

CORPORATE SOCIAL RESPONSIBILITY: AN OUTLOOK OF INDIAN FINANCIAL INSTITUTIONS

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ABSTRACT

Aims: The principal objective of this research is to discern the perceptions of Indian financial institutions towards corporate social responsibility and also attempts to be acquainted with the opinions of employees, customers and general public.

Methodology: This paper reviewed the relevant literature on CSR and Indian financial institutions. The researchers designed four types of questionnaires and conduct in-depth personal interviews to collect the opinions of financial institutions, employees, customers and general public. The survey confined only to fifty financial institutions related to banking, insurance, mutual funds, and share-broking companies. The researchers used simple random and convenience sampling methods to gather the data from 100 employees, 200 customers and 200 general public. The collected data was analyzed with Microsoft Excel software and frequency distribution. This research is limited to the financial institutions only from the sectors of banking, insurance, mutual funds, share-broking which are operating from the southern state of Andhra Pradesh in India.

Results: The Indian financial institutions expressed almost hundred percent positive attitudes in implementing CSR towards all the stakeholders. Regarding CSR towards employees, only 80 percent financial institutions reacted positively towards fair wages, job security, meaningful freedom, job satisfaction, and humane treatment. Related to the cross validate section, 64.85 percent of employees, 45.64 percent of customers and 51.60 percent of general public only reacted positively towards the socially responsible actions of financial institutions in the country.

Conclusion: This research paper shed light on Indian financial institutions about the views of their employees, customers and general public on their socially responsible actions. The study is first of its kind which attempts to know the perceptions of Indian financial institutions on implementation of different socially responsible actions which is valuable to the corporate world and also provides insight to the world of academia.

Keywords: CSR, financial institutions, employees, customers, general public, India.

1. INTRODUCTION

In recent years, the subject of corporate social responsibility (CSR) is gaining momentum throughout the world in general and developing countries in particular and has risen at the top of the agenda of policymakers, managers, social activists and academicians. Business corporations are depending on society for their required input factors viz. human, financial and natural resources etc. After completing the transformation process with the procured inputs, corporations are involving in the exchange practice with the society through sales. Hence, the long term existence of any type or magnitude of the business requires business-society connection. This kind of incessant relations with the society, companies have to develop socially responsible actions to satisfy the diverse stakeholder communities. Whenever, corporate sector has implemented social actions as a duty instead of responsibility, and then only the benefits will be enjoyed by all the stakeholders. Most of the present day's businessmen have observed the world as a small market and rapid improvements in technology which brought significant business opportunities from the last decade. In this situation, the business community can enjoy more significant benefits with positive attitude towards CSR. The implementation of CSR in the western world is just simply a microcosm to the developing world's corporate sector. With this changing attitude towards social responsibility, the corporate sector in every part of the globe has to begin in designing socially responsible actions which aims all the stakeholders. In view of the Indian financial institutions, the market has tremendous potentiality and growth rate and has remarkable chances to earn profits in the long term. But in reality, this sector has observed number of incidents related to the corporate wrongdoing, and regulatory oversight. These occurrences dilapidates the image of the financial institutions in the country and public also lost confidence. In light of the present situation, the Indian financial sector has been introducing myriad number of corrective and confidence building measures to win the hearts of diverse stakeholders along with the implementation of CSR. In this present milieu, the researchers attempted to complete the research article with the following objectives:

- a) To know the outlook of Indian financial institutions towards socially responsible actions towards all the stakeholders viz., shareholders, employees, customers, suppliers and creditors, government and general public at large.

- b) The researchers also attempted to recognize the attitudinal displays of employees, customers and general public, just to cross verify with the opinions expressed by the Indian financial institutions.

2. LITERATURE REVIEW

In recent years, the concept of CSR is gaining attention from both the corporate sector as well as from the academia particularly in the BRIC countries because of extensive attitudinal dispositions and advantages identified through socially responsible actions. To date CSR research in emerging and transitioning countries has tended to focus on multi-national companies 'doing' CSR in emerging and/or developing contexts (Akpan, 2008; Amaeshi and Amao, 2009; Mishra and Suar, 2010), rather than on the CSR activity of domestic firms (<http://www.emeraldinsight.com/authors/writing/calls.htm?id=3395>). The modern discussion of social responsibility got a major impetus with the book "*Social Responsibilities of the Businessman*" by Howard R. Bowen, who suggested that businesses should consider the social implications of their decisions (Bowen, 1953). Two contrasting views of CSR have stimulated debate in academic and public-policy circles (Davis and Frederick, 1984). The classical view holds that management's only responsibility in running a business is to maximize profits. In the words of Friedman (1982), "the business of business is business" and the main concern of management should always be to maximize shareholder value". Simply, corporate financial responsibility has been the sole bottom line driving force for today's corporations particularly in developing world. However, in the last two decades particularly in a country like India, a movement defining corporate responsibilities is highly impetus and received greater attention from the financial sector. Even in this situation, majority of the financial institutions failed to meet the expectations of the stakeholders. Except some of the public sector financial institutions, majority of the firms in the country tend to maximize their profits by overlooking the crucial stakeholders' interest. Even though government has introduced stringent regulatory mechanism, there is no noteworthy recovery from the manipulations of these institutions. Another socioeconomic view of CSR highlights two concepts viz., social responsiveness and social responsibility says broadly that manager's social responsibilities go beyond making profits besides protecting and improving society's welfare. This view is based on the belief that corporations are not independent entities responsible only to stockholders but have an obligation to the larger society. Organizations around the world have embraced this view, as shown by a recent survey of global executives in which 84 percent said that companies must balance obligations to shareholders with obligations to the public good (Liebs, 2007). Against the deficiencies of CSR like reduce business profits, raise business costs, dilute business purpose, give business too much social power, some of the Indian financial institutions are investing significant percentage of funds on variety of socially responsible actions to enhance the company's image. But majority of the firms in this sector are hesitating because of poor profitability and strongly highlighting virtuous circle in which CSR leads to improved financial performance for the firm and this in turn leads to more socially responsible

actions in the future. Socially responsible organizations view things differently. These organizations go beyond their obligation and choose to do activities for some popular social need to improve society. Social responsibility is a business's intention, beyond its legal and economic obligations, to do the right things and act in ways that are good for society (Buccholz, 1990).

Social responsibility is a nebulous concept and hence, it is defined in various ways. CSR is often times also described as the corporate "triple bottom line"-the totality of the corporation's financial, social, and environmental performance in conducting its business. In the business community, CSR is alternatively referred to as "corporate citizenship," which essentially means that a company should be a "good neighbor" within its host community (USAID, 2002). CSR means beyond making profits, companies are responsible for the totality of their impact on people and the planet (Chandler, 2001). At a basic level, CSR means that "corporate activity should be motivated in part by a concern for the welfare of some non-owners, and by an underlying commitment to basic principles such as integrity, fairness and respect for persons" (Donaldson, 2005). The definition given by Carroll (1979) stated that "the SR of business encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time". With the remarkable implementation of CSR, on one side corporate sector can enjoy positive benefits in many fronts and another side there will be a great possibility to quash the negative effects of its activity. With the advent of joint stock company system, society grants to business two special rights to assist in performing its role. The first is "potential immortality" and the second is "limited liability". In return for these special privileges, business has a responsibility to fulfill to the society/community at large (Saleem, 2010). Recently a number of scholars (Argandona and Hoivik, 2009; Devinney, 2009; Dobers, 2009) have challenged the capacity of this traditional CSR approach to take account of the different economic and institutional arrangements found within developing, emerging and transition environments (<http://www.emeraldinsight.com/authors/writing/calls.htm?id=3395>). In countries where institutions are weak, where property rights are applied inconsistently, and the enforcement of law is arbitrary, CSR may get a very different 'twist' (Dobers and Halme, 2009).

2.1 Financial Institutions and India

The need for establishing financial institutions was felt in many countries immediately after the Second World War in order to re-establish their shattered economies. In under-developed countries, the need for such institutions was much more due to a large number of organizational and financial problems inherent in the process of industrialization. As early as 1918, the Industrial Commission had recommended the establishment of financial institutions in India (Gupta and Aggarwal, 2004). The present day's economic growth and development in India mostly depends upon a well-knit financial system which comprises a set of sub-systems of financial institutions, financial markets, financial instruments and services to facilitate in

the formation of capital. The Indian financial system is characterized by the presence of an integrated, organized and regulated financial markets, and institutions that meet the short and long term financial needs of both the household and corporate sector. Both financial markets and financial institutions play a vital role in the financial system by rendering various financial services to the Indian community. These two operate in close combination with each other. Financial institutions are the intermediaries which facilitate smooth functioning of the financial system by making investors and borrowers meet. Financial institutions also termed as financial intermediaries because they act as middlemen between the savers (by accumulating funds from them) and borrowers (by lending these funds) (Gupta et.al. 2004). In financial economics, a financial institution is an institution that provides financial services for its clients or members. Probably the most important financial service provided by financial institutions is acting as financial intermediaries. Most financial institutions are highly regulated by government. Broadly speaking, there are three major types of financial institutions (Siklos, 2001). a) Deposit taking institutions that accept and manage deposits and make loans, including banks, building societies, credit unions, trust companies, and mortgage loan companies; b) Insurance companies and pension funds; and c) Brokers, underwriters and investment funds. Institutions that provide credit and credit related services are called financial institutions. Financial institutions operate in financial market-generating, purchasing and selling financial instruments, and rendering various financial services in accordance with the practices and procedures established by law or tradition (Gurusamy, 2004).

The BRIC (Brazil, China, India and Russia) countries are respectively the 8th, 2nd, 11th, and 12th largest economies in the world (World Bank, 2009). However, massive economic growth over the last 20 years has come at the expense of environmental degradation, institutional development and poor income distribution. India still has up to 60 percent of its population living on less than 1USD per day (World Bank, 2010). Among the BRIC countries, the pace of implementation of CSR in India is more or less in a similar situation. In recent years, India is fairly better in the execution of CSR because of strong ethical leadership and personnel; devotional attitude of public; organized structure and system particularly in manufacturing sector but in the case of financial sector it is abysmally low. The core reason is that majority of the institutions involved in financial businesses have fraudulent intention with greedy nature to become rich by overnight. The Indian populace has already experienced and observed fallacious and deceitful financial institutions which ransacked public deposits. Majority of the financial institutions particularly commercial banks and share broking companies lost their identity, reputation and confidence due to outbreak of various financial scams which halted the growth of economy. Now both the central government and the financial sector itself have introduced stern measures to regain its reputation and momentum by introducing damage recovery measures from every nook and corner. In this process, these institutions also planning to introduce CSR as a crucial concept to win the hearts of different stakeholders in general and the customers in particular. Increasingly, stakeholders expect that companies should be more environmentally and socially responsible in conducting their business. The

constant expectations of different stakeholders forced the corporate sector to initiate the implementation of CSR.

The selected area for the study, Andhra Pradesh is one of the 28 states of India, situated on the country's southeastern coast. It is India's fourth largest state by area and fifth largest by population. The total GDP of Andhra Pradesh exceeds \$100 billion, ranking it third among the states of India. It is historically called the "Rice Bowl of India". Andhra Pradesh's gross state domestic product (GSDP) for 2010 was \$100.35 billion in current prices and in 2011 it rose to \$123.56 billion and was estimated \$145.85 billion in 2012-13 placing Andhra Pradesh in second place in India in GDP. It holds a position in the Provinces of the world with more than billion dollar GDP (http://en.wikipedia.org/wiki/Andhra_Pradesh). Andhra Pradesh is regarded as one of the most progressive states of the country today. It has seen a great development on the industrial front, with IT sector acting as a growth engine. Known as the rice bowl of the South, Andhra Pradesh has an excellent conducive climate for growing many of the crops. Major world players are eager to invest in Andhra Pradesh. Services sector contributes 49 percent to the State's GDP. With FDI flow increasing to the state, and with hardware facility coming-up, linkages both forward and backward are bound to happen. The state accounts for about seven percent of all new investments in country. The state ranks fourth in terms of attracting FDI (<http://msmehyd.ap.nic.in/A520Brief%20Profile%20of%20Andhra%20Pradesh.htm>). The state's literacy rate and per capita income reached to an alluring 67.66 percentage and 71,540 Indian rupees (\$1460) per annum respectively (The Hindu, 2012). Because of the state's potentiality in terms of gross state domestic product, economic, cultural, social, technological developments in the state, the researchers selected this region for the study.

3. METHODOLOGY

The research has taken-up with a core objective to explore the perceptions of the Indian financial institutions in implementing CSR and also attempted to be acquainted with the opinions of crucial stakeholders' viz., customers, employees and general public on their socially responsible actions. The survey completed with a questionnaire consists of thirty three closed-end questions under the six major sub-headings viz. owners and shareholders, employees, customers, creditors and suppliers, government and general public which was adopted from the research article published in Social Responsibility Journal (Rajasekhara et. al., 2010). By using the designed questionnaire, the researchers collected the opinions of total fifty Indian financial institutions chosen from twenty banking, ten each from insurance, mutual fund and share-broking companies which selected both from private and public sectors equally which are located and operated from the state of Andhra Pradesh in India. The researchers also collected the opinions of hundred employees, two hundred customers along with another 200 general public who are in the vicinity of these selected companies for the study. Regarding personal interview, the researchers spoke with all the officials who filled questionnaires along with only ten percent selected stakeholders who

are willing to allot their time for discussion. Along with this, the researchers gathered the opinions of both the Indian financial institutions and selected stakeholders by using structured in-depth personal interviews.

The selected sample for the study is only those financial institutions which are operating from the south Indian state of Andhra Pradesh. Furthermore, the researchers used a convenience sampling technique to collect the data by using four types of self-administered questionnaires with options positive and negative. Out of which, two were prepared and introduced in English language for companies and its employees and another two were prepared for customers and general public in both English and local vernacular language Telugu. The core limitation of the research is the number of companies limited to only fifty that to only from the banking, insurance, mutual funds, and stock-broking sectors which are operating from the southern state of Andhra Pradesh. Connected to compilation of information from the stakeholders, the research confined to congregate the opinions only from employees, customers and general public. The collected data was analyzed by using the Microsoft Excel software and frequency distribution presented in a tabular form.

4. RESULTS AND DISCUSSION

This section of the research paper presented information about the data analysis and also discussed the opinions of selected financial institutions and some crucial stakeholders like customers, employees and general public on socially responsible actions of the Indian financial institutions.

4.1 Perceptions of Indian Financial Institutions towards CSR

Out of 50 Indian financial institutions, 98.75 percent reacted positively towards the socially responsible actions towards their owners or shareholders as against the meager 1.25 percent negative reaction. The researchers observed this scanty percentage of negative opinion related to the periodical disclosure of the financial and functional aspects of business information. Related to employees, notably 88.57 percent of Indian financial institutions responded positively on their socially responsible actions as against 11.43 percent negative reaction particularly to fair wages, security of employment, meaningful freedom and job satisfaction, humane treatment. Some of the respondents expressed their inability to offer fair wages, security of employment, even freedom while doing job because of rigorous and heavy monetary involvement, extra care they are taking to protect the public money. The Indian financial institutions uttered positively with a percentage of 98.57 on their social responsibility towards their customers and just 1.43 percent reacted negatively only on honesty and truthful in advertising. Associated with creditors and suppliers, a scanty 3.34 percent had negative opinion only related to fairness in transactions of supply of goods and services and make prompt repayment as against significant 96.66 percent positive belief.

Related to general public as well as government, targeted Indian financial institutions has shown great absolute confidence in all the questions raised and in particular at the time of personal interviews with the top and middle level officials, the researchers received concrete information about the social actions they have taken up to improve the conditions in the society. And in the another sense, the Indian government, regulatory authorities, and the Ministry of Corporate Affairs has keenly observed the each and every bit of activity to curb various manipulations and mis-appropriations. (See Table I)

At the time of personal interviews, the higher and middle level officials of the Indian financial institutions articulated different reasons for failure of the introduction of social actions only to owners or shareholders, employees, customers, creditors and suppliers. The reasons put across before the researchers are completely different in expression based on the links with a specific stakeholder and particularly related to disclosure of functional aspects of business, fair wages, security of employment, meaningful freedom, job satisfaction and humane treatment, introduction of truthful advertising, fairness in transactions as well as payments. Some of the reasons for the negative outlook of the institutions are to maintain secrecy in the business matters, severe competition, poor HR practices, stringent labor laws, tax constraints, political and legal barriers, ineffective policy framework, lack of knowledge in business management, present whimsical economic situation, and sometimes willful postponement of decisions and payments. Taken as a whole, majority of the financial institutions has expressed their positive opinion on implementation of CSR towards all the six stakeholders but in reality the situation is completely different. But in veracity, particularly employees, customers and general public has lot of bitter experiences with the falsified manipulations which led to strike by the employees, enhancing trend of filing of complaints from the customers and general public severely hamper the image of the Indian financial sector. In this juncture, the researchers attempted to know the opinion of both financial institutions as well as selected stakeholders on implementation of CSR and evidently identified the significant perceptual gap between the institutions and selected stakeholders.

Table: 1 Viewpoint of Indian Financial Institutions on CSR

Opinion	Positive %	Negative %
A. Owners or Shareholders		
1. Fair and regular return on investment	100	00
2. Safe and steady appreciation of investment	100	00
3. Periodical disclosure of financial and functional aspects of business information	95	05
4. Reasonable representation to minority shareholders	100	00

Average of Financial Institutions' Opinion towards Shareholders	98.75	1.25
B. Employees		
1. Fair wages	80	20
2. Security of employment	80	20
3. Safe and secure working conditions	100	00
4. Representation in decision-making bodies	100	00
5. Opportunity for personal advancement	100	00
6. Meaningful freedom and Job satisfaction	80	20
7. Humane treatment	80	20
Average of Financial Institutions' Opinion towards Employees	88.57	11.43
C. Customers		
1. Supply goods of right quality, right quantity at the right place and time at reasonable prices.	100	00
2. Provide goods and services according to the needs, tastes and preferences of different classes of customers.	100	00
3. Inform and educate customers	100	00
4. Be honest and truthful in advertising	90	10
5. Provide prompt, efficient and effective after sales service.	100	00
6. Extend a hearty and courteous service	100	00
7. Avoid unhealthy trade practices like black-marketing, hoarding and adulteration.	100	00
Average of Financial Institutions' Opinion towards Consumers	98.57	1.43
D. Creditors and Suppliers		
1. Provide accurate information regarding the financial health	100	00
2. Fairness in transactions of supply of goods and services to make prompt repayments (including interest on borrowings)	90	10
3. Promote a healthy atmosphere where creditors, suppliers and other interest groups are treated as partners in a cooperative endeavor.	100	00
Average of Financial Institutions' Opinion towards Creditors & Suppliers	96.66	03.34
E. General Public		
1. Proper and effective utilization of natural resources to produce cheaper and better goods, thereby rendering help to generate indirect self-		

employment opportunities.	100	00
2. Maintain a healthy environment free from all sorts of pollution in and around the business area	100	00
3. Contributions to the community and public utility services.	100	00
4. Help maintain law and order in the society by refraining from aiding and abetting anti- social elements.	100	00
5. Avoid exploiting the religious sentiments or backwardness of the minorities and weaker sections of the society.	100	00
Average of Financial Institutions' Opinion towards General Public	100	00
6. Government		
1. Pays taxes regularly and correctly	100	00
2. Applies faithfully and the laws governing regulation of business.	100	00
3. Avoids political lobbying through donations to political parties.	100	00
4. Follows a fair trade policy and refrains from unhealthy practices.	100	00
5. Contribute its mite to the socio-economic growth and goals of the nation.	100	00
6. Helps in tackling the problems of unemployment, poverty, and inflation.	100	00
7. Helps in establishing a secular democratic and socialistic society	100	00
Average of Financial Institutions' Opinion towards Government	100	00

4.2 Perceptions of Employees

Related to cross validate section, the researchers used a separate questionnaires to know the perceptions of crucial stakeholders particularly employees, customers and general public. As mentioned in the Table: 2, the researchers selected the sample of 100 employees who are working in different financial institutions in the targeted sectors of Indian financial institutions. As per the overall perception of employees, 64.85 percent responded positively towards the social actions of their employers as against the negative trend of 35.15 percent. In specific, only 44 percent of employees favorably reacted towards an opportunity in the decision making bodies as against 56 percent has expressed their discontentment towards this issue. At maximum, 88 percent of employees positively reacted concerning safe and secure working conditions provided by the financial institutions in India and the rest 12 percent negatively responded which was clearly mentioned in Table 2. The reasons are plenty to this kind of negative opinion of employees on their employers. Particularly, the fraudulent and greedy nature of employers who involved in exploitation, unfair compensation structures, maintaining poor working culture, failure of regulatory mechanism to protect the interests of employees, stressful working conditions etc. Even though there is diminutive gap between the opinions expressed related to pay the fair wages, the gap

between is very chasm as per the opinions of employees who expressed their opinion with disgruntled and hopeless laugh. And another significant factor here is the negative propensity is increasing with a great pace in the minds of employees because of peculiar reasons like extended working hours due to scarcity of staff, lengthy recruitment and selection process, lack of sufficient knowledgeable workforce, appalling conditions in private sector financial institutions etc. Notably, employees are not in a position to express their feelings openly because of some fear or threat from the employers.

Table 2: Employees Opinion on CSR

Opinion	Positive %	Negative %
a) Fair wages.	74	26
b) Security of employment.	68	32
c) Safe and secure working conditions.	88	12
d) Representation in decision-making bodies	44	56
e) Providing fair opportunity for personal advancement	50	50
f) Meaningful freedom and job satisfaction	54	46
g) Humane treatment	76	24
Average of Employees' Opinion on CSR of Indian Financial Institutions	64.85	35.15

4.3 Perceptions of Customers

As mentioned in Table: 3, in association with the customers' opinion on the implementation of CSR by the Indian financial institutions, significantly 54.36 percent voiced straight away their discontentment over the business practices of the financial institutions as against 45.64 positively reacted. In specific, 68.50 percent of customers were totally satisfied with the offering of expected services with right quality, and right quantity at the right place and time, at reasonable price as against 31.50 percent were not happy with the offers of the financial institutions. And at minimum, 21.50 percent of customers of financial institution reacted certainly on prompt, efficient, and effective after sale response and a significant percentage of 78.50 spoken in a negative sense. Overall, majority of the customers strongly expressed their dissatisfaction on every area of the questionnaire and at the time of personal interviews, they expressed different reasons like inability of frontline employees, scarcity of quality staff, irresponsible behavior of staff, poor management, sudden crop-up of technical problems, lack of customer education

programs, fraudulent attitude and unfair interactions with the customers, exaggerated advertising, unethical trade practices and utter failure of regulatory mechanism in taking actions against the deceitful financial institutions and too much red-tapism in the judiciary system.

Table 3: Customers Opinion on CSR

Opinions	Positive %	Negative %
a) Supply goods and services of right quality and right quantity at the right place and time at reasonable prices.	68.50	31.50
b) Provide goods and services according to the needs, tastes and preferences of different classes of customers.	53.50	46.50
c) Inform and educate the customers on the availability and use of alternative products and services which may be cheaper and better.	34.50	65.50
d) Be honest and truthful in advertising the product or service	30.50	69.50
e) Provide prompt, efficient and effective after sales service	21.50	78.50
f) Extend a hearty and courteous service	49.00	51.00
g) Partiality in providing services and avoids unhealthy trade practices like black-marketing, adulteration etc..	62.00	38.00
Average of Customers' Opinion on CSR of Indian Financial Institutions	45.64	54.36

4.4 Perceptions of General Public

On an average, 51.60 percent general public in the Indian market acknowledged positively and 48.40 percent were not pleased with the socially responsible actions of financial institutions as mentioned in the Table 4. As per the views of general public which were collected through personal interviews, most of the financial institutions are just simply operating to quickly get profits from the people by involving in financial manipulations and misappropriations. Sixty four percent of general public optimistically reacted over the exploitation of minorities and weaker sections of the society as against 36 percent responded unenthusiastically over this kind of exploitation. Significantly, 63 percent general public felt that Indian financial institutions contribution is very mite in controlling the various pollutions in the society as against only 37 percent retorted with a negative opinion. At the time of personal interviews, most of the respondents expressed reasons like improper and inefficient management of resources, failure in providing proper employment opportunities, diversion of funds to profitable business activities, minimal

allotment of funds to community development activities and public utility services, outsourcing of debt recovery to local raucous people, too much exploitation of weaker and minority sections of the society.

Table 4: General Public Opinion on CSR

Opinion	Positive %	Negative %
a) Proper and effective utilization of natural resources to produce cheaper and better goods and services, thereby rendering help to generate indirect self-employment opportunities.	59.00	41.00
b) Maintain a healthy environment free from all sorts of pollution in and around the business area	37.00	63.00
c) Contribute liberally and voluntarily to the community development and public utility services.	48.00	52.00
d) Help maintain law and order in the society by refraining from aiding and abetting anti-social elements or activities.	50.00	50.00
e) Avoid exploiting the religious sentiments or backwardness of the minorities and weaker sections of society.	64.00	36.00
Average of General Public Opinion on CSR of Indian Financial Institutions	51.60	48.40

5. MANAGERIAL IMPLICATIONS

This extensive survey confidently provides useful information both to the Indian financial sector as well as to the world of academia for introducing necessary policy changes and also enormous scope for further research. This research highlights the comprehensive outlook of Indian financial institutions over their implementation of various socially responsible actions to different stakeholders with a negative outlook on only seven issues. The financial sector is expecting changes in the areas of periodic disclosure of financial and functional aspects; introducing fair and legitimate compensation policy; transparent promotion policy; introduction of proper and timely skill development programs; opportunity for creative thinking and meaningful freedom with humane treatment; fairness in each and every bit of transaction with different stakeholders. If these financial institutions are ready to take some precautionary measures to nullify this depressing affect by introducing concrete pre-cautionary measures in the above mentioned areas, the situation would be more attractive to the financial sector. There would be a thumping welcome to those kinds of financial institutions from the market in achieving expected level of long lasting profitability as well as other objectives particularly related to CSR. The research also attempted to garner the information about the perceptions of employees, customers and general public on implementation of various social actions by the Indian financial institutions which enables to take further constructive

measures to enhance the efficacy in implementation of CSR. With this, the Indian financial institutions have an opportunity to know about the perceptual differences and expectations of various stakeholders. At the same time, every stakeholder should know about the enactments introduced by different state and central governments in protecting their rights and demand for everything with the support of regulatory, judiciary, and human rights agencies. Furthermore, this research also offers constructive and comprehensive background to the academic world in understanding the perceptions of both Indian financial institutions as well as some crucial stakeholders over the CSR and its implementation which is helpful for further research in an extensive manner.

6. CONCLUSION

With this extensive survey, the researchers observed that a significant perceptual gap between the institutions and different stakeholders in the implementation of CSR. This is an alarming augury to both the Indian financial sector as well as different stakeholders who are striving to achieve their basic objective with the collaboration of CSR. Based on the prima facie of the researchers, the Indian financial institutions in recent years slowly turns their attention on CSR and introducing constantly various socially responsible actions to satisfy different stakeholders. Thanks to the legitimate efforts of the country's candid political and administrative systems, the second largest market in the world has its uniqueness in developing very well organized financial system. But the present day's sorry state of affairs going on in this area leads to a loss of confidence towards financial institutions because of malfunctioning of regulatory mechanism, red-tapism, bureaucracy and corruption in the administrative systems. Along with the above, the greedy nature of the business community which is targeting for swift growth and failure in introducing the programs to the needy also spoils the image of the sector. Recent outbreak of many financial scams in different banks, and myriad number of stock-broking misappropriations severely affects the name and fame of the sector without any compunction. One significant observation of this research is that both the financial institutions and different stakeholders are not in a position to believe each other because of lack of commitment in exchanging their common transactions targeted each other. The stakeholders' community also has to think about and get knowledge over the enactments meant to protect their basic rights. Therefore, this is a high time to the Indian financial institutions to recognize the importance of CSR by keep in mind the opinions of different stakeholders to enhance the image of the company which is an imperative one in the present situation. Finally, the researchers recognized that there is an enormous scope for further research on the implementation of CSR as well as to discern the opinions of targeted stakeholders both from the academia and corporate world to know the perceptual displays and commitment of both the parties.

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