research by Morrison (1994); Pond, Nacoste, Mohr & Rodriguez (1997); and Lam, Hui and Law (1999) reveals that Organizational Citizenship Behaviours are an integral part of an employee's role responsibilities. Successful organizations need their employees to perform more than their usual job responsibilities. This necessitates the demonstration of Extra- Role Behaviour, which is termed as Organizational Citizenship Behaviour.

The present study focusses on Organizational Citizenship Behaviours demonstrated by Secondary School Teachers. The authors were curious to understand the level of Organizational Citizenship Behaviour amongst English Medium Secondary School Teachers across various boards. In all, 528 secondary school teachers, both male and female from secondary schools across Greater Mumbai, Thane and Navi Mumbai were selected for the study. The findings reveal that there is no significant difference in the Organizational Citizenship Behaviour (OCB) of Secondary School Teachers (SST) on the basis of their gender, subject of specialization and qualifications. However, OCB differed significantly on the basis of their age, experience and type of school.

Keywords : Behaviour, Performance, Experience

Introduction :

The performance of extra role, non-obligatory, and unrewarded tasks and activities in teaching is perceived by teachers who perform these tasks to have some influence upon themselves (e.g. a sense of self fulfilment, higher levels of job satisfaction), their students (e.g. higher students' achievements) and the whole school (e.g. improved school discipline and school image). Implications for further research on teacher Organizational Citizenship Behaviour (OCB) are suggested. (*Izhar Oplatka, 2009).* OCB is an important factor that "aggregate promotes the effective functioning of the organization" (Organ, 1988). It is a discretionary behaviour of an individual, selflessly exhibited with the sole aim of enhancing effective functioning of the organization.

Because OCBs are generally not considered to be formally required by the organizations, they may be particularly distinctive forms of behaviours that the managers may seek out and remember during the evaluation process. (DeNisi, Cafferty, and Meglino, 1984) Chapman (1967) and Chapman & Chapman (1967) argue that illusory correlations result from the tendency of people to see two things or evens as occurring together more often than they actually do. OCB increases managers' liking for subordinates and that liking subsequently influences a rater's evaluation of a subordinate's performance. (Leftkowitz, 2000) Principals and teachers define more teachers' OCBs in general and toward the school as in role behaviours than parents do and parents define more teachers' OCBs toward the student as in-role behaviours than teachers do. (Belogolovsky E, Davidsom W & Somech A, 2009) Teacher empowerment plays an important role in mediating the relationship between teachers' participation in decision making and OCB. (Bogler R & Somech A, 2005). Perception of organizations towards OCB is important to facilitate commitment, especially identification with involvement in the organization (Chaitanya SK & Nachiketa T, 2001). More experienced employees show significantly higher level of organizational citizenship behaviour than those who are less experienced. (Singh Akhilendra & Singh AP, 2010) A research on middle and bottom level executives suggests that individually directed helping behaviours are a function of one's personality as well as organizational climate. (Suresh S & Venkatammal P, 2010) OCB representation is high in public sector organizations than that in private sector organizations. (Sharma JP, Bajpai N, & Holani U, 2011). Employees engage in citizenship behaviours when they perceive the rewards and outcomes to be sufficiently fair. (Mathur S & Padmakumari, 2012) OCB does exist in organizations which is essential for the organization and employees for motivation, positive attitude and organizational commitment. (Meera Shankar, 2014). The difference in OCB among teacher educators may be attributed to higher educational qualifications possessed by them along with variety of experience gained during the attainment of higher degrees with latest technological advancements and personality development. (Dhiman R & Sharma A, 2014) Demographic variables are not statistically significant in predicting OCBs. (Qureshi H, 2015). OCB is a multidimensional construct and can be explained more appropriately on the basis of various recipients of these extra- role behaviours rather than on the basis of nature of these behaviours. (Shaheen M, Gupta R, & Kumar Y, 2016)

Considering the importance of extra role behaviour in educational institutions, the researcher was curious to know the difference in OCB as exhibited by the Secondary School Teachers across State Board of Maharashtra, CBSE and ICSE Board Schools with respect to their age, gender, subject of specialization qualifications and experience.

Need and Significance of the Study :

The teachers in educational institutions are expected to go beyond the framework of policies and principles and create their unique vision. For this, the school leaders and management should also check for the resources to be made available to the employees from time to time. There have been several researches in India and abroad on OCB at different levels of organizations. Most of the researches are conducted for the employees, supervisors and leaders of non- educational organizations. Research conducted in educational institutions, has more or less catered to the teaching and non- teaching staff at University level. There have been a very few researches conducted on school level teachers. It was at this point that the researcher felt the need to study OCB of the secondary school teachers (SST) The researcher strongly believes that the OCBs are much needed in educational institutions at school level. The most essential task of the teachers at school level is to lay a strong foundation by setting examples of their own in order to create and nurture the future of our country. The citizenship behaviours play a great role in achieving this ultimate task. Thus a study of OCB can be an eye opener for many educational organizations.

The study will guide the policy makers to restructure the HR policies. The study will highlight the OCB of secondary school teachers. From this study, the teachers will be able to understand the importance of OCB in schools. The present study highlights that desirable behaviour which demands selfless contribution of teachers. Hence, the study will be useful for the teachers of secondary schools to reflect their own behaviour and activities and check their stand specifically. This will also help them in changing their mind set. The principals of secondary schools will be sensitized to the need for developing OCB among teachers. Principals will come to know the type of leadership that develops OCB among secondary school teachers. The Principals will be able to create avenues for developing and nurturing OCB for their teachers. The Management of schools will be able to recognize the special efforts of their teachers through demonstrated activities pertaining to OCB. The organizations will become sensitized to the need for developing OCB of its teachers. As the study involves factors such as gender, age, qualification, experience, medium of instruction and type of schools of secondary school teachers, it will give a clear picture to all the stake holders as to teachers of what age group, experience group, qualification, type of school, personality type and medium of instruction are keen to exhibit OCB. This will be an eye opener which will help recruiters in their selection of right kind of teachers.

Objectives of the Study :

- To ascertain the Organizational Citizenship

Behaviour (OCB) scores of Secondary School Teachers (SST);

- To compare the Organizational Citizenship Behaviour (OCB) of Secondary School Teachers (SST) on the basis of their
  - age
  - gender
  - teaching experience
  - subjects of specialization
  - qualifications
  - type of school (affiliated to SSC, CBSE and ICSE)

Hypotheses :

$H_0$1. There is no significant difference in the Organizational Citizenship Behaviour (OCB) scores of Secondary School Teachers (SST) on the basis of their

- age
- gender
- teaching experience
- subjects of specialization
- qualifications
- type of school (affiliated to SSC, CBSE and ICSE);

Operational Definitions of Key Terms :

Organizational Citizenship Behaviour (OCB) : According to Organ (1988), organizational citizenship behaviour (OCB) is defined as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

In the present study, the following traits are considered to be the indicators of the organizational citizenship behaviour (OCB) of teachers:

- Responsibility: is accountable and committed to the institution;
- Respect for self and others: takes pride in identifying with the organization and in one's role in it;
- Compassion: cares for other people in the organization and its reputation;
- Honesty: is transparent and honest towards stakeholders;
- Courage: to do difficult and unpleasant things in the interest of the institution.

The OCB is indicated by the total scores of the teachers on an OCB Scale prepared by the researcher.

Secondary School Teachers (SST) : These are the teachers teaching in classes V to X of various schools following SSC, CBSE and ICSE curricula, which are located in Mumbai, Navi Mumbai and Thane.

Scope of the study :

The study sought to

1. assess the Organizational Citizenship Behaviour (OCB) of 528 secondary school teachers from across the various school Boards in Greater Mumbai, Thane and Navi Mumbai;
2. Compare the Organizational Citizenship Behaviour (OCB) of secondary school teachers (SST) on the basis of their gender, age, qualification, teaching experience, and the type of school.

Delimitations of the study :

1. The study was delimited to near about 528 teacher respondents from secondary schools located in Mumbai, Navi Mumbai and Thane. (As the number of schools of different boards varied in the said locations, the researcher, as far as possible, delimited the sample size proportionately).
2. The sample for the study was delimited to the teachers from English medium schools affiliated to SSC, CBSE and ICSE boards only.
3. The study could not have teachers with both genders in equal numbers.
4. The tools for data collection were delimited to rating scales only.

Research Design :

The present study is a descriptive survey involving causal comparative method. The study sought to determine whether, and to what degree, a statistical comparison of Organizational Citizenship Behaviour (OCB) of secondary school teachers (SST) exists with the factors such as gender, age, experience, qualification, subject of specialization and type of school.

Participants :

The sample selected for the present study consists of 528 secondary school teachers, both male and female from secondary schools across Greater Mumbai, Thane and Navi Mumbai. The researcher made use of *simple random sampling technique* to select the sample for the study by following the lottery system to select the schools.

Thus, 42 schools were selected of which 19 schools were SSC Board, 11 schools with ICSE curriculum and 12 schools following CBSE curriculum. Only the teachers teaching in the secondary sections of these schools were selected to be the participants of the study.

Tools for Data Collection :

Personal Data Sheet : The researcher prepared the personal data sheet which gave information on the personal details of the teachers such as their name (optional), name of the school (optional), gender, age, qualification, experience, subject of specialization and type of school.

Organizational Citizenship Behaviour (OCB) Scale: Organizational Citizenship Behaviour (OCB) Scale was prepared and standardized. Several items have been drawn from the standardised tools prepared by Van Dyne et al. (1994) and Moorman and Blackely (1995). The tool consists of 58 items categorised into 6 dimensions namely *helping, sportsmanship, organizational loyalty, organizational compliance, individual initiatives and self-development.* Organizational citizenship behaviour (OCB) scale is a Likert scale with the items to be ticked on a seven point rating scale - from Strongly Disagree (1) to Strongly Agree (7).

The internal consistency reliability of the tool calculated using **Cronbach's Alpha)** was found to be 0.8655.

Content Validity and Construct Validity were established by seeking opinion of the experts.

Scoring of the Tool:

The total score of Organizational Citizenship Behaviour (OCB) was established by adding the scores of all the dimensions.

Items	Strongly Agree	Agree	Neither Agree Nor Disagree	Somewhat Agree	Somewhat Disagree	Disagree	Strongly Disagree
1-58 (except 15, 17, 18, 22, 30)	7	6	5	4	3	2	1
15, 17, 18, 22, 30	1	2	3	4	5	6	7

Descriptive Analysis of Organizational Citizenship Behaviour (OCB) Scores of the Participants

Sr. No.			N	Mean	Median	Mode	SD
1	Gender	Male	132	609	616	661	63.3
		Female	396	607	608	575	57.1
2	Age (In Years)	22 – 30	117	621	629	661	58.4
		31 – 40	229	604	608	592	60.1
		41 & Above	182	605	607	678	55.9
3	Experience (In Years)	1 – 7	189	616	619	623	58.2
		8 – 15	174	598	603	560	61.4
		15 & Above	165	608	606	570	54.8

Sr. No.			N	Mean	Median	Mode	SD
4	Qualification	Gd + B. Ed	194	603	608	599	62.3
		PG + B. Ed	247	611	612	613	56.1
		Others	87	609	604	661	57
5	Subject of Specialization	Languages	178	603	606	608	56.4
		Math, Sci, SS	263	610	614	623	60.2
		Others	87	611	605	661	58.0
6	Type of School (Board)	SSC	242	597	608	661	64.6
		CBSE	149	621	613	613	50.3
		ICSE	137	613	607	592	52.3

Verification of the Hypotheses :

Verification of the Hypothesis H_01

The hypotheses reads: There is no significant difference in the Organizational Citizenship Behaviour (OCB) scores of Secondary School Teachers (SST) on the basis of.

- gender
- age
- teaching experience
- subjects of specialization
- qualifications
- type of school (affiliated to SSC, CBSE and ICSE);

The statistical technique used to test this hypothesis for gender is 't' test. The table 11.1 shows the relevant statistics of t- test. One Way ANOVA is used to test the hypothesis for age, experience, subject of specialization, qualifications and type of school. The table 11.2 shows the relevant statistics of One Way ANOVA

Interpretation: From the table, it could be observed that the calculated absolute t = 0.325 among male and female participants from secondary schools, which is less than the table value at 0.05 level (1.96). Therefore, the null hypothesis

TABLE 11.1

Significance of the Difference between the Means of the Organizational Citizenship Behaviour Scores of the Participants on the basis of their Gender

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**	$100\omega^2$
							0.05	0.01		
OCB	Male	132	526	609.3	63.5	**-0.325**	1.96	2.58	NS	-
	Female	396		607.3	57.2					

df: degrees of freedom; LOS**-Level of Significance;* *NS: Not Significant.*

TABLE 11.2

Significance of the Difference between the Means of the Organizational Citizenship Behaviour Scores of the Participants on the basis of their Age, Experience, Qualification, Subject of Specialization and Type of School

Sr. No.	Variable	Sources of variance	df*	SS	MSS	F	Table Value 0.05	Table Value 0.01	LOS**	$100\omega^2$
1	Age	Among means	2	25376.9	12688.29	**3.71**	2.99	4.60	S at 0.05	**1%**
		Within groups	525	1793779	3416.722					
		Total	527	1819156						
2	Experience	Among means	2	29296.86	14648.43	**4.29**	2.99	4.60	S at 0.05	**1.2%**
		Within groups	525	1789859	3409.255					
		Total	527	1819156						
3	Qualification	Among means	2	6332.748	3166.374	**0.91**	2.99	4.60	NS	
		Within groups	525	1812823	3452.996					
		Total	527	1819156						
4	Subject of Specialization	Among means	2	6727.363	3363.682	**0.97**	2.99	4.60	NS	
		Within groups	525	1812428	3452.244					
		Total	527	1819156						
5	Type of School	Among means	2	56284.94	21142.47	8.38	2.99	4.60	S at 0.01level	**2.7%**
		Within groups	525	1762871	3357.849					
		Total	527	1819156						

df: degrees of freedom; LOS**: Level of Significance; S : Significant; NS : Not Significant*

is accepted.

Finding: There is no significant difference in the OCB scores of Secondary School Teachers (SST) on the basis of their gender.

Discussion : OCBs are voluntary citizenship behaviours which normally depend on the climatic conditions, management policies and physical environment. When such conditions are conducive, the teachers get motivated to perform extra- role behaviours. As the conditions remain same for both, male and female teachers in any setting, the OCBs also remain almost at the same level irrespective of the gender of the teachers.

Interpretation: From the table, it could be observed that the calculated F for Qualification Scores and Subject of

Specialization Scores among participants with Organizational Citizenship Behaviour (OCB) is less than the table value at 0.05 level. Therefore, the null hypothesis is accepted.

Further, it could be observed that the calculated F for Age Scores and Experience Scores among participants with OCB is more than the table value at 0.05 level (2.99). Also, the calculated F for Type of School Scores among participants with OCB is more than the table value at 0.01 level (4.60) Therefore, the null hypothesis is rejected.

Findings :

There is significant difference in OCB of Secondary School Teachers (SST) on the basis of their Age, Experience and Type of School.

There is no significant difference in OCB of Secondary School Teachers (SST) on the basis of their Qualification and Subject of Specialization.

To find the sig of diff in the means of OCBs of Secondary School Teachers on the basis of Age, Experience and Type of School, the OCB scores were further subjected to *t test* .

The tables 11.3, 11.4 and 11.5 show the results of the same.

TABLE 11.3

Significance of the Difference between the Means of the Organizational Citizenship Behaviour Scores of the Participants on the basis of their Age

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**
							0.05	0.01	
Age (In Years)	22 – 30	117	344	620.8	5.42	**2.53**	1.97	2.59	S at 0.05
	31 - 40	229		603.6	3.98				
	22 – 30	117	297	620.8	5.42	**2.36**	1.97	2.59	S at 0.05
	41 & Above	182		604.7	4.15				
	31 - 40	229	409	603.6	3.98	**-0.19**	1.97	2.59	NS
	41 & Above	182		604.7	4.15				

df: degrees of freedom; LOS**: Level of Significance; S : Significant; NS : Not Significant*

Interpretation: From the table, it could be observed that the calculated t = 2.53 among participants with age group 22 years to 30 years and 31 years to 40 years and that of t = 2.36 among participants with age group 22 years to 30 years and 41 years and above is more than the table value at 0.05 level (1.96). Therefore, the null hypothesis is partially rejected. Whereas the absolute value of t = 0.19 among the participants with age group 31 years to 40 years and 41 years and above is less than the table value at 0.05 level (1.97). Thus the null hypothesis is partly accepted.

Finding: There is no significant difference in the Organizational Citizenship Behaviour (OCB) scores of Secondary School Teachers (SST) in the age categories 31 years to 40 years and 41 years and above. However, teachers in the age groups 22 years to 30 years with 31 years to 40 years and 22 years to 30 years with 41 years and above differ significantly with their respective groups.

Discussion: OCBs are voluntary behaviours demonstrated by the employees in an organization. These behaviours are secondary in nature. One can exhibit OCBs only after fulfilling the basic priorities and needs. Teachers in the age group 22 years to 30 years are the ones who have started their career and wish to get acquainted with the systems. Hence they utilize most of their times with their routine work. Teachers with age 31 years and above, on the other hand get well settled and matured in their work, and hence get more time and confidence to present OCBs.

TABLE 11.4

Significance of the Difference between the Means of the Organizational Citizenship Behaviour Scores of the Participants on the basis of their Experience

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**	$100\omega^2$
							0.05	0.01		
Experience (In Years)	1 – 7	189	361	616.4	4.24	**2.85**	1.97	2.59	S at 0.01	
	8 – 15	174		598.4	4.66					
	1 – 7	189	352	616.4	4.24	**1.39**	1.97	2.59	NS	
	16 & more	165		607.9	4.28					
	8 – 15	174	337	598.4	4.66	**-1.51**	1.97	2.59	NS	-----
	16 & more	165		607.9	4.28					

df: degrees of freedom; LOS**: Level of Significance; S : Significant; NS : Not Significant*

Interpretation: From the table, it could be observed that the calculated t = 2.85 among participants with experience ranging between 1 year and 7 years and 8 years and 15 years is more than the table value at 0.01 level (2.59). Therefore, the null hypothesis is partially rejected. Whereas t = 1.39 among the participants with experience between 1 year and 7 years with 16 years and more and absolute t = 1.51 among the participants with experience between 8 years and 15 years with 16 years and more is found to be less than the table value at 0.05 level (1.97). Thus the null hypothesis is partly accepted.

Finding: There is no significant difference in the OCB scores of Secondary School Teachers (SST) in the experience categories 1 year to 7 years with 16 years and above and those with experience categories 8 years to 15 years and 16 years and more. However, teachers in the experience group 1 year to 7 years with 8 years to 15 years differ significantly with their respective groups.

Discussion: OCBs are the voluntary extra- role behaviours which could be observed when an employee is well versed with his work and is capable of performing the routine tasks with ease and efficiency. As the teachers with experience between 1 year and 7 years are almost in the beginner's phase, their priority is to first understand the system and tasks to be performed so that they get secured with their job. Those with experience 8 years to 15 years have got settled in terms of job security and also the kind of routine tasks to be performed. Hence they are able to have more time and energy to exhibit OCBs. Teachers with more than 15 years of experience have more or less performed all sort of tasks including OCBs. Hence they seem to be almost saturated.

TABLE 11.5

Significance of the Difference between the Means of the Organizational Citizenship Behaviour Scores of the Participants on the basis of their Type of Schools

Variable	Group	N	df*	Mean	SD	t ratio	Table Value		LOS**	$100\omega^2$
							0.05	0.01		
Age (In Years)	SSC Board	242		597.0	4.16	**-3.8**	1.97	2.59	S	
	CBSE Board	149		620.7	4.14					
	SSC Board	242		597.0	4.16	**-2.4**	1.97	2.59	S	
	ICSE Board	137		612.8	4.48					
	CBSE Board	149		620.7	4.14	**1.3**	1.97	2.59	NS	-----
	ICSE Board	137		612.8	4.48					

df: degrees of freedom; LOS**: Level of Significance; S : Significant; NS : Not Significant*

Interpretation: From the table, it could be observed that the calculated absolute value of $t = 3.8$ among participants between SSC Board and CBSE Board Schools is more than the table value at 0.01 level(2.59) and that of $t = 2.4$ among participants between SSC Board and ICSE Board Schools is more than the table value at 0.05 level (1.97). Therefore, the null hypothesis is partially rejected. Whereas $t = 1.3$ among the participants with CBSE and ICSE Board Schools is less than the table value at 0.05 level (1.97). Thus the null hypothesis is partly accepted.

Finding: There is no significant difference in the OCB scores of Secondary School Teachers (SST) of CBSE Board and ICSE Board Schools. However, teachers of SSC Board Schools with CBSE Board Schools and those of SSC Board Schools and ICSE Board Schools differ significantly with their respective groups.

Discussion: Conditions such as physical environment, board related requirements, organizational climate, school policies, etc tend to be on similar lines when we talk about the CBSE Board and ICSE Board Schools. However these conditions differ significantly when compared with the SSC Board Schools. As researches have shown the the OCBs are influenced by these conditions, hence a significant difference in OCBs is observed between SSC Board teachers with those of ICSE Board and CBSE Board teachers.

12. Conclusion

1. The Organizational Citizenship Behaviour (OCB) of secondary school teachers (SST) is influenced by the factors such as age, experience and type of school.
2. Factors such as gender, qualifications and subject of specialization do not influence Organizational Citizenship Behaviour (OCB) of secondary school teachers (SST).

13. Suggestions for developing Organizational Citizenship Behaviour among

Teachers

In order to develop Organizational Citizenship Behaviour among teachers, it is essential to have provision of conducive climate. The same could be nurtured through timely motivational activities conducted by school leaders. School Management should strategically plan to have growth avenues for top performers. More emphasis should be given to train teachers in their areas of strength so that bonding with the organization gets strengthened. A teacher who is physically, mentally, emotionally and financially sound with the provision of positive climate, will surely exhibit extra-role behaviours. Hence more emphasis should be given on developing and nurturing positive culture of professionalism. This demands progressive and instructional leadership demonstrated by School leaders and Top Management.

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Role of social media in influencing sustainability practices among Indian Organizations

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Abstract :

Social media has emerged as largest platform for communication and engagement with global audience. It can be used as a medium to shape public opinion, diverse views and policy agenda.

It is increasingly being known as force that encourages organizations to support sustainability practices. Sustainability has achieved widespread and mainstream attention in public arena. It is generally concerned with both the health of the planet and the establishment of knowledgeable and empowered societies.

Still, there is breadth of literature that is critical of sustainability and questions the core values. Sustainability takes place in one locality at the cost of other communities. . Many technical and green measures disregard the social aspect of sustainability. There are differences of opinion on what is valuable and worth sustaining.

Organizations in India have recently recognized sustainability as an emerging trend and as an important strategic goal. Integrating triple bottom line balance between economic, environmental and social concerns is being seen as important contributor to their success. Organizations are strategically leveraging social media for interacting with all stakeholders, not just customers.

The paper explores the credibility of stakeholder's activism in social media for demand of sustainability practices. It researches the strategic use of social media to communicate and market the sustainability initiatives by an organization. Based on literature review and social media activity the study examines an organization's transformation towards sustainability.

Keywords: Economic sustainability, environmental sustainability, social sustainability, social media activism

Introduction :

Sustainability is becoming important in today's integrated world affected by environmental degradation, financial collapse and social conflicts. The concept of sustainability is closely related to corporate social responsibility. 'The theoretical concept and practical application of CSR and sustainability belong to a large extent, to a "Western" accountability-driven logic and dominant discourse and stem from the necessity of the corporation to provide transparency in terms of its societal and environmental impact, as this becomes forthcoming through its activities and operations'. (Pedersen, 2009)

Sustainable business practices contribute to current and future success of organization. Social media is increasingly used as platform to communicate and create awareness about sustainable practices of business organizations. Social media and social networks are driven by discussions and conversations. Thus social media provide a good venue for supporting the classic goal of corporate marketing and communication (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011).

The purpose of this study is to examine the role of social media and social network campaigns in adoption of sustainability practices by Indian business organizations. For the purposes of this study, the term social networking sites will be utilized to identify the following social media: Facebook, LinkedIn, Twitter, Tumblr, RSS Feeds, Blogs, and YouTube. Four of the social network sites mentioned in the study, Facebook, Twitter, YouTube, and LinkedIn are considered among the top social networks (Kumar & Sundaram, 2012).

New media is reshaping CSR communication for sustainability and effective stakeholder engagement. Effective stakeholder communication facilitates organisational success and legitimacy. in the age of new media that has the capacity to accelerate information dissemination and sharing as well as storage and retrieval of information, firms can advance their sustainability efforts via this platform for more visibility.(Nwagbara, U., & Reid, P. 2013).

Research Questions :

Based on extant literature several questions are offered for examinations.

Q1. What are the important dimensions of sustainability for business organizations?

Q2. Are these dimensions of significance to both practitioners and academicians?

Q3. Which are the most publicized sustainability issues on social media?

Q4. How are the Indian organizations responding to implementation of sustainability practices?

Research Methodology :

Based on the review of literature three dimensions i.e., environment, social and economic were isolated to study sustainability. A focus group discussion comprising of faculty members from Economics, HR, Finance and Marketing stream was conducted to generate a list of issues under each dimension for study. For study of environmental sustainability – environmental pollution, climate change, waste management, sustainable energy; for study of social sustainability - Equity, cultural preservation, corruption, disclosure and transparency, population health; for study of economic sustainability –poverty, industrial growth, inclusive growth, economic development were the result of focus group discussion. Three judges(one economics faculty, two marketing faculty) selected one issue for each dimension of study. All judges chose following for inclusion in the study:

1. Issue of Climate change under environmental sustainability
2. Issue of corruption, transparency and disclosure under social sustainability
3. Issue of inclusive growth and economic development under economic sustainability

Further, the analysis is based on qualitative review of extant literature, scholarly articles, news articles and survey reports and social media campaigns. The digital databases were extensively referred for relevant articles on sustainability.

Review of Literature :

Sustainability: A Multidimensional construct :

The term, sustainable development, meaning "to meet the present needs without compromising the ability of future generations to meet their own needs" (United Nations 1987), has greatly influenced popular framings of sustainability today. It is primarily based on Brundtland Report "Our Common Future", Which was published by World Commission on Environment and Development(WCED) in 1987. (WCED, 1987).

Sustainability is a multidimensional and multilevel approach to creating future-oriented ways of living that balance human activity and wildlife processes over long-term time frames.(Carr C,2013). Sustainability revolves around these tripartite variables: the economic, environmental and social for any business to be deemed sustainable (Ferrell, Thome & Ferrell, 2011).

However, Social and environmental aspects are only taken into account when they can be aligned with financial performance. In line with the business case for sustainability (Carroll & Shabana, 2010), this structure is based on the belief that addressing environmental and social issues contributes to profit maximization (Byrch et al., 2007).

Müller, A., & Pfleger, R. (2014). presented blueprint for the transformation of companies towards sustainability, their proposed decision model allowed identifying the economically optimal increase of the sustainability maturity level of each identified corporate activity and thus represents a first approach to quantify decisions regarding transformation towards sustainability.

Environmental Sustainability :

Issue of Climate Change :

Climate change and sustainability are fundamental business issues in the emerging low-carbon economy. A member of the World Bank, IFC(International Finance Committee) is owned by 184 countries, which collectively govern IFC policy. Climate change is a strategic priority for IFC because it threatens development gains. The group is engaged in three key areas of climate business: 1) Clean energy and energy access; 2) Resource efficiency; 3) Climate adaptation. (IFC, 2013)

This presents not only new opportunities for organizations to increase revenue and reduce costs, but also the need to manage a wide variety of new risks. Accuracy in monitoring, measuring, and reporting the results of climate change actions is becoming increasingly important to internal and external stakeholders. Therefore disclosure and communication of their efforts is significant. (Starbuck, S., & Singer, S. (2010).

This commitment to sustainability and the degree of disclosure of such information may be affected by political and ideological factors (García-Sánchez et al., 2013). Also it can be affected by communication factors such as media pressure on the local administration.(Bewley and Li,2000). The research by Cuadrado-Ballesteros, B., Frías-Aceituno, J., & Martínez-Ferrero, J. (2014) demonstrated a growing boom of ethical commitment to sustainability issues in the public sphere which are acquiring a renewed role in society. They specifically showed the impact of media pressure on sustainable information that local government disclose, moderated by their political ideology.

Social Media on Climate change :

WWF has produced a staggering number of climate change campaigns over the years, featuring evocative images from displaced seals sleeping on park benches to Tarzan swinging across a barren rainforest. TckTckTck and Greenpeace teamed up in 2009 to call for a fair, ambitious and binding international climate change treaty at United Nations Climate Change Confernece held in Copenhagen, Denmark. (Lytton C,2013)

Launched by the World Bank and the Italian Ministry of Environment, Connect4Climate is a global community to take on climate change, promote solutions, and empower action. The Connect4Climate community connects over 200 partners around the world including civil society, media networks, international organizations, academic institutions, youth groups and the private sector. With a million individuals participating on Facebook, Twitter, Vimeo, YouTube, Flickr and other social media channels, Connect4Climate interacts with a global audience.("Connect4Climate is connecting",2014)

In 2008, leaders of global environmental and development NGO's came together in an unprecedented alliance to grow public awareness around the impacts of climate change and the level of collaboration required to address them. TckTckTck.org. Structured as an "open-source campaign", they needed help to use digital to support each partners' campaign. It won the Webby award for best advocacy campaign. ("An open campaign",2010)

Indian Organisation's adoption of climate change agenda

Case : Pepsico India :

" In India, we operate three ongoing initiatives to better the environment. These are closely linked to our business and are areas in which we believe we can make a very positive impact.

Our initiative to *replenish water* has been a major success. 2009 was a milestone for us – we were able to achieve a positive water balance, giving back more water than we consumed through our various initiatives of recharging, replenishing and reusing water. Our efforts to convert *waste to wealth* have been very fruitful. We have educated community members on how to segregate and recycle their waste. In a project employing over 500 people, we transform bio-degradable waste into organic manure through vermi-culture.

We have also *partnered with farmers* across the country to help them boost their productivity and income. We have pioneered contract farming, developed robust, high-quality potato seeds, arranged for farmer loans, and aided citrus growers in a variety of ways."

(environmental sustainability,2015)

Case: Mahindra & Mahindra :

"Hand-in-Hand with NAPCC

India is resolute to combat climate change and has outlined existing and future national policies and programs in its first National Action Plan on Climate Change (NAPCC).

We are committed to contribute to the national goals and our operations are aligned with the NAPCC.

Mahindra Solar One, set up in 2010 as a subsidiary of Mahindra Cleantech Ventures, offers a range of solar solutions spanning on-grid solutions, EPC (Engineering, Procurement, and Construction) services, and off-grid solutions.National Mission for Enhanced Energy Efficiency

Through our various initiatives in all our Group companies, we saved 37,695 GJ of energy in FY 2010-11.National Mission on Sustainable Habitat

Mahindra Group has also made it a point to embed green features in all new building projects. We have also retrofitted Mahindra Towers in Mumbai to be more energy efficient. Till date, five sites of MLDL have received IGBC rating. MWC has developed an in-house team of engineers and architects as certified energy saving analyst.

Various sectors of Mahindra Group have adopted the 3R (Reduce/Recycle/Reuse) methodology for water. In addition to this, we are initiating a comprehensive water footprinting exercise to understand and optimise our water consumption.

Mahindra Group has an ongoing mass tree plantation project called Project Hariyali. Under this project, we surpassed our target to plant a million trees in 2008 and are currently well on our way to achieve our target of an additional million trees by October 2, 2011.

We have always been at the forefront of agricultural technology.During the reporting period, the Group decided to foray into micro-irrigation and acquired a stake in EPC Industries Limited.

Products from Mahindra's Farm Division are helping farms become more prosperous.Over and above robust and efficient tractors, we are also producing farm-support services including agri-mechanisation solutions under Mahindra AppliTrac; seeds,crop protection, and market linkages and distribution through Mahindra Shubhlabh; and agri-support information and counselling through the Samriddhi Initiative." ("Mahindra Rise",2010)

Case : Taj Hotels Resorts and Palaces :

In an endeavour to reinstate its vision and efforts to boost sustainable tourism and integrate environment management in all business areas, Taj Hotels Resorts and palaces presents EARTH (Environment Awareness & Renewal at Taj Hotels), a project which reiterates the conscious effort of one of Asia's largest and finest group of hotels to commit to energy conservation and environmental management. EARTH has received certification from EarthCheck, the only worldwide environmental certification program for travel and tourism. ("EARTH",2014)

Social Sustainability :

Issue of Corruption and Transparency :

The social dimension of sustainability is concerned with the well being of people and communities as a noneconomic form of wealth.(Choi, S., & Ng, A. (2011).

This social dimension of sustainability has become more apparent, shown by increased public distrust toward business practices, exemplified in scandals, such as those surrounding Enron and Exxon Oil, as well as more public expectations of companies to do more for social well being (Mohr and Webb 2005).

Social Media on Corruption :

Anna Hazare, the diminutive ex-soldier who has rallied people from all walks of life in his fight against corruption, has now stormed the virtual world too, where his fan following on social networking sites is growing by the minute. Anna was among the top 10 most-searched terms on Google from August 15-18. As per Google Insight, Facebook has 542 fan pages by Anna's name.(Chumbhale,A.2011)

In 2011, India was ranked 95th out of 178 countries in Transparency International's Corruption Perceptions Index. To create awareness and highlight the multiple scams, social activist Anna Hazare commenced an anti-corruption movement, India Against Corruption (IAC), in April 2011 based on the non-violent teachings of Mahatma Gandhi. The objective of this movement was to press the Government of India to pass legislation aimed at deterring corruption, reducing grievances of corruption and protecting whistle blowers.

Hazare's supporters created Facebook pages, including a "List of Scams in India – Every Indian must see this…", and "Anna Hazare – Movement against Corruption". These pages attracted more than 300,000 supporters within a day. More than 150 Facebook pages related to "Anna Hazare" and "India Against Corruption" emerged, the majority of these being created by non-official supporters of Hazare. Twitter gave another dimension to his movement by garnering support from celebrities including Bollywood actors and cricket players. YouTube was not far behind Facebook and Twitter. Hundreds of videos were uploaded in support of Hazare's campaign. Even SMSs played an important role in heightening the agitation. (Global Agenda Council, 2011-12)

Indian Organization's adoption of Transparency, disclosure and corporate governance agenda :

The Study based on the sample size of 121 companies, out of which 40 companies are from large cap, 40 are from mid cap and 41 companies are from the small cap category. the observations of the study show that the firms which show more transparency in their accounting and financial matters and disclose all the material facts and information to shareholders have better financial performance as compared to the firms with poor transparency.(Bijalwan, J. G., & Madan, P. (2013)

ONGC and Reliance Industries :

The report, Transparency in Corporate Reporting, analyzed 124 companies from the Forbes list of the world's biggest publicly-traded companies. ONGC and Reliance Industries are the only two Indian companies that disclose tax payments in almost all the foreign countries where they operate, says a report. (ONGC, Reliance Industries disclose tax, 2014)

Infosys :

At Infosys, the goal of corporate governance is to ensure fairness for every stakeholder – our customers, investors, vendor-partners, the community, and the governments of the countries in which we operate. We believe that sound corporate governance is critical in enhancing and retaining investor trust. Our disclosures seek to attain the best practices in international corporate governance. We also endeavor to enhance long-term shareholder value and respect minority rights in all our business decisions. Our efforts are widely recognized by investors in India and abroad. We have been audited for corporate governance by the Investment Information and Credit Rating Agency (ICRA) and the Credit Rating Information Services of India Limited (CRISIL) and have been awarded a rating of Corporate Governance Rating 1 (CGR 1) and Governance and Value Creation Level 1 (GVC Level 1) rating respectively. We are also in compliance with the recommendations of the Narayana Murthy Committee on Corporate Governance, constituted by the Securities and Exchange Board of India (SEBI). (Infosys Corporate Governance,2013)

Economic Sustainability :

Issue of inclusive growth and economic development :

Inclusive growth has become a buzz word for economic development . It is essential for success of any growth strategy. Inclusive Growth is not pro-poor growth or growth with equity. (Kalsen,S.2010). In contrast, Ianchovichina and Lundstrom (2009) argue inclusive growth to be "productive employment rather than income redistribution". Inclusive growth is a measure of quality for economic growth. As the scarce resources of economy are committed in activities, it is essential to observe that the opportunity cost of such resources is at minimum. (Ramanadh, K., et,al. 2012).

Sheth et al. (2011) have articulated the meaning of the economic dimension of sustainability. They have identified two distinct aspects of the economic dimension of sustainability: one relating to conventional financial performance (e.g., cost reductions), and the other relating to ''economic interests of external stakeholder, such as a broad-based improvement in economic well-being and standard of living''.

The general definition of economic sustainability is the ability of an economy to support a defined level of economic production indefinitely. Economists have also begun to internalize pollution and other negative impacts to the environment in economic analyses, which once treated these impacts as externalities.(Samuelson,1954)

Social media on inclusive growth and economic development :

Social media helps bring access to information to all. In developing countries this means that people in rural areas, or with little access to services can now obtain educational, mobile health and financial services in ways that were impossible before mobile technology and the spread of social media.

Increased access to the Internet and mobile communication combined with strategic uses of social media can bring public health information to many more people, more quickly and directly than at any time in history. One fact sheet or an emergency message about an outbreak can be spread through Twitter faster than any influenza virus.(McNab C,2009)

Social media has been used as a tool to support development outcomes (access to markets, financial services and employment; accountability and transparency; service delivery; and protection of human rights). (Communication and corporate Governance,2014)

Prime Minister Manmohan Singh's official twitter account has listed out areas(computer penetration, tap water connections, LPG connections etc) in which reforms have helped inclusive growth expanding reach of technology and better living for the common man. (Banerjee,S.2012)

Indian initiatives towards inclusive growth and economic development :

ICICI :

ICICI Group has been engaged in a systematic effort to address the challenges of access to finance. By introducing new models to deliver rural and micro credit, promoting the SHG-Bank Linkage, steering the introduction of Business Correspondents in India, and supporting organisations like FINO and MicroSave, ICICI Bank has provided considerable leadership and technical expertise to enable financial inclusion. The acquisition of Bank of Madura with its more than 100 rural branches is one such initiative to increase rural access. (Universal Access,2014)

TATA Steel :

Sustainable development and inclusive growth in the rural areas of India is facilitated by Tata Steel's Corporate Sustainability Services (CSS) through the Tata Steel Rural Development Society (TSRDS), the Tata Steel Family Initiative Foundation (TSFIF) and the Tribal Cultural Society (TCS). Its initiatives span sustainable livelihoods, health care, education and empowerment of women. (Measuring the Impact,2012)

Conclusion :

Integrating environmental, social, and economic objectives into corporate decisions is a key success factor for transformation towards sustainability. All over the world, people are spending more time online chatting with friends, consuming online media and searching for products online. This is being leveraged by social media in creating awareness and in crafting campaign platforms for varied dimensions of sustainability. It is able to bridge geographical and time bound differences and connect different parts of the world. It has achieved unprecedented growth as preferred medium for communication across the globe. It is playing a significant role towards increasing business sustainability as it is about how an organization communicates to customers in ways that serves the environment while increasing bottom lines.

Implications for Business Marketing Practices :

Manager's perception of different types of social media activism influences the Indian organizations on the type of sustainability practices that their firms adopt. The stakeholders focus has moved beyond sustainability performance like anti pollution and economic efficiency to waste management and redesign of business processes. Business organizations in India are carefully attempting to balance their growth goals with the need to pursue sustainability. Increasing number of people prefer to buy from organizations that care, in response organizations in India will have to add an environmental dimension to their profile. People are emailing, blogging, sharing and tweeting to their friends and relatives good and bad things about an organization's offer. Manager's have to pay heed to this word of mouth as it shapes consumer decisions. A business committed to sustainability can benefit from favourable public opinion and greater customer loyalty.

Sustainability and sustainable development is a common cause that unites the world today as ignoring it threatens the survival of planet and human race itself. Sustainability is not achieved by single actions, but rather is an on-going process, leaders have to analyze the current state of business organizations and work towards making them sustainable for future generation.

Based on this study, several areas for additional research have been identified. The first relates to the portfolio of dimensions selected for this examination of sustainability in the Indian context. For the purpose of this study, in the environmental, social and economic dimension only three influencers of climate change, corruption and economic development were chosen. However, additional research is required to study other influencers making headlines in social media forums and their impact on Indian organizations adoption of sustainability agenda.

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Role of Fin Tech Start ups in Lending Services of Indian Financial Sector

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Abstract :

Today's banking industry is in the stage of change management, with multiple technology, regulatory, and demographic factors managing length and breadth of the value chain. These factors always show a strong impact on the way banks conduct their business. Traditional banking methods are not enough to meet increasing customer expectations and improve profitability.

Non-banking service providers in the form of fintech players are removing all intermediaries and often targeted discrete highly profitable segments of the banking value chain. Unbundling of financial services has led to innovation in different forms taking center stage, Examples such as peer-to-peer lending are making headway in disintermediation banks from the lending process. Although with a promise of better returns for the lender and lower rates for the borrower. While the degree of disruption is different for various banking services, nonetheless the threat from fintech and other non-traditional players is looming. This paper aims to understand and analyze the trends in banking that are expected to drive the dynamics of the banking IT ecosystem and roll of fintech firms in the near future.

Keywords:

Fintech, MICR, Banking, Peer to Peer Lending

A) Fintech in India :

As population of India is growing market for Fintech are also increasing in same trend. A large amount of young population is creating huge space for fintech. With over half a billion dollars flowing into startups, Fintech in India has grown rapidly in the last three years and the segment is expected to grow further. Banks and financial institutions have taken note of this and are actively participating in the ecosystem. The government already taken several initiatives to boost fintech eco system and for new opportunities. The government also took legislative action to boost the banking system and pushed new technology such as MICR, electronic funds transfer and other electronic payments that revolutionized the banking system. Fintech start-up firms always tie up external partnerships with financial institutions, universities and research institutions, technology experts, government agencies, industry consultants and associations. Because of these partnerships, they create a highly unified ecosystem that brings with it the expertise, experience, technology and facilities of all the entities together.

Since last 5 years its clearly noticed an emergence of payment startups in mobile wallets; e-bill payment and mobile recharge services. Major Fintech startups such as Oxigen, MobiKwik, Paytm and Freecharge originated between 2005–10. From 2010, there have been multiple Fintech startups that have mushroomed in different segments such as lending (100+ startups), personal finance management (40+ startups) and investment management (90+ startups). The regulatory bodies and banks have brought new solutions that will create interesting opportunities for Fintech and the financial services sector as a whole. The most prominent of these is the launch of UPI –

Universal Payment Interface. To leverage the increasing usage of smartphones and mobile apps, NPCI (National Payments Council of India, the umbrella organization that sets the payment rails in India) launched UPI, a set of standard APIs with an open architecture provided to the banks in order to facilitate account-to-account transfers by customers by entering just one virtual ID. Another important view for Fintech ecosystem is the increasing number of partnerships between banks and Fintech startups. For example, HDFC Bank and the Fintech startup 'Tone Tag' have partnered to provide phone-based proximity services and Yes Bank already partnered since last several years with Ultracash Technologies to enable sound-based proximity payments.

Among the various other emerging Fintech startups that have provide funding, one such startup, Capital Float, provides loans to SMEs by assessing their history through partnerships with e-commerce players. Capital Float has raised three rounds of financing on consecutive years between 2014 and 2016.

B) Pillars of Fintech Ecosystem:

C) Lending Services by Fintech Firms:

Another major factor in Fintech space in India is lending services which is becoming threat to regulated banking system. The majority component of lending in India is still held in the form of community finance where family and community members, as well as offline lenders, rule the space. It was searched by experts that community finance is as big as the traditional bank consumer lending. Community lending has been flourishing due to being mainly unregulated and a commonly accepted scheme of operating among the unbanked and underbanked. However, because of increasing financial inclusions, technology ease and digital penetration, the number of fintech startups who are interested in lending mechanism. Unsecured consumer lending as of today has largely been narrowed to the metros only. There are innovative and updated technology-savvy solutions that have been mainly targeted towards the urban crowd who are looking at alternative credit due to two reasons, for ease of access to funds where the technological process does not require huge documentation and large waiting period.

More recently, **P2P (peer to peer)** lending have been gaining importance. Fintech startups have developed solutions that provide superior customer experience and faster processing times for lending. P2P lending is acting as a balancing platforms for borrowers and lenders in this unregulated market. **Faircent and i-lend** are two of the prominent players in the P2P lending space. **Segment-based lending**, on the other hand, includes players like Early Salary that mainly targets younger working population for providing loans. They disbursed out loans from INR 10,000 up to INR 100,000 based on the borrower's salary for a tenure of 7 to 30 days. Such segment-focused startups are at an early stage and could be a very attractive segment for new Fintech solutions but such start ups are also biggest competitors for regulated banks. In spite of the key role it plays in the country's economy i.e. SME sector which always suffers on account of inadequate financial assistance. Fintech startups are helping SMEs to focus on constructing their business by taking care of the gaps in SMEs capital requirements. The credit risk analysis is done digitally so that loans are provided in less than 48 hours. Startups in SME financing like IndiaLends, Lendingkart and Faircent have gained a lot of consideration from the investor community. Such start ups specially established for helping SMEs is also one of the important threat for banks as today every bank wheather it is nationalized or private have separate SME division but if such fintech start ups covered large portion of SME lending market, in that case it's a serious issue for regulated banking industry. **Appendix A** mentioned list of few fintech start ups who are actively involved in lending business and performing well.

D) Threat of Fintech Start ups to Banks:

Banks are right to be afraid of the fintech start up boom as one of the fintech start up 'Unicorn 'which has yet to come at stock market but is valued more than Rs 6640 cr. Fintech specs are disrupting banking industry. These firms are developing innovations include peer to peer lending platforms that match borrowers and savers. Experts say small fintech firms are emerging in areas such as building financial products, distribution, payment and analytics which were domain areas of banks. "Banks and financial institution are now constantly under attack from new breed of financial start ups" said Y M Deosthale chairman and MD of L& T Finance. These Fin techs are increasingly gaining Legitimacy even with regulators in same way they will also gain trust from customers.

E) Following are some important facts regarding fintech firms took control over lending business of banks:

1. Existing players in banking still hold an advantage in terms of financial strength, knowledge, trust that start ups will never be able to match in the future. However current banking still need to change the way they use these strengths to their advantage. Current banking should improve more on digitization to face competition with fin tech firms.
2. Financial product aggregators such as bank bazaar, policy bazaar and funds India.com which are seeing increasing traffic and are taking away customer relationships from banks, insurance companies and asset management companies.
3. Reserve Bank of India Deputy Governor SS Mundra said it may make business sense for brick-and-mortar banks to collaborate with the more efficient and agile financial technology (fintech) players.
4. Referring to a PwC 2016 Global Fintech Survey report, Mundra said up to 28 per cent of the banking and payments business would be at risk by 2020. The imminent competition to banks' business comes from the new breed of fintech companies having capacities to address specific pain-points of financial customers such as remittance, credit, and savings.
5. The report added that micro, small and medium enterprise (MSME) banking is likely to be the fourth-largest sector to be disrupted by fintech in the next five years after consumer banking, payments, and investment/wealth management.

F) Findings of the Study:

1. Banks should adopt technological innovation at faster rate as competition is arising from new players such as Zopa and Prosper (social lending firms).
2. Non banking firms such as Apple and Google have also invested in financial solutions such as ApplePay and Google wallet. Banking sector also need to invest in technology as word is changing and updating very fast.
3. Since customer expectations are increasing day by day banks need to critically address the areas of digitization and simplification/agility.
4. Major technology firms also demand percentage in profit sharing in payment processing which is traditionally provided at free cost to customers.
5. Banking and finance sector is focusing on new innovations but that focus will be more fruitful if there are innovation labs and collaborating with fintech firms.
6. Banks can also focus on not only investing in fintech firms but also on acquiring fintech firms.
7. Retention of current customer is biggest challenge for banks if proper investment is not made in technology.

8. Innovation ecosystem need to be focused to sustain in market with every variety of customers.

Conclusion :

FinTech has recently seized a lot of public attention. If given the right environment, FinTech will become one of the most powerful support to small businesses and thus stimulate sustainable economic growth. Lending solutions offered by fintech firms give lots of potential to small businesses, as institutional capital is readily available. It is a very good platform to satisfy small size funding. Invoice finance is a effective tool to solve liquidity and working capital problems of small business. FinTech in trade finance is still at an early stage but promises great potential to unlock a global customer base for small businesses as never before. For FinTech to realize its full potential, the coherent action of several parties is required. FinTech providers should always have an objective to become collaborative partners with banks, comply with regulation, act transparently and become even more coordinated in the medium ticket lending. Governments can set the right incentives and provide direct support to help their national FinTech industries to blossom. Statutory bodies can create a positive and cooperative environment that promotes innovative solution as well as protection of individual by installing proper framework. DFIs could choose to play a catalytic role in driving the adoption of marketplace lending, especially in emerging markets. Time will tell if FinTech will live up to the tremendous hope – and investment money – it offers.

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Appendix A: List of fintech start-ups in India

Even Yudhishthira had to go through Hell

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Abstract :

In management there is always a strategic dilemma of Core Competence Vs Diversification. This dilemma emerges from a more practical aspect related to finance which is Profit Vs Market Share. While most business in the initial phase concentrate on market-share and then later switch toward taking care of Profit. This case study takes us through various approach toward leadership when it comes to managing a conglomerate like the Tata Group. Before we start talking about the leadership style we would like to go through the conceptual framework of business focusing on core competence as oppose to business focussing on diversification.

Keywords : Leadership, Organizational Development, Teamwork

Introduction :

When it comes to strategic concepts like diversification or conglomerate structure, we would like to quote article of J Ramchandran *et.al in* Harvard Business Review(2013); "The success of the business group—a network of independent companies, held together by a core owner—in most emerging markets is remarkable for several reasons. First, it defies history. Conglomerates were all the rage in the United States and Europe for decades, but hardly two dozen of them survive there today. By the early 1980s, they had been laid low by their poor performance, which led to the idea that focused enterprises were better at creating shareholder value than diversified companies were. Second, the unbridled expansion of business groups challenges the conventional wisdom that they have succeeded in developing countries mostly because they've been able to compensate for institutional voids there and, in the process, catalysed their own growth. Third, business groups in developing countries have grown mainly through diversification, even though U.S. investors believe that diversification destroys value. On Wall Street the typical conglomerate discount ranges from 6% to 12%. Business groups represent an alternative to this "divisionalize or divest" approach. We've done five years of research on them in India, and we've found that, because of the way they are structured, they can manage a portfolio of enterprises better than multidivisional companies can. Another major factor in their effectiveness, we've observed, is that their leaders have stopped relying on family members and associates to oversee companies and created a formal management layer, called the group centre, which is organized around the office of the group chairperson. That mechanism is helping smart business groups spot more opportunities and capitalize on them while retaining their identity and values."

When it comes to strategic concepts like core competence, we would like to quote the management guru C K Prahalad's article in Harvard Business Review (1990);"A company's competitiveness derives from its core competencies and core products (the tangible results of core competencies). Core competence is the collective learning in the organization, especially the capacity to coordinate diverse production skills and integrate streams of technologies. It is also a commitment to working across organizational boundaries. Organizing around core competencies requires a radical change in corporate organization. The first step requires identifying core competencies, which meet these three requirements: they provide potential access to a wide variety of markets, make a contribution to the customer benefits of the product, and are difficult for competitors to imitate. The next step is to redesign the architecture of the company and provide an impetus for learning from alliances and a focus for internal development.”

On 23rd November 2011 Ratan Tata chose Cyrus Mistry as his successor who would be groom by Mr Ratan Tata for a year before he retires in December 2012. This was a landmark decision in many ways and many hailed the decision. This was the moment of glory for Mr Cyrus Mistry as he was chosen by a Team of Tata Veterans post 15 months of extensive search. On his appointment, Mr. Cyrus Mistry had stated, “I am aware that an enormous responsibility, with a great legacy, has been entrusted to me. I look forward to Mr. Tata’s guidance in the year ahead in meeting the expectations of the group.” To ensure that there was no conflict of interest and the values and ethics of the Tata Group were protected, Mr. Mistry legally disassociated himself from the management of his family business (the Shapoorji Pallonji group). Mr. Tata retired on December 28, 2012 and Mr. Mistry took over as chairman that day.

TATA GROUP’S DEALS UNDER CYRUS MISTRY
(2013-2016 year-to-date)

TOP 5 ACQUISITIONS

Target company	Sector	Acquirer	Amount ($ mn)	Deal date	Type
Welspun Energy*	Renewable energy	Tata Power	1,370	Jun 2016	Domestic
IVRCL*	Infrastructure (roads)	TRIL Roads	405	Apr 2013	Domestic
Piaggio Aero**	Aviation (aircraft-business aircraft)	Tata group	253	Nov 2013	Outbound
Tata Metaliks**	Steel	Tata Steel	57	Apr 2013	Domestic
Metahelix Life Sciences	Biotech	Tata Tea	55.7	Feb 2016	Domestic

TOP 5 DIVESTMENTS

Target company	Sector	Acquirer	Amount ($ mn)	Deal date	Type
Tata Communications Data Centre	Telecom services	Singapore Technologies Telemedia	634	May 2016	Inbound
Neotel**	Telecom services	Liquid Telecom	433	Jul 2016	Inbound
Tata Chemicals*	Chemicals (fertilizers)	Yara International	400	Aug 2016	Inbound
Tata AIA Life**	Insurance (life insurance)	AIA Group	308	Dec 2015	Inbound
Taj Boston	Hotels	New England Development, others	125	Jul 2016	Inbound

*Indicates sale of asset rather than the company. **Indicates a minority stake acquisition/inter-group transactions

Source: Venture Intelligence

CYRUS MISTRY’S CORE TEAM

Group Executive Council

Members	Position
N S Rajan	Chief HR officer
Mukund Govind Rajan	Group brand custodian
Madhu Kannan	Head, business development

Tata Sons board at a glance

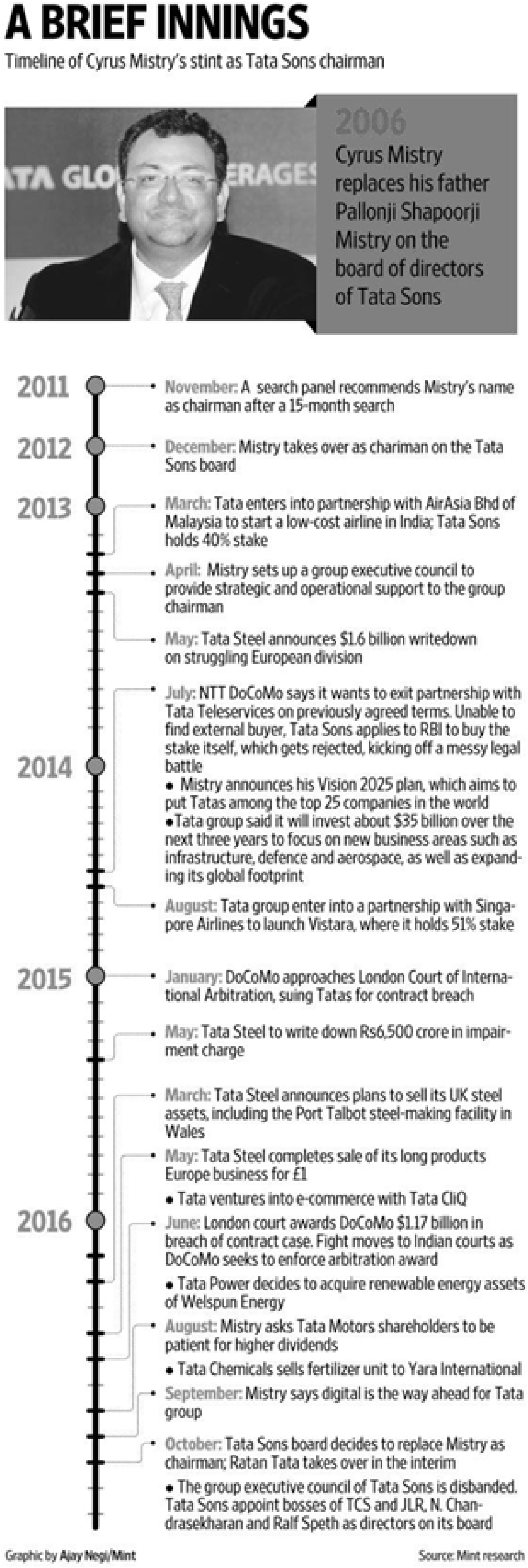
Members	Position	Retirement date
Cyrus Mistry	Chairman	4 Jul ’38
Ishaat Hussain	Non-executive director	2 Sep ’17
R Gopalakrishnan	Non-executive director	25 Dec ’15
F K Kavarana	Non-executive director	17 Mar ’14
R K Krishna Kumar	Non-executive director	18 Jul ’13

Other senior Tata executives retiring next year

Ravi Kant	Non-executive vice-chairman, Tata Motors	1 Jun ’14
B Muthuraman	Vice-chairman, Tata Steel	26 Sep ’14
S Ramadorai	Non-executive vice-chairman, TCS	6 Oct ’14

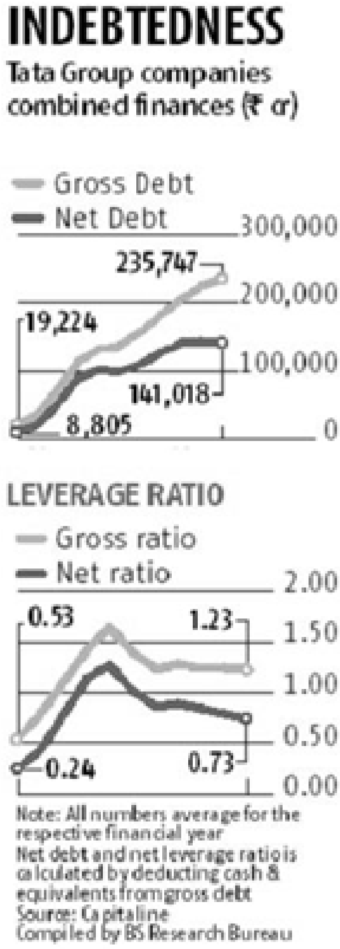
Source: Bloomberg/Company

Cyrus Mistry was focussed on two basic factors; net profit and return on capital employed. He could see through management’s which talked about EBITDA positive and Cash flow positive which made him focus on short-term more than long-term or in management terms more tactical than strategic. As seen in the Venture Intelligence snapshot which is self-explanatory of the earlier stated facts from the Acquisition and Divestment list. One striking feature of Cyrus Mistry’s leadership style was that; he was a non-believer of debt or leverage whether external or internal. Also, when we talk about external debt we mean outside the Tata Group like the bridge loan take to acquire JLR from a consortium led by Citibank whereas; when we talk

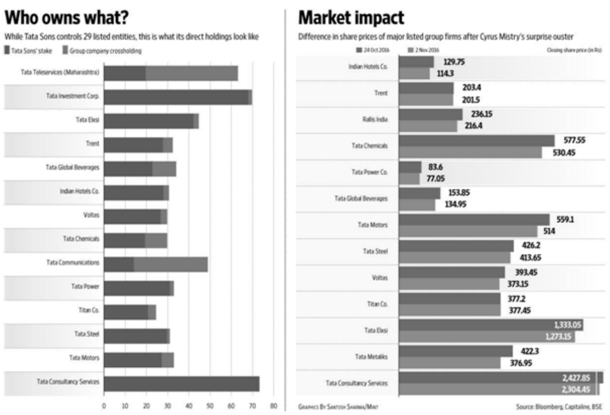


about internal debt we mean debt from either Tata Trust or Tata Sons Ltd.

According to an article in pink paper the Tata group's debt peaked, leverage declined under Mistry's tenure. "The combined gross debt of the Tata group's other listed companies did reach a new high during Mistry's tenure, but so did other financial parameters as seen in graph below. This resulted in a decline in the group indebtedness. The combined average annual gross debt of the group's 18 listed companies rose 50% from Rs 1.57 lakh crore in 2011-12 to Rs 2.36 lakh crore in 2015-16. During the same period, their combined net worth, or equity, climbed 51% from Rs 1.27 lakh crore in 2011-12 to Rs 1.92 lakh crore in 2015-16. The group's leverage ratio declined marginally from 1.24 in 2011-12 to 1.23 in 2015-16. Nearly 72% of the rise in incremental debt during the period was accounted for by Tata Steel at Rs 26,300 crore and Tata Motors at Rs 23,300 crore. They are followed by Tata Power and Tata Teleservices (Maharashtra), accounting for around 9% each. Nine of the group companies were debt-free on a net basis during the period. These include Tata Consultancy Services, Titan and Voltas. The analysis is based on the financials of the Tata group's 18 listed companies, excluding their listed subsidiaries. The list includes associates of listed companies where other listed group companies own less than a 51% stake but Tata Sons has no stake. Accounting for cash and equivalents, there has been a major improvement in the group's indebtedness during Mistry's tenure. The group's net debt declined in absolute terms in 2015-16 for the first time in five years. Net of cash and equivalents, the group's



net debt-to-equity ratio, or leverage ratio, declined to a nine-year low of 0.73 during 2015-16 from 0.86 in 2011-



12. The group's net debt-to-equity ratio had hit a record high of 1.28 in 2009-10. The Tata group companies were sitting on cash and equivalents worth Rs 1.02 lakh crore at the end of 2015-16, up from Rs 56,700 crore at the end of 2011-12. Nearly half of this cash pile is accounted for by Tata Motors with TCS contributing another 28%. Excluding these two companies, the group's net debt-to-equity ratio worsens to 2.25 in 2015-16 from 1.12 in 2011-12. This is largely due to a continuous decline in Tata Steel's net worth on account of losses in its European operations." Kant, K. (2016, November 11).

TCS BOOSTER FOR TATA SONS

Figures in ₹ crore

Year	Investment**	TCS Dividend*
FY05	7,672.7	445.2
FY06	9,099.4	529.2
FY07	12,766.6	886.0
FY08	19,830.0	1,034.3
FY09	26,448.8	1,014.0
FY10	31,802.5	2,886.9
FY11	36,175.1	2,020.8
FY12	38,906.1	3,608.6
FY13	41,712.5	3,175.6
FY14	44,932.0	4,620.3

*Tata Sons share in TCS dividend based on its average stake in the financial year
**Tata Sons cumulative investment (at book value) in group companies Source: Company, Capitaline

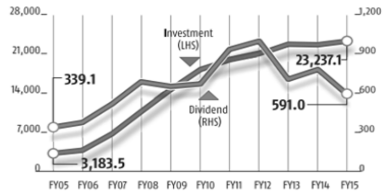
The Golden Goose :

It is the biggest IT Company in India that we are talking about with a market cap of more than 5 lakh crore. Tata Sons, which owns 73.7 per cent of TCS, is the biggest beneficiary of this. TCS is one of India's top dividend payers behind Coal India and ahead of ONGC. When we carefully study the Tata Sons Ltd investments in multiple Tata Group companies we can see from the image below;

In most of these companies, Tata Sons doesn't hold a majority of the stock, its stake ranging from 22-31%. The notable exceptions are Tata Consultancy Services Ltd (TCS), where it holds 73%, and Tata Investment Corp. Ltd, where it owns 68.14%. The stake held by various trusts, including Sir Dorabji Tata Trust, JRD Tata Trust and Sir

MORE OUT THAN IN

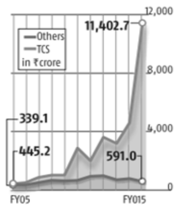
Tata Sons equity investment and dividend income* (₹ crore)



* Excluding TCS and based on dividend pay-out by various group companies and Tata Sons March-end stake in them Compiled by BS Research Bureau; source: Capitaline

WHAT THEY EARNED

Tata Sons dividend income



INVESTMENTS & THEIR MARKET VALUE

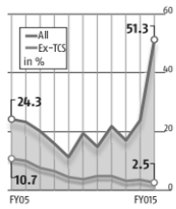
Tata Sons equity investment and their market value

Company Investment#	Equity value** (₹ crore)	Mkt investment (₹crore)	Equity value (%)	Mkt (%)
Tata Steel	9,754.5	9,679.4	41.7	2.2
Tata Motors	3,504.8	35,834.2	15.0	8.1
Tata Power	2,263.2	5,832.3	9.7	1.3
Indian Hotels	1,381.4	2,992.6	5.9	0.7
Titan Company	1,172.7	6,337.0	5.0	1.4
TCS	146.0	364,117.4	0.6	82.6
Others	5,160.6	15,987.3	22.1	3.6
All	23,383.1	440,780.3		

** As on 31st March 2016
# As per Tata Sons investment schedule for its annual report for FY14-15
Source: Capitaline
Compiled by BS Research Bureau

THE LEADER TCS

Tata Sons investment yield at cost



Ratan Tata Trust in various Tata group firms hovers between 0.01% and 5%. A dividend bonanza from India's largest information technology company Tata Consultancy Services will come in handy for Tata Sons as it steps up investment in group companies. In the past three months, Tata Sons received nearly Rs 9,400 crore in dividends from TCS, almost twice its revenue in 2013-14. Besides, Tata Sons has to repeatedly top up the balance sheets of various unlisted ventures in telecom, retail, broadcasting, financial services and insurance among others. In 2013-14, Tata Sons invested around Rs 2,900 crore in group companies. In the last five years, Tata Sons' incremental investment in group companies has closely tracked its share of dividend income from TCS. The company has cumulatively invested around Rs 18,500 crore in group companies, including unlisted ones, since March 2009. Tata Sons, which owns 73.7 per cent of TCS, is the biggest beneficiary of this. TCS is one of India's top dividend payers behind Coal India and ahead of ONGC.

In the past 10 years, Tata Sons made incremental capital infusion in many key group companies, and only three out of 13 companies in the sample were self-financed and didn't require equity infusion during the period. The market capitalisation of Tata group listed entities collectively grew at a CAGR of 13.7 per cent compared to the Sensex growth

TATA GROUP'S DEALS UNDER RATAN TATA (2004 - 2012)

Top 5 Acquisitions

Target Company	Sector Target	Acquirer	Amount ($ mn)	Deal date	Type
Corus Group	Steel	Tata Steel	12,800	Feb 2007	Outbound
Jaguar Land Rover*	Automobiles	Tata Motors	2,300	Mar 2008	Outbound
General Chemical Industrial Products	Chemicals	Tata Chemicals	1,000	Feb 2008	Outbound
Tata Teleservices Maharashtra*	Telecom Infrastructure (Towers)	Wireless TT Info Services	287	Mar 2010	Domestic
NatSteel	Steel	Tata Steel	282		Outbound

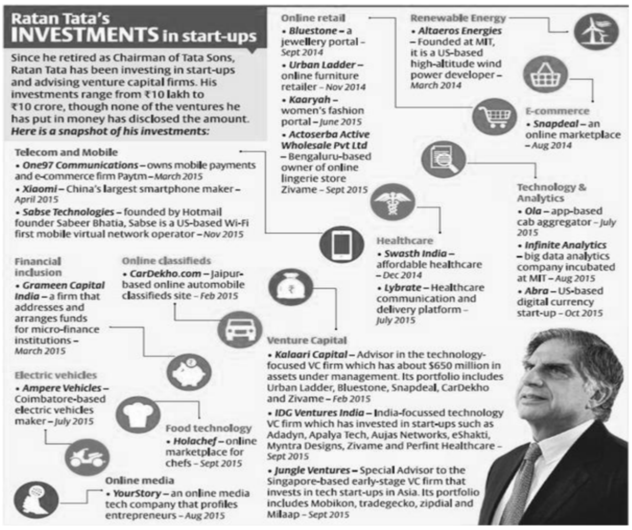
Top 5 Divestments

Target Company	Sector Target	Acquirer	Amount ($ mn)	Deal date	Type
Wireless Tata Telecom Infrastructure	Telecom Infrastructure (Towers)	Quippo Telecom Infrastructure	500	Sep 2008	Domestic
Tata Teleservices Maharashtra*	Telecom Infrastructure (Towers)	Wireless TT Info Services	287	Mar 2010	Domestic
Tata Refractories	Refractories	Krosaki Harima Corporation	131	Apr 2011	Inbound
Tata Yazaki Autocomp	Auto Components	Yazaki	52.26	Oct 2012	Inbound
Tata Telecom	Hardware	Avaya	18	Apr 2004	Inbound

* Indicates sale of asset rather than company

of 8.4 per cent over a 10 year period.

Cyrus Mistry's less than four-year reign as chairman of Tata Sons Ltd, the holding company of Tata group, will be remembered for his focus on divestments. The approach of Mistry, 48, was in sharp contrast with that of his predecessor Ratan Tata, 78, under whom the group was one of India's most aggressive acquirers, especially of overseas assets. Under Ratan Tata, the group made some of the biggest acquisitions in its history, acquiring European steel maker Corus in a $12.9 billion deal in 2007 and Jaguar Land Rover for $2.3 billion in 2008. Between 2005 and 2008 alone, the



group acquired more than 40 companies across various businesses such as steel, telecom, information technology,

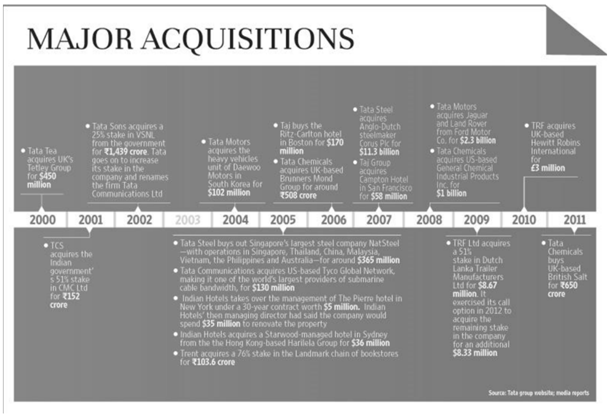
		Mr Mistry's Tenure		Mr Tata takes the control of Tata Group
No.	Company Name	Share Price 28th December 2012	Share Price 2nd December 2016	Share Price 1st Feb 2017
1	Tata Consultancy Services	Rs.1251	Rs.2224	Rs. 2170
2	Tata Motors	Rs.306	Rs.432	Rs.531
3	Tata Steel	Rs.429	Rs.407	Rs.477
4	Tata Power	Rs.106	Rs.74	Rs.80
5	Tata Elxsi	Rs.230	Rs.1314	Rs.1471

Source:Author

hotels and beverages, according to data on Tata group website.

Ratan Tata a Visionary :

Tata Group Chairman Ratan Tata has epitomised the ideal of a visionary leader. Such a leader is one who observes and understands societal needs and then offers products and services to meet those needs. He stands up to criticism, treads



a difficult, and often lonely, path, creates a dream team and delivers his promise. Tata has done all this and perhaps more, he has been sensitive to the environment. His inquisitiveness and risk taking skill make him invest in multiple start-up's. A brief journey of his investments is shown below;

The stock market was in different to this decision and the top 5 Tata companies share price were;

If stock prices could indicate something about the tenure of Mr.Mistry then there is a lot we can learn. This comparison also distinguishes between a Visionary Leader and Great Businessman. This entire episode has made management and boards debate on importance Market-share Vs Profit.

A Pictorial Journey of Mergers and Acquisition done by Tata Group :

Conclusion :

Management Questions for Boardroom Discussion :

1. How important Core Competence?
2. Is shareholder value created when management is in pursuit of Core Competence, Profitability and Return on Capital Employed?
3. How important it is to invest in new business either related or unrelated?
4. Does diversification generate shareholder value?
5. What should be the ownership structure for the overall parent of an conglomerate?
6. What is better debt or equity?
7. Who is the Yudhishthira in our discussion?

Disclaimer: This is case study is written purely for academic discussion in classroom. The author does not in any way question the decisions take by management as the entire context maybe is unknown. There is nothing right nothing wrong it all about a perspective that one has toward Business.

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A Third World Perspective to Corporate Social Responsibility – Challenges and Prospects

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Abstract :

The concept of CSR is not new to the business community. It is built on the strong roots of history and ancient texts where we need to find their relevance to the modern times. One needs to visit the domain of values, beliefs and idealism. The pre-western thinkers like Cicero and their non-western counter parts and Indian thinker – Kautilya advocated business principles and practices which were based on 'morality' and 'controlled greed'. Usury was essentially condemned by the medieval Christian church. The very perception and delivery of CSR differs from country to country depending upon whether the country has a system that is able to learn and absorb new knowledge along with a suitable public policy frame work.

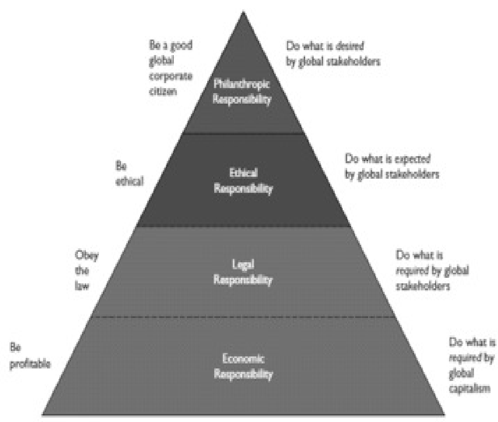
Keywords : NGO's, CSR,

1.1 Introduction

Numerous studies have pointed that the history of CSR since 1776 A.D. and strongly believed that the present day conception of CSR begun in the 1950s. To quote Bowen (1953) CSR is the businessmen's obligation to pursue those policies, to make those decisions or to follow those lines of action that are desirable in terms of objectives and values of society. Earlier scholars as Carroll (1999) and Windsor (2001), have credited Bowen as the father of CSR. As new corporations emerge in the 19th Century there was a development of anti-trust movement. That is the time when businesses emphasized philanthropy and CSR to prove that government regulation was not required (Richter, 2001). When the world saw the year of the Great Depression it was a 2nd way of regulation which led to Roosevelt's new deal in the United States of America and nationalization and regulation by the post law labor governments in the United Kingdom (Jenkins, 2005). The decade of the 1950s and the 60s marked a noticeable change and growth in the meaning of CSR. CSR according to Carroll "encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time".

1.1.1 Carroll's Global Corporate Social Responsibility Pyramid

Other eminent writers and historians as Joseph W. Mcguire,



William C. Fredrick and Clairence C. Walton emphasized that CSR in the final analysis implies a public stance towards the society's economic, human resource and a willingness to see that those resources are used to meet social ends and not just the limited and prescribed interests of private people and organizations. It is noteworthy to mention the model which was offered by Wood (1991) which constitutes an advancement in the field of CSR, that goes beyond an identification of different types of responsibilities to examine issues relating to the principles of responsible behavior as the responsiveness will then influence the outcomes of performance. A researcher using this kind of a research model - the first aspect to be considered is the principle that encourages a firm to go for socially responsible activities – which will essentially be based on 3 levels of analysis:

Institutional, Organizational and Individual. Principles of legitimacy and credibility as a responsible social factor. The principle of legitimacy arises from the desire to maintain and upkeep credibility in a shared social environment.

1.1.2 The Corporate Social Performance Model by Wood, D (1991)

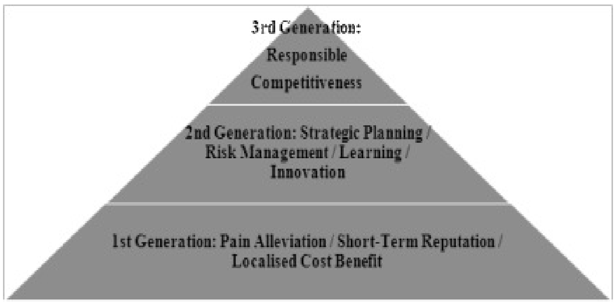
- Principles of Corporate Social Responsibility
  - Institutional principle: Legitimacy
  - Organizational principle: Public responsibility
  - Individual principle: Managerial discretion
- Process of Corporate Social Responsiveness
  - Environmental assessment
  - Stakeholder management
  - Management of issues
- Outcomes of corporate behavior
  - Social impacts
  - Social programs
  - Social policies

The corporate social responsibility pyramid by Carroll (1999) and the Corporate Social Performance by Wood (1991) are complementary to each other. These two models can be effectively agreed upon and integrated.

In the year 2004, NGOs and Trade Unions in Europe joined together to call for the European Union to put forth a new agenda for CSR. According to Michael Blowfield, 2004 CSR was intertwined with the international developments and was related to the larger goals of poverty alleviation and sustainability.

CSR for the Britishers was meant to protect laborers and the work environment from undesirable consequences of the otherwise desirable fostering of international trade. Later in the year 2004, the World Bank described the CSR as "The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life, in ways that are good for business and good for development".

1.2 Generations of CSR



The concept of CSR has evolved over a period of time as events took place in history based on different geographical contexts. Over the last 30-40 years of evolution for this concept is referred as "Generations"

1.3 Theories on CSR:

Author	Theoretical Perspective/s	Result
Friedman (1970)	Agency Theory	Indicative of Self-serving behavior of managers which reduces the stakeholder's wealth
Donaldson & Preston (1995)	Stakeholder Theory	Emphasized the ethical and moral constituents of the stakeholders' theory and also the need for business to engage in CSR.
Baron (2001)	Theory of the Firm	CSR is referred to as Strategic CSR, which is in conjunction with Marketing & Business Strategy.
Thomas Hobbes & Rousseau	Social Contract Theory	Emphasizes a set of written and unwritten norms and assumptions about acceptable inter-relationships amongst the various elements of the society.
McWilliams, Vanfleet and Cory (2002)	Resource based view of the firm.	The CSR strategies need to be supported by the political strategies only then a competitive advantage can be gained.

CSR has developed in the western nations. Developed Countries of the World like the United States of America, United Kingdom and other European nations have very strong frameworks, standards, indices and principles. Both internally and externally which need to be used by their businesses. Some of the standards and principles are prejudiced towards the US and its context which limits the global applicability. In the developing countries, especially the Asian companies are concerned about the foreign investment which might bring potential dangers, development of industries that might have an adverse effect on the environment and the social structure. According to Chapple and Moon (2005) there are variations in CSR practices among the Seven Asian Countries. In these countries there is no single pattern which is accepted rather the CSR is dependent on the national factors of each country. The developing countries are affected by Globalization particularly in the political, financial, educational and cultural backgrounds of CSR. The societal and environmental issues as the Human Rights, Environmental Pollution and the Labor Issues also hinder the free run of CSR. The researchers have often recommended that in order to overcome the above mentioned issues, CSR practices should be effectively implemented. In India, Khan (2009) has studied the Social Accountability / Performance of Indian Companies while Gugler and Shi (2009) have looked at the CSR with Global Competitiveness. Chakraborty (2010) looks at CSR Practice to be a tool for development – siting example of the Tata Group of Companies in India. Ray (2012) looks at the challenges of implementing CSR in public sector and the issue of managing community.

Recent research has characterized the CSR of small and medium enterprises (SMEs). In developing countries as anchored in a blend of personal and religious motivations reflecting in a spontaneous altruistic, philanthropic CSR orientation (Jamali et. al., 2009). According to Visser, (2008), the developing countries have been deeply engrained cultural / religious values and are primarily oriented towards the local communities. The literature clearly points to a distinction between the western and the developing world but in both the worlds, the cultural and the religious values are at play.

In the Indian Scenario, CSR has been a case of classical paternalistic philanthropy: giving financial help to schools, hospitals and cultural institutions. In India the philanthropic drive has been driven by a business need. As the state provides for basic welfare and infrastructure in many places the businesses had to ensure that the workforce have good healthcare, housing and education. Indian corporations like the Tata Group, the Aditya Birla Group, The ITC Group and the Indian Oil Corporation have for many years been involved in serving the community. Others may do it through charity and donations but CSR in India today has gone beyond donations and charity. It has become a part of the corporate's strategy and companies approach it in a very organized fashion. There are CSR departments and teams to design specific policies and plan goals for the CSR programs of the government. In most of the cases the outcome that needs to be achieved is clearly defined and aligned to the company's business more so the staff in organizations devote time and contribute their skill for effective implementation. This is marked by accountability, transparency, governance and trust. It is worth mentioning a quick checklist of the initiatives and activities to ensure the basic CSR has been mentioned in the points below:

1) At the board level it needs to be decided whether there is a proper balance between the public interest and the commercial imperatives which need review, proper management and publicly disclosed.

2) To review goals, targets and performance against leading governance codes (UN Global Compact, The Global Sullivan Principles and SA 8000) and socially responsible investment criteria.

3) Compliance with the loss, regulations, industry and codes is necessary for good governance.

4) Ethical codes of conduct, corporate values and principles should be well publicized and implemented.

5) There should be transparency in relation to all sources of funds that could influence production operation and marketing in business corporations, editorial and programming content, etc.

1.4 Challenges Encountered :

Developing countries of the world face various concerns and challenges in the implementation of CSR because of historical and sociological reasons. The challenges have been explained below:

1) Ignorance on CSR activities – General public lacks interest and awareness in participating and contributing to the CSR activities of companies, due to lack of knowledge. This gets aggravated due to a gap in communication between the CSR team and the public at grass root levels.

2) To build-up local capacities, there is a serious short-fall of well-trained and efficient non-governmental organizations which can effectively contribute on going CSR activities of companies.

3) Sustainable development, climate change or renewable energy are alien concepts and organizations do not think that they could be related to the CSR projects. Once the local capacities are built the scope of CSR activities increases.

4) Transparency: This is a major issue with the small companies. These companies do not disclose their programs, audit concerns, impact assessment and utilization of funds. Trust building gets a beating which is a key to strong corporate social responsibility.

5) Poor Perception: Non-government organizations have a poor perception towards CSR, often looking upon it as donor driven. Due to this the corporates cannot decide whether they need to participate and continue in the long run.

6) Non availability of CSR guidelines: A definitive direction can be given to CSR through clearly defined guidelines and policy directives. The scale of CSR activities in the company will depend on the size and profile of the company. In other words, bigger the company, bigger the CSR initiatives.

7) Knowledge Management: Large Public Sector Organizations are not aware of what is happening in the company in the name of corporate social responsibility.

8) Perspective for the future: Collation of data is not happened in a manner which benefits future projects. Many a times in our own country we are at a loss of identifying the NGOs working in the country and their backgrounds. Until and unless everything is documented and the data becomes well organized, CSR expenditure will not let the organizations gain much.

1.3 Conclusion :

If we look at the future the regulators, companies, NGOs and other organizations in India are trying to specialize in CSR and also trying to develop a suitable model which helps to build the best business and the western ideas of the triple bottom line while at the same time tackling with competitiveness. Programs of CSR should not be treated as mere formality since social capital constitutes an important requirement for CSR, an organization needs to decide programs in a manner which support the social networks and as the networks flourish, we can build social capital. The duty of every business enterprise is to add to the society in one way or the other through various activities. The best practices of CSR can be directed to the community development through partnership program, protection of the environment and its preservation, uplifting health, providing education, alleviating poverty and creating a plan of action to deal with the natural disasters. The government in developing countries should create an enabling environment for CSR by providing incentives to help the companies and ensure minimum legal standards and the policy frameworks of organizations become responsible and accountable. In the international market, the CSR of an organization adds to its global image – CSR is condition for the survival of business and ultimately the survival of the society at large.

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