

Corporate Social Responsibility Practices and Their Impact on the Community : A Case Study of Ambuja Cement Ltd.

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Abstract

This paper analyzed the different kind of CSR practices adopted by Ambuja Cement Ltd. in relation to local community and measured the impact of CSR practices on the local community. To fulfill this objective, the perceptions and expectations of the community were taken on company's corporate social responsibility practices by conducting focus group discussions and through a structured questionnaire. The sample included the most educated member of each family in the community. The mining area of Ambuja Cement plant was also considered while collecting responses on perceptions and expectations of CSR. The impact of CSR activities was assessed qualitatively and quantitatively.

Key words : Corporate social responsibility, corporate social responsibility initiatives, Ambuja Cement Limited, Ambuja Cement Foundation, community development, community perceptions and expectations

JEL Classification : A1, I3, M14

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In the present times corporate social responsibility (CSR) context, nature of business has undergone a paradigm shift from traditional private property institutions to social institutions. Many organizations have learnt that cutting-edge innovation and competitive advantage can result from weaving social and environmental considerations into business strategy from the beginning. Kotler and Lee (2008) gave the following definition of CSR: Corporate social responsibility is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources. The word discretionary refers to a voluntary commitment a business makes in choosing these practices. The term community well - being includes both the human conditions as well as environmental issues.

Sustainable Community Development

According to Clarkson (1995), stakeholders are the groups that have or claim ownership, rights, or interest in a

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corporation and its activities and can be distinguished in to two categories, which are primary and secondary stakeholders. Primary stakeholders typically comprises of shareholders and investors, employees, customers, and suppliers together with government and communities that provide market and infrastructure, and to whom taxes are due. The corporation cannot survive as a going concern without support and participation of primary stakeholders group. If the organization fails to retain their participation, it will result in failure of the entire system. Whereas, secondary stakeholders include media and a wide range of special interest groups with the capacity to mobilize public opinion in favour or against corporation's performance. Secondary stakeholders are not engaged in transaction with the corporation and are not essential for its survival. Community is among the major stakeholder of the firm whose needs and expectations must be fulfilled in a sustainable manner. As per Swisher, Rezola, and Sterms (2006), a community that is developed on a sustainable basis is an economically productive, environmentally sound, and socially just community. Therefore, sustainable community development can be seen to cover social, economic, and environmental areas. Therefore, a firm which prioritizes community expectation is likely to enjoy support of that community, ensuring the sustainability of the company.

Community is generally defined as a group of people sharing a common purpose, who are interdependent for the fulfillment of certain needs, who live in close proximity, and interact on a regular basis. In a community, there is a feeling of commitment to group welfare and willingness to communicate openly. Community development is a process of challenging the unacceptable and undesirable disparity of conditions and infrastructure, which negatively affect the quality of life of people and work. It functions best as process in locations where all strata of society are engaged with a sense of community solidarity (Community Glossary, 2009). It refers to initiatives undertaken by a community in partnerships with external organizations to empower the community members for the sustainable community development. Community workers facilitate people participation by enabling linkages made between communities and with the development of wider policies and programs. Community development expresses values of accountability, equality, opportunity, participation, mutuality, reciprocity and continuous learning. Educating, enabling, and empowering are among the core dimensions of community development (Federation of Community Development Learning, 2009).

Ambuja Cement Ltd.

Ambuja Cement Ltd, a part of global conglomerate LafargeHolcim, is one of the leading companies in the Indian cement industry. LafargeHolcim is a world leader in the building material industry with a well balanced presence in 90 countries and a focus on cement, aggregates, and concrete. Ambuja has proved to be the best cement manufacturing company with a vision to be the most sustainable company in our country. The company has a significant presence across Northern, Western, and Eastern markets of India as a brand for OPC (ordinary portland cement) and PPC (pozzolana portland cement).

Ambuja Cement Foundation (ACF) is a CSR wing of the company that was established in 1993 with a commitment to engage rural communities in and around ACL's manufacturing locations, adding value to the lives of people through its process of engagement. ACL's environment friendly policy has played a key role in India's effort to become a green state. ACL is constantly working on sustainable issues, working with several communities across 22 locations in 12 states over the past two decades of its movement towards sustainable growth. ACF bagged numerous awards as ACF, Darlaghat bags NABARD's 'Best Partnership Award' for its Watershed Development Projects in H.P., Eco Corporate of the year 2014 by YES Bank's National Capital Awards, FICCI Water Award for Excellence in Water Management and Conservation (MCW and Rabriyawas), ACF in Darlaghat was awarded the Best in CSR initiatives by "Corporate Meet & CSR Awards - We Care" by Amity Global School in CII Chandigarh and many more.

As per the sustainability reports of Ambuja Cement Foundation, the management significantly considers the societal expectations in the form of corporate social initiatives, and integrate them into business practices in such a

way that business operates in accordance with societal values. Companies today have integrated the community development goals into the business goals by considering responsibilities for the impact of their activities on all stakeholders as well as the environment. It is, therefore, becoming significantly important to measure the impact of company's CSR practices on the stakeholders.

In this paper, the impact of company's CSR practices on the community is measured in particular. Moreover, this paper has been motivated by few studies in the area of CSR in developing countries like India. Moreover, we are aware of few studies on CSR seeking to find the ground reality, that is, the gap between what the companies have shown on the CSR sustainability reports and what the ground reality is. Cement firms have a negative environmental impact as compared to any other firms in the industry. The mining area associated with cement firms is the badly affected area.

Bowen's (1953) landmark book *Social Responsibilities of Businessmen* marks the beginning of the modern period of literature on this subject. He was first to articulate the definition of social responsibility- Social responsibility refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those line of actions which are desirable in terms of the objectives and values of our society. Bowen goes on to argue that social responsibility contains important truth that guides business in the future.

Carroll (2008) argued that Bowen should be called the "Father of Corporate Social Responsibility" because of his early contributions to social responsibility. He gave a three dimensional model of corporate social performance addressing the questions to academicians and managers alike what is included in CSR, what are social issues organizations must address, what is organization's philosophy or model of social responsiveness. The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point of time (Carroll, 1979).

Over the past years, the concept of CSR has been researched empirically by the researchers, industrialists, and scholars. Orlitzky, Schmidt, and Rynes (2003) conducted a meta-analysis on corporate social responsibility and financial performance, compiling 52 studies over 30 years. The results reflected that there is a positive association between corporate social responsibility and financial performance. Idowa and Papasolomon (2007) studied 20 companies of UK on CSR disclosure and came out with a conclusion that companies have become ethical in CSR disclosure with a view of public benefits, government requests, and issuing information to stakeholders. Vaaland, Heide, and Gronhaug (2008) concluded that CSR should be managed by long term reduction of gaps between stakeholders and their expectations and company's performance, handling unexpected events and maintaining relationships with society through interplay between actor, resources and activities. Truscott, Bartlett, Tywoniak (2009) concluded that industrialist viewed CSR as a model of corporate reputation and revealed that CSR has increasingly become important.

Brammer, Jackson, and Matten (2012) suggested that CSR is not only voluntary activity but it is a part of interface between business and society. Governance is necessary for enhancing performance through CSR. Korschun, Bhattacharya, and Swain (2014) examined frontline employees responses to CSR using multisource dataset of 500 financial service companies. The result is that the frontline employees identify with the organization, customer as a function of how much employees recognize management and customer's to support company's CSR initiatives.

A number of studies have discussed the health and environmental impacts of cement industries. For instance, Abimbola, Kehinde- Philips, and Olatunji (2007) concluded that heavy metals like lead, copper, cadmium, zinc are higher in the limestone, dust, shale, and soil found in Sagamu factory of Wapco cement. Relating this with the health status of inhabitants between 2000 and 2004 year , the study further observes a steady increase in the reported cases of lung, skin, liver, kidney, heart and cancer cases with reported cases of heart and respiratory diseases doubling 2004 and 2004 and those of cancer cases trebling.

Similarly, Earthtrends (2003) revealed that cement industry as the 4th largest CO₂ emitter after gas flaring, gaseous fuels combustion and liquid fuels in Nigeria. Other studies have also shown that several people are

suffering from asthmatic attacks and eye pain due to dust laden air around Samagu and Ewekoro cement plants (Aigbedion, 2005), a declining kolanut plantations output around cement plant (Aigbedion, 2005 ; Aigbedion & Iyanyi, 2007).

In other regions, Welford, Chan, and Man (2007) reported that most prominent factors are the environment; safety and health and governance, while the least important factor comes out to be philanthropy. It is further concluded that the importance of stakeholder dialogue in the determination of the needs of all the stakeholders of the firm. Similarly, Krishnan and Balchandran (2005) conducted a case study of Coca-Cola plant in Plashimeda, Kerala, India, showing how socially irresponsible plant was picketed by community protestors and its subsequent closure by the government. It further concluded that in the face of loose laws, failure of corporation to contribute towards community development lead to loss of brand value and community protests.

Shah and Bhaskar (2010) present a case of public sector undertaking i.e. Bharat Petroleum Corporation Limited in their research work, discussing that there is a broad relationship between the organization and society. It was found that company has a lot of initiatives in order to serve the society.

McWilliams and Seigel (2010) concluded the reputation of firm through CSR, indicating that the firms selling convincing goods comes under the umbrella of CSR activities, leads to consumer loyalty and increased revenue. Hartmann (2011) found that food sector always tries to improve the discharging services towards consumers. Consumers also prefer those food firms which give preference to CSR activities. Pohle and Hittner (2008) suggested that business organizations use CSR as an opportunity for growth and 76% of respondents admitted that they do not understand their CSR expectations well. Hassanein, Lundholm, Willis, and Young (2007) revealed that the adoption of voluntary CSR practices is low, despite that CSR practices have positively impacted those follow CSR practices.

Objectives of the Study

- ✎ To analyze the different kinds of CSR practices adopted by Ambuja Cement Ltd. and its impact on local community,
- ✎ To find the awareness level of the community about Company's Act in relation to corporate social responsibility,
- ✎ To explore the perceptions and expectations community hold about corporate social responsibility.

Methodology

Keeping in mind the objectives of the study, a questionnaire was developed covering the perceptions and expectations of the community on the foundation's corporate social responsibility. The questionnaire was based on a 5- point Likert scale. The household is the unit of analysis, and is defined here as a person or group of persons related or unrelated to each other living together in same unit(s), who acknowledged one adult as their head and shared the same housekeeping systems. The sample included 120 individuals from the community. One member from each household and the most educated member was preferred to mark the responses. The respondents included both the genders in the age range 18 to 65 years and above and belonged to the immediate community surrounding the company. In particular, the data were collected for Darlaghat plant in Himachal Pradesh of Ambuja Cement Limited. The data collection for the study was conducted in the month of January 2015.

The data analysis was done by using SPSS 23.0. The case study research presented here combined both primary and secondary data. Questionnaire administration provided a good opportunity for detailed explanation of the research and objectives to the respondents. Descriptive statistics, that is, percentages in particular were used in the discussion and analysis of research findings.

Data Analysis and Results

(1) User Demography : The demographic profile of the respondents is given in the Table 1. The average age of the respondents was between 18-25 years. The Table 1 shows that the total sample size for the present study is 120 respondents, and out of this sample, 60 respondents (50%) were male and 60 respondents (50%) were female; 50 respondents (41.7%) were educated up to graduate level or more, 44 respondents (36.7%) were undergraduates, 19 respondents (15.8%) were educated up to secondary level and 7 respondents (5.8%) were educated up to under the secondary level ; 48 respondents (40.0%) were students, 31 respondents (25.8%) were farmers, 21 respondents (17.5%) were business owners, and 10 respondents (8.3%) belonged to a profession other than this; 32 respondents (26.7%) belonged to mining area and 88 respondents (73.3%) belonged to the non mining area.

(2) Community Perceptions and Expectations About Company's CSR : The second part of the questionnaire consisted of questions related to community perceptions and expectations about company's CSR on a 5 point agreement scale, where 1 = *strongly disagree*, 2 = *disagree*, 3 = *undecided*, 4 = *agree*, 5 = *strongly agree*. For this purpose, the responses were recorded on 12 aspects/ parameters. The results are depicted in the Table 2.

(i) Awareness About Company Law : The results presented in the Table 2 reflect that the awareness level about the Company's Law was quite low among the community members. The Figure 1 reveals that 16 (13.33%) respondents strongly agreed that they were aware that the Company's Law has made it mandatory for the company to spend 2% of its profits towards social responsibility ; 32 (26.67%) respondents told that they were aware that the company is responsible towards the society, but were not aware about how much percent it has to spend as per the law ; 35 (29.17%) respondents admitted their unawareness about CSR and Company's Law. Hence, it can be inferred that awareness levels about the Company's Law was quite low among the community.

(ii) Company Spending on Community Development Programs and Awareness of Community About CSR

Table 1. Demographic Profile

Group	Number	%
Gender		
Male	60	50.0
Female	60	50.0
Education		
Under secondary	7	5.8
Secondary	19	15.8
Undergraduate	44	36.7
Graduate	50	41.7
Occupation		
Student	48	40.0
Farmer	31	25.8
Business owner	21	17.5
others	10	8.3
Area		
Mining	32	26.7
Non Mining	88	73.3

Table 2. Community Perceptions and Expectations from Company's CSR

Statements		1		2		3		4		5	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	Are you aware that it is mandatory for the company under law to spend 2% on CSR?	35	29.2	10	8.3	27	22.5	32	26.7	16	13.3
2.	Is the Company spending on various community development programs?	20	16.7	9	7.5	16	13.3	47	39.2	28	23.3
3.	Are you aware about different projects being funded by the company?	10	8.3	15	12.5	17	14.2	42	35.0	36	30.0
4.	Do the Company's projects have a positive impact on the community?	25	20.8	9	7.5	15	12.5	43	35.8	28	23.3
5.	The community was facing the problem of unemployment before setting up of this company.	12	10.0	23	19.2	16	13.3	35	29.2	34	28.3
6.	Is the problem of unemployment reduced after the establishment of this company?	8	6.7	16	8.3	10	8.3	68	56.7	24	20.0
7.	Is the community currently facing socioeconomic problems?	2	1.7	4	3.3	11	9.2	91	75.8	12	10.0
8.	The company is helping in solving various socioeconomic problems of the community.	16	13.3	10	8.3	19	15.8	58	48.3	17	14.2
9.	The company involves the community in planning, implementation, and assessment of CSR programs.	11	9.2	18	15.0	13	10.8	42	35.0	36	30.0
10.	Company's representatives monitor CSR projects.	20	16.7	3	2.5	26	21.7	48	40.0	23	19.2
11.	Company will support the community in the future.	15	12.5	8	6.7	38	31.7	33	27.5	26	21.7

Figure 1 . Awareness About Company Law

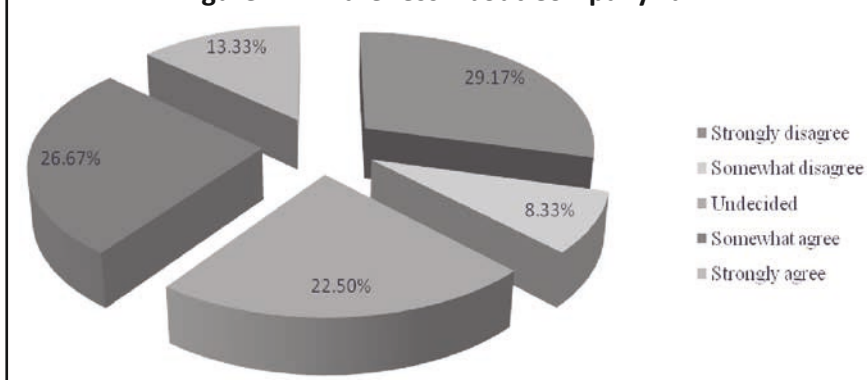
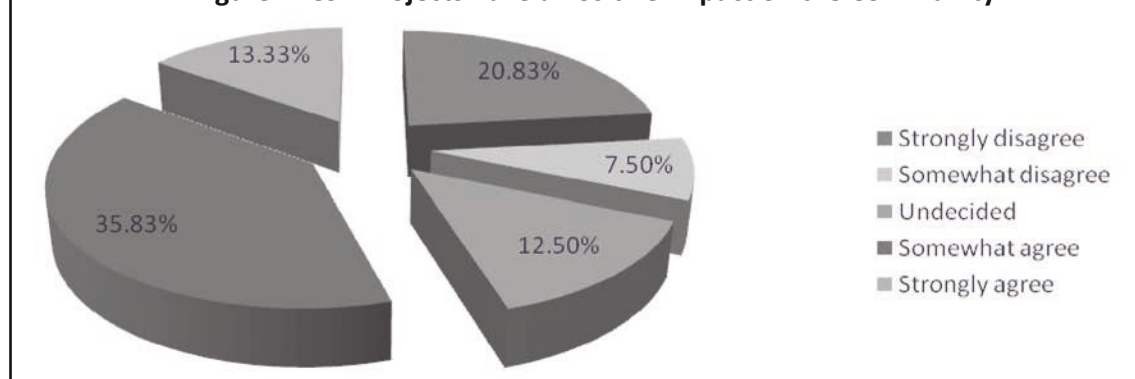


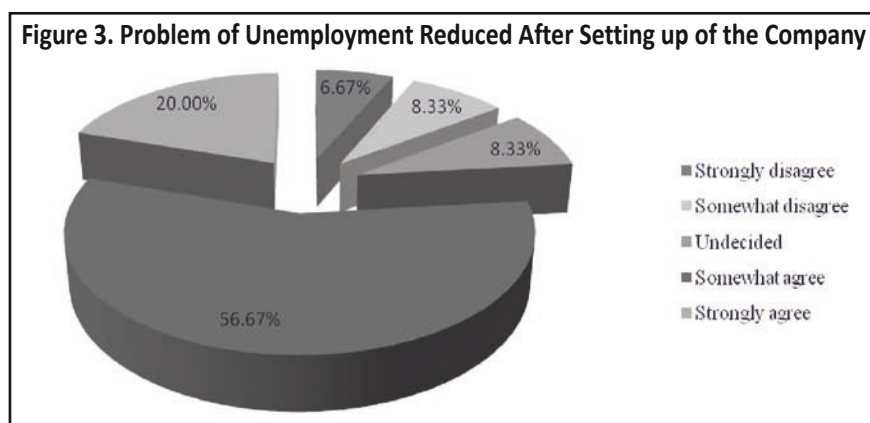
Figure 2. CSR Projects have a Positive Impact on the Community



Projects and Their Impact : The results presented in the Table 2 show that 28 (23.33%) respondents strongly agreed and 47 (39.17%) respondents agreed that the company was spending on community development projects, while 20 (16.67%) respondents strongly agreed that company was not spending on community development, particularly in the mining area ; 28 (23.33%) respondents strongly agreed and 47 (39.17%) respondents agreed that they were aware about CSR projects undertaken by the company; while 20 (16.66%) respondents showed their unawareness about CSR projects. It shows that awareness levels about CSR projects was average among the respondents.

The Figure 2 shows that 36 (23.33%) respondents strongly agreed and 42 (35.83%) respondents agreed that these projects have a positive impact on the community in terms of community development, while only 10 (20.83%) respondents strongly disagreed with the statement that the company projects have a positive impact on the community.

(iii) Status of Employment Before and After Setting up of the Company : The results presented in the Table 2 show that 34 (28.33%) respondents strongly agreed and 35 (29.16%) respondents agreed that there was a problem of unemployment before setting up of this company.



The Figure 3 clearly shows that 24 (20%) respondents strongly agreed and 68 (56.67%) respondents agreed that the level of unemployment reduced after the setting up of this company. This further reveals that the company has provided employment to the local community and the setting up of the company has lead to employment generation in the area.

(iv) Socioeconomic Status of the Community : 12 (10%) respondents strongly agreed and 91 (75.83%) respondents agreed that the community was facing socioeconomic problems earlier and the company was helping the community in solving these socioeconomic problems. Therefore, it can be concluded that the company keeps the socioeconomic condition of the community at the center while formulating CSR plans on a continuous basis.

(v) Community Involvement in CSR : The Table 2 reflects that 36 (30%) respondents strongly agreed and 42 (35%) respondents agreed that the community is involved in CSR planning, implementation, and assessment of CSR programs. Moreover, ACF also involves the community representatives in CSR programs' planning and implementation through regular meetings, which are fixed every month.

(vi) CSR Project Monitoring : The Table 2 reflects that 23 (19.16%) respondents strongly agreed and 48 (40%)

respondents agreed that CSR representatives consistently monitor the CSR projects, while 20 (16.66%) respondents, majorly from the non - mining area and the unaware respondents strongly disagreed with this statement.

(vii) Company Support for the Community in the Future : It can be inferred from the Table 2 that 26 (21.66%) respondents strongly agreed, 33 (27.5%) respondents agreed, 38 (31.66%) respondents were undecided, 15 (12.5%) respondents strongly disagreed, and only 8 (6.66%) respondents showed disagreement to the company's support for the community in the future.

(3) Community Rating About the Company's CSR Initiatives : The third part of the questionnaire consisted of questions related to community perceptions and expectations about the company's CSR initiatives on a 5 point quality scale, where, 1 = *poor*; 2 = *fair*; 3 = *good*; 4 = *very good*; 5 = *excellent*. For this purpose, the responses were recorded on 12 aspects/ parameters. The results are depicted in the Table 3.

(i) Community Benefitted from CSR: It can be inferred from the Table 3 that 90 (75%) respondents agreed that the community has positively benefitted from the company's CSR practices upto a good level ; whereas, only 30 (25%) respondents rated this parameter poorly.

Table 3. Community Rating on CSR Initiatives on a Quality Scale

Statements		Poor		Fair		Good		V. Good		Excellent	
		No.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1.	The Community is benefitted from the company's CSR practices.	15	12.5	15	12.5	26	21.7	48	40	16	13.3
2.	There is improvement in community's socioeconomic areas.	14	11.7	23	19.2	31	25.8	29	24.2	23	19.2
3.	The company maintains a good relationship with the community and people in this area.	17	14.2	18	15	28	23.3	34	28.3	23	19.2
4.	The company is supporting for education such as building schools and library.	17	14.2	17	14.2	24	20	35	29.2	27	22
5.	The company organizes youth-care programs.	30	25	13	10.8	20	16.7	37	30.8	20	16.7
6.	The company is donating money and other necessary things to the community.	18	15	20	16.7	21	17.5	44	36.7	17	14.2
7.	The company organizes cultural programs ("Sports Day", "Anti-Drug Day").	22	18.3	12	10	18	15	35	29.2	33	27.5
8.	The company organizes blood donation campaigns.	28	23.3	7	5.8	15	12.5	29	24.2	41	34.2
9.	The company is working on women empowerment related issues.	19	15.8	16	13.3	29	24.2	31	25.8	25	20.8
10.	The company is helping and supporting farmers.	21	17.5	21	17.5	24	20	39	32.5	15	12.5
11.	The company provides scholarships to students in the community.	34	28.3	14	11.7	33	27.5	31	20.8	9	7.5
12.	The company has implemented waste management practices.	27	22.5	21	17.5	32	26.7	31	25.8	9	7.5
13.	The company undertakes environment management practices (Tree Plantations).	21	17.5	14	11.7	31	25.8	45	37.5	9	7.5
14.	The impact of Company's CSR on the community is good.	25	20.8	15	12.5	35	29.2	36	30.3	9	7.5

(ii) Relationship with the Community : The analysis of the Table 3 reveals that 85 (70.8%) respondents rated the relationship of the company with the community as good ; while only 35(29.2%) respondents rated this aspect poorly. Therefore, it can be concluded that the company maintained a good relationship with the community through regular visits, meetings, and involvement of community members in CSR decisions.

(iii) Improvement in Socioeconomic Aspects : 83(69.16%) respondents rated that there was improvement in the socioeconomic conditions of the community, which shows that the company has undertaken CSR initiatives in improving the socioeconomic areas of the community.

(iv) Supporting Education, Scholarships, Youth Care Programs, Cultural Programs, and Blood Donation Camps : The analysis in Table 3 reveals that 86 (71.7%) respondents rated that the company is supporting education such as building schools and training centers, 73 (60.83) respondents rated that the foundation provides scholarships to meritorious students, 77 respondents (64,16%) rated that the foundation organizes youth care programs, 86 (71.7%) rated that the foundation organizes cultural programs such as “sports day,” “anti drug day,” and 85 (70%) respondents rated that the foundation organizes blood donation campaigns. On the other side, 34 (28.3%) respondents gave a below 3 rating in response to education, 77 (39.1%) in response to scholarships, 43 (35.83%) in response to youth care programs, 34 (28.3%) for cultural programs, and 35(30%) for blood donation campaigns.

(v) Women Empowerment Related Issues : The analysis reveals that 85 (70%) respondents rated that the foundation is working on women empowerment related issues, while only 35 (30%) respondents were not in favour of this statement. It is further observed that the foundation provides training to women depending upon their skills and expertise.

(vi) Supporting Farmers : Out of the total, 78 (65%) respondents rated this statement above average, which shows that the foundation is helping and supporting farmers. On the other side, 42 (35%) respondents rated this statement below average.

(vii) Waste and Environment Management Practices : The analysis reveals that 72 (60%) respondents rated that the foundation has implemented waste management practices, 85 (70%) rated that the foundation undertakes environmental management practices (tree plantations, watershed plants). Moreover, it was revealed that the foundation concentrates more on environmental management as compared to waste management practices.

(viii) Impact of CSR on the Community : With reference to this statement, 80 (66.66%) respondents rated that there has been a positive impact of the Foundation's CSR on the community upto a good level. On the other hand, 40 (33.34%) respondents rated that the foundation's CSR has had an unfavorable impact on the community, and the majority of these respondents were from the mining area.

Findings

On the basis of the data analysis, the following findings have been derived :

(1) The awareness levels about the mandatory spending of 2% profit of the company on CSR activities as per the Company's Law was quite low among the community.

- (2) The company was spending on community development programs and majority of the respondents were aware about CSR projects in their community and there was a positive impact of CSR on the community.
- (3) There was problem of unemployment before the setting up of this company and the level of employment increased after the setting up of this company.
- (4) The community was facing socioeconomic problems earlier and the company is helping the community in solving these socioeconomic problems.
- (5) Ambuja Cement Foundation involves the community representatives in CSR programs' planning and implementation through regular meetings, which are fixed every month.
- (6) The majority of the respondents agreed that CSR representatives consistently monitor the CSR projects.
- (7) The company maintains a good relationship with the community through meetings and involving the community in CSR decisions.
- (8) The mining area of the firm is the most badly affected area , whereas the rest of the community was satisfied with the CSR initiatives of the foundation.
- (9) ACF has undertaken many CSR initiatives such as supporting education, starting youth care programs, cultural programs, conducting blood donation campaigns, taking steps for women empowerment, supporting farmers, providing scholarships to students, and has implemented waste and environmental management practices as well.

Discussion and Conclusion

The results of the present study reflect that the community around Ambuja was not well aware about Company's Act in relation to corporate social responsibility and ,therefore, there is a need to formulate good communication policies to create awareness among the community. This finding is supported by the results of Ramachandran (2010).

Another finding suggests that the community was facing socioeconomic problems earlier, and the company has helped the community in solving these socioeconomic problems. Therefore, the company must keep the socioeconomic condition of the community into consideration while formulating CSR plans on a continuous basis. The present study reflects that the foundation was involved in CSR activities at par with the perceptions and expectations of the community, and these activities had positively impacted the community and maintained the annual sustainability reports of the firm. This finding is also supported by the results of Ramachandran (2010). Organizations are now required to produce annual reports that cover sustainable development and CSR issues. The finding is also supported by the results of the study conducted by De Souza and Pai (2013) and Singh (2013).

The present study also reflects that Ambuja Cement Foundation has been actively participating in CSR and fulfilling its obligation towards the society, the environment, and in the development of a self sustainable society. Its active participation beyond the traditional philanthropic belief system will provide it long term benefits of brand building and good will (Dokania & Pathak, 2014). It has ,therefore, set up a good example to be followed by budding businessmen on how and why to take up the cause of CSR and by becoming the cause of India's economic strength. In a nutshell, it can be concluded that the wider aim of CSR is to create higher and higher standards of living, while preserving the profitability of the corporation or the integrity of the institution for peoples both within and outside these entities (Singh, 2013). This finding is consistent with the findings of De Souza and Pai (2013). Therefore, CSR initiatives must be a part of a business strategy that will strengthen businesses to become economically viable and socially responsible.

Managerial Implications

The findings suggest that Ambuja Cement Foundation (ACF) should provide due consideration to the mining area of the firm because the mining area is found to be badly affected. The people living near the mining areas are the neglected group, and they had a negative impression about the company. This group has to be involved by the foundation while formulating CSR strategies and their implementation in the mining area in particular; doing so will improve the corporate image of the company. There is a need to spread awareness about corporate social responsibility activities carried out by the company in the community. In lieu of drastic climate changes occurring and green house effect, though Ambuja Cement has a climate change migration policy, but there is a need to aggressively employ both employees and the members of the community to build a better and cleaner environment. It is suggested that the company starts camps to promote this awareness and especially take up the issue of using alternative sources of energy. The community children can be actively involved in these programmes. Afforestation has to be taken up to bring phenomenal changes in the surroundings. This will further help the foundation in formulating CSR future plans and actions in response to the needs of the people of the community.

Limitations of the Study and Scope for Further Research

The study acknowledges a number of limitations, which in the real sense form the basis for further studies. These limitations correspond to methodology used and resource challenges. In the present study, data was collected at a single moment in time, which may limit the accuracy of the research. Moreover, the scale used to analyze the perceptions and expectations of the community towards company CSR was self developed. The study is limited in scope not only to one firm, but is also limited to CSR initiatives that are directed only towards the community as a stakeholder. Therefore, future research should include a comparative analysis of cement firms and also include other dimensions like customers, employees, suppliers, and other stakeholder issues. Moreover, the unit of analysis was the local community. So, the perception of other stakeholders towards CSR initiatives should also be examined and assessed. It is also suggested to expand the focus of research to include smaller and medium-sized firms and CSR in the context of globalization. Furthermore, the field of CSR needs a broader perspective that examines not just corporate social responsibility, but also community responsibility in accountability of corporations.

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