

CHAPTER - 2

RESEARCH METHODOLOGY

About the Chapter

Research is a process of careful investigation and scientific inquiry for search of new facts , there are many inquiring systems but the five main systems are Libnizian emphasizing on theory, Lockian, emphasizing on empiricism, Kantian emphasizing on both theory & empiricism, Hegalian emphasizing on confrontation and Singarian emphasizing on relative nature of human behaviour and knowledge .It becomes imperative that a sound methodology guides this scientific endeavour to collect empirical data and establish link between the known and unknown , problems and solutions and cause and cure.

Research methodology helps the researcher to identify, understand, quantify reason out ,explain , predict and control the subject under study . The review of literature serves a static function of knowledge through gaining insights into subject through reviewing the contribution of theories, research and practice of the past known as an important source of knowledge the “tradition” meaning intensive study of literature that prevails in the theories published and unpublished books, journals, reports, magazines with respect to the phenomenon under study whereas the methodology serves a dynamic purpose of knowledge known as “authority” meaning making an indigenous contribution to the knowledge through ones own findings gathered from empirical data of the field and coherent analysis to advance the subject by building a strong body of knowledge through acceptance, modification, rejection and alteration of various theories and approaches and developing guidelines for future implications . Thus the review of literature is more of an “agreement” reality with constructive criticism and critical understanding whereas the “research methodology” is an experiential reality in which the researcher prepares a blue print for carrying out the research with respect to objectives and research questions under study through detailing the research design and methodology. The present chapter provides details of research design and methodology used for this study.

1. BACKGROUND AND RATIONALE OF THE STUDY

1.1 The rationale for conducting this study is that there is a genuine need among the business and corporate sector for authoritative information, company examples, technical assistance and advice about corporate social responsibility. Corporate Social Responsibility as a subject is a totally unexplored area of Social Work practice, particularly in India. There have been few studies conducted on Corporate Social Responsibility, though CSR literature is plenty in the form of case studies and reports. However there stands a severe need for developing scientific and systematic body of knowledge through study of the various theories, current field practices and review of literature to generate meaningful and organized understanding around the subject with reference to its growth and development as well as current status for developing a response through contribution of research, inclusion in academia and enhancement of practice through Social Work Education, research and with an aim of developing a response by the profession to the subject and field of CSR.

1.2 Since Corporate Social Responsibility aims at positively impacting the society and ensuring business returns through socially responsible investing it is imperative for Social Work professionals to take a lead role in manning CSR functions both at the strategic apex levels and operational levels for closely working with the management for CSR planning and execution. One of the major contribution as perceived by the researcher for undertaking the mandate of CSR by Social Work professionals is to help business organizations meaningfully address the social and environmental issues with a view to improve the human, social and environment conditions and ensure sustainable growth and development through corporate-community and business-society partnerships and identify training needs of the corporate on CSR concept, issues, implementation, monitoring and evaluation for managers.

1.3 CSR is generally seen as the business contribution to sustainable development which has been defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", and is generally understood as focusing on how to achieve the integration of economic, environmental, and social imperatives. CSR also overlaps and often is synonymous with many features of other related concepts such as corporate sustainability, corporate accountability, corporate responsibility, corporate citizenship, corporate stewardship, etc.

1.4 CSR commitments and activities typically address aspects of a firm's behaviour (including its policies and practices) with respect to such key elements as; health and safety, environmental protection, human rights, human resource management practices, corporate governance, community development, and consumer protection, labour protection, supplier relations, business ethics, and stakeholder rights.

1.7 Presently business organizations are under a lot of pressure to meet the triple bottom line with focus on environmental and social performance though corporations have made a major headway in the environmental performance through adoption of ISO 14,000 however organizations are still in the infant stage as far as adoption of social standards and guidelines are concerned . As more and more employers and corporate are undertaking the initiative for an enhanced and productive corporate contribution to society due to various stakeholders and global pressure there is an increasing need for providing professional support to employers, employees and business organizations in the area of Corporate Social Responsibility. The researcher holds special interest in the topic due to experiences and exposure of closely working with the corporate in this area and is keen on understanding the subject of Corporate Social Responsibility and its impact with reference to the CSR philosophy, goals, objectives, process, functions, evaluation, monitoring , effectiveness and impact and several other areas outlined in detail in the methodology for understanding the What, why, and how of CSR so as to evolve a coherent understanding on CSR as an outcome of this research work

1.8 Since Social Work research aims at bringing solutions to problems not just by identifying the problems but doing something about it (Mishra P.D) this research aims at generating data base on the impact of corporate social responsibility in light of its objectives, process ,outcome and effectiveness and has motivated the researcher for the present study.

1.9 Apart from all other problems like employee stress, poor job satisfaction, employee effectiveness, high employee turnover, workers absenteeism and other peoples problems faced by Industrial organizations some of the significant challenges also facing the industry is the issue of HIV/AIDS since industrial workers are amongst one of the target bridge populations group with high risk behaviour , human rights at workplace, ethics and community relations . Many industries are addressing all these issues and the researcher aims at exploring CSR interventions in these areas.

2 SCOPE OF THE STUDY

2.1 The term Corporate Social Responsibility has been the focus of many studies. The present study on impact of Corporate Social Responsibility with reference to community development programmes of Industries in Gujarat has been undertaken to systematically generate data on CSR and take stock of the Corporate Sector contribution towards Community Development programmes through and examination of dependent variables viz guiding philosophy behind CSR , aims and objectives of CSR, CSR policies and structures, CSR Communication processes, CSR implementation Process , functionaries involved in the CSR function of the company, monitoring , evaluation and reporting, identifying the need and difficulties of corporates in executing CSR function etc so as to find out what actions are most appropriate to promote and support development of Corporate Social Responsibility.

2.2 The study aims at coming out with a coherent analysis of corporate social responsibility w.r.t its objectives, functions, process ,effectiveness and impact through a study of few industries in Gujarat and will contribute in finding out reasons for CSR initiatives, approaches, structure opinions and issues for future through association between companys response w.r.t to three important independent variables i,e age designations and experience and CSR functions and process .It will be useful in generating important data to comprehensively understand the nature of process and impact of CSR with a view to take adequate steps for offering guidance and technical assistance needed in the field of CSR for business organizations and make recommendation for encouraging necessary response from the academia and research through introduction of CSR concept , functions ,theories and relevance in Social Work and HR curricula .

2.3 It shall help to identify need for training and retraining in CSR to ensure managers ,social and development professionals have the skills and competencies needed to develop and promote Corporate Social Responsibility.

3 OBJECTIVES OF THE STUDY

- 3.1 To study and measure the impact of Corporate Social Responsibility of Industries in Gujarat
- 3.2 To generate data base on current status of Corporate Social Responsibility
- 3.3 To understand the motivational factors for undertaking of CSR by companies

- 3.4 To examine the perceptions and guiding philosophy behind CSR
- 3.5 To study the opinion and views of corporate sector towards CSR issues, imperatives and areas
- 3.6 To study the CSR structure, policies, functions, process , implementation monitoring , reporting and evaluations and identify the gaps in effective implementation of CSR programmes at the structural, technical and operational and reporting level
- 3.7 To find out the relevance and scope of Social work and HR interventions in strengthening CSR practices of the Industrial Organizations.
- 3.8 To explore Corporate Social Responsibility as an area of Social Work & HR practice.

4 RESEARCH DESIGN

4.1 A research design is defined as a set of guidelines and instructions followed in addressing the research problem (Mouton, 1996). The main function of research is to enable the researcher to anticipate and forecast what the appropriate research decisions should be so as to maximize the validity of the emerging findings and results. It is a blue print and master plan of the research project that precedes the actual research project according to which the data is collected and analyzed. A good research design should take careful consideration of the exact needs of the researcher in light of the problem under study and expected outcome of the function of research. The Research design is exploratory and descriptive since it aims at finding out the major reasons why companies engage into CSR , understanding of the concept as perceived by the corporate, , guiding philosophy , extent of financial contribution and commitment towards CSR , type of CSR policies and programmes, implementation and methods of evaluation and reporting etc which have identified and measured with scientifically pretested and standardized tool and brought in relationship by various statistical techniques. It is also to explore corporate social responsibility as an area of social work and HR practice. Description refers to describing the state of affairs ,the descriptive research is also often called exploratory research , to some extent both have same focus for organizing and exploring , knowing about some lesser known aspect of an area. The descriptive and exploratory type of researches are therefore referred as pilot studies (Simmonse & Macall 1985).

4.2 The study also aims to establish association between the independent and dependent variables under study

4.3 **Locale of the Study and Research Setting** : the study has been carried out in Gujarat covering the following district namely Baroda, Ahmedabad, Bharuch, Jamnagar, Anand, Vapi, Surat, Rajkot, Porbandar, Gandhinagar , Mehsana and Bhuj. The study has been conducted in different regions of vadodara since the concept of CSR in industries particularly in Gujarat has not been comprehensively explored except few studies. The researcher has widely travelled these areas to collect data from few industries and engaged in meaningful interactions which has helped the researcher to interpret the data and draw logical conclusion for evolving a coherent conceptual and practical insights into the debate of CSR.

5 OPERATIONAL DEFINITION OF THE CONCEPTS USED IN THE STUDY

5.1 **IMPACT ASSESSMENT** : The term Impact Assessment for the purpose of the study means to systematically assess the impact of Corporate Social Responsibility function with respect to policy, structures, programme implementation, monitoring, evaluation and reporting undertaken by the corporate sector with respect to community development programmes .

5.2 **CORPORATE SOCIAL RESPONSIBILITY:** The term Corporate Social Responsibility for the purpose of the study means concept where by companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis, as well as continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families

5.3 **INDUSTRIAL ORGANISATION** : The term Industrial Organisation means any organization operating in Gujarat in manufacturing, chemical, pharmaceuticals, service, production or otherwise with a defined structure and functions with specified goals

5.4 **SOCIAL WORK** : The term Social Work for the purpose of the Study means the following. The social work profession promotes social change, problem solving in human relationships and the empowerment and liberation of people to enhance well being utilizing theories of human behaviour and social systems, social work intervenes at the points where people interact with their environment .

Principles of human rights and social justice are fundamental to social work.(source IFSW 2004, International Definition of Social Work)

5.5 **OCCUPATIONAL SOCIAL WORK:** the term occupational social work for the purpose of the study means a field of practice in which social workers attend to the human and social needs of the work community by designing and executing appropriate interventions to ensure healthier individuals and environments (Googins and Godfrey 1987)

5.6 **HUMAN RESOURCE** – the term HR for the purpose of the study means a field of practice aimed at developing human resource competencies through acquisition of knowledge, skills and attitude for fulfillment of individual needs and aspirations for personal growth and organizational development

5.7 **COMMUNITY DEVOPMENT PROGRAMME** – the term community development programme refers to programmes undertaken in the health, education, income supplementation and other welfare and development programmes aimed at improving the quality of lives of the people.

5.8 The researcher aims to find answers and build coherent analysis around the following Research Questions ?

- 1) How are the CSR principles embedded and translated across the Organization?
- 2) How is CSR Vision/Policy/Perception/definition/deployed across the Organization?
- 3) Which of the CSR constituents have been clearly defined for effective deployment across the organization?
- 4) Are resources a priori earmarked and committed for CSR initiatives?
- 5) Who are the major personnel manning the CSR function in the company and source of CSR leadership and initiative based on business philosophy?
- 6) What are the various initiatives undertaken for each stakeholder?
- 7) How are the interests and concerns of various stakeholders identified?
- 8) What is the Process Implementation?
- 9) What are the Returns on Investment?

- 10) What is the mechanism of CSR Reporting?
- 11) Bottom Line Benefits as perceived by the Company?
- 12) What is the Impact of CSR to Business and Community?
- 13) Major difficulties experienced to initiate, implement and report successful CSR Policies and Functions?

6. UNIVERSE :

6.1 Corporate Social Responsibility is an emerging concept it has been initiated in few select industrial organizations in Gujarat. Since there was absence of a concrete source list giving details of organizations practicing CSR the researcher used information available from Federation of Gujarat Industries, Data base of Industries in Gujarat from Industrial Commissioner, Directories of Industries of various districts in Gujarat and data available through the Net. Therefore all organization that have for minimum two years implemented some form of CSR programme or activities have formed the Universe. The Universe of the research study comprises of senior managers and managerial employees of various public sector , private sector , joint sector industries and MNC's consisting of Engineering, Chemical , Pharmaceuticals, Manufacturing, FMCG, Petrochemical, textiles, services and other Industries located in different regions of Gujarat State.

7. SAMPLING DESIGN AND METHODOLOGY

7.1 Seaberg & De Vos(1998) defines sampling as a small portion of the total set of objects events or persons which together comprise the subject of a study. A good sampling ensures a clearly defined population, an adequately chosen sample and an estimate of how representative is the sample of the whole population .

7.2 The sampling method used was non probability based purposive sampling . Non Probability sampling refers to the sampling where the probability of including each element of the population in a sample is unknown (Bless and Higson- Smith 1995) The non probability sampling is also known as purposive sampling or deliberate sampling in that the items for the sample are selected deliberately by the researcher , his choice concerning the items remain supreme(Kothari C.R 2005).

In other words under non probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out of a huge one will be typical or representative of the whole . The sample under study has been chosen with the following criteria

7.3 Nature of the Organization : Industry in Public, Private or Joint sector with minimum 100 employees in various categories such as Manufacturing, Chemical ,Pharmaceuticals, engineering etc Organization Practicing Corporate Social Responsibility for a minimum period of two years Organization having policies /programmes in the area of Corporate Social responsibility. Industries located in different geographical locations of Gujarat with a thrust on industrially concentrated areas. All the organization meeting the above criteria and willing to respond.

7.4 Sampling Method : A purposive sampling method has been used for data collection

7.5 Sample Size : The Sample consists of 103 Industries of Gujarat State and 117 (with few extended plants of some industries) total no of respondents from the Universe. The sample has been selected from the updated source list available from Federation of Gujarat Industries, Data base of Industries in Gujarat from Industrial Commissioner , Directories of Industries of various districts in Gujarat and data available through the Net.

7.6 Unit Of Study : The unit of study is the organization and respondents consists of Sr. VP HR/HR Head/Managers HR who have responded on behalf of the organization

8 TOOLS OF DATA COLLECTION :

8.1 Tools of data collection are of immense significance for any research. Reliability and validity of the data decides the quality and authenticity of conclusions. Mouton (1996) refers to the data collection method as involving applying the measuring instrument to the sample or cases selected for the investigation. Data collection methods include quantitative and qualitative methods. For the purpose of this study both quantitative and qualitative data collection methods are used. The method used by the researcher in this study is a close ended structured Questionnaire .A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. The questionnaire is mailed to the respondents who are expected to read and understand the questions and write down the reply in the space meant in the questionnaire itself.

8.2 Other tools of Data Collection are **structured Personal Interviews** and **Observations**. Structured personal interviews were conducted to develop detailed insights into the problems through researchers personal involvement and in depth discussion with few industrial respondents and observations have been systematically analyzed and recorded. Observation constitutes a crucial method of research.

8.3 **Data Collection & Pre testing** : Extensive pre testing was done before the Questionnaire was finalized. The questionnaire has been cross-examined for the content and construct validity and reliability by senior academicians and industrial experts and pre tested on five respondents.

8.4 **The tool covers the following distinct variables** : Concept , Purpose, Values Systems, policy, procedures and structures for CSR Opinion and Perception on CSR Organizational Processes for CSR (Strategy, Structure, Design and Responsiveness, Panning and Implementation, Monitoring, Evaluation & Reporting, Participation, Internal coordination , Communication)

External Linkages (Development agencies/professional and occupational groups/ mass media)
Resources Mobilization and Deployment (Human Resources, Physical resources, Financial resources,) CSR Effectiveness and Impact through Response of beneficiaries, response by functionaries, programme accomplishment, image enhancement, Resource Utilization and Accountability and Bottom Line Benefits to the Company.

8.5 **Data Collection Process**: The primary data for the study was collected through mailed structured questionnaires . Since the method used was questionnaire method extensive follow up and reminders were required to ensure response. It took almost six months to collect the data from various industries. The data was collected from July 2005- Jan2006. However due to nature of respondents selected under study primarily head of the depts., senior managers and managers , a good rapport, telephonic follow up , personal visits ensured adequate response reflecting the acceptance of the respondents to provide genuine data and ensuring authentication through company seal and stamp. In many organizations important and relevant literature containing details of the company, CSR policies , brochures etc were sent for providing meaningful secondary data. Regular interactions with the respondents through emails and telephonic talks provided for cross checking the gaps that existed in the data .

8.6 **Secondary data** was collected from various sources such as Confederation of Indian Industries, federation of Gujarat Industry, ISO consultation on Standards for Corporate Social Responsibility organized by International Institute for Sustainable Development, Development Alternatives and Safety Action Group, Hansa Mehata Library, Baroda and Ahmedabad Management Association Library, Literature from Tata Institute of Social Science Mumbai, Delhi School of Social Work , online subscription of CSR Asia Weekly , a weekly newsletter for CSR issues in Asia Pacific region and important updates from Melcrums CSR journal through the international Melcrums CSR consultancy. There was paucity of literature particularly on Corporate Social Responsibility researches and researcher had to depend on information available through internet sites to gather substantial data. Thus very useful and professional links were developed with different international organizations and institutions which provided access to the latest data on CSR. The researchers keen interest in this field and her associations with various industrial and NGO experts also helped in exploring the subject and collecting qualitative information particularly in depth details about the philosophy, approaches and reasons for undertaking CSR and plans for the future.

8.7 **Reference Period** The Data has been collected during the period of June 2005 Jan 2006.

9 DATA PROCESSING TREATMENT AND ANALYSIS :

9.1 Data has been analyzed through use of SPSS package to analyze the data . Various statistical techniques have been used such as

9.1.1 **Univariate Analysis** using Simple Frequency Distribution to find out average responses as a measure of central tendency

9.1.2 **Chi square test** for finding out association between independent and dependent variables under the Study

9.1.3 **Paired T test** – to find out whether the responses to selected questions are differing significantly

9.1.4 **Pareto Chart analysis** - Chart for classifying the attributes into descending order so as to find the main source, areas of concentration in the response and main weightage

9.1.5 P Chart Analysis – Chart for attributes used for the yes /no questions . It is a chart for attributes which shows percentage of positive responses for yes and no questions through the questionnaire, the excellent ,very good and areas of improvement are highlighted using control limits for better insights into the data.

9.1.6 Coefficient of Variation – to find out the relative measure of dispersion for rank analysis

9.1.7 Graphical Presentations – for frequency and percentage analysis

10 LIMITATIONS

10.1 Availability of Senior Personnels and time taken to respond to the Questionnaire has been the major limitation due to their busy schedule and time constraints.

10.2 Since a Human effort has been made error in statistical and descriptive analysis may have occurred.

10.3 Since the Unit of study is the organization, collection of data from each Industry was very time consuming and costly and required consistent follow up and reminders.

11 PRESENTATION OF STUDY

The following Chapterization scheme has been used for the Study

Chapter 1- Introduction

Part – I

Part - II

Chapter 2- Research Methodology

Chapter 3- Review of Literature

Chapter 4- Data analysis & Interpretation

Part – I

Part - II

Chapter 5- Findings & Conclusion

Chapter 6- Suggestions, Recommendations & Action Plan

Appendix