

# Employee Perception Of Corporate Social Responsibility And Job Satisfaction In Large Scale Units

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## INTRODUCTION

Corporate Social Responsibility is an amalgam of approaches, conceptualizations and practices, which determine the strategic thrust of an organization. Corporate Social Responsibility has been defined as companies integrating social and environmental concerns in their daily business operations, and in their interaction with their stakeholder on a voluntary basis. Since corporations have social obligations, the concept of corporate social performance has been advocated, which would enable the corporations to focus on the required content of corporate social action (Mc Williams and Siegel 2001). There are many definitions of Corporate Social Responsibility. One of the most appropriate definitions has been given by World Bank, "*Corporate social responsibility is the commitment of businesses to contribute to sustainable economic development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development.*" . Rather than focusing upon product brands in the traditional marketing sense, building upon corporate brands is the key towards creating trust. The growing importance of intangible assets implies that companies have an interest in behaving in accordance with the views and norms of key stakeholder groups. An organization is an open system, whereby, its internal and external variables are constantly interacting with each other in a dynamic way. The interactions are shaping its organizational behaviors, outcomes and core approaches to Corporate Social Responsibility (Loi Teck Hui, 2008). To perform in a socially responsible way (Freeman, 1984), the first need is to act in accordance with moral, legal and social concerns represented by stakeholders.

In the present paper, the researchers have chosen Five different Sectors - i.e. Steel Manufacturing in Public Sector, Mining Industry in public Sector, Power Industry in public Sector, Banking Sector and Education Sector. The role of public sector in Chhattisgarh is continuously expanding, and this sector is boosting the economic development of this state. Therefore, the researchers have selected the Bhilai Steel Plant under the steel manufacturing sector, which is contributing on a large scale, to CSR activities. National Mineral Development Corporation, a public sector mining company is also one of the prominent businesses in Chhattisgarh. This organization is also serving the people of Chhattisgarh through Corporate Social Responsibility. National Thermal Power Corporation and Chhattisgarh State Electricity Board are the Power generating public sectors, which are greatly contributing to the economy of Chhattisgarh, and they are also serving the interests of the people through their Corporate Social Responsibility activities. In the present study, the researchers had also selected the Banking sector, which is a relatively environment-friendly industry. The role of Banks in contributing toward sustainable development is, however, potentially enormous, because of their intermediary role in an economy. Hence, employees of banks like ICICI and ING were selected to find out about Corporate Social Responsibility issues being handled by the Banking sector. In the knowledge era, the education sector has gained a great momentum and looking at the literacy ratio, the education sector is one of the dominating sectors. Therefore, the researchers had selected MATS University and Law University for the study purpose. No doubt imparting education itself is a social responsibility; hence, the researchers examined the initiatives taken by the education sector for Corporate Social Responsibility.

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## OBJECTIVES OF THE STUDY

Employee satisfaction in any corporate house is a great matter of concern for the management. Employee Satisfaction is one of the factors for the motivation of the employees, and an indicator of the management's success. Corporate houses consider Corporate Social Responsibility to be their integral duty towards the society in which they are functioning. The organizations also provide opportunities to their employees to take part in CSR activities. Therefore, the objectives of present study are as follows:

- ✿ To find out the Corporate Social Responsibility initiatives being practiced in the different five sectors selected for the present study.
- ✿ To find out the association and initiatives of employees of these organizations with the Corporate Social Responsibility practices being adopted.

## HYPOTHESES

### ✿ HYPOTHESIS 1:

✿ **Null:** Employee Satisfaction remains unchanged across the different dimensions of Corporate Social Responsibility activities (taken into account in the study).

✿ **Alternative:** Employee Satisfaction differs significantly across the different dimensions of Corporate Social Responsibility activities (taken into account in the study).

### ✿ HYPOTHESIS 2:

✿ **Null:** Employee Satisfaction is not positively related to Corporate Social Responsibility activities.

✿ **Alternative:** Job Satisfaction is positively related to Corporate Social Responsibility activities.

## LITERATURE REVIEW

✿ **Corporate Social Responsibility:** Corporate Social Responsibility involves the, “*economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time*” (Carroll, 1979). It has been observed in various researches that Employee Satisfaction has been a major concern for Employee retention. According to Mc Williams and Siegel (2001), Employees are another source of stakeholder demand for Corporate Social Responsibility. By satisfying employees' expectations about Corporate Social Responsibility, as well as business ethics in general, companies should expect improved job attitudes, increased productivity and reduced employee turnover (Trevino and Nelson, 2004; Tuzzolino and Armandi, 1981). Evidence has surely been found where Corporate Social Responsibility has been a component of business society relations in a variety of indicators within companies (Linda C. Rodriguez and Jane LeMaster, 2008) like staff, processes, corporate communications, core stakeholder demands from consumers, employees and investors. This truly shows the importance of Corporate Social Responsibility activities in building relationship with an employee or with any of the stakeholder of the firm. According to (Lance Moir, 2001), it has been found that socially responsible employer relations are very essential for any organization to build the employee-employer relationship. In another study conducted on Corporate Social Responsibility waves across different nations (Wendy Chapple and Jeremy Moon, 2005), it was found out that in India, 67% companies did reporting on Community Involvement, 58% companies did reporting on production processes, and 31% companies did reporting on Employee relations. In South Korea, the reporting for Employee Relations was 12%, in Thailand it was 10%, and in Malaysia and Singapore, it was 19% and 21% respectively. In no country do more than a third of the companies engage in socially responsible employee relations as part of their Corporate Social Responsibility.

On the basis of prior research (Bhattacharya and Sen 2003; Brown and Dacin 1997; Klein and Dawar 2004; Lichtenstein et al. 2004), it was expected that individuals who are aware of a Corporate Social Responsibility initiative view the company as socially responsible. These, and possibly other Corporate Social Responsibility -based positive associations about the company are likely to contribute, in turn, to a more positive attitude towards the company. As per the study done by Radha Iyer and Sonal Sakrani (2010), Corporate Social Responsibility initiatives and activities undertaken by the companies have a positive impact on the overall employee characteristics and hence, the

organization as whole. Corporate Social Responsibility empowers individuals by showcasing the hidden talent and promoting those skills of employees. Thus, we expected Corporate Social Responsibility awareness to be positively related to the stakeholders' attitudes toward the company. Perhaps, more interestingly, a growing body of evidence (Lichtenstein et al. 2004; Maignan and Ferrell 2004; Sen and Bhattacharya 2001), based on the organizational identification literature, points to the pivotal role of a company's Corporate Social Responsibility actions, as opposed to those in a product domain, in revealing its "character" or identity, thereby allowing stakeholders to identify with the company on the basis of an assessment of the overlap between their own identities and that of the company. Corporate Social Responsibility is sharing a common responsibility and working towards a common cause, spreading awareness in society, and making it a better place to live in for the have-nots. Such levels of participation, right from the foundation stage, give employees an immense sense of satisfaction and pride, as they form an intrinsic part of the forum, rather than just meeting out the service. Sensing it from another level, workforce engagement helps break the monotony of an employee's routine and gives them an outlet to showcase their spirit and talent in a different world and to a different set of people altogether.

Firms also have an arrangement where employees forego a part of their salary for a specific period of time. The sum of all money accumulated from every employee at the end of the assigned period goes to a specific pre-decided endeavor. In some instances, companies themselves equal employee contribution and raise money. To be a part of a worthy cause and do something meaningful is a feel-good factor for every person. The role of employees is not merely limited to entering in the execution stage. Their inputs and insights can be right from the brainstorming session that determines areas that need to be prioritized, to the roadmap that needs to be followed.

Corporate Social Responsibility activities help spread positive vibes and goodness amongst employees, and also assist in helping enhance the work environment. It makes employees more sensitive and empathetic towards customers and fellow co-workers. It gives them a broader perspective on life and shows them an alternate means to deal with daily constraints. It makes them more matured and responsible human beings, and instills a sense of satisfaction and pride within them.

✦ **Job Satisfaction:** Job Satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. Robbins has defined Job Satisfaction as a positive feeling about one's job, resulting from an evaluation of its characteristics. He has written that a person with a high job satisfaction holds positive feeling about the job and vice versa. A person with high job satisfaction holds a positive attitude towards the job, while the person who is dissatisfied with his or her job, holds a negative attitude about the job (Robbins 2001). Until early 1930s, job satisfaction had not become the attitude of choice for the vast majority of researchers. Organ and near (1985) noted that a number of prominent early researchers were confused between the term "*Employee Morale*" and "*Job satisfaction*". Hop Pock (1935) was moved to note that, "*As an independent variable, Job Satisfaction may not even exist*". The term Job Satisfaction actually appeared in the literature (Organ and Kern 1948) which reported on validity and (Near, 1985) reliability of Job Satisfaction. Nahm, 1948 conducted a study of nursing satisfaction, which was a research on job satisfaction of nurses. During 1950s, there was rise in studies on job satisfaction, and a number of researchers were publishing on Job Satisfaction research in *Journal of Applied Psychology*. Thomas A. Wright (2006) writes that money alone cannot motivate them, give them more than what they want, which will yield Employer benefits to higher production performance and increased Employee devotion.

## METHODOLOGY

The paper focuses on the satisfaction level of employees and employee's initiatives as well as participation of employees in Corporate Social Responsibility activities. The researchers designed a set of questionnaire and approximately 10% employees of each organization were randomly involved in the questionnaire filling process. Likert five point scales was used to measure the attitude of employees towards CSR related activities. The researchers took 7 dimensions to measure Corporate Social Responsibility activities and Employee satisfaction level. Those Seven dimensions are 1. Satisfaction with respect to corporate social responsibility awareness among employees. 2. Satisfaction with respect to employees involvement in CSR activities, 3. Satisfaction with respect to Responsible initiatives of the organization. 4. Satisfaction with respect to Encouraging employees for community work 5. Satisfaction with respect to Incentives for Social Projects done by Employees. 6. Satisfaction with respect to Welfare programs of the firm and 7. Satisfaction with respect to Occupational safety for Employees. This comprised the

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	175
2	Satisfied	199
3	Moderately Satisfied	115
4	Dissatisfied	45
5	Completely Dissatisfied	66
6	No of Employees	600

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	68
2	Satisfied	222
3	Moderately Satisfied	129
4	Dissatisfied	134
5	Completely Dissatisfied	47
6	No of Employees	600

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	131
2	Satisfied	191
3	Moderately Satisfied	155
4	Dissatisfied	65
5	Completely Dissatisfied	58
6	No of Employees	600

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	88
2	Satisfied	196
3	Moderately Satisfied	177
4	Dissatisfied	94
5	Completely Dissatisfied	45
6	No of Employees	600

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	175
2	Satisfied	199
3	Moderately Satisfied	115
4	Dissatisfied	45
5	Completely Dissatisfied	66
6	No of Employees	600

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	136
2	Satisfied	236
3	Dissatisfied	56
4	Completely Dissatisfied	62
5	No of Employees	600
6		

S.No	Parameters of Scale	No of Responses
1	Completely Satisfied	129
2	Satisfied	278
3	Moderately Satisfied	107
4	Dissatisfied	49
5	Completely Dissatisfied	37
6	No of Employees	600

sample size to be approximately within the range of 9-10% of the population. The response rate of employees has been 50-60% from each sector. The data generated by the primary survey was processed by the computation of Percentage, Mean, Standard Deviation, and correlation analysis. The collected data has been presented in tabular form in Tables 1- 7.

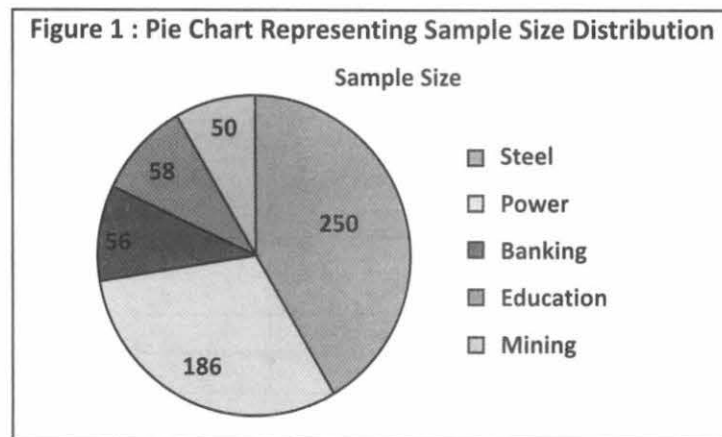
The cumulative data of Employees' response towards the seven variables related to CSR activities has been presented in Table 8. The Table represents the data collected from employees of various companies of Chhattisgarh under large Scale Units. The scale used is the likert scale, and it ranges from completely satisfied to completely dissatisfied. The

seven variables taken for study are independent variables for measuring the satisfaction level of employees and they are independent of each other. Overall job satisfaction is the dependant variable in the study. The variables are Awareness among employees for Corporate Social Responsibility, Employee Involvement in CSR activities, Responsible Initiatives of the Organization for CSR, Encouraging employees for community work, Employee Incentives for Social Projects, Welfare Programs of the Firm, Occupational Safety for Employees.

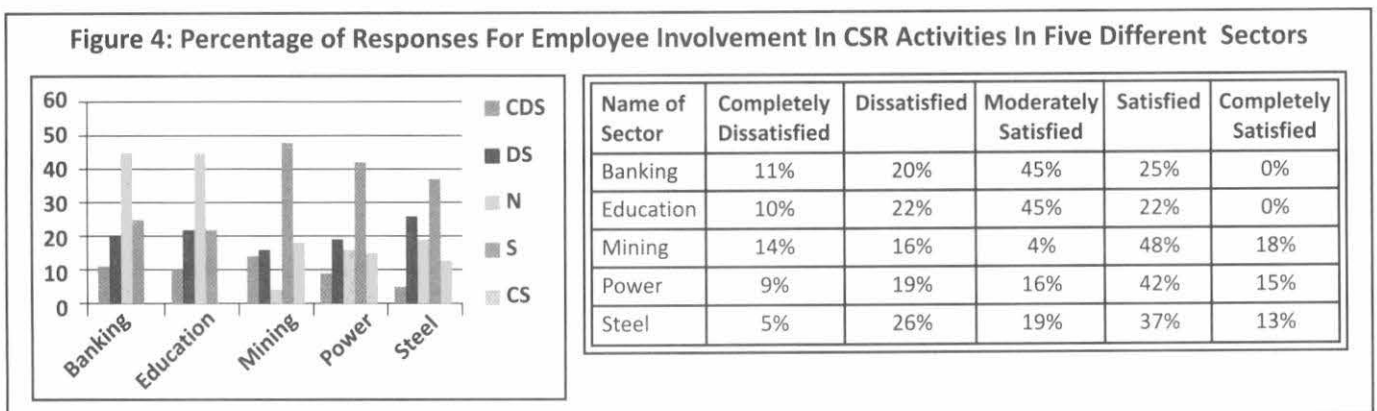
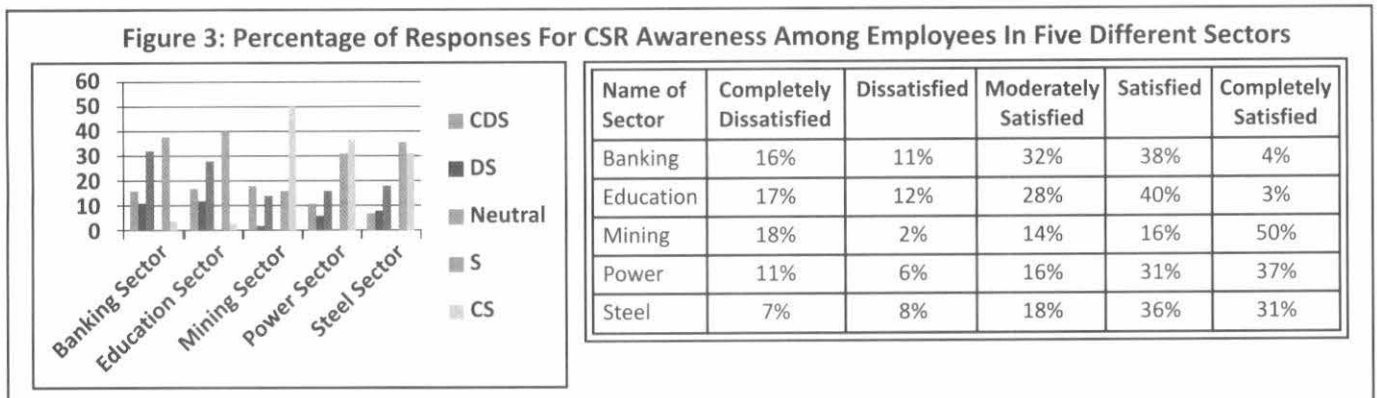
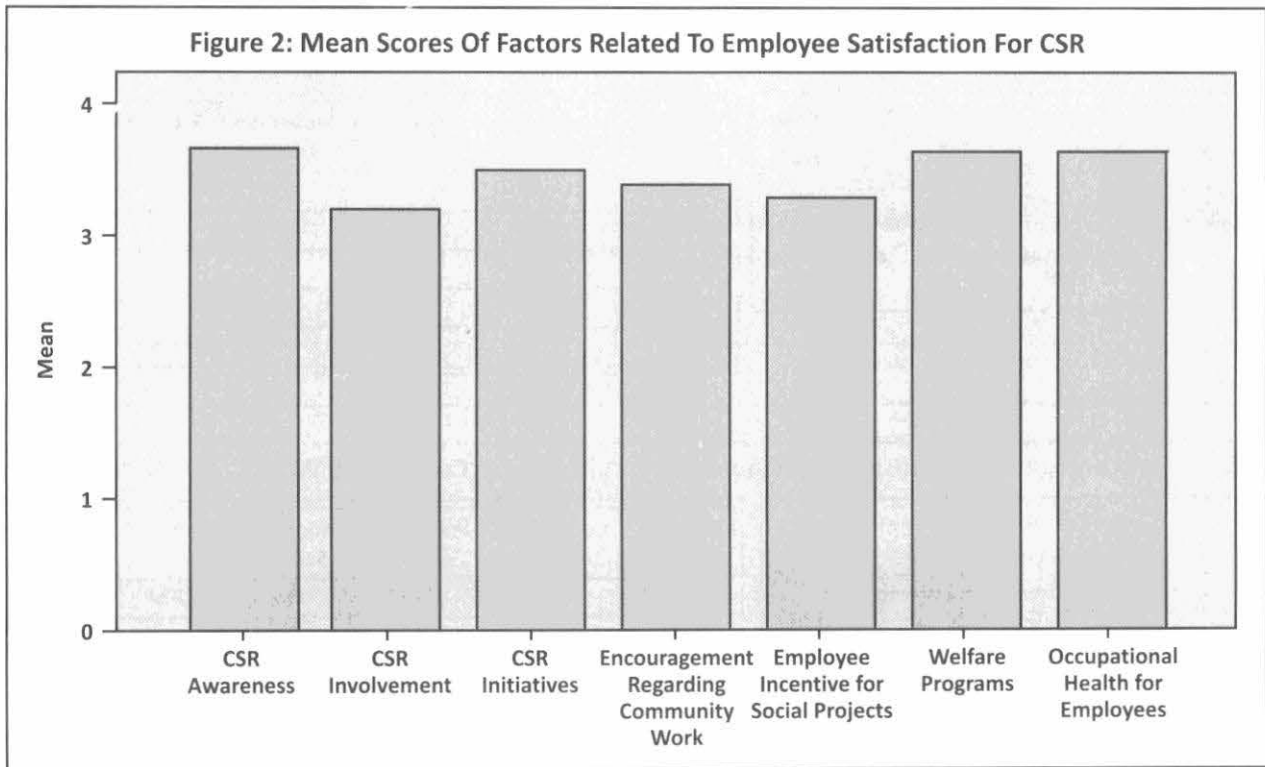
Sr. No	Dimensions	Completely Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Satisfied Completely	Total Responses
1	Awareness among Employees for CSR.	66	45	115	199	175	600
2	Employee Involvement in CSR activities.	47	134	129	222	68	600
3	Responsible Initiatives of the Organization for CSR.	58	65	155	191	131	600
4	Encouraging employees for community work.	45	94	177	196	88	600
5	Employee Incentives for Social Projects.	50	120	165	148	117	600
6	Welfare Programs of the Firm.	62	56	110	236	136	600
7	Occupational Safety for Employees.	37	49	107	278	129	600

### DISCUSSION AND ANALYSIS OF DATA

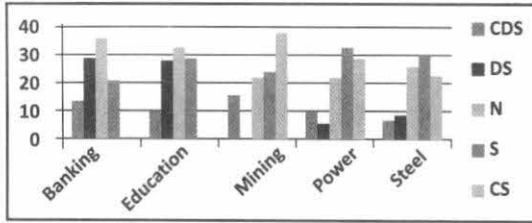
In total, 600 employees from major five sectors participated in the study, wherein there were 50 employees from the mining sector, 186 employees from the Power sector, 250 employees from the steel sector, 58 employees from the Education sector, and 56 employees from the Banking sector. The sample distribution from each sector has been shown in Figure No. 1. Bhilai Steel Plant was selected within the steel sector and 250 executive level employees participated in the study. Chhattisgarh State Electricity Board and National Thermal Power Corporation were selected within the Power sector and 186 responses were received from these two companies. Under the Banking sector, two private banks - ICICI and ING bank were selected for the study and the responses were collected from the employees of the main branch of these banks in Raipur city. National Mineral Development Corporation, Kirandul and BachelI were selected under the mining sector, from where 50 responses were received. In the education sector, two universities - MATS and Law University were selected for the study.



**Results From Mean Scores :** The core of the study was CSR activities and the association with Employees' satisfaction . The dependant variable was Overall Job Satisfaction, and the seven variables of CSR activities were the Independent variables. The results in Figure 2 represents the mean scores for each individual Items of CSR activities. It is clear from the Figure that the minimum mean value is 2.5, and all the variables score very high above the mean value and the highly scoring factors are CSR awareness , Welfare Programs and Occupational health and Safety. Employees in Large scale units of Chhattisgarh were satisfied by the initiatives of the companies in the area of CSR .

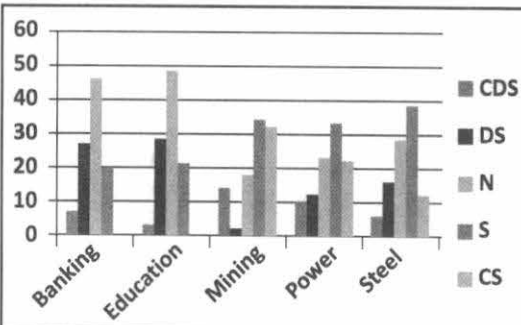


**Figure 5: Percentage Of Responses For Responsible Initiatives Of The Organization In Five Different Sectors**



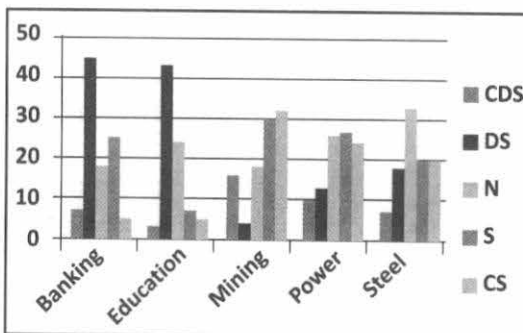
Name of Sector	Completely Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Completely Satisfied
Banking	14%	29%	36%	21%	0%
Education	10%	28%	33%	29%	0%
Mining	16%	0%	22%	24%	38%
Power	10%	6%	22%	33%	29%
Steel	7%	9%	26%	30%	23%

**Figure 6: Percentage Of Responses For Encouraging Employees For Community Work In Five Different Sectors**



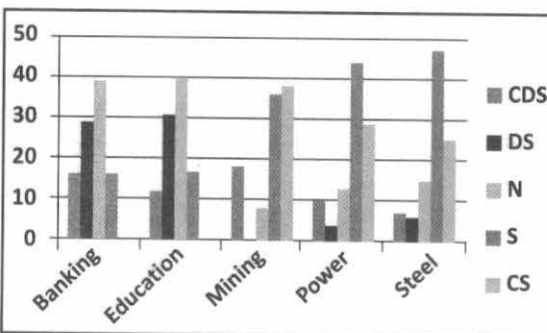
Name of Sector	Completely Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Completely Satisfied
Banking	7%	27%	46%	20%	0%
Education	3%	28%	48%	21%	0%
Mining	14%	2%	18%	34%	32%
power	10%	12%	23%	33%	22%
Steel	6%	16%	28%	38%	12%

**Figure 7: Percentage Of Responses For Employee Incentives For Social Projects In Five Different Sectors**



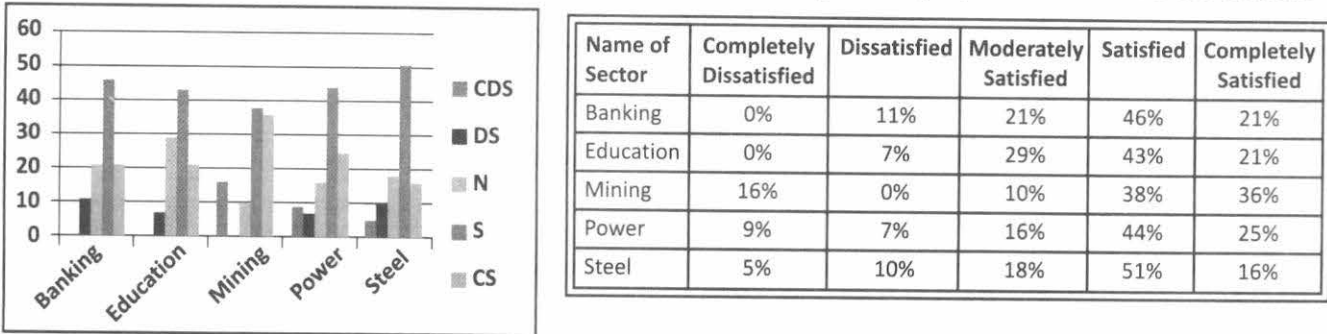
Name of Sector	Completely Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Completely Satisfied
Banking	7%	45%	18%	25%	5%
Education	3%	43%	24%	7%	5%
Mining	16%	4%	18%	30%	32%
Power	10%	13%	26%	27%	24%
Steel	7%	18%	33%	22	20

**Figure 8: Percentage Of Responses For Welfare Programs Of The Firms In Five Different Sectors**



Name of Sector	Completely Dissatisfied	Dissatisfied	Moderately Satisfied	Satisfied	Completely Satisfied
Banking	16%	29%	39%	16%	0%
Education	12%	31%	40%	17%	0%
Mining	18%	0%	8%	36%	38%
Power	10%	4%	13%	44%	29%
Steel	7%	6%	15%	47%	25%

**Figure 9: Percentage Of Responses For Occupational Safety For Employees In Five Different Sectors**



**Table 9 : Correlation Between The Variables Of Corporate Social Responsibility**

Independent Variables of Satisfaction		Correlations						
		Awareness among Employees for CSR	Employee Involvement in CSR activities	Responsible Initiatives of the organization for CSR	Encouragement Regarding Community Work	Employee Incentive for Social Projects	Welfare Programs	Occupational Health for Employees
Awareness among Employees for CSR	Pearson Correlation	1	.775(**)	.846(**)	.662(**)	.654(**)	.825(**)	.536(**)
	Sig. (2-tailed)		0	0	0	0	0	0
	N	600	600	600	600	600	600	600
Employee Involvement in CSR activities	Pearson Correlation	.775(**)	1	.695(**)	.811(**)	.797(**)	.658(**)	.546(**)
	Sig. (2-tailed)	0		0	0	0	0	0
	N	600	600	600	600	600	600	600
Responsible Initiatives of the organization for CSR	Pearson Correlation	.846(**)	.695(**)	1	.626(**)	.646(**)	.790(**)	.566(**)
	Sig. (2-tailed)	0	0		0	0	0	0
	N	600	600	600	600	600	600	600
Encouragement Regarding Community Work	Pearson Correlation	.662(**)	.811(**)	.626(**)	1	.783(**)	.603(**)	.534(**)
	Sig. (2-tailed)	0	0	0		0	0	0
	N	600	600	600	600	600	600	600
Employee Incentive for Social Projects	Pearson Correlation	.654(**)	.797(**)	.646(**)	.783(**)	1	.663(**)	.573(**)
	Sig. (2-tailed)	0	0	0	0		0	0
	N	600	600	600	600	600	600	600



Welfare Programs	Pearson Correlation	.825(**)	.658(**)	.790(**)	.603(**)	.663(**)	1	.647(**)
	Sig. (2-tailed)	0	0	0	0	0		0
	N	600	600	600	600	600	600	600
Occupational Health For Employees	Pearson Correlation	.536(**)	.546(**)	.566(**)	.534(**)	.573(**)	.647(**)	1
	Sig. (2-tailed)	0	0	0	0	0	0	
	N	600	600	600	600	600	600	600
**Correlation is significant at the 0.01 level (2 tailed)								

❖ **Results From Percentage Method** : In order to study the sector wise CSR activities, percentage method has been used to analyze the CSR variables. Figure 3 shows the percentage of response for Awareness among employees for CSR, where more than 50% of the employees in Mining sector , Power Sector and Steel Sector were satisfied with CSR related awareness in their companies.

Satisfaction related to CSR awareness was much high in the Mining Sector, then it was also high in the Power and Steel Sector. It was very low in the Banking and Education sector.

❖ **Results From Correlations Tests** : Correlation tests were conducted to examine the individual relationships between the CSR variables and Job Satisfaction. The outputs of the test are summarized in the Table 9. The Pearson correlation is +1 in the case of a perfect positive (increasing) linear relationship, -1 in the case of a perfect decreasing (negative) linear relationship. Value between -1 and 1 in all other cases indicates the degree of linear dependence between the variables. As it approaches zero, there is less of a relationship. The closer the coefficient is to either -1 or 1, the stronger the correlation between the variables. The analysis data table clearly shows the different dimensions of CSR (acts as independent variables) considered for this study are highly positively related with each other, values ranging from 0.829 to 0.467. So, the null hypothesis is rejected, leading to acceptance of the alternative hypothesis, i.e. dimensions of CSR taken into account are highly positively interrelated. All these seven variables have a significant impact on job satisfaction.

Descriptive Statistics				
S.No	Variables	Mean	Std Deviation	N
1	Awareness among Employees for CSR.	3.63	1.19	600
2	Employee Involvement in CSR activities.	3.16	1.07	600
3	Responsible Initiatives of the organization for CSR.	3.46	1.15	600
4	Encouragement Regarding Community Work.	3.34	1.07	600
5	Employee Incentive for Social Projects.	3.24	1.12	600
6	Welfare Programs.	3.6	1.12	600
7	Occupational Health For Employees.	3.66	1.04	600

Based on the findings in Table 10, the respondents were particularly satisfied with most of the CSR participation activities related to Corporate Social Responsibility. However, the employees had shown moderate satisfaction towards CSR Involvement and Incentives for social projects. Employees weresatisfied with the CSR awareness and Occupational health for employees. Mostly, the companies were large scale Companies of Chhattisgarh, where the companies were extensively popularizing their CSR activities and even the HR policies of the companies were also good as most of the companies selected were public sector firms. Employees were also satisfied with the welfare programs of the companies. This data depicts the rejection of Alternative Hypothesis and Acceptance of Null

Hypothesis that Employees are more satisfied working in socially responsible companies and it is positively related to job satisfaction.

## **RECOMMENDATIONS AND SUGGESTIONS**

As it has been found that within the CSR activities, the different dimensions of CSR activities were having different impacts on the overall satisfaction level of the employees towards CSR. So, the need of an hour is to focus more on activities where employees should be given an opportunity to participate in CSR activities of the firm. Occupational safety for Employees was a factor that was highly rated by the respondents - approximately 72 % of the employees were very much satisfied. Approximately, 53% of the employees were satisfied with CSR awareness. Among employees, this factor was rated marginally low in selected companies of Chhattisgarh. Since respondents were not much satisfied with this policy, so firms need to take care to generate awareness among employees as it has been observed to be a major factor contributing towards employee satisfaction, and this will help employers build stronger employee commitments. Employees were not much satisfied from the Employee Involvement in CSR activities - this is very important if the companies want to develop a sense of ownership for the firm. Many companies have used it as a tool to build stronger relationships with the employees, so the same approach can be practiced in sample companies of Chhattisgarh region. Employers can also note the areas of CSR that employees are interested to participate in, and then make the employees participate for those activities. Employees were highly dissatisfied from the welfare programs of their companies - it was observed that it was very poor among the companies of Chhattisgarh. So, the need of an hour is to improve the welfare programs, both for the internal and external stakeholders. If not done so, this may result in negative organizational outcomes. Employees were also dissatisfied with the incentives given to employees for doing social projects. This can be improved by bringing CSR projects under the purview of HR policy, and offering lucrative incentives so that employees volunteer for such Social Projects. This exercise will help in building a positive image for the firm.

## **LIMITATIONS OF THE STUDY**

It has been realized that there are some limitations of the study. Firstly, although the survey results have been collected from large-scale companies of Chhattisgarh, future research may collect data from other states and regions of India. The study has been conducted exclusively for Executive Level Employees from Public, as well as Private Sector. It can be conducted for employees of other levels also. Secondly, the study can be a self-reported survey, which may be affected by response biases. The Third limitation of the study has been the selection of companies on the basis of convenience. The study can be conducted exclusively for Public sector companies. Another limitation has been the response of employees, where it was very difficult to collect data, especially from the Retail Sector, so it has been removed from the survey due to time constraints. CSR and its impact on Employee Satisfaction has been a very difficult area for research, where very little literature was available.

## **CONCLUSION**

In summary, this paper reports an exploratory investigation of the relationship between CSR and employees' Job Satisfaction based on four major sectors of Chhattisgarh. The study findings should provide useful measures for future studies on CSR. Regarding practical contributions, given the results of the survey, it may provide insight to companies to improve the Employee Satisfaction through the CSR way. Employees can be trained on the basis of results found. Certain areas of CSR can be improved. It will also help the employers identify the areas to improve employees' likeliness towards CSR activities. Another lesson imparted from the study can be that it identifies the significant relationship between the different dimensions of CSR across the companies of Chhattisgarh. The results indicated that employees' involvement and encouragement for CSR activities play a very important role in the relationship between CSR and employee satisfaction.

Taken as a whole, these findings contribute to the ethics literature by indicating that employers should consider focusing on employee participation in welfare programs. However, the literature of ethics suggests that the benefits of these ethical approaches are synergized when supported by sound leadership and reasonable consequences for behavior (Ferrell and Gresham, 1985; Trevino and Nelson, 2004; Weaver and Ferrell, 1977), implying that perceptions of the organization and job satisfaction might be increased indirectly through the development of

individual/managerial ethics. According to the study conducted by (Sean Valentine, Gary Fleischman; 2007), an organization may wish to communicate its commitment to CSR by expanding its ethics codes and training to include elements of social responsibility. They suggested that companies should include elements of comprehensive corporate social policies that target specific CSR activities that the firm wishes to engage in. Thus, it can be concluded in the words of Trevino and Nelson, 2004, that organizations would be less concerned with minimal CSR goals, such as meeting legal and economic requirements, and be more interested in higher-level challenges such as satisfying ethical and philanthropic stakeholder obligations.

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