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A CASE STUDY ON CORPORATE SOCIAL RESPONSIBILITY OF JINDAL STEEL WORKS LTD, BELLARI (KARNATAKA)

**VENKATESHA K
RESEARCH SCHOLAR**

**DEPARTMENT OF STUDIES & RESEARCH IN COMMERCE
VIJAYANAGAR SRI KRISHNADEVARAY UNIVERSITY
BALLARI**

**DR. RAMESH.OLEKAR
ASSOCIATE PROFESSOR
PG DEPARTMENT OF STUDIES & RESEARCH IN COMMERCE
VIJAYANAGAR SRI KRISHNADEVARAY UNIVERSITY
BALLARI**

ABSTRACT

When India is making a transformational progress, GDP is growing at the rate of 8-8.5 percent per annum, sensex is reaching new heights every day, world is looking at us as one of fastest emerging economies of world. Shall we assume that our society is also progressing at the same rate as the economy is growing or there is a gap between economic vs. social progress of the country? If society is progressing at the same pace as the economy is growing then it is a very healthy sign but if there is a mismatch between the two then it would be very grave situation since it may widen the gap between the different strata of society. When most societies are wrestling with an acceleration and intensification of social change, there is a revolution of rising expectations. But how this change will happen. The businesses houses started realizing that they would have to rise over and above the profitability and take care of all those associated with their survival in the society directly or indirectly. This realization resulted into the concept of Corporate Social Responsibility (CSR). This research paper moves around developing an understanding about the corporate social responsibility (CSR), delving into its concept and finding out its scope taking the case study of the JSW Vijay Nagar Workers under Mr. Sajjan Jindal who has exemplified the sense of responsibility towards the upliftment of common masses and protection of the environment and development of the nation.

KEYWORDS

Corporate citizenship, Education, Community Deployment, Profitability, Society, Stakeholders.

1. INTRODUCTION

The importance of CSR emerged significantly in the last decade. Over the time, CSR expanded to include both economic and social interests. Along with this it also broadened to cover economic as well as social interests. Companies have become more transparent in accounting and display public reporting, due to pressures from various stakeholders. It is possible for companies to behave in the desired ethical and responsible manner towards consumers, employees, communities, stakeholders and environment. They have started incorporating their CSR initiative in their annual reports.

CSR is an entry point for understanding a number of firm-related and societal issues and responding to them in a firm's business strategy. However, there is a universal and prominent view on protecting the environment and stakeholders' interests. Emerging economies like India have also witnessed a number of firms actively engaged in CSR activities, and the Ministry of Corporate Affairs has come up with voluntary guidelines for firms to follow. Companies in India have quite been proactive in taking up CSR initiatives and integrating them in their business processes. The main purpose of the study understands the concept and scope of corporate social responsibility and getting an insight in CSR practices in the light of the case study of the JSW Ltd.

2. OBJECTIVES OF THE STUDY

1. To understand the concept of CSR.
2. To Elucidate Education and Community development programmes in JSW Ltd.
3. To know how the Jindal Steel Worker has fulfilled its responsibility towards all stakeholders; what specific activities, programs and strategies it has set, devised and implemented for the same.

3. RESEARCH METHODOLOGY

Exhaustive literature survey regarding the topic and related concepts has been done. Secondary data inclusive of quantitative and qualitative data as well collected from various sources including books, research papers, newspapers, magazines, and websites of JSW is used for the purpose of study.

4. LITERATURE REVIEW

The concept of CSR originated in the 1950's in the USA but it became prevalent in early 1970s. At that time US had lots of social problems like poverty, unemployment and pollution. Consequently a huge fall in the prices of Dollar was witnessed. Corporate Social Responsibility became a matter of utmost importance for diverse groups demanding change in the business. During the 1980's to 2000, corporations recognized and started accepting a responsibility towards society. Corporate social responsibility (CSR) focuses on the wealth creation for the optimal benefit of all stakeholders – including shareholders, employees, customers, environment and society. The term stakeholder means all those on whom an organization's performance and activities have some impact either directly or indirectly. This term was used to describe corporate owners beyond shareholders as a result of a book titled *Strategic management: a stakeholder approach* by R. Edward Freeman in the year 1984.

1. According to Bowen, —CSR refers to the obligations of businessmen to pursue those policies to make those decisions or to follow those lines of relations which are desirable in terms of the objectives and values of our society. —
2. Frederick (1960) stated "Social responsibility means that businessmen should oversee the operation of an economic system that fulfills the expectations of the people."
3. Davis (1960) argued that social responsibility is a nebulous idea but should be seen in a managerial context. He asserted that some socially responsible business decisions can be justified by a long, complicated process of reasoning as having a good chance of bringing long-run economic gain to the firm, thus paying it back for its socially responsible outlook (p. 70).
4. An ideal CSR has both ethical and philosophical dimensions, particularly in India where there exists a wide gap between sections of people in terms of income and standards as well as socio-economic status (Bajpai, 2001)

5. Goyder(2003) argues: —Industry in the 20th century can no longer be regarded as a private arrangement for enriching shareholders. It has become a joint enterprise in which workers, management, consumers, the locality, govt. and trade union officials all play a part. If the system which we know by the name private enterprise is to continue, some way must be found to embrace many interests whom we go to make up industry in a common purpose.
6. CSR implies some sort of commitment, through corporate policies and action. This operational view of CSR is reflected in a firm's social performance, which can be assessed by how a firm manages its societal relationships, its social impact and the outcomes of its CSR policies and actions (Wood, 1991).

5. CONCENTRIC CIRCLE & CSR

5.1 MEANING AND DEFINITION OF CORPORATE SOCIAL RESPONSIBILITY

CSR and business ethic focuses primarily on capacity building, empowerment of communities, more inclusive socio-economic growth, environment sustainability, promotion of environmentally benign and energy efficient technologies, development of underdeveloped regions, and upliftment of the marginalised and under-privileged sections of society (REC, 2013). Generally, CSR means that corporation and businesses in general while working on their main goal of maximizing their shareholders' profit should also keep in mind the societal concerns and needs and act responsibly towards the society in which they operate (Melikyan, 2010). World Business Council for Sustainable Development has defined CSR as "the commitment of business to contribute to sustainable economic development, working with employees, their families, and the local communities". The term corporate social performance was first coined by Sethi (1975), expanded by Carroll (1979), and then furnished by Wartick and Cochran (1985). However, the credit to define CSR at the global level goes to Howard Bowen (1953) who highlighted the status and degree of responsibilities that business class should accept. Liberal thinker Milton Friedman defined the concept CSR in terms of owner's objectives and stakeholder responsiveness which recognizes direct and indirect stakeholder interests (Urmila, 2012).

In 1971, the Committee for Economic Development issued a report throwing light on different dimensions of responsibilities to be fulfilled by the corporate. The responsibilities of corporations are described consisting of three concentric circles.

(a) Inner Circle: Clear cut, basic responsibilities for the efficient execution of the economic function, products, jobs and economic growth.

(b) Intermediate Circle: Encompasses responsibility to exercise this economic function with a sensitive awareness of changing social values and priorities. Eg. With respect to environmental conservation, hiring and relations with employees, expectation of customers for information, safety factors, etc.

(c) The Outer Circle: Newly emerging and still amorphous responsibilities that business should assume to become more broadly involved in actively improving the social environment.

5.2 CLASSIFICATION OF SOCIAL RESPONSIBILITY

a) Responsibility towards itself: It is the responsibility of each corporate entity run business and to work towards growth, expansion and stability and thus earn profits. If the corporation is to achieve social and economic ends, organizational efficiency should be boosted up.

b) Responsibility towards Employees: Employees are the most important part of an organization. Following are some of the responsibilities which a business entity has towards its employees- Timely payment, Hygienic environment, Good and impartial behavior, Health care through yoga, Recreational activities, Encouraging them to take part in managerial decisions

c) Responsibility towards shareholders: It is the responsibility of corporate entity to safeguard the shareholders' investment and make efforts to provide a reasonable return on their investment.

d) Responsibility towards state: Out of the profit available, the state is entitled to a certain share as per the income tax laws. Utmost transparency has to be exerted regarding the profit & loss account and the balance sheet.

e) Responsibility towards consumers: The Company should maintain high quality standards at reasonable prices. It should not resort to malpractices such as hoarding and black-marketing.

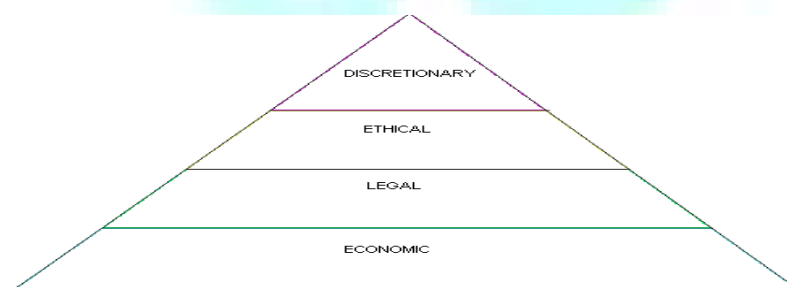
f) Responsibility towards environment: It is the responsibility of the organization to contribute to the protection of environment. It should produce eco -friendly products. Moreover, industrial waste management must be taken care of.

5.3 SOCIAL RESPONSIBILITY MODELS

There are some models which describe the evolution and scope of social orientation of companies.

(a) Carroll's Model: Archie B. Carroll has defined CSR as the complete range of duties business has towards the society. He has proposed a 3-d conceptual model of corporate performance. According to Carroll, a firm has the following four categories of obligations of corporate performance.-

FIG. 1



- **Economic:** The firm being an economic entity, its primary responsibility is to satisfy economic needs of the society and generation of surplus for rewarding the investors and further expansion and diversification.
- **Legal:** The laws of the land and international laws of trade and commerce has to be followed and complied with.
- **Ethical:** Ethical responsibilities are norms which the society expects the business to observe like not resorting to hoarding and other malpractices.
- **Discretionary:** Discretionary responsibilities refer to the voluntary contribution of the business to the social cause like involvement in community development or other social projects pertaining to health and awareness of the masses.

(B) ACKERMAN'S MODEL: This model defines CSR in three different phases

First phase - Top management recognizes social problem

Second phase - The Company appoints staff specialists to look into the issue and find measures to tackle it

Third phase - Implementation of the strategy derived by the specialists

5.4 CORPORATE SOCIAL RESPONSIBILITY AS A STRATEGY

CSR needs a proper and step by step implementation. Andrew (1980) ¹¹ has developed an approach to the question of strategic choice. His four key questions suggest the approach that companies may follow in determining their level of CSR activity.

Those four questions are following:

- a. **Determining Organizational Competencies:** what can we do?
- b. **Looking at Industry threats and opportunities:** what might we do?
- c. **Examining the values of key implementers:** what do we want to do?
- d. **Determining the social responsibility:** what ought we to be doing?

By finding out answers to these questions managerial decisions can be molded towards serving a strategic need. This means CSR in practical terms is an ongoing process, constantly monitoring the environment and inter and intra firm relationships. The linkage between strategy and CSR is quite noticeable. As strategy implies choice there exists many opportunities to not only generate multiple options but also the choice between different modes of action, in a manner to attain corporate objectives more effectively. The question of trade-off rests between a body corporate defining a path of action that is governed by the need and desire for profits and social responsibility as well. A managerial decision-making grid can be thought of to help corporate generate multiple options. Corporate Social Responsibility becomes strategic when it fetches substantial economic benefits to the firm, in particular, supporting the core business activities and thereby contributing to the accomplishment of its mission in the optimal manner enriching the firm and the society as well.

6. CSR PRACTICES OF JSW

Industries are the tools for economic development of the nation it is universal accepted statement but in recent trends it also work for the development of the socio-economic and sustainable development of society because the following programmes of JSW Ltd. works under the CSR activates of the company

6.1 EDUCATIONAL DEVELOPMENT

The Foundation works on the premise that every school going aged boy and girl who is not attending school is either into child labour or social exploitation. The Foundation works on the premise that every school going aged boy and girl who is not attending school is either into child labour or social exploitation.

➤ COMPUTER AIDED LEARNING CENTRES

This is a collaborative project between the JSW Foundation, the Azim Premji Foundation and the Village School Management Committees. The Azim Premji Foundation has developed multiple language interactive CDs for children and the JSW Foundation establishes computer education in rural schools, trains teachers and gives them a stipend. The local school management committees are persuaded to build facilities required for computer education. This project has led improved attendance in schools in turn requests from schools from neighbouring villages, and, increased computer literacy as the school management committees have permitted local girls and boys to avail of this facility and get trained. Our coverage or the reporting year includes schools in our mining villages in Bellary, Thane and Kurnool districts.

➤ CHILDREN MOBILE LIBRARIES

On pilot basis, mobile libraries have been set up in 25 villages to encourage and sustain a reading habit among children is another important programme in the educational field. As an initial activity, potential local girls-volunteers who have studied at least high school and already conducting evening tuition classes are identified. They are trained in book-keeping and maintaining of relevant records. The system of collecting nominal membership fees by the children for the library is discussed with them. An honorarium is fixed based on performance and membership strength. Total 2,500 children's books and other materials are provided by the library to the rural students. A monthly review meeting of volunteers is conducted to ensure each and every child has completely read and properly understood the contents of the borrowed book. The books are rotated among the centers so that children get variety of books. This has encouraged and sustained a reading habit among more than 3,240 children. Also this has provided an earning source for 18 local girls who run these centers.

➤ EARLY CHILDHOOD EDUCATION PROJECT

This project involves development of playful and interactive teaching material at pre-school level and training of government staff working in the integrated child development scheme of the government of India on the one hand, and, facilitating women in difficult domestic situations to start child development centres on the other. It was realized from the needs assessment that the Integrated Child Development Project which aims towards the holistic, all round development of children has ended up developing just the feeding centers for children at village level. The opportunity to impart education to 3 to 6 year old children is practically lost because the anganwadi worker is not trained in this aspect. No doubt malnutrition amongst children is alarming, but apart from health and nutrition initiatives, anganwadi centers

➤ MID-DAY MEAL

In collaboration with two civil society institutions the Foundation supports outreach of mid day meal to over 200,000 children covering 964 villages and schools. It has donated land to establish the kitchen and supports operations through a recurring grant. Rural schools where this service is provided have reported increase in attendance and better health of their children. Some children have got educational scholarships from concerned employees while vendors of JSW and other small and medium enterprises have extended financial support to this project.

➤ SCHOLARSHIPS

The Foundation awards a scholarship to meritorious students of JSW employees as well as from the community. These scholarships are given for the entire duration of their studies in engineering, management, arts, architecture and accountancy related subjects. We have also initiated rural meritorious students scholarship where we awarded the first three toppers of the tenth grade at all locations. Till this year we have awarded 131 children. This year we awarded 82 students under this scheme from schools that are in immediate vicinity of our operations.

➤ VILLAGE LEARNING CENTRES

At the onset, the Foundation conducts house-to-house surveys through its volunteers to identify out of school children in the age group of 6 to 14 years. Volunteers then identify the suitable place to run the centre and operate on flexible schedules to suit the availability of children. Residential camps are conducted for selected (for those children whose parents give consent) children to motivate them to revert back to formal schooling. Understanding the need for handholding, the Foundation undertakes further training and counseling through subject specialists. Once the child reaches a certain level of competency, the Foundation approaches local school authorities to facilitate the student to rejoin school. Every child has a volunteer back up to minimize incidences of dropping out. Different motivational activities for school dropouts are conducted in the evening hours. These centres play the 'parent role' in their schooling process. Special residential camps are being organised to motivate these children to go back to school. So far 269 children have been mainstreamed through this program and 1,600 children are recovered.

➤ CAREER GUIDANCE PROGRAMS

The Foundation facilitates JSW staff and career experts to visit rural schools and speak on career options with students studying in grades 9, 10, 11 and 12. It also participates in careers fairs organised through various academic institutions. Till date 16,000 children have benefited of this workshops and exhibitions.

6.2. COMMUNITY DEVELOPMENT

At JSW we believe that a company's prosperity is linked with the overall development of its neighboring communities. We touch the lives of the communities that surround our operations either on our own or in partnership with NGO's, government bodies and the community at large. Headed by Mrs. Sangita Jindal, the JSW Foundation drives all community development on behalf of JSW Steel. Empowering communities and enabling them to grow hand in hand with us is deeply ingrained in our business approach. The overarching philosophy is to emerge as a responsible corporate citizen. Through our social initiatives we have invested a total of INR280 million during the reporting period towards accelerating inclusive and participatory societal growth. The JSW Foundation believes in the policy of 'People First' for its developmental vision. The objective is to make a difference in the socio-economic environment where JSW Steel has operations, either individually or in partnership with government bodies, NGOs and the community at large. The Foundation aims to touch upon all aspects of the individual's life through focus areas of education, health, livelihoods and capacity building (with special attention to women's empowerment), natural resource management, sports, arts and culture.

Its activities stem from the leadership's firm belief that business is dependent on society for its growth and prosperity and those islands of prosperity will not survive for long in the vast sea of poverty and unfulfilled basic needs

- Established Computer Aided Learning Centre in schools.
- Provided meals to about 60,000 children covering 480 schools through the Mid-day Meal programme.
- Create Self Help Groups through collateral free credit programmes aimed at income generation and thereby promoting sustainable livelihood opportunities to the poor women in villages around Vijayanagar Works.

- Established OPJC to empower the rural youth for livelihood promotion'. Each programme consists of modules of modular employable skills as per scheme of Ministry of Labour & Employment, Govt. of India for trades like Welder, Crane Operator and Mechanical Maintenance Mechanic (Mechanical Discipline) & Electrical Maintenance Mechanic and Electric AC Motor Winding Mechanic.
- Established Tamanna a school for differently abled children. This school strives to make these children financially independent by imparting vocational skills and training to the mentally challenged children and to develop possible income generating venture for them.
- Conducted 36 general health camps in 22 villages and 5,914 patients screened were provided with free medicines as per the need of the patients.
- Four new Computer Aided Learning Centers (CALCs) were set up, benefiting 2,300 primary school children.
- 526 children in 16 balawadis, 530 children in 20 mobile library centers & 492 slow learners in 20 villages have been benefited by the activities of Village Child Learning Centers.
- 29 new women SHGs were formed.
- Organised exposure visit on sustainable agriculture practice, plantation of trees (horticulture and forest species) in the selected farmers' field and trained farmers on composting, Vermicomposting and preparation of panchagavya for 29 farmers have been identified from 5 villages.
- Selected Basapura village for holistic infrastructure development and various infrastructure projects were taken up.
- Further focus on Primary Education, Infant & Maternal Mortality, and Environment Conservation –Millennium Development Goals of the United Nations.

6.3. HEALTH AND SAFETY

Their aim to facilitate detection and diagnosis of health ailments and mitigate the increasing prevalence of HIV-AIDS through our initiatives We aim to facilitate detection and diagnosis of health ailments and mitigate the increasing prevalence of HIVAIDS through our initiatives.

We aim to facilitate detection and diagnosis of health ailments and mitigate the increasing prevalence of HIV-AIDS through our initiatives been identified as trained as peer educators. Condom vending machines have been installed at the truck terminals and over 500 condom sachets are refilled every month. The Foundation is also setting up voluntary testing and counselling facility through mobile units to begin within Vijayanagar. Around 15,000 individuals and families are covered under this programme. We are now upscaling this work to include testing and counselling with truckers

➤ HOSPITALS

Jindal Sanjeevani, a 75 bedded, modern and centrally airconditioned hospital provides best of health care. Caters to the health needs of JSW employees, their dependents and the surrounding communities. The Jindal Sanjeevani Hospital (JSH) runs a free OPD once in a week and the underprivileged get the opportunity to use the facilities there. All health camps held in the villages are free of cost and the equipment from JSH is used for the same.

➤ UPGRADING PHCS

As a demonstration project, the Foundation has upgraded water and sewerage systems in the government run Primary Health Centres. Many of these have been upgraded to PHC level from dispensaries and lack basic infrastructural.

➤ CAMPS

Every location organises periodic health camps for the community and also operates mobile health facility. Often, hospitals and charities such as rotary and lions collaborate in this initiative. Anaemia is largely prevalent and specific instances of cleft lips are referred to doctors and plastic surgeons that perform surgeries gratis as their repayment to society. Around 155,000 rural patients are covered under these camps.

➤ WORK ON MITIGATING HIV-AIDS

Every location conducts awareness sessions and street plays in the villages. At plant level, certain employees have amenities in the general and maternity wards. As part of this initiative, a new water supply and storage system has been installed for the centre and accommodation for nurses, sewerage system have been renovated and operation theatre and other rooms have been sanitised. The foundation has also provided new equipment and together with the state health departments hopes to ensure upgraded and comfortable health outreach to a large rural population that avails the facility at the PHCs. Its radius is around 27 villages covering 55,000 population.

- Enhanced the reliability and safety of plant operations by institutionalizing a scientific preventive maintenance schedule for all coke oven batteries without affecting production.
- Optimised automatic sequence to increase productivity (from 121 tonnes per hour to about 129 tonnes per hour) and safety.
- Invested in central traffic control system for monitoring movement and safety at the raw material receipt yard to track and control the overall movement of trains inside JSW.
- Further focus on behavioural and operational safety to eliminate occurrence of any incident.

7. FINDINGS

- As business is an integral part of the social system it has to care for varied needs of the society
- Business which is resourceful has a special responsibility to the society.
- Social involvement of business would enhance a harmonious and healthy relationship between the society and business seeking mutual benefit for the both.
- Social involvement may create a better public image and goodwill for the company which further becomes instrumental in attracting customers, efficient personnel and investors.

8. RECOMMENDATIONS

- The concept of private-public partnership (PPP) should be applied in the effective implementation of CSR i.e. government and business houses should act in collaboration for the cause.
- The Human Resource department (at the political and private level both) should be entrusted with the responsibility of measuring and evaluating in CSR activities . It can be done in two forms (a) direct results, such as, economic and financial savings (b) indirect results like increase in employee satisfaction, less absenteeism, less employee turnover evaluated by staff surveys
- Periodic review of the CSR activities should be conducted by every business entity so as to identify the pitfalls and the areas left out.
- Innovation should essentially be a matter of concern ; be it searching the untouched areas and scope of CSR or the formulation of CSR strategy or the implementation thereof.
- NGOs should be encouraged to act in collaboration for the CSR activities under different schemes and projects as they play a crucial role in the upliftment of the masses.

9. CONCLUSION

For bringing back and maintaining the general balance in the economic and social arena it is evident to think deeply and act wisely about CSR. Every business house owe some responsibility towards the society, nation and world in general which provide it with all human, material and natural resources. Considering the long run growth and sustainable development following the norms of CSR , devising new policies and effective implementation is inevitable to bring and sustain a balance between corporate world and society, present generation and upcoming generation, man and nature . As far as the JSW is concerned, it has gone a long way in fulfilling its duty and responsibility towards the society and the nation. It has reached the masses to elevate their lives, to nurture their dreams and to hone their skills justifying the statement of the founder —We do not claim to be more unselfish, more generous and more philanthropic than other people.

But we think we started on sound and straightforward business principles, considering the interests of the shareholder, our own, and the health and welfare of the employees, the sure foundation of our prosperity.

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