



EMPLOYEES' PERCEPTION TOWARDS THE CORPORATE SOCIAL RESPONSIBILITY INITIATIVES AND THE SUSTAINABILITY PRACTICES OF ITC LIMITED – AN EMPIRICAL ANALYSIS

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ABSTRACT

The current research paper is emphasized to determine the impact of various Corporate Social Responsibility initiatives of ITC limited over the sustainability of the employees. The employee's perceptions of the company's CSR practices have been tested. To attain the research objectives of the study, the data has been collected from 120 employees of the firm and analyzed. The researcher used percentile analysis and t-test to analyze the data.

KEYWORDS: *Corporate Social Responsibility, Sustainability, Employees Perceptions, CSR Initiatives*

Article History

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INTRODUCTION

Over the past decades, the concept of Corporate Social Responsibility (CSR) has become the most important concept in the study of researchers, industrialists and scholars. The concept of CSR is one of the key ethical and moral problems which corporate decision-making and behavior are surrounded (Branco and Rodrigues 2006)¹. As a business concept, corporate social responsibility (CSR) has emerged in the late years of the twentieth century, when a growing number of companies started to consider the impacts of corporate decisions on society and the environment. In general, CSR refers to the obligations of firms to society, more particularly, refers to the obligations to stakeholders and those who persuade corporate policies and practices.

REVIEW OF LITERATURE ON CORPORATE SOCIAL RESPONSIBILITY

Cannon (1992)² discussed the development of corporate social responsibility via the historical development of business involvement leading to a post-war re-examination of the nature of the relationship between business, society, and government. This traditional contract between business and society has changed over the years because of the addition of new social value responsibilities placed upon business. Social value responsibilities include stricter fulfillment with local, state, and international laws; social problems; human values; health care; pollution; quality of life; equal employment opportunities; sexual harassment; elimination of poverty; child care and elderly care; support of the arts and universities; and many others.

Fredrick (1994)³ identified corporate social responsibility as an examination of corporations' responsibility to work for social betterment and refers this to as corporate social responsibility. According to Frederick (1994)⁴, the move to 'corporate social responsiveness' started from 1970, that he refers to as corporate social responsibility. According to him, corporate social responsiveness as the ability of a corporation to respond to social pressures.

John Elkington⁴ who the founder of a British consultancy called SustainAbility in 1994 framed the phrase "the triple bottom line". According to him, companies should be preparing three different bottom lines. The traditional measure of corporate profit—the profit and loss account. The second bottom line of a company is "people account"—a measure in some form of how socially responsible an organization has been throughout its operations. Company's "planet" account is the third bottom line of the company which is the measure of how environmentally responsible the company has been. The triple bottom line (TBL) thus consists of three Ps: profit, people and planet which aims to measure the social, financial and environmental performance of the corporation over a period of time. TBL of the company is taking account of the full cost involved in doing business.

Within the literature on corporate social responsibility, we can recognize developments in our understanding as well as in business practice (Moir, 2001)⁵. The article of Windsor (2001)⁶, examined the future of Corporate Social Responsibility or the relationship between business and society in long run. The researcher tried to find out whether the organization and society will come closer to each other in the future or not and the changing stage of CSR. With the help of history or past movement of CSR, Carroll's model analysis and in a global context, the researcher found three up-and-coming alternatives of CSR i.e. global corporate citizenship, conception of responsibility, stakeholder management practices.

The Harvard Business Review on corporate responsibility gathers the latest thinking on the strategic significance of CSR and concentrates on a concept of "corporate philanthropy". Companies such as AT&T, IBM and Levi Strauss, have tied forces to develop strategies that increase their name and recognition among customers, boost employee productivity, reduce R&D costs, face regulatory obstacles and encourage synergy among business units. The strategic use of philanthropy has begun to give companies a powerful competitive edge.

The research paper of Nigel Sarbutts (2003)⁷, expressed the way of doing CSR by small and medium-sized companies. The research depicted a structured approach to managing corporate reputation and profit maximization of SME's through CSR. The community activities of small and medium-sized companies are based on their Cost & Benefit Analysis. Small Corporation always struggles for more reputation and reduction of risk. In such a condition, CSR comes as hope for these companies. SMEs lack resources compared to large companies hence CSR activities are more implemented in large firms. SME's can decrease their risk and manage CSR in such a way that they by imparting much information, proper utilization of resources, they can do better for businesses.

A speech delivered by Mr. Fredrick Ma, secretary, financial services of Britan, based on Corporate Social Responsibility (2004)⁸ organized by the British consulate. The speaker explored the concept of CSR on the basis of a survey of 1500 business leader attending the world economic forum. In which 5% of leaders said that CSR is important for the success of the business, while 24% said CSR is not important but the shareholder's interest is most significant for the businesses. But for the speaker, CSR, and corporate governance are complementary to each other. Corporate governance is a medium of driving CSR among corporate. Further, the speaker also talked about the role of government in CSR, SMEs as well as for unlisted companies. It was also included in their views that CSR should be a part of the company's objective.

Moon (2004)⁹, the paper examined the role of government in driving corporate social responsibility among the corporate. The study elucidated that the drivers of CSR are related to business and society. Business includes its reputation, corporation itself, employees relation knowledge, goals etc. further, the study cleared that government is the driver of CSR by making this relationship true and fair through making through making policies and regulations. The study also embarked other's country's situation that how their government entered into businesses for driving CSR.

Another perspective of corporate social responsibility is corporate social reporting. It can be argued that corporations have an ethical duty to disclose the impact their actions have on society. Today with the demise of state enterprises and the growing dominance of business, there is a focus on management viewpoint as there is a consensus that business thrives best under certain strategic and structural conditions (McIntosh et al., 1998)¹⁰. This gave rise to the concept of corporate governance, which is the system of regulations that control the operations of a company (Fisher and Lovell, 2009)¹¹. Business advisors see it as a process of high-level control of an organization. Corporate governance is however not an abstract goal but exists to serve corporate purposes by providing a structure within which stockholders can track most effectively and responsibly the objectives of the corporation. Whether or not a business should carry out CSR, and the forms the responsibility should take, is based on the economic perception that is adopted by the firm (Cozens, 1996)¹².

Demographic Details of Employees of ITC Limited

Gender Details of the Employees

The study collected the required samples from both the male and female employees of the concerned organization. The statistics revealed that the data has been collected from 74 (61.7 percent) male employees and 46 (38.3 percent) female employees. However, the consolidated details are presented in the following table 1.

Table 1: Gender Details of the Employees

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	74	61.7	61.7	61.7
	Female	46	38.3	38.3	100.0
	Total	120	100.0	100.0	

Source: Primary Data

Further, the gender details of the employees of ITC limited has been presented in the following figure.

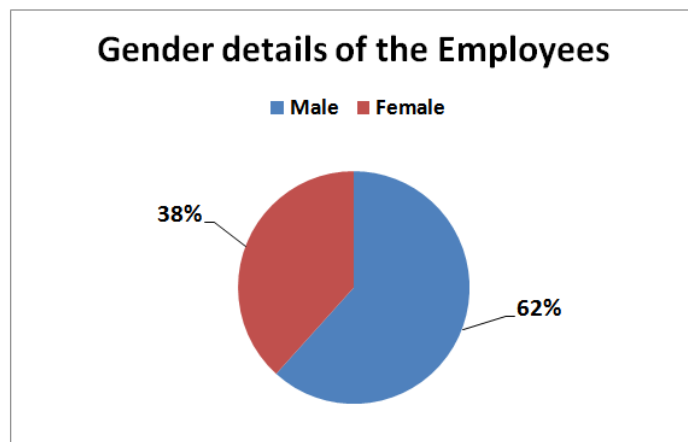


Figure 1: Gender Details of the Employees

Age Details of the Employees

The required samples are collected from a different age group of employees. The data has been gathered from 8 (6.7 percent) respondents belongs to 25 – 35 years of age group. There are 30 (25 percent) samples drawn from 35 – 45 years of age group. Major chunk 59 (49.2 percent) employees' details are collected from 45 – 55 years of age group. There are 23 (19.2 percent) of the samples are drawn from above 55 years of age group

Table 2: Age Details of the Employees

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 Yrs	8	6.7	6.7	6.7
	35-45 Yrs	30	25.0	25.0	31.7
	45-55 Yrs	59	49.2	49.2	80.8
	> 55 Yrs	23	19.2	19.2	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The age details of the employees of ITC limited has been presented in the pictorial form in the below-given figure 2.

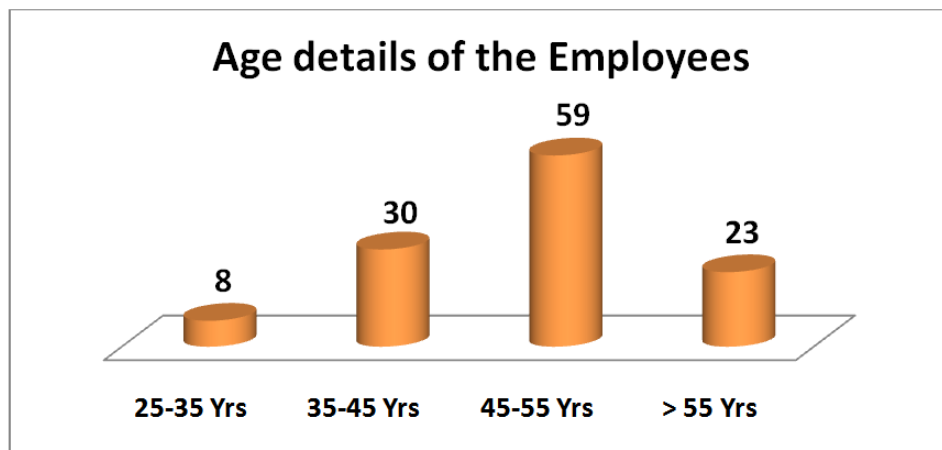


Figure 2: Age Details of the Employees

Marital Status of the Employees

The researcher collected the data from both the married and un-married employees of ITC Limited. The data comprises 75 (62.5 percent) married respondents and 45 (37.5 percent) un-married respondents. The details are presented in the following table 3.

Table 3: Marital Status of the Employees

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	75	62.5	62.5	62.5
	Un Married	45	37.5	37.5	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The marital status of the samples collected from ITC Limited employees has been presented in the following figure 3

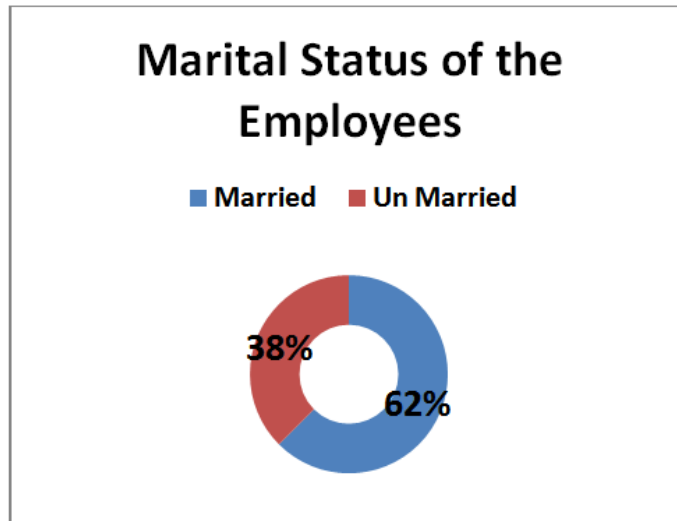


Figure 3: Marital Status of the Employees

Educational Qualification Details of the Employees

The data has been collected from 32 (26.7 percent) of the employees those who have SSC as their educational qualification. There are 74 (61.7 percent) of the respondents those who have under graduation as their educational qualification. There are 14 (11.7 percent) respondents whose qualification is post-graduation.

Table 4: Educational Qualification Details of the Employees

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSC	32	26.7	26.7	88.3
	U.G	74	61.7	61.7	61.7
	P.G	14	11.7	11.7	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The educational qualification of the collected samples from ITC Limited is presented in the following figure 4.

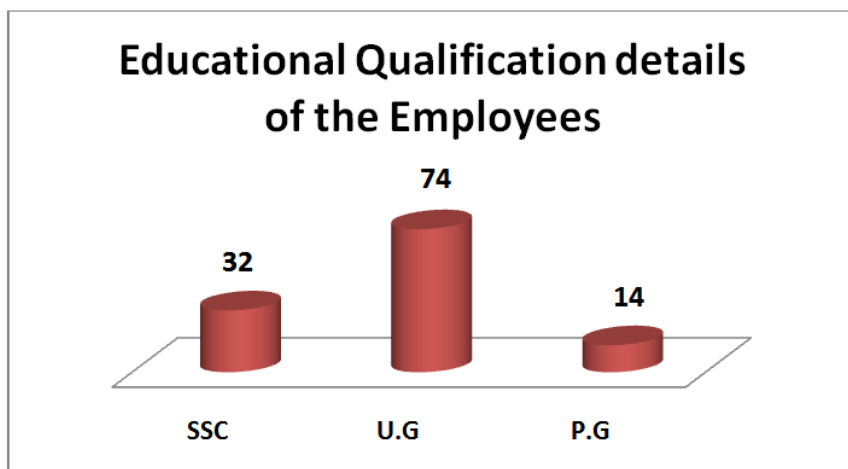


Figure 4: Educational Qualification Details of the Employees

Monthly Income Details of the Employees

The monthly income of the employees is presented in the following table – 5. The data revealed that there are 2 (1.7 percent) respondents have Rs 20,000 – 30,000 of monthly income. There are 36 (30 percent) employees who have Rs 30,000 – 40,000 of monthly income. There are 59 (49.2 percent) participants have Rs 40,000 – 50,000 of monthly income. There are 23 (19.2 percent) respondents stated that they have more than Rs 50,000 of monthly income.

Table 5: Monthly Income Details of the Employees

Monthly Income		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rs 20,000-30,000	2	1.7	1.7	1.7
	Rs 30,000 - 40,000	36	30.0	30.0	31.7
	Rs 40,000 - 50,000	59	49.2	49.2	80.8
	>Rs 50,000	23	19.2	19.2	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The monthly income details of the samples drawn from the ITC Limited employees are presented in the following figure 5.

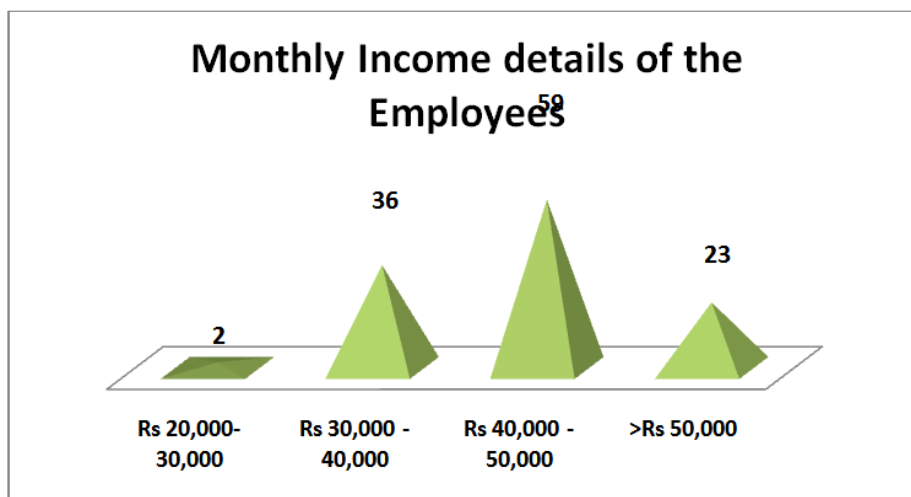


Figure 5: Monthly Income Details of the Employees

Analysis of ITC Limited Employees Response towards the CSR Initiatives of ITC Limited: ITC Limited Employees Response towards the Social Forestry

The ITC Limited Employees Response Towards The Social Forestry Activities Is Tabulated In The Following Table – 6. It Is Observed That There Are 45 (37.5 Percent) Employees Stated That They Are Very Much Unlikely Towards The Social Forestry. There Are 27 (22.5 Percent) Respondents Stated That They Are Unlikely Towards The Social Forestry. There Are 10 (8.3 Percent) Respondents Opined That They Have A Neutral Feeling. There Are 25 (20.8 Percent) Employees Informed That They Are Likely Towards Social Forestry Activities Of The Organization. It Is Further Noticed That 13 (10.8 Percent) Respondents Elicited That They Very Much Like The Social Forestry Initiatives Of The Organization

Table 6: ITC Limited Employees Response towards the Social Forestry

Social Forestry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	45	37.5	37.5	37.5
	Unlikely	27	22.5	22.5	60.0
	Neutral	10	8.3	8.3	68.3
	Likely	25	20.8	20.8	89.2
	Very much Likely	13	10.8	10.8	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The employees' opinions towards the social forestry activities of the organization are presented in the following figure 6.

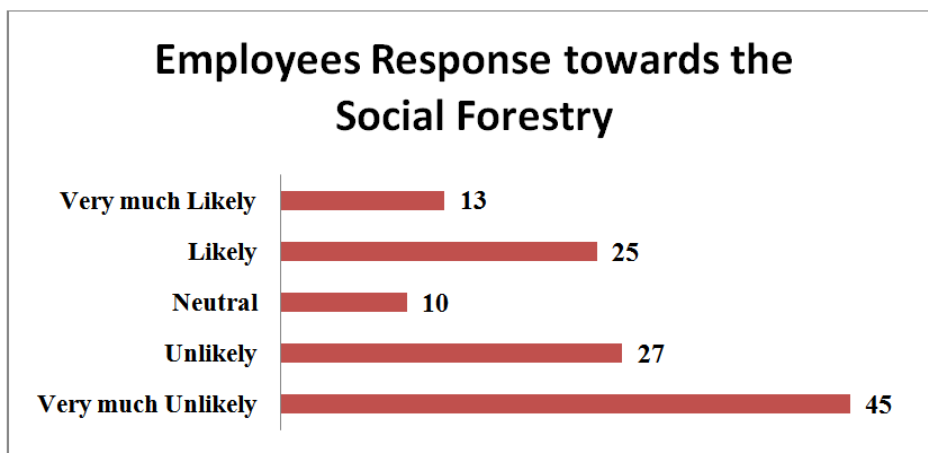


Figure 6: ITC Limited Employees Response towards the Social Forestry

ITC Limited Employees Response towards the Sustainable Agriculture

The ITC Limited employees' responses towards sustainable agriculture are presented in the following table. The table revealed that there are 54 (45 percent) of the respondents are very much unlikely, 31 (25.8 percent) are unlikely, 7 (5.8 percent) are neutral, 13 (10.8 percent) are likely and 15 (12.5 percent) have very much likely opinion towards the sustainable agricultural practices initiated by the concerned organization

Table 7: Employees Response towards Sustainable Agriculture

Sustainable Agriculture					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	54	45.0	45.0	45.0
	Unlikely	31	25.8	25.8	70.8
	Neutral	7	5.8	5.8	76.7
	Likely	13	10.8	10.8	87.5
	Very much Likely	15	12.5	12.5	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The employees' response towards the sustainable agriculture practices initiated by ITC Limited is exhibited in the following figure 7.

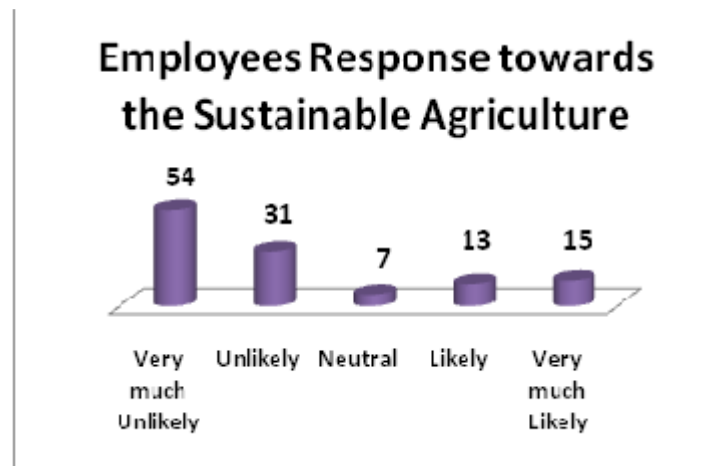


Figure 7: Employees Response towards Sustainable Agriculture

ITC Limited Employees Response towards the Livestock Development

The following table describes about the responses given by the ITC Limited employees given for the livestock development activities. The statistics disclosed that there are 57 (47.5 percent) respondents are very much unlikely, 24 (20 percent) respondents are unlikely, 12 (10 percent) respondents are neutral, 14 (11.7 percent) respondents are likely and 13 (10.8 percent) respondents are very much likely towards the livestock development activities initiated by the company under corporate social responsibility.

Table 8: Employees Response towards the Livestock Development

		Livestock Development			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	57	47.5	47.5	47.5
	Unlikely	24	20.0	20.0	67.5
	Neutral	12	10.0	10.0	77.5
	Likely	14	11.7	11.7	89.2
	Very much Likely	13	10.8	10.8	100.0
Total		120	100.0	100.0	

Source: Primary Data

The employees' responses towards livestock development are presented in the following figure – 8.

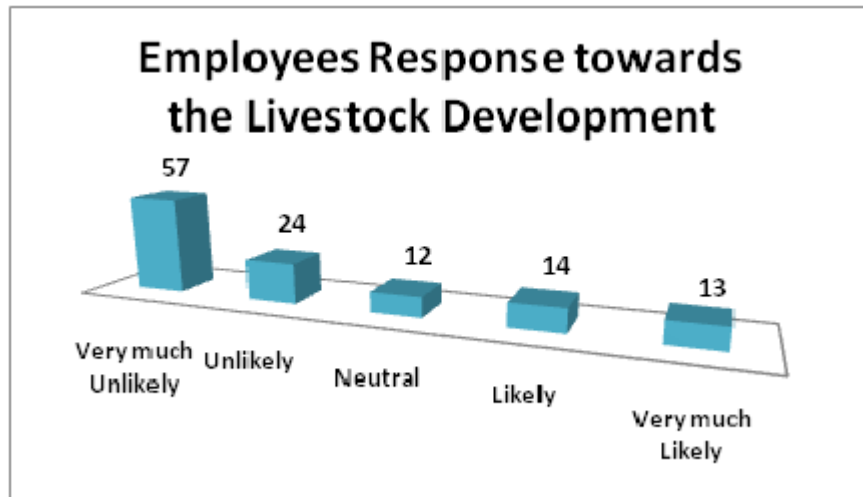


Figure 8: Employees Response towards the Livestock Development

ITC Limited Employees Response towards the Skilling and Vocational Training

Towards the skilling and vocational training activities initiated by ITC Limited is presented in the following table – 9. The details stated that there are 20 (16.7 percent) respondents are very much unlikely, 35 (29.2 percent) respondents are unlikely, 17 (14.2 percent) respondents are neutral, 21 (17.5 percent) respondents are likely and 27 (22.5 percent) respondents are very much likely towards the skilling and vocational training activities initiated by the company under corporate social responsibility.

Table 9: Employees Response towards the Skilling and Vocational Training

Skilling & Vocational Training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	20	16.7	16.7	16.7
	Unlikely	35	29.2	29.2	45.8
	Neutral	17	14.2	14.2	60.0
	Likely	21	17.5	17.5	77.5
	Very much Likely	27	22.5	22.5	100.0
Total		120	100.0	100.0	

Source: Primary Data

The employees' responses towards skilling and vocational training are presented in the following figure – 9.

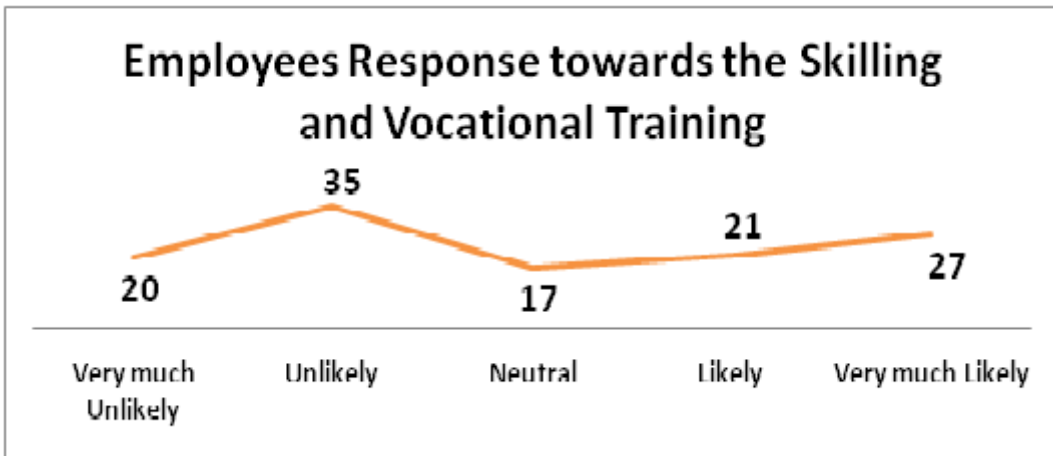


Figure 9: Employees Response towards the Skilling and Vocational Training
ITC Limited Employees Response towards the Health and Sanitation

Towards the health and sanitation activities initiated by ITC Limited is presented in the following table – 10. The details stated that there are 15 (12.5 percent) respondents are very much unlikely, 20 (16.7 percent) respondents are unlikely, 18 (15 percent) respondents are neutral, 40 (33.3 percent) respondents are likely and 27 (22.5 percent) respondents are very much likely towards the skilling and vocational health and sanitation activities initiated by the company under corporate social responsibility.

Table 10: Employees Response towards the Health and Sanitation

Health and Sanitation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	15	12.5	12.5	12.5
	Unlikely	20	16.7	16.7	29.2
	Neutral	18	15.0	15.0	44.2
	Likely	40	33.3	33.3	77.5
	Very much Likely	27	22.5	22.5	100.0
	Total	120	100.0	100.0	

Source: Primary Data

The employees’ responses towards the health and sanitation are presented in the following figure – 10.

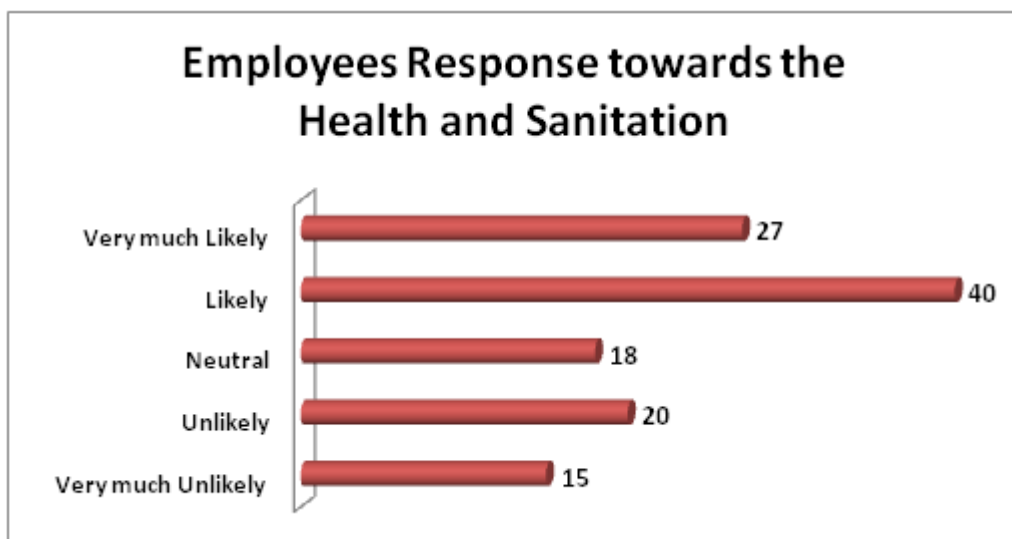


Figure 10: Employees Response towards the Health and Sanitation

ITC Limited Employees Response towards the Solid Waste Management

The following table discloses the employee’s responses towards the solid waste management initiated by the ITC Limited are presented in the following table – 11. The details stated that there are 13 (10.8 percent) respondents are very much unlikely, 30 (25 percent) respondents are unlikely, 33 (27.5 percent) respondents are neutral, 17 (14.2 percent) respondents are likely and 27 (22.5 percent) respondents are very much likely towards the skilling and vocational solid waste management activities initiated by the company under corporate social responsibility.

Table 11: Employees Response towards Solid Waste Management

Solid Waste Management		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	13	10.8	10.8	10.8
	Unlikely	30	25.0	25.0	35.8
	Neutral	33	27.5	27.5	63.3
	Likely	17	14.2	14.2	77.5
	Very much Likely	27	22.5	22.5	100.0
Total		120	100.0	100.0	

Source: Primary Data

The following figure 11 explains the employees’ responses towards the solid waste management practices by ITC Limited.



Figure 11: Employees Response towards Solid Waste Management

ITC Limited Employees Response towards the Corporate Social Responsibility

The following table describes about the responses given by the ITC Limited employees given for the Corporate Social Responsibility activities. The statistics disclosed that there are 17 (14.2 percent) respondents are very much unlikely, 18 (15 percent) respondents are unlikely, 32 (26.7 percent) respondents are neutral, 35 (29.2 percent) respondents are likely and 18 (15 percent) respondents are very much likely towards the CSR activities of the organization.

Table 12: Employees Response towards Corporate Social Responsibility

		Corporate Social Responsibility			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	17	14.2	14.2	14.2
	Unlikely	18	15.0	15.0	29.2
	Neutral	32	26.7	26.7	55.8
	Likely	35	29.2	29.2	85.0
	Very much Likely	18	15.0	15.0	100.0
Total		120	100.0	100.0	

Source: Primary Data

The following figure 12 explains the employees’ response towards the CSR activities of ITC Limited.

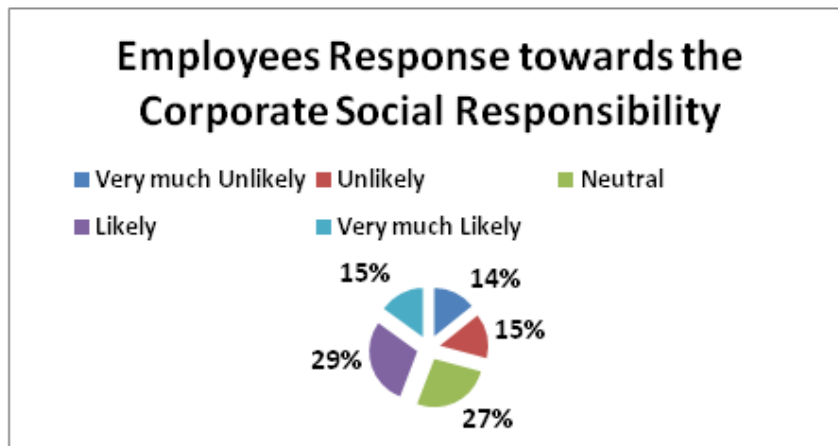


Figure 12: Employees Response towards the Corporate Social Responsibility

ITC Limited Employees Response towards the Sustainability

The ITC Limited employees’ responses towards sustainability are presented in the following table – 13. The table revealed that there are 54 (45 percent) of the respondents are very much unlikely, 31 (25.8 percent) are unlikely, 7 (5.8 percent) are neutral, 13 (10.8 percent) are likely and 15 (12.5 percent) have a very much likely opinion towards the sustainability.

Table 13: Employees Response towards the Sustainability

		Sustainability			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much Unlikely	17	14.2	14.2	14.2
	Unlikely	28	23.3	23.3	37.5
	Neutral	27	22.5	22.5	60.0
	Likely	29	24.2	24.2	84.2
	Very much Likely	19	15.8	15.8	100.0
Total		120	100.0	100.0	

Source: Primary Data

The employees’ responses towards sustainability are presented in the following figure 13.

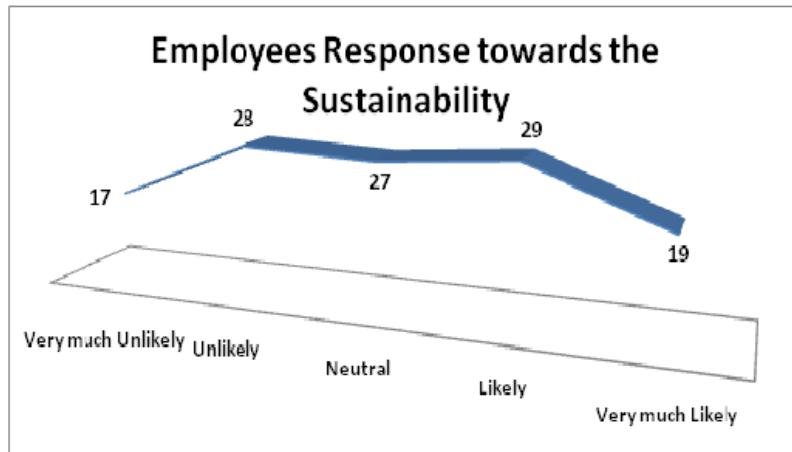


Figure 13: Employees Response towards the Sustainability

Analysis of Employees' Response towards CSR Practices and the Sustainability in ITC Limited

The analysis of the employee's response towards CSR practices and sustainability of ITC limited is presented here. The researcher posed six questions to the selected employees to determine their responses to the company's CSR practices and sustainability in the organization. The researcher used a one-sample t-test to analyze the responses. The results are as follows.

Analysis of the Research Question of "Our Company Encourages its Employees to Participate in Voluntary Activities"

The one-sample t-test results revealed that the t-value of the model is found to be 69.419, mean difference is found to be 4.28. The lower confidence interval of the difference is found to be 4.16 and the upper confidence interval of the difference is found to be 4.40. The model yielded a significant value as 0.000 which indicates that the proposed research question is significant.

Table 14: One-Sample T-Test Results of Our Company Encourages Its Employees to Participate In Voluntary Activities

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Our company encourages its employees to participate in voluntary activities.	69.419	119	0.000	4.28333	4.1612	4.4055

CONCLUSIONS

The statistic results revealed that there is no significant difference of opinion among the employees. Hence, we conclude that the employees are believing that the organization encourages the employees to participate voluntarily in the various activities to attain the CSR and sustainability.

Analysis of the Research Question of “The Managerial Decisions Relating To Employees are Usually Failure”

The one-sample t-test results revealed that the t-value of the model is found to be 51.871, mean difference is found to be 2.81. The lower confidence interval of the difference is found to be 2.16 and the upper confidence interval of the difference is found to be 4.40. The model yielded a significant value as 0.077 which indicates that the proposed research question is insignificant.

Table 15: One-Sample T-Test Results of the Managerial Decisions Relating To Employees are Usually a Failure

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The managerial decisions relating to employees are usually failure.	51.871	119	0.077	2.81667	2.1612	4.4055

CONCLUSIONS

The statistic results revealed that there is a significant difference of opinion among the employees. Hence, we conclude that the employees do not believe that the managerial decisions relating to employees are usually a failure.

Analysis of the Research Question of “The Management of Our Company is Primarily Concerned With Employees’ Needs and Wants”

The one-sample t-test results revealed that the t-value of the model is found to be 73.257, mean difference is found to be 4.30. The lower confidence interval of the difference is found to be 4.30 and the upper confidence interval of the difference is found to be 4.41. The model yielded a significant value as 0.000 which indicates that the proposed research question is significant

Table 16: One-Sample T-Test Results of the Management of Our Company is Primarily Concerned With Employees’ Needs and Wants

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management of our company is primarily concerned with employees’ needs and wants.	73.257	119	0.000	4.3000	4.30000	4.4162

CONCLUSIONS

The statistic results revealed that there is no significant difference of opinion among the employees. Hence, we conclude that the employees are believing that the management of the company is primarily concerned with employees' needs and wants.

Analysis of the Research Question of “Our Company Implements Flexible Policies to Provide a Good Work & Life Balance for Its Employees”

The one-sample t-test results revealed that the t-value of the model is found to be 75.317, mean difference is found to be 4.38. The lower confidence interval of the difference is found to be 4.26 and the upper confidence interval of the difference is found to be 4.49. The model yielded a significant value as 0.000 which indicates that the proposed research question is significant.

Table 17: One-Sample T-Test Results of our Company Implements Flexible Policies to Provide a Good Work & Life Balance for its Employees

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Our company implements flexible policies to provide a good work & life balance for its employees	75.317	119	0.000	4.38333	4.2681	4.4986

CONCLUSIONS

The statistic results revealed that there is no significant difference of opinion among the employees. Hence, we conclude that the employees are believing that the company implements flexible policies to provide good work & life balance for its employees.

Analysis of the Research Question of “Our Company Supports Employees Who Want to Acquire Additional Education”

The one-sample t-test results revealed that the t-value of the model is found to be 61.382, mean difference is found to be 4.19. The lower confidence interval of the difference is found to be 4.05 and the upper confidence interval of the difference is found to be 4.32. The model yielded a significant value as 0.000 which indicates that the proposed research question is significant.

Table 18: One-Sample T-Test Results of Our Company Supports Employees Who Want to Acquire Additional Education

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Our company supports employees who want to acquire additional education.	61.382	119	0.000	4.19167	4.0564	4.3269

CONCLUSIONS

The statistic results revealed that there is no significant difference of opinion among the employees. Hence, we conclude that the employees believe that the company supports employees who want to acquire additional education.

Analysis of the Research Question of “Our Company Policies Encourage the Employees to Develop Their Skills and Careers”

The one-sample t-test results revealed that the t-value of the model is found to be 41.879, mean difference is found to be 3.75. The lower confidence interval of the difference is found to be 3.57 and the upper confidence interval of the difference is found to be 3.92. The model yielded a significant value as 0.000 which indicates that the proposed research question is significant.

Table 19: One-Sample T-Test Results of Our Company Policies Encourage the Employees to Develop Their Skills and Careers

One-Sample Test						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Our company policies encourage the employees to develop their skills and careers.	41.879	119	0.000	3.75000	3.5727	3.9273

CONCLUSIONS

The statistic results revealed that there is no significant difference of opinion among the employees. Hence, we conclude that the employees are believing that the company policies encourage the employees to develop their skills and careers.

IMPLICATIONS OF THE STUDY

Academic Implications

The derived statistic results of the study revealed that the determinant CSR programmes such as social forestry, sustainable agriculture, livestock development, skilling and vocational training, health and sanitation, and solid waste management are allied with the corporate social responsibility and the concerned CSR is affiliated with sustainability ITC Limited. Further, the results also intended that the concerned independent variables are affiliated with the corporate social responsibility to evoke the sustainability in ICT limited. This research study is triumphed in providing the evidence for the impact of CSR programmes in ITC limited in determining the sustainability in the Indian rural area. We believe that the verdicts of this study engendered numerous implications for both the academia and HR management. The academic and managerial implications are provided in the following paragraphs:

- The outcomes of this research project have contributed to the existing theory by providing a unique and complete framework for evaluating the rural people perceptions towards social forestry, sustainable agriculture, livestock development, skilling and vocational training, health and sanitation, solid waste management and sustainability.
- The conclusions of this research project have underwritten to the prevailing theory by catering an inimitable and comprehensive framework for evaluating the effectiveness of CSR programmes conducted by ITC Limited in rural India.
- The research paper deliberated that the lack of empirical knowledge about the impact of various CSR programmes such as social forestry, sustainable agriculture, livestock development, skilling and vocational training, health and sanitation, solid waste management over the corporate social responsibility and then further tested the impact of corporate social responsibility for sustainability. Hence, we conclude that this work is considered to be a unique one to consider how the CSR programmes impact CSR and sustainability.
- We firmly stress that the output of this thesis deliberated some valuable insights with respect to the empirical considerations to ITC Limited regarding the perceptions towards the determinant CSR practices in rural India.
- This research work procured specific idea about the rural respondents' perceptions towards the social forestry, sustainable agriculture, livestock development, skilling and vocational training, health and sanitation, solid waste management. Hence, it can be useful to the CSR programmes operators to understand well their stakeholders and to be useful to frame certain strategies in this segment.
- It is believed that this dissertation builds a theory on behavior towards the CSR Programmes in rural areas by focussing on various CSR programmes operated by ITC Limited.
- In addition, the study has expanded the body of knowledge by exploring and examining the impact of CSR practices over enhancing the corporate social responsibility feelings and further leads to the sustainability of the rural region.
- Finally, given the absence of published academic literature relating to the perception towards CSR programmes, this study may serve as a departure point for future studies in this area of concern.

MANAGERIAL IMPLICATIONS

The findings of this dissertation are also relevant and very much useful to CSR programme operators. Consistent with previous research and most obvious, the study emphasises over the different CSR initiatives implemented by ITC Limited. The resulting facts from this research work aids to the HR managers and other stakeholders of the CSR programmes to understand better their beneficiaries. Some of the major implications for rural sector CSR operators are as mentioned below:

- The CSR beneficiaries and the employee's behavior can be understood in the better way which will enable the CSR operators in developing effective strategies to optimize the use of resources in meeting the needs of rural communities.
- Hence this study can be considered as exclusive one how the determinant CSR initiatives of ITC Limited may influence the CSR and sustainability among the rural community in India.
- The current study provided the handful of information over the various CSR initiatives towards the rural areas. As the study provided an accurate analysis of the individual factors impact the concerned dependent variable, it is believed that the role of CSR initiatives by ITC Limited and their impact over sustainability is clearly mentioned.
- This dissertation also enables both CSR operators and researchers to understand the tendency of high potential influencing factors of corporate social responsibility.
- The findings of this study assuredly help the CSR programmes operators to build the risk reduction strategies and taking appropriate measures to attend all classes of task definitions by increasing the sustainability in the rural areas.
- Finally, Role of Corporate Social Responsibility Programmes to determine the Sustainability in the Rural Areas: An Empirical Analysis with reference to ITC Limited, Andhra Pradesh research for its own sake certainly has academic worth. However, practical use of the results of such investigations as they pertain to the rigors of application in CSR practices that would certainly enhance their value.

FINDINGS OF THE STUDY

- Further, the study derived some other findings which are drawn from the data analysis chapter of this dissertation:
- Compared to the other CSR initiatives, Livestock Development denoted the low impact over the corporate social responsibility which indicates that the livestock development programmes initiated by the ITC Limited are supposed to enrich more.
- It is found that the sustainable agriculture practices conducting by the ITC limited evidenced the moderate low impact over the corporate social responsibility.
- The variable social forestry is also notified of the moderate impact over the corporate social responsibility run by the ITC limited.
- The skilling and vocational training disclosed the moderate low impact on corporate social responsibility in ITC limited.

- It is observed that the solid waste management programmes run by the ITC limited has a high impact over the corporate social responsibility in ITC limited.
- Health and sanitation have a high impact over the corporate social responsibility which has been operating by ITC limited.
- The employees of ITC limited opinioned that, the Corporate Social Responsibility programmes run by the organization is very much effective.
- The employees expressed that the programmes such as health and sanitation and solid waste management have a high impact over the corporate social responsibility.
- The employees expressed that the programmes such as skilling and vocational training and social forestry have a moderate impact over the corporate social responsibility.
- The variables such as sustainable agriculture and livestock development didn't show much impact on corporate social responsibility.
- It is observed that in both the segments of rural villagers and the ITC limited employees believed strongly that the corporate social responsibility programmes may lead to organizational sustainability.

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