

Annexure 1

AN EMPIRICAL STUDY OF MANAGEMENT PERCEPTION OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON THE ORGANIZATIONAL PERFORMANCE IN SELECTED COMPANIES OF GUJARAT STATE

QUESTIONNAIRE

PART - I Personal Information of the Respondent:

1. Gender : Male () Female ()
2. Age : 21yrs -30yrs () 31yrs-40yrs ()
41yrs- 50yrs () 51yrs and above ()
3. Education : Graduate () Post Graduate ()
Professional () Undergraduate ()
4. Designation : Top Level () Middle level ()
Operational level ()
5. Annual Income (Rs.) : Less than 250000() 250001 – 500000 ()
500001 – 750000() 750001 – 1000000 ()
6. Experience : Less than 2yrs () 2 -5 yrs ()
5- 8yrs () 8 - 10yrs () Above 10 yrs ()

PART – II (A) Employees Perception on CSR

1. Are you aware of CSR: Yes () No ()
2. Do you think that CSR is essential for companies: Yes () No ()
3. Do you participate in company's CSR activities: Yes () No ()

General Organizational Corporate Social Responsibility (CSR)

Main agenda of your company's CSR initiative is: (Rank on a scale of 1-5, with 1 being the most preferred answer and 5 being the Least preferred)

- 1.To just giving Something Back to Society- ()
- 2.To Comply with the Laws-()
- 3.To gain Visibility in the market-()
- 4.To gain Competitive Edge-()
- 5.To improve Financial Performance of business (due to enhanced social acceptance)-()

CSR ACTIVITY OF YOUR ORGANIZATION: (Rate only the relevant section of the activities done at your organization, Kindly tick what is more appropriate against each statement as strongly agree (SA), agree (A), undecided (UN), disagree (DA) or strongly disagree (SDA).)

S. No	Education	SDA	DA	UN	A	SA
1.	My organization provides for the education of the employees.					
2.	My organization provides for education of girl child					
3.	My organization provides for the education of adults and senior citizens.					
4.	My organization has opened new schools					
5.	My organization has given certificate programs and scholarships					
	Employment Generation and Skill Development					
6	My organization promotes skill development					
7.	My organization encourages local talent.					
8.	My organization always explores new innovation.					
9.	My organization provides for creating new programs.					
	Women Empowerment					
10.	There are preferences for recruiting women in my organization.					
11.	My organization promotes gender equality.					
12.	My organization has set up hostels for girls.					
13.	My organization has taken measures to reduce social inequalities.					
	Health and Sanitization					
14.	My organization promotes preventive healthcare					
15.	Contribution to Swacch Bharaat Kosh					
16.	Implementation of Safe Drinking water projects.					

17.	My organization has done projects for eradicating malnutrition.					
18.	Contribution for Covid-19.					
	Benefits of Armed Veterans					
19.	Contributions made to war widows and their dependents.					
	Community Development					
20.	My organization has contributed for Rural Development.					
21.	My organization has contributed for Tribal development.					
22.	Supportive measures for agriculture are taken by my organization.					
23.	Made new community technology centers					
24.	Taken measures for slum development.					
	Philanthropy					
25.	Made cash donations to the community					
26.	Donated clothes to the poor.					
27.	Have donated necessary items for household					
28.	Donated books and stationaries for the community.					
	Environmental Protection					
29.	Have implemented measures for the implementation of flora and fauna					
30.	My organization has contributed for the promotion of animal welfare.					
31.	Has contributed to Clean Ganga Fund.					
32.	Contribution for natural resources like water and soil, has been done by my organization.					
	Protection of national heritage, art and culture.					
33.	My organization has helped restoration of historical buildings.					
34.	My organization has set up a public library.					

35.	Restoration has been done of important works of art, by my organization.					
36.	Promotion of traditional art and handicrafts.					
	Promotion of Sports					
37.	My organization has sponsored the training to promote rural sport.					
38.	Promotion and training for Paralympic sports done by my organization.					
39.	Promotion for Olympic sports.					
40.	Promotion of nationally recognized sports.					
	Prime Minister's Relief Fund					
41.	Contribution to PM Cares Fund					
	Research and Development Projects.					
42.	Contribution to incubators for research and development in the field of engineering, science, technology or medicine.					

PART-II

Please answer the following questions based on your experience about CSR in your organization. (Kindly tick what is more appropriate against each statement as strongly agree (SA), agree (A), undecided (UN), disagree (DA) or strongly disagree (SDA).

Corporate Reputation

S.No	Does your company's responsibility extend to	SDA	DA	UN	A	SA
43	Support physically challenged employees					
44	Attract positively motivated employees					
45	Boost employer branding by giving fair remuneration to their staff					
46	Develop trust among its employees as a socially responsible company.					
47	Make you feel proud to be a part of it					
48	Protection of employee rights					
49	Gain a good branding with their stakeholders					

Employee Commitment

S.No	Does your organization follow these practices	SDA	DA	UN	A	SA
50	Health and safety measures are thought as high level condition for employees					
51	Human rights are given adequate importance					
52	Fair and adequate remuneration is given to boost employee enthusiasm.					
53	CSR induces team work among employees					
54	CSR encourages practical decision making					
55	Opportunities are given to develop skills for career upliftment					
56	Employees are treated as part of a family					

Managerial Perception

S.No		SDA	DA	UN	A	SA
57	I experience, a special identity with my socially responsible company					
58	CSR is a necessity for your organization					
59	I feel that paying back to the society is the duty of my organization					
60	Great satisfaction by participating in employer sponsored volunteer programs					
61	A Strong sense of emotional health about your company					
62	Supports employees who want to acquire additional education					



Financial Performance:

	Implementation of CSR in your company	SDA	DA	UN	A	SA
63	Increase profits satisfactorily					
64	Result in high return on investment					
65	Lead to consistent performance in the market					
66	Reduce costs which enhance better revenue					
67	boost earnings per share and share value					

Annexure 2

Research Papers Presentations / Publications

Paper-1





National Seminar
on
Changing Footprints of Business
organized by
Department of Business Studies
Sardar Patel University
Re-accredited with 'A' Grade by NAAC (CGPA-3.25)
Vallabh Vidyanagar - 388120 (Gujarat)

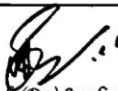
in association with
The Indian Commerce Association, Gujarat Chapter
The Indian Accounting Association, Gujarat Chapter
February 8, 2020

Certificate

This is to certify that Prof./Dr. /Mr. /Mrs. /Ms. Ms. Namita Pandya
of Parul University
has participated in the national seminar. He / She has also contributed a paper entitled
Customer Relationship Management: Emerging trends and practices


Prof. (Dr.) C. K. Sonara
(Seminar Secretary)


Prof. (Dr.) Ketan Upadhyay
(Seminar Secretary)


Prof. (Dr.) Sandip K. Bhatt
(Seminar Director)

Paper-2



**72nd All India Commerce Conference - 2019
& International Seminar**

Certificate of Merit

This is to certify that Prof. / Dr. / Ms. / Mr. NAMITA PANDYA
of THE M. S. UNIVERSITY OF BARODA College / University
has presented a research article entitled SOCIAL MEDIA: A TOOL FOR CREATING SOCIAL
SERVICE AWARENESS at the 72nd All India Commerce Conference of the Indian Commerce Association and International Seminar
organized by KIIT Deemed to be University, Bhubaneswar from 22nd to 24th December, 2019 in the Technical Session - I/II/III/IV/Seminar.


Prof. Narender Kumar
Secretary, ICA


Prof. Sasmita Samanta
Conference Secretary


Chairman
Technical Session / Seminar


H. Venkateshwartu
President, ICA

Paper-3



Paper-4



Paper-5



THE IMPACT OF CSR PERCEPTION ON JOB ATTITUDES OF EMPLOYEES IN INDIA

Ms. Namita A. Pandya

Research Scholar, Department of Commerce and Business Management,

Faculty of Commerce, The M.S. University of Baroda,

BARODA-390005, (GUJARAT, INDIA)

E-mail : nami.pandya18@gmail.com

ABSTRACT:

Corporate social responsibility is considered as voluntary behaviors that contribute to the society welfare. Corporations should not only concentrate on their economic and business outcomes, but also give attention of their effect on the society and environment. The expectations from organization are to improve their employees' quality of life as well as the wellbeing of employees' families, local communities and overall society. Most of the previous researches concentrated on CSR from financial and customers' perspective, while a low attention was given to employees. To understand the effect of CSR on the employees, this study examines the impact of employees' perception of CSR on job attitudes. In this research paper a survey was conducted and data was collected from employees in Vadodara-India by distributing 180 questionnaires to examine the effect of CSR. Questionnaires collected back in usable format were 134. The findings of the study conclude that employees' perception of CSR affects only one side of job attitudes that is job satisfaction and the other part, organizational commitment is still lagging behind.

Key words: CSR, Job satisfaction, Organizational commitment.

* Ms. Namita Pandya, (B.Com,MSW) Research Scholar, Department of Commerce and Business Management, Faculty of Commerce, The M.S. University of Baroda, Baroda. (M) 9714029915, nami.pandya18@gmail.com

THE IMPACT OF CSR PERCEPTION ON JOB ATTITUDES OF EMPLOYEES IN INDIA

1.0 Introduction:

Corporate Social Responsibility is defined as operating a business that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. Corporate Social Responsibility is one such researchable area of Corporate Behaviour and Governance that needs to get needfully addressed and implemented tactfully in the organizations. At the same time CSR is one such effective tool that brings together the efforts of Corporate and the social sector agencies towards sustainable growth and development of societal objectives at large.

India is a fast and developing growing economy and is booming with national and multinational firms. At the same time, the Indian land also faces social challenges like poverty, population growth, illiteracy just to name a few. Therefore it is all the more imperative for the Indian companies to be sensitized to CSR in the right perspective in order to facilitate and create an enabling environment for equitable partnership between the civil society and business.

Several major CSR initiatives have been launched in India since the mid-1990s after the liberalization, privatization and globalization came in.. Nearly all leading companies in India are involved in corporate social responsibility programmes in areas like education, health, livelihood creation, skill development, and empowerment of weaker sections of the society. CSR is not new to India; companies like TATA and BIRLA have been having the culture for social good in their operations for decades long before CSR become a popular cause. In spite of having such life size successful examples, CSR in India is in a very early stage. It is still one of the least understood initiatives in the Indian corporate sector. It was followed by a handful of public companies as dictated by the very basis of their existence, and by a few private companies, with international shareholding as this was the practice followed by them in their respective foreign country.

Now with the amendment of Companies Act 2013, Indian companies have been mandatorily following the CSR guidelines and are contributing to the society, not in a philanthropic way but a more professionally worked out way. The business ethics have changed for CSR is gaining ground and corporate houses are realising that 'what is good for the society and are encouraged upon giving their bit back to the society.

Carroll's^{3,4} (1979, 1991) Pyramid of Corporate Responsibility identifies a spectrum of obligations that companies have toward society. It serves as a framework which places primary emphasis on economic results but argues for legal, ethical and philanthropic behavior.

Today the organizational behavior of an organization has been dependent upon the CSR activities of the company. The brand image, retention of employees and the financial prosperity has intervened with

the social responsibility of the organization. This has also led to the emergence of a new era of cognitive thinking and paddling away the despairs of the society.

2.0 Literature Review:

Bader Yousuf Obeidiet, 2016 studies relationship of CSR Organizational Performance results of the study revealed that corporate social responsibility (both internal and external) and employee engagement (vigor, absorption, and dedication) have a significant positive relationship with organizational performance. Also, the results revealed that there is a significant positive relationship between corporate social responsibility (internal CSR and external CSR) and employee engagement.

Sheehy (2014) defined CSR as “international private business self-regulation.” From the normative perspective, all regulations are set to serve some specific purpose. So, if the organization claims to have a CSR policy then it must include all its aspects, that is, environmental sustainability, human rights, employment conditions, business practices in dealings with partners, suppliers and consumers and social impacts starting with basic conformity with the established legal framework and then gradually moving towards the consideration of stakeholder concerns.

Hansen,⁷ S.D et al. (2011) argued that research on corporate social responsibility (CSR) had tended to focus on external stakeholders and outcomes, revealing little about internal effects that might also help explain CSR-firm performance linkages and the impact that corporate marketing strategies can have on internal stakeholders such as employees. The two studies (N = 1,116 and N = 2,422) presented in this article draw on theory from both corporate marketing and organizational behavior (OB) disciplines that tested the general proposition that employee trust partially mediates the relationship between CSR and employee attitudinal and behavioral outcomes. Both studies provided evidence in support of these general relationships. Theoretical and practical implications of these findings were discussed in the context of CSR and corporate marketing research.

Ioannou⁶ and Serafeim (2010) they conducted a research using a large sample of publicly traded US firms over 16 years; researchers investigated the impact of corporate socially responsible strategies on security analysts' recommendations. Socially responsible firms receive more favorable recommendations in recent years relative to earlier ones, documenting a changing perception of the value of such strategies by the analysts. Moreover, they found that firms with higher visibility receive more favorable recommendations for their CSR strategies and that analysts with more experience, broader CSR awareness or those with more resources at their disposal, are more likely to perceive the value of CSR strategies more favorably. The research result documented how CSR strategies can affect value creation in public equity markets through analyst recommendations.

Chahoud et al., 2007, studied that CSR developed very slowly in India though it was started a long time ago. The Study revealed that corporate social responsibility in India, is still characterized mainly by philanthropic and community development activities and Indian companies and stakeholders have

begun to adopt some aspects of the mainstream agenda, such as the integration of CSR into their business processes and engagement in multi stakeholder dialogues.

Yaowalak⁹ and Rujirutana (2009) Researchers aimed in the paper to explore how social responsibility initiatives can influence perceived service quality and brand effect from the perspective of retail banking customers in Bangkok, Thailand. The paper also aimed to examine the impact of trust as a mediating variable between perceived service quality and brand effect. The study was quantitative in nature, using the responses of 275 bank customers to a closed-end questionnaire administered on a face-to-face basis by trained fieldworkers. The data analysis is performed by partial least squares (PLS), a second generation statistical SEM variance-based modelling technique. The results of the study demonstrated how corporate social responsibility (CSR) initiatives influence service quality perceptions and also examine CSR's impact on trust and affective attitudes of customers towards their banks. The study's hypothesized relationships were principally supported, i.e. perceived service quality is positively associated with brand effect mediated by trust. CSR initiatives play an important role in perceived service quality, which in turn, influences trust and brand effect. Finally, CSR is shown to be directly related to brand effect.

Duygu² Turke (2008) highlighted that a growing number of studies had investigated the various dimensions of corporate social responsibility (CSR) in the literature. However, relatively few studies had considered its impacts on employees. The purpose of this study is to analyze how CSR affects the organizational commitment of employees based on the social identity theory (SIT). The proposed model was tested on a sample of 269 business professionals working in Turkey. The findings of the study revealed that CSR to social and non-social stakeholders, employees, and customers were the significant predictors of organizational commitment. However, there was no link between CSR to government and the commitment level of employees.

Valerie⁸ Swaen, Ruben Chumpitaz C (2008) aimed at analyzing the impact of consumers perceptions of Corporate Social Responsibility (CSR) activities on their trust toward the company and at highlighting the underlying mechanisms and conditions of this impact. the paper is based on a questionnaire survey administered to a sample of 618 consumers about cosmetics and sportswear. Results showed that consumers' perceptions of CSR activities have a positive influence on their trust toward the company, directly and indirectly through the influence on perceived quality of the products offered and consumer satisfaction.

3.0 Objectives:

To find the impact of employees' perception of CSR on job satisfaction in the Indian context.

To find the impact of employees' perception of CSR on organizational commitment in the Indian context.

4.0 Hypotheses:

H1 There is no significant difference between employees' perception of CSR and job satisfaction.

Ha There is no significant difference between economics responsibility and job satisfaction.

Hb There is no significant difference between legal responsibilities and job satisfaction.

Hc There is no significant difference between ethical responsibilities and job satisfaction.

Hd There is no significant difference between discretions responsibility and job satisfaction.

H2 There is no significant difference between employees' perception of CSR and organizational commitment.

Ha There is no significant difference between economics responsibility and organizational commitment.

Hb There is no significant difference between legal responsibilities and organizational commitment.

Hc There is no significant difference between ethical responsibilities and organizational commitment.

Hd There is no significant difference between discretions responsibility and organizational commitment.

5.0 Methodology:

Under this section detailed information about the method followed in conducting this research, describing the method of setting up this research.

Questionnaire design:

A research questionnaire was designed to gather data which is not available from other sources to examine the impact of employees' perception of CSR on job attitudes in the context of India. The questionnaire was divided into two parts. The items of the two parts measured six variables of the research. The instrument of each variable was developed from previous studies. Items are measured using five point Likerts' scales, with 1 representing "strongly disagree" to 5 representing "strongly agree".

Variables of this research study:

Independent variables were taken from Carroll's four-part model which is widely accepted because it provides comprehensive dimensions of CSR. The four CSR dimension used in this research are economic responsibility, legal responsibility, ethical responsibility and discretionary responsibility. These items were examined in part one of the questionnaire.

Dependent variables, first is job satisfaction which measures employees' feeling about their job and company/organization. Second, organizational commitment and here we used Meyer and Allen's organizational commitment scale to measure organizational commitment.

Sample and Data Collection:

Referring to the objective of the study, the sampling frame aimed at employees working in various companies in Vadodara, India. The respondent should be aged 18 years or older and had been working more than six months with the organization as full-time employees.

Questionnaires were distributed conveniently to 180 respondents in Vadodara, India, 134 questionnaires were collected back in a usable form a response rate of 67 % Participants responded to the items on a Likert-type scale from 1 to 5. The descriptions of participants' personal information are presented by return questionnaires (See Table1).

Attribute	option	percentage
Gender	Male	60.2
	Female	39.8
Age	Under 20	24.8
	21 – 30	27.8
	31 – 40	16.5
	41 – 50	30.8
Work experience	Less than 1	5.3
	1 -2	21.1
	3 – 5	37.6
	6 – 10	29.3
	More than 11	6.8

Attribute	option	percentage
Education	Secondary	18.8
	Diploma	39.1
	Bachelor Degree	30.1
	Others	12.00
Position	Top level	15.8
	Upper Middle Level	21.8
	Middle	11.3
	Lower Middle Level	48.9
	Junior Level	2.2
Organization Type	Social service	7.5
	Public Sector	11.3
	Private sector	30.1
	Multi-national corporation	26.3
	Other	24.8

Table no(1) Background information of participants.

6.0 Results and Discussion:

Hypothesis (H1):

“To find the impact of employees' perception of CSR on job satisfaction in the Indian context.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (2) we find the following results

Independent Variable	R	R ²	F	Sig
Employees' perception of CSR	0.473	0.224	37.805	.000

From table no (2) F-value is (37.805) which indicate a significant value at 0.05 levels. The R² indicates that the independent variable (employees' perception of CSR) explains 22.4 percent variation on job satisfaction. This result clearly states that there was a statistical difference at 0.05 level between the variables.

Hypothesis (Ha):

"There is no significant difference between economics responsibility and job satisfaction."

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (3) we find the following results

Independent Variable	R	R ²	F	Sig
economic responsibility	0.196	.039	5.245	.023

From table no (3) F-value is (5.245) which indicate a significant value at 0.05 levels. The R² indicates that the independent variable (economic responsibility) explains 3.9 per cent variation on job satisfaction. This result clearly states that there was a statistical difference at 0.05 level between the variables.

Hypothesis (Hb):

"There is no significant difference between legal responsibilities and job satisfaction."

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (4) we find the following results

Independent Variable	R	R ²	F	Sig
legal responsibilities	0.357	0.128	19.149	.000

From table no (4) F-value is (19.149) which indicate a significant value at 0.05 levels. The R² indicates that the independent variable (legal responsibilities) explains 12.8 percent variation on job satisfaction. This result clearly states that there was a statistical difference at 0.05 level between the variables.

Hypothesis (Hc):

"There is no significant difference between ethical responsibilities and job satisfaction."

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (5) we find the following results

Independent Variable	R	R ²	F	Sig
Ethical responsibilities	0.552	.304	57.297	.000

From table no (5) F-value is (57.297) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (ethical responsibilities) explains 30.4 percent variation on job satisfaction. This result clearly states that there was a statistical difference at 0.05 level between the variables.

Hypothesis (Hd):

“There is no significant difference between discretions responsibility and job satisfaction.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (6) we find the following results

Independent Variable	R	R^2	F	Sig
Discretions responsibilities	0.329	.109	15.951	.000

From table no (6) F-value is (15.951) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (employees' perception of CSR) explains 10.9 percent variation on job satisfaction. This result clearly states that there was a statistical difference at 0.05 level between the variables.

Hypothesis (H2):

“There is no significant difference between employees' perception of CSR and organizational commitment.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (7) we find the following results

Independent Variable	R	R^2	F	Sig
Employees' perception of CSR	0.002	0.000	0.001	0.977

From table no (7) F-value is (0.001) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (employees' perception of CSR) explains zero percent variation on organizational commitment. This result clearly states that there was no statistical difference at 0.05 level between the variables.

Hypothesis (Ha):

“There is no significant difference between economics responsibility and organizational commitment.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (8) we find the following results

Independent Variable	R	R^2	F	Sig
Economics responsibility	0.053	0.003	0.371	0.544

From table no (8) F-value is (0.371) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (economics responsibility) explains 0.003 percent variation on organizational commitment. This result clearly states that there was no statistical difference at 0.05 level between the variables.

Hypothesis (Hb):

“There is no significant difference between legal responsibilities and organizational commitment.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (9) we find the following results

Independent Variable	R	R^2	F	Sig
legal responsibilities	0.076	0.006	0.752	0.387

From table no (9) F-value is (0.752) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (legal responsibilities) explains 0.006 percent variation on organizational commitment. This result clearly states that there was no statistical difference at 0.05 level between the variables.

Hypothesis (Hc):

“There is no significant difference between ethical responsibilities and organizational commitment.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (10) we find the following results

Independent Variable	R	R^2	F	Sig
Ethical responsibilities	0.126	0.016	2.124	0.147

From table no (10) F-value is (2.124) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (ethical responsibilities) explains 0.016 percent variation on organizational commitment. This result clearly states that there was no statistical difference at 0.05 level between the variables.

Hypothesis (Hd):

“There is no significant difference between discretions responsibility and organizational commitment.”

To test the above hypothesis, simple regression was used.

Through the results of simple regression shown on table (11) we find the following results

Independent Variable	R	R^2	F	Sig
Discretions responsibility	0.078	0.006	0.795	0.374

From table no (11) F-value is (0.795) which indicate a significant value at 0.05 levels. The R^2 indicates that the independent variable (employees' perception of CSR) explains 0.006 percent variation on

organizational commitment. This result clearly states that there was no statistical difference at 0.05 level between the variables.

7.0 Conclusion:

CSR is an important topic in management field to study in recent days. The perception of CSR by employees has received growing attention. By using Carolls' categories of CSR to understand employees' perception of CSR, this research revealed that CSR perception of employees in Vadodara has an impact on job attitudes in one side only that is the job satisfaction. Carolls' four layers have direct influence on job satisfaction but the same has not shown any significant differences on organizational commitment by the respondents. Hence, it is important

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Full Thesis

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