

# A Study on the Perspectives of the Employees on the Corporate Social Responsibility Initiatives Undertaken by Club Mahindra, Madikeri

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**Abstract:** Corporate social responsibility (CSR) is referred to the responsibility of a business and the actions undertaken by the organization on ethical, environmental, social and the economic issues. Corporate Social Responsibility helps an organization to recognize the activities that will have a wider impact on the society in which the organization performs its operations. The corporate social responsibility concept is based on the idea that it is not only a public policy but also a social issue that companies need to focus on. In more recent approaches, companies voluntarily incorporate the social and environmental concerns into their business operations. This concept of corporate social responsibility is relatively new to the tourism and the hospitality industry. Over the past few years corporate social responsibility has developed a significant meaning and has been incorporated in the business operations as a need to maintain a relationship with the society and the environment that it operates in. The purpose of this research is to ascertain the corporate social responsibility initiatives undertaken by Club Mahindra, Madikeri. It emphasizes on the employees perspectives on these initiatives and assesses the effectiveness of the corporate social responsibility activities on Club Mahindra's bottom line.

**Keywords:** Corporate Social Responsibility, Social issue, Society, Environment, Business operations.

## 1. Introduction

Corporate Social Responsibility is a management concept. It is a concept where companies incorporate or integrate social and environmental affairs and concerns in the business operations and also during interactions with their stakeholders. Corporate Social Responsibility is understood as the way through which a company and its business achieves a balance of economic, social and environmental imperatives and at the same time ensuring to meet the expectations of stakeholders and shareholders. Corporate Social Responsibility which is also known as corporate social responsibility, corporate conscience, and corporate citizenship is the combination and an integration of socially beneficial programs and the practices into a company's business structure and model. Corporate Social Responsibility aims at increasing the long-term profits for the online as well as the offline businesses by enabling the business

to become more efficient and productive and also attract the positive attention for their efforts and contribution. Promoting the initiation of corporate social responsibility amongst corporate requires strategies and approaches that match the respective capacities and needs of these businesses, and also ensure that it does not negatively affect their economic viability.

## 2. Review of literature

- Agunis, Glovas (2012), Paper entitled "what we know and don't know about corporate social responsibility: A review and research agenda" in Journal of management, based on 588 journal articles and 102 books. The study provided a framework of CSR actions which affects external as well as internal stakeholders and outcomes of such actions. The paper also enhanced the knowledge regarding levels, forms of CSR; need to understand CSR with outcomes etc.
- Hartman (2011), article "Corporate social Responsibility in the food sector" in European review of agriculture economics journal, analyzed the importance of CSR in food sector, particularly those companies which have high brand. CSR is an important part of these companies. But SME's are less capable in discharging their obligation towards society. Further, the research found that food sector always tries to improve the controlling and discharging its services towards consumers. Consumers also prefer those brands or food firms which give preference to CSR activities and provide good product and services.
- Shah, Bhaskar (2010), has taken a case study of public sector undertaking i.e. Bharat Petroleum Corporation Ltd. in their research work. The research has discussed that there is a broad relationship between the organization and society. Organization has its existence only with the society. Organization used the resources/inputs of the society like material and human etc. In reverse, the organization provides services to the society. From the case study of the BPCL, it was found that company has taken a lot of

initiatives in order to serve the society.

- Truscott, Bartlett, Trwoniak (2009), paper “The reputation of Corporate Social Responsibility industry in Australia” in Australian marketing journal, based on case study methodology. On the basis of the interview of key persons of industries in Australia, the term CSR has been explained. The industrialist revealed that CSR increasingly has become significant. They shared their views of CSR in economic, legal and ethical roles of business in society. Beside this, the industrialist viewed CSR as a model of corporate reputation.

### 3. Research methodology

Under the study on the perspectives of the employees on the corporate social responsibility initiatives undertaken by Club Mahindra, questionnaires were used to collect and analyze the views from the employees of the company. A questionnaire was circulated among the group of 102 respondents. The sample group consisted of the employees of Club Mahindra, Madikeri. The study adopts qualitative and quantitative research methodology.

### 4. Objectives of the study

- To assess the current implementation process of the corporate social responsibility initiatives in Club Mahindra.
- To study on the impact of corporate social responsibility programmes on the workplace, society and the environment.

### 5. Scope of the study

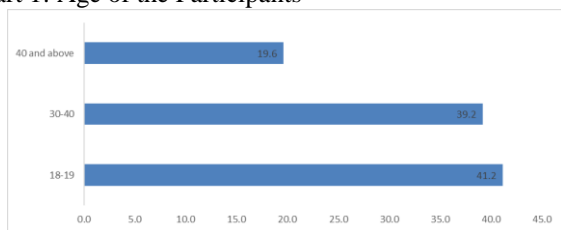
The scope of the research is limited to the employees of Club Mahindra, Madikeri, Coorg. This research mainly focuses on the respondents who are currently employed in Club Mahindra Madikeri branch, Coorg. The selected sample includes employees from the human resource department, sales department, marketing department and the top level of the management.

### 6. Limitations of the study

- Time constraint for gathering results pertaining to the study.
- The sample size may not include all the employees working at Club Mahindra in both the locations in Coorg.
- The sample will be chosen randomly.
- Unawareness of the concept of study among a few employees.

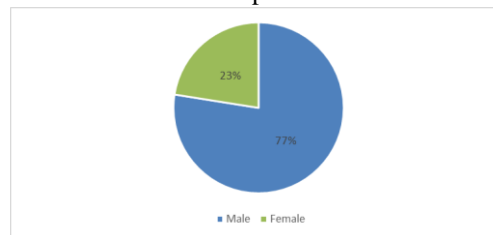
### 7. Research questions

Chart 1: Age of the Participants



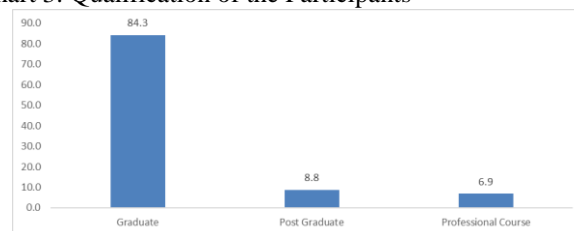
*Interpretation:* 41.2% of the employees are 18-19 years of age followed by 39.2% of the participants are in the age group of 30-40 years of age. The remaining 19.6% of the participants are of the age group of 40 years and above.

Chart 2: Gender of the Participants



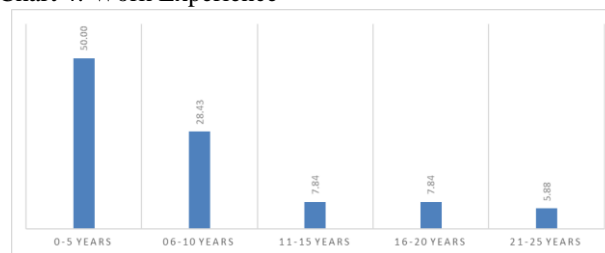
*Interpretation:* The above figure shows that majority of the employees are males (77%) followed by a very a smaller number of female employees (23%).

Chart 3: Qualification of the Participants



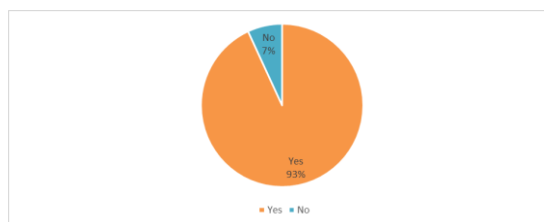
*Interpretation:* The above figure shows that 84.3% of the employees are graduates followed by 88 % of the employees are post-graduates.

Chart 4: Work Experience



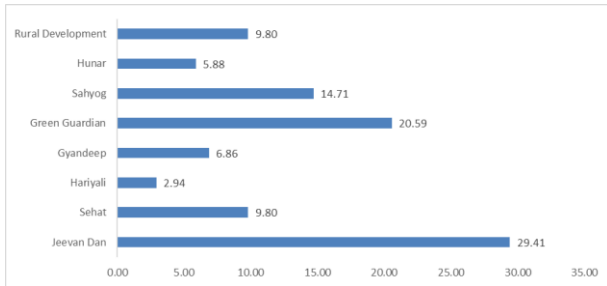
*Interpretation:* 50% of the employees have 0-5 years of experience followed by 28.43 % of the employees have 6-10 years of experience. 7.84% of the participants have 11-15 years and 16-20 years of experience and the remaining 5.88% have 21-25 years of work experience.

Chart 5: Awareness about the Corporate Social Responsibility initiatives carried out by Club Mahindra



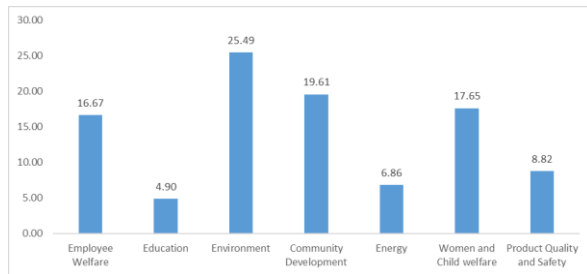
*Interpretation:* The above figure shows the awareness of Corporate Social Responsibility initiatives. Majority of the employees (93%) are aware of the Corporate Social Responsibility initiatives undertaken by Club Mahindra.

Chart 6: Involvement or the inclination of the employees towards the current Corporate Social Responsibility initiatives.



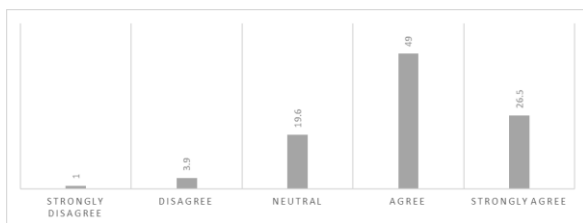
*Interpretation:* The above figure shows 29.41% of the employees are involved with Jeevan Dan followed by 20.59% of the employees are involved with Green Guardian Social Responsibility initiatives.

Chart 7: Awareness about the various CSR activities.



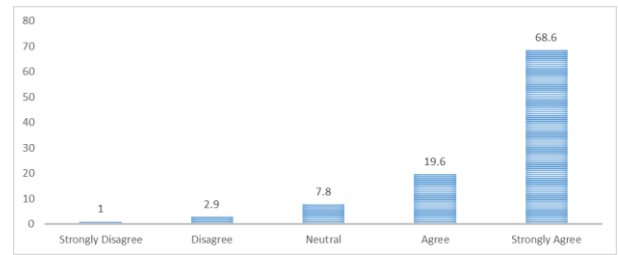
*Interpretation:* The above figure shows that 25.49% of the employees are aware with environment related CSR activities followed by 19.61% of the employees are aware with community development related activities.

Chart 8 Responsible: Club Mahindra is a Socially Firm.



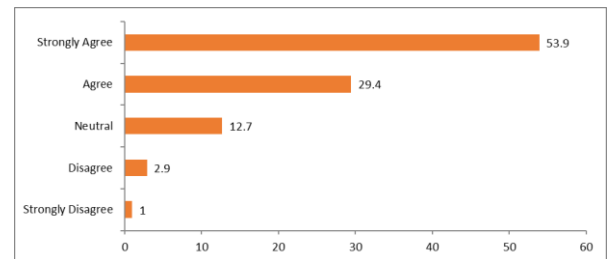
*Interpretation:* 49 % of the employees agrees that Club Mahindra is a socially responsible firm followed by 26.5% of the employees strongly agrees that Club Mahindra is a socially responsible firm. 19.6% of the employees are not sure that Club Mahindra is a socially responsible firm.

Chart 9: CSR is critical to the survival of a business enterprise.



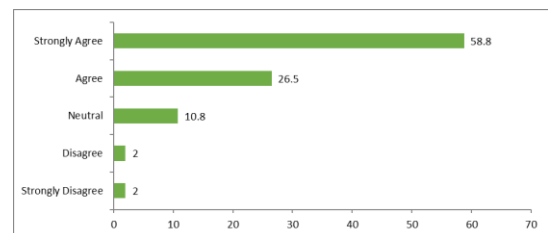
*Interpretation:* The figure shows that 68.6% of the employees have the perception that Corporate Social Responsibility is critical to the survival of a business enterprise. 2.9% of the employees disagree to the opinion.

Chart 10: Club Mahindra participates to the CSR activities conducted on a regular basis.



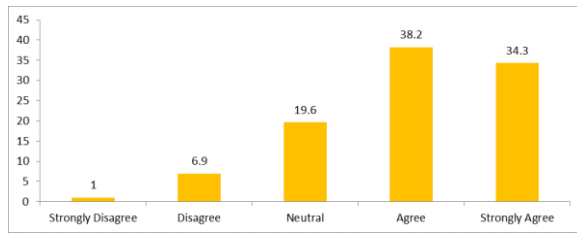
*Interpretation:* The figure shows that 53.9% of the employees have the opinion that Club Mahindra participates to the CSR activities conducted on a regular basis.

Chart 11: CSR activities are closely related to Club Mahindra's business strategy.



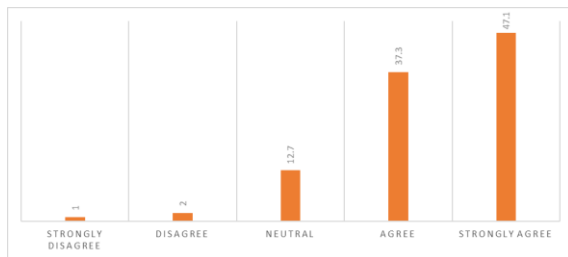
*Interpretation:* The above figure shows that 58.8% of the employees agreed that Corporate Social Responsibility activities are closely related to Club Mahindra's business strategy. 10.8% of the employees are not sure about the opinion that Corporate Social Responsibility activities are closely related to Club Mahindra's business strategy.

Chart 12: Club Mahindra communicates the CSR activities to employees.



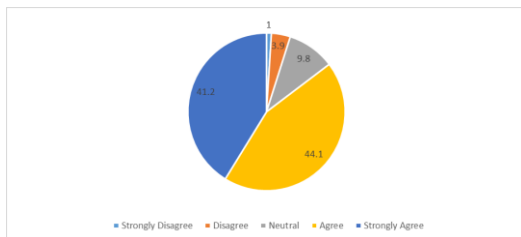
*Interpretation:* From the above figure, we can see that 38.2% of the employees have the opinion that Club Mahindra communicates the CSR activities to employees, whereas 6.9% of the employees disagree to the opinion.

Chart 13: Job Satisfaction among employees is very high because of its CSR activities.



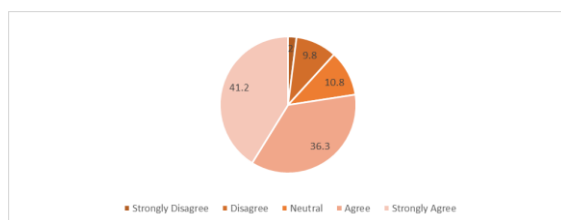
*Interpretation:* 47.1% of the employees have the opinion that job satisfaction among employees is very high because of its CSR activities.

Chart 14: The impact of CSR activities of Club Mahindra on employee retention is high.



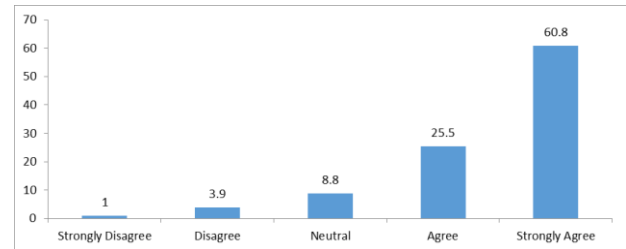
*Interpretation:* The figure shows that 44.1% of the employees agree that the impact of CSR activities of Club Mahindra on employee retention is high. 3.9% of the employees disagree to the notion.

Chart 15: I joined this company because it has a reputation of socially responsible company.



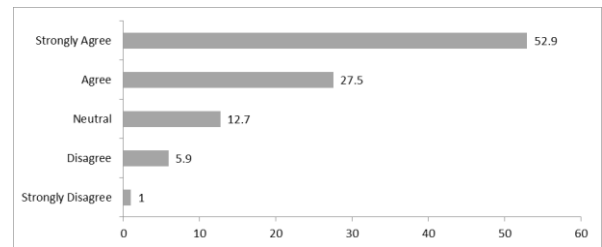
*Interpretation:* 41.2% of the employees strongly agree that the reason for them joining Club Mahindra is due to its reputation of being socially responsible company.

Chart 16: CSR activities help in employee motivation.



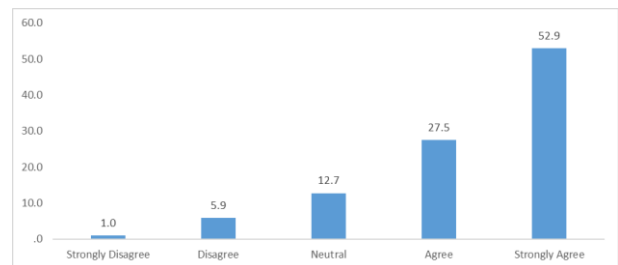
*Interpretation:* 60.8% of the employees strongly agree that CSR activities helps in employee motivation.

Chart 17: A company reputation is enhanced because of their corporate social responsibilities' activities.



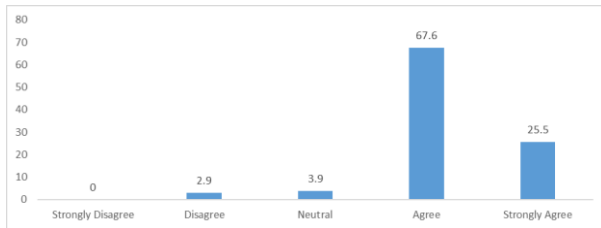
*Interpretation:* 52.9% of the employees strongly agree that a company's reputation is enhanced because of its corporate social responsibilities' activities. 5.9% of the employees disagree to the notion.

Chart 18: Club Mahindra's reputation is enhanced because it pays attention to environment-related activities.



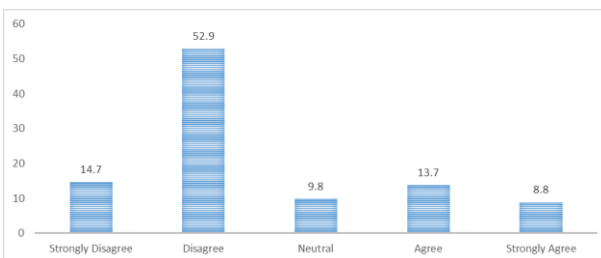
*Interpretation:* 52.9% of the employees strongly agree that Club Mahindra's reputation is enhanced because it pays attention to environment-related activities.

Chart 19: CSR will help in the long-term sustainability of the business.



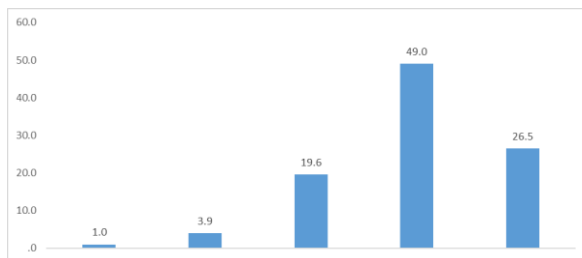
*Interpretation:* 67.6% of the employees agree that CSR will help in the long-term sustainability of the business. 3.9% of the employees are not sure about CSR involvement in the long-term sustainability of the business.

Chart 20: CSR become only a brand and a marketing tool which is used for enhancing the Club.



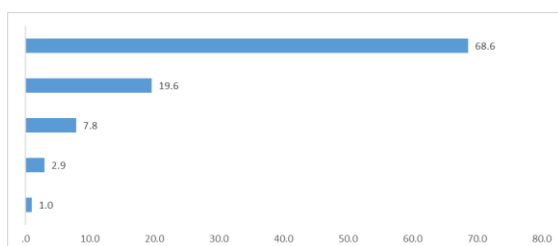
*Interpretation:* 52.9% of the employees disagree that CSR became only a brand and a marketing tool which used for enhancing the Club.

Chart 21: Are there Employee's Social Options (ESOP's) Planner or a CSR team to implement the planned activities?



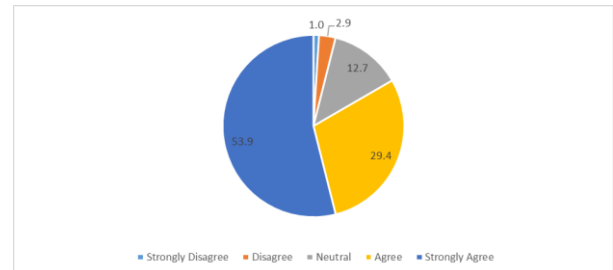
*Interpretation:* 49% of the employees agrees that there are Employee's Social Options (ESOP's) Planner or a CSR team to implement the CSR planned activities.

Chart 22: Do you think that the ESOP's contributes well to the community/locality?



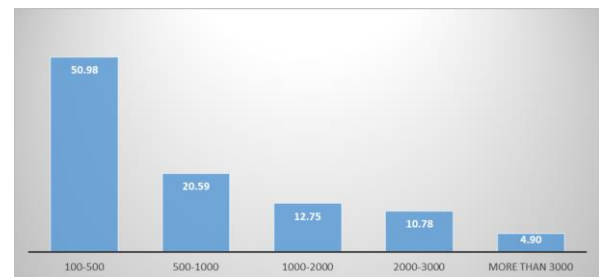
*Interpretation:* 68.6% of the employees strongly agrees that ESOP's contributes well to the community/locality.

Chart 23: Do you think that the active participation of the young employees adds to the company's overall brand image?



*Interpretation:* 53.9% of the employees agree that the active participation of the young employees adds to the company's overall brand image.

Chart 24: Number of people that have benefitted through the CSR initiatives undertaken by Club Mahindra.



*Interpretation:* it can be observed that 50.98% of the employees have the opinion that 100-500 people have been benefitted through the CSR initiatives undertaken by Club Mahindra followed by 20.59% of the employees have the opinion that 500-1000 people have been benefitted through the CSR initiatives undertaken by Club Mahindra.

## 8. Findings

- Through the study it is clear that majority of the employees are aware about the various Corporate Social Responsibility initiatives undertaken by Club Mahindra.
- Club Mahindra actively participates in the CSR activities that are conducted on a regular basis. Therefore, we can say that Club Mahindra is a socially responsible firm.
- Majority of the employees also have the perception that corporate social responsibility is critical to the survival of the business enterprise.
- The CSR initiatives and the business strategies of Club Mahindra are very closely related to each other.
- Club Mahindra communicates the CSR activities to their employees for active participation and support from the employees.
- Job satisfaction is at a very high rate because of the CSR

initiatives undertaken by Club Mahindra. As a result, employee retention is also at a very high level.

- Some of the employees have joined Club Mahindra because the CSR activities that are conducted by the Club on regular basis which has an impact on the society as well as the environment.
- Implementing CSR initiatives have also helped Club Mahindra attract new recruits easily.
- Majority of the employees agree that conducting CSR activities widely contribute to increase their motivation levels.
- Employees strongly agree that a company's reputation is enhanced because of its corporate social responsibilities' activities. It also improves the Club's financial performance in the long run.
- Mahindra & Mahindra launched a unique kind of ESOPs- Employee Social Option in order to enable Mahindra employees to involve themselves in socially responsible activities of their choice.
- There is an Employee Social Options Planner (ESOP's) or a CSR team to implement the CSR plans. This ESOP's has also served the needs of the local community that the employees belong to.
- Employees also agree that there are a wide range of people who have been benefitted from the CSR initiatives undertaken by Club Mahindra.

### 9. Recommendations

- Increase awareness about the Employee Social Options Plan (ESOP's) in order to enable the employees to involve themselves in socially responsible activities of their choice.
- Club Mahindra should take advantage of the popularity and importance of the field of education. Activities like career counseling, digital smart classrooms, teacher training and capacity building and many more can be conducted for providing better methods of learning.

- Companies usually align their CSR programmes initiatives with the government schemes and programmes. Business to business (B2B) collaborations and joint designs and implementation of projects is gradually gaining importance and more collaborative projects will take place in the new future.
- Training programs and workshops can be arranged for the employees to increase awareness about Corporate Social Responsibility and its importance and also help motivating the employees.

### 10. Conclusion

Corporate Social Responsibility has become a very important aspect for every business in today's world. Over the years the awareness about corporate social responsibility has drastically increased. It has become mandatory for every business to contribute their share to serve the needs of the society and the environment. Corporate Social Responsibility not only helps improve the financial performance of the company but also helps in the long term sustainability of the business. Club Mahindra actively participates in implementation of CSR initiatives. Club Mahindra is a socially responsible firm that contributes to the welfare of the society and the betterment of the environment and their surroundings.

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