

Influential Article Review - Post Mandate Expression of Corporate Social Responsibility in the Indian Context

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This paper examines corporate social responsibility. We present insights from a highly influential paper. Here are the highlights from this paper: The concept of Corporate Social Responsibility (CSR) underwent a overhaul in India for certain large, stable companies post the passing of the Companies Act, 2013. It transitioned from being a voluntary, sporadic exercise to mandated, objective, structured, transparent and accountable compliance - not only to the Government, but also to the other stakeholders and most importantly, to the Companies themselves. As a result, Corporate Communication on CSR became extremely relevant. Moreover, study of mandated CSR (here, under the Section 135 and Schedule VII of the Companies Act, 2013) also became a new area for knowledge creation. Although, much research has been done in the past to assess the relationship of CSR Communication with CSR and study the relationship of CSR with regards to Firm Performance, yet, this investigation remains the first empirical study done in the post-mandate period between the years 2015–2017, barely two years since the Act came into existence. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: India CSR, Corporate social responsibility, CSR communication, Mandated CSR, Section 135, Schedule VII, India, Empirical study, CSR mediator, Firm performance, Emerging economies, Intangible benefits, Reputation, Image

SUMMARY

- Sample adequacy is measured using Kaiser-Meyer-Olkin test . A bare minimum value of 0.5 is recommended by Kaiser et al.. Therefore, a value of .774 indicates the suitability of the sample for conducting factor analysis.
- Sig. .000 prudent conceptual understanding of the set of measured variables.
- Here, both the Principal Component Analysis as well as Factor Analysis has been used to determine the type of extraction. Factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. It attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables. Factor analysis can also be used to generate hypotheses regarding causal mechanisms or to screen variables for subsequent analysis .

- Factor extraction Total Variance Explained lists the eigenvalues associated with each linear component before extraction, after extraction and after rotation.
- Apart from chi-square goodness-of-fit test, there are various ancillary indices of fit i.e. goodness of fit index and adjusted goodness-of-fit index , the comparative fit index , and root mean square error of approximation. The GFI is the measure of relative amount of variance and covariance in sample data that is jointly explained by sigma.
- Reliability analysis is done to check the consistency of the ratings produced by the scale . The reliability of the scale is high in case the value of the Cronbach's alpha is greater than .60.
- Descriptive Statistics reveals that out of the 312 companies, 50% belonged to the Manufacturing sector, followed by the service sector and last, but not the least with the Mining sector having post graduate education.
- Descriptive statistics further divulges that while 30.8% belonged to the Top Management Team , the rest 69.2% belonged to the various functional departments like the CSR department, Human Resource department , Company
- Impact of CSR communication on CSR and that of CSR on firm performance
- The analysis of the structural equation modelling specifies the relationship among latent variables as specified by the theory. SEM is also referred to as causal modelling, causal analysis, simultaneous equation modelling, and analysis of covariance structures, path analysis, or CFA .
- The model of CSR communication with CSR and company performance appears in Fig. 5.
- The fit indices of the structural equation modelling is given in Table 12. The analysis starts with the evaluation of the fit indices.
- Based on the Structural Equation Model, the impact of CSR Communication on CSR and the impact of CSR on Firm Performance can be analysed.
- Communication has both a positive and statistically significant impact on Corporate is supported. This finding corroborates with Ligeti and Oravecz, who states that «Corporate Social Responsibility and the related communication are inseparable».
- Information about CSR helps consumers to learn about the company's value system and to acquire consumers' positive perception about a particular company .
- Responsibility has both a positive and a statistically significant impact on Firm Performance. Therefore, hypothesis H3 is supported. This confirms to Rettab et al.
- Corporate reputation even in emerging economies where the researchers expect that CSR activities will not be communicated effectively to external stakeholders due to lack of skills and effective channels.
- Corporate Social Responsibility mediates the relationship between CSR Communication and Firm Performance.
- Corporate Social Responsibility does have a mediating effect between CSR Communication and Firm Performance.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Mitra, N., Akhtar, A., & Gupta, A. D. (2018). Communicating Corporate Social Responsibility in the post mandate period: Evidence from India. *International Journal of Corporate Social Responsibility*, 3(1), 1–16.

This is the link to the publisher's website:

<https://jcsr.springeropen.com/articles/10.1186/s40991-018-0033-4>

INTRODUCTION

CSR communication has gained a momentum in India in recent times (2014 onwards), not only because the firms feel strongly to communicate their CSR efforts, but also, because it is mandated by the Section 135 of the Companies Act, 2013 (Appendix 1) that requires the Board of the stipulated Companies to: “after taking in account the recommendations made by the CSR Committee, approve the CSR policy for the Company and disclose the contents of such Policy in its report and also place it on the company’s website, if any, in such manner as may be prescribed.” This act of including CSR Communication within the statute has made it not only more relevant, but also more serious. However, this “process of communicating the social and environmental effects of organizations’ economic actions to particular interest groups within society and to the society at large” (Gray et al. 1996; Wang 2013) is not new.

Different scholars at different times have recognised different philosophies of various Companies for communicating their CSR efforts. Kotler and Lee 2005 observe that while some recommend “don’t be shy,” others have a company policy to “let others do the talking.” Whatever be the philosophy, a CSR Communication plan can minimize ‘company anxiety’ regarding CSR communications as over-promising or declarations of rightness and good intentions that could cause mistrust of consumers and stakeholders creating the opposite effects from those expected (Das Gupta 2012). Yet, any discussion on CSR or its Communication will remain incomplete unless it’s effect on the firm performance is gauged. After all, the purpose of any business is to maximise profit.

CONCLUSION

The contribution of this research can be drawn both in terms of its theoretical as well as managerial implications, as hereunder:

From the theoretical point of view, the empirical results of this research support some previously made and analyzed assumptions while questioning some of the others. Some of the major theoretical findings of this empirical research among the large Indian Firms in the post mandate period are as follows:

- CSR Communication has a positive as well as a significant relationship with (Variable) Corporate Social Responsibility;
- (Variable) Corporate Social Responsibility has both a positive and significant relationship with Firm Performance.

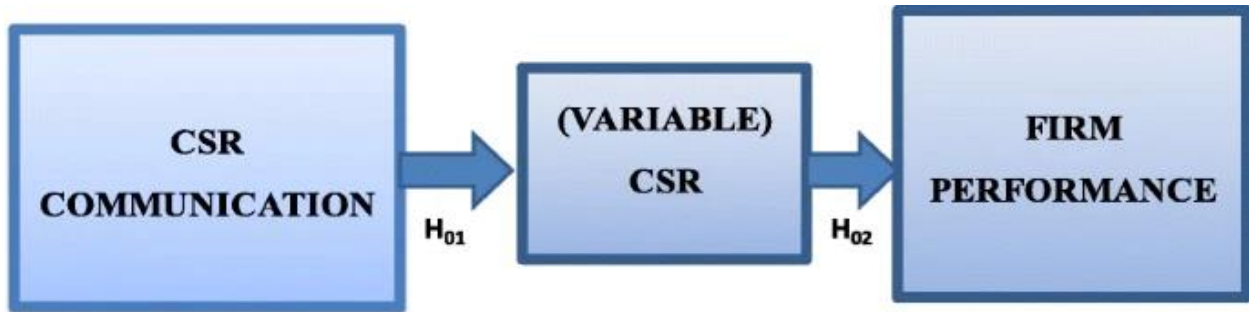
Needless to say, while some of the extant theories had already established the above-mentioned significance among the relations, it was mostly done in a different contextual setting.

Mandated CSR is a new area of study as one of the pioneers of CSR mandate, is India itself, having brought CSR under its statute only in the year 2013. The findings of this research thus forms some of the early theoretical bases for study in mandated CSR in an emerging country like that of India. Incidentally, the CSR mandate is also applicable to the large Indian firms, which has the same sampling frame as that of this research.

On the other hand, any management research is incomplete without indicating its practical, managerial implications. This research contributes to this by pointing out that (Variable) Corporate Social Responsibility has a mediating effect between CSR Communication and Firm Performance. Thus, it can be deduced that (Variable) Corporate Social Responsibility can be used strategically to induce better firm performance by utilising CSR communication efficiently and effectively. In other words, management must start looking at (Variable) Corporate Social Responsibility not as an expenditure but as an investment as it induces better firm performance. Infact, this itself is the most important (Variable) Corporate Social Responsibility strategy for large Indian firms in the context of their firm performance.

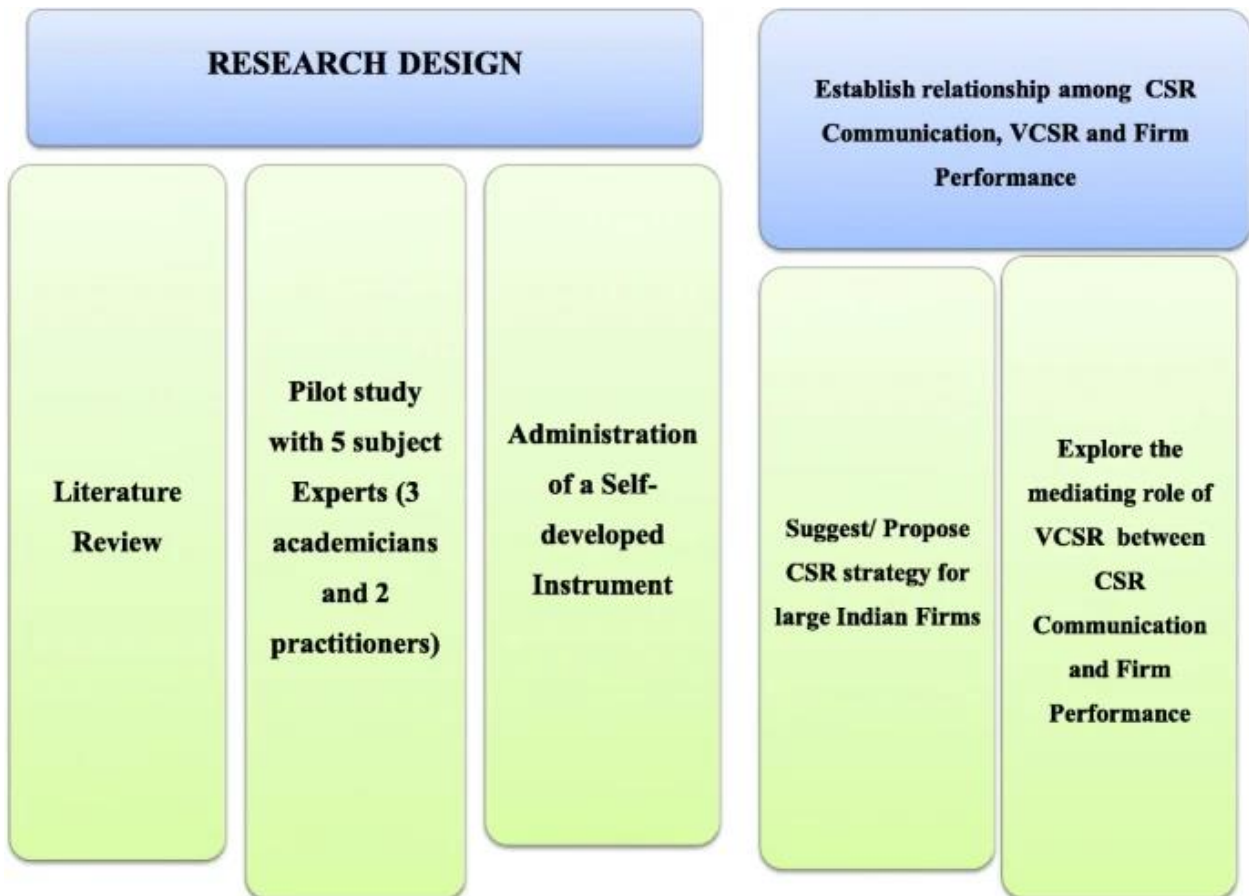
APPENDIX

**FIGURE 1
CONCEPTUAL RESEARCH MODEL**



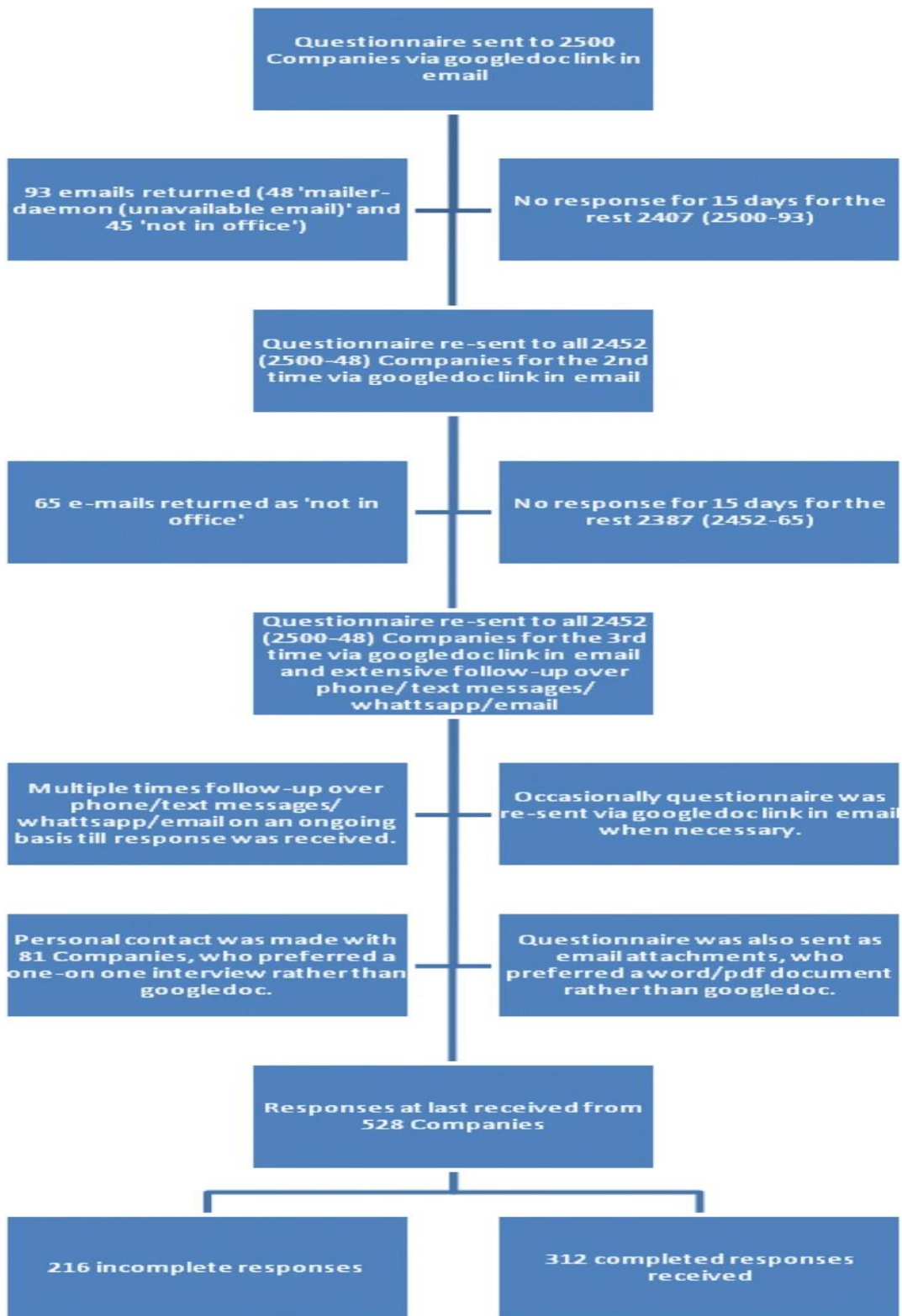
Source: Researchers' Own

**FIGURE 2
RESEARCH DESIGN**



Source: Researchers' Contribution

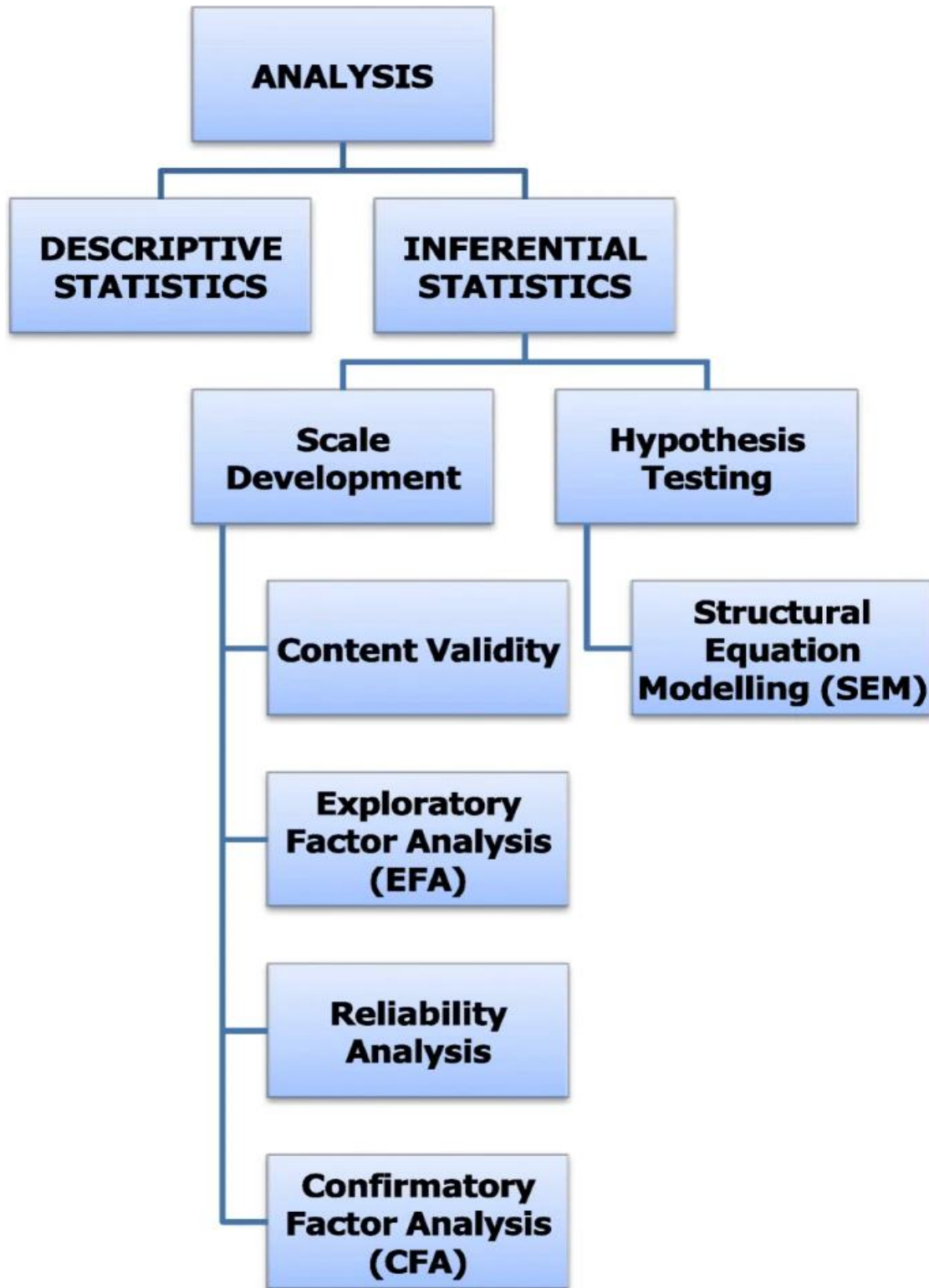
**FIGURE 3
THE PROCESS FLOW OF DATA COLLECTION**



Source: Researchers' Contribution

Figure 4

Stages of Analysis



Source: Researchers' Contribution

FIGURE 5

THE RESEARCH MODEL



Source: Researchers' Own

**TABLE 1
FOUR BROAD CSR ERAS BEFORE AND AFTER YEAR 1950 TILL 1978**

Period	Role of CSR
up to the 1950s	'philanthropic' era, in which companies donated to charities more than anything else
1953-67	'awareness' era, characterized by more recognition of the overall responsibility of business and its involvement in community affairs
1968-73	'issue' era, in which companies began focusing on specific issues such as urban decay, racial discrimination, and pollution problems
1974-8 and, continuing beyond	'responsiveness' era, where companies began taking serious management and organizational actions to address CSR issues

Source: Adapted from Carroll 2008

**TABLE 2
KEY CONSTRUCTS OF THE STUDY**

Stage	Independent variables	Dependent variable
1	CSR Communication	VCSR
2	VCSR	Firm Performance
3	CSR Communication	Firm Performance

Source: Researchers' Contribution

TABLE 3

GUIDE TO ABBREVIATIONS AND CONNOTATIONS OF VARIABLES USED IN CONCEPTUAL MODEL

Variables	Abbreviations	Connotation in this conceptual model
CSR Communication	VCOM	<i>"The process of communicating the social and environmental effects of organizations' economic actions to particular interest groups within society and to the society at large"</i> (Gray et al. 1996).
(Variable) Corporate Social Responsibility	VCSR	<i>"The formal and informal ways in which business makes a contribution to improving the governance, social, ethical, labour, environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religions, historical and cultural contexts"</i> (Visser 2008). Here, the context is India.
Firm Performance	VFP	Non-financial performance; <i>"intangible benefits for the company such as corporate reputation and image"</i> (Schwaiger 2004).

Source: Researchers' Compilation

**TABLE 4
USE OF DATABASES IN CSR RESEARCHES**

Database	CSR researchers
Prowess database of CMIE (Centre for Monitoring Indian Economy Pvt. Ltd.)	Mishra and Suar 2010; Ghosh 2014.
Karmayog CSR Rating	Gautam and Singh 2010; Sharma and Kiran 2011; Guha 2011; Shanmugam and Mohamed 2011; James 2012; Saxena and Kohli 2012; James 2013; Dutta and Singh 2013; Ajith 2014.
BSE (Bombay Stock Exchange)/ NSE (National Stock Exchange)	Rana and Misra 2010; Kansal and Singh 2012; Haldar and Mishra 2015; Chandra and Kaur 2015.

Source: Researchers' Compilation

**TABLE 5
KMO AND BARTLETT'S TEST**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	3898.871
	Df	276
	Sig.	.000

TABLE 6

TOTAL VARIANCE EXPLAINED

Component	% of Variance	Cumulative %
1	14.160	14.160
2	14.098	28.258
3	11.994	40.252
4	9.303	49.555
5	8.460	58.015
6	8.002	66.017
7	4.914	70.932

Extraction Method: Principal Component Analysis

**TABLE 7
COMMUNALITIES**

Items	Initial	Extraction	Items	Initial	Extraction
S30VCOM	1.000	.803	S61VCSR	1.000	.605
S31VCOM	1.000	.716	S62VCSR	1.000	.548
S32VCOM	1.000	.504	S63VCSR	1.000	.734
S33VCOM	1.000	.716	S64VCSR	1.000	.554
S34VCOM	1.000	.784	S65VFP	1.000	.705
S35VCOM	1.000	.718	S66VFP	1.000	.813
S36VCOM	1.000	.592	S69VFP	1.000	.742
S56VCSR	1.000	.829	S70VFP	1.000	.785
S57VCSR	1.000	.763	S71VFP	1.000	.677
S58VCSR	1.000	.769	S72VFP	1.000	.821
S59VCSR	1.000	.688	S73VFP	1.000	.703
S60VCSR	1.000	.743	S77VFP	1.000	.709

Extraction Method: Principal Component Analysis

TABLE 8

FACTOR LOADINGS OF THE ITEMS

Items	Loadings	Items	Loadings
S30VCOM	.817	S61VCSR	.650
S31VCOM	.676	S62VCSR	.695
S32VCOM	.604	S63VCSR	.568
S33VCOM	.745	S64VCSR	.601
S34VCOM	.542	S65VFP	.591
S35VCOM	.761	S66VFP	.840
S36VCOM	.715	S69VFP	.694
S56VCSR	.812	S70VFP	.667
S57VCSR	.738	S71VFP	.733
S58VCSR	.551	S72VFP	.792
S59VCSR	.814	S73VFP	.755
S60VCSR	.754	S77VFP	.786

Chi-square = 1588.468
 Degrees of freedom = 249
 Probability Level = .000

**TABLE 9
FIT INDICES**

Fit-indices	Recommended	Observed
CMIN/DF	< 3	2.535
GFI	>.9	.915
AGFI	>.9	.877
RMSEA	<.08	.070
CFI	>.9	.936

TABLE 10

RELIABILITY ANALYSIS

Factors	No. of items	α -value
Communication	7	0.758
(Variable) Corporate Social Responsibility	9	0.837
Firm Performance	8	0.833
Overall	24	0.860

**TABLE 11
SAMPLING PROFILE OF RESPONDENTS**

	Frequency	Percent
Age		
Below 39 yrs	87	27.9
40–60 yrs	207	66.3
61 yrs. and above	18	5.8
Total	312	100.0
Gender		
Male	267	85.6
Female	45	14.4
Total	312	100.0
Education		
Graduate	57	18.3
Post Graduate	204	65.4
Others	51	16.3
Total	312	100.0
Work Experience		
10 yrs. and below	42	13.5
11–20 yrs	117	37.5
21 yrs. & above	153	49.0
Total	312	100.0

Management		
Frontline Manager	24	7.7
Middle-level Manager	84	26.9
Top-level Manager	204	65.4
Total	312	100.0
Position		
CSR	93	29.8
HR	39	12.5
Top Management	96	30.8
Company Secretary	18	5.8
Public Relations	9	2.9
Others	57	18.3
Total	312	100.0
Nature of Company		
Private	222	71.2
Public	90	28.8
Total	312	100.0
Private Sector		
Indian Origin	225	72.1
Foreign Origin	84	26.9
Others	3	1.0
Total	312	100.0
Type of Industry		
Service	123	39.4
Manufacturing	156	50.0
Mining	33	10.6
Total	312	100.0

Source: Researchers' Own

TABLE 12

SEM FIT-INDICES

Fit-indices	Recommended	Observed
CMIN/DF	< 3	2.518
GFI	>.9	.915
AGFI	>.9	.878
RMSEA	<.08	.070
CFI	>.9	.936

Chi-square = 1590.650
Degrees of freedom = 250
Probability level = .000

TABLE 13
RESULTS OF SEM IN TABULAR FORM

Independent Variable	Dependent Variable	Hypothesis	(S.E)	Construct Reliability (C.R)	(P)	Result
VCOM	VCSR	H_{01}	.093	4.366	***	Positive and Significant
VCSR	VFP	H_{02}	.023	2.968	.003	Positive and Significant

TABLE 14
(VARIABLE) CORPORATE SOCIAL RESPONSIBILITY AS A MEDIATOR
BETWEEN CSR COMMUNICATION AND FIRM PERFORMANCE

H	MEDIATOR	RELATIONSHIP	INDIRECT EFFECT		ROLE
			LCL	UCL	
H_3	VCSR	VCOM-VCSR-VFP	.0257	.0978	Mediation

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

La comunicación de RSC ha ganado un impulso en la India en los últimos tiempos (2014 en adelante), no sólo porque las empresas se sienten firmemente por comunicar sus esfuerzos de RSC, sino también, porque está encomendada por el artículo 135 de la Ley de Sociedades de 2013 (Apéndice 1) que requiere que el Consejo de las Empresas estipuladas: "después de tener en cuenta las recomendaciones hechas por el Comité de RSC, aprobar la política de RSC para la Compañía y divulgar el contenido de dicha Política

en su informe y también colocarlo en el sitio web de la empresa, si lo hubiera, de la manera que se prescriba." Este acto de incluir la Comunicación de RSC en el estatuto la ha hecho no sólo más pertinente, sino también más grave. Sin embargo, este "proceso de comunicación de los efectos sociales y ambientales de las acciones económicas de las organizaciones a grupos de interés particulares dentro de la sociedad y a la sociedad en general" (Gray et al. 1996; Wang 2013) no es nuevo.

Diferentes estudiosos en diferentes momentos han reconocido diferentes filosofías de varias Empresas para comunicar sus esfuerzos de RSC. Kotler y Lee 2005 observan que mientras que algunos recomiendan "no ser tímido", otros tienen una política de la compañía para "dejar que otros hablen". Cualquiera que sea la filosofía, un plan de comunicación de RSC puede minimizar la "ansiedad de la empresa" con respecto a las comunicaciones de RSE como excesivamente prometedoras o declaraciones de rectitud y buenas intenciones que podrían causar desconfianza a los consumidores y las partes interesadas creando los efectos opuestos de los esperados (Das Gupta 2012). Sin embargo, cualquier discusión sobre la RSE o su Comunicación seguirá siendo incompleta a menos que su efecto en el desempeño de la empresa sea desafiado. Después de todo, el propósito de cualquier negocio es maximizar los beneficios.

CONCLUSIÓN

La contribución de esta investigación se puede extraer tanto en términos de sus implicaciones teóricas como de gestión, como a continuación:

Desde el punto de vista teórico, los resultados empíricos de esta investigación apoyan algunas suposiciones previamente hechas y analizadas mientras cuestionan algunas de las otras. Algunos de los principales hallazgos teóricos de esta investigación empírica entre las grandes empresas indias en el período post-mandato son los siguientes:

- La Comunicación de RSC tiene una relación positiva y significativa con la Responsabilidad Social Corporativa (Variable);
- (Variable) La Responsabilidad Social Corporativa tiene una relación positiva y significativa con el Desempeño de la Firma.

No hace falta decir que, si bien algunas de las teorías existentes ya habían establecido la importancia antes mencionada entre las relaciones, en su mayoría se hizo en un entorno contextual diferente.

La RSE obligatoria es una nueva área de estudio como uno de los pioneros del mandato de RSE, es la propia India, habiendo puesto la RSE bajo su estatuto sólo en el año 2013. Los resultados de esta investigación constituyen así algunas de las primeras bases teóricas para el estudio en un país emergente como el de la India. Por cierto, el mandato de RSE también es aplicable a las grandes empresas indias, que tienen el mismo marco de muestreo que el de esta investigación.

Por otro lado, cualquier investigación de gestión está incompleta sin indicar sus implicaciones prácticas y gerenciales. Esta investigación contribuye a esto señalando que la Responsabilidad Social Corporativa (Variable) tiene un efecto mediador entre la Comunicación de RSC y el Desempeño de la Firma. Por lo tanto, se puede deducir que la Responsabilidad Social Corporativa (Variable) se puede utilizar estratégicamente para inducir un mejor rendimiento firme mediante el uso de la comunicación de RSC de manera eficiente y eficaz. En otras palabras, la dirección debe empezar a considerar la Responsabilidad Social Corporativa (Variable) no como un gasto, sino como una inversión, ya que induce un mejor desempeño de la empresa. De hecho, esta es la estrategia de Responsabilidad Social Corporativa (Variable) más importante (Variable) para las grandes empresas indias en el contexto de su desempeño en firme.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

La communication sur la RSE a pris de l'ampleur en Inde ces derniers temps (2014), non seulement parce que les entreprises sont fortement convaincues de communiquer leurs efforts de RSE, mais aussi parce qu'elle est prescrite par l'article 135 de la Loi sur les sociétés de 2013 (annexe 1) qui oblige le conseil d'administration des entreprises stipulées à : « après avoir pris en compte les recommandations du Comité RSE , approuver la politique de RSE pour la Société et divulguer le contenu de cette politique dans son rapport et la placer également sur le site Web de l'entreprise, le cas échéant, de la manière qui peut être prescrite. Cet acte d'inclure la communication sur la RSE dans la loi l'a rendue non seulement plus pertinente, mais aussi plus sérieuse. Toutefois, ce « processus de communication des effets sociaux et environnementaux des actions économiques des organisations à des groupes d'intérêt particuliers au sein de la société et à la société dans son ensemble » (Gray et coll., 1996; Wang 2013) n'est pas nouveau.

Différents chercheurs à différents moments ont reconnu différentes philosophies de diverses entreprises pour communiquer leurs efforts de RSE. Kotler et Lee 2005 observent que si certains recommandent « ne soyez pas timides », d'autres ont une politique d'entreprise pour « laisser les autres parler ». Quelle que soit la philosophie, un plan de communication sur la RSE peut minimiser « l'anxiété de l'entreprise » à l'égard des communications sur la RSE comme étant trop prometteuses ou des déclarations de droit et de bonnes intentions qui pourraient susciter la méfiance à l'égard des consommateurs et des parties prenantes, ce qui créerait les effets opposés de ceux attendus (Das Gupta, 2012). Pourtant, toute discussion sur la RSE ou sa communication restera incomplète à moins que son effet sur la performance de l'entreprise ne soit ralenti. Après tout, le but de toute entreprise est de maximiser le profit.

CONCLUSION

La contribution de cette recherche peut être tirée à la fois en termes de ses implications théoriques et managériales, comme ci-dessous:

D'un point de vue théorique, les résultats empiriques de cette recherche appuient certaines hypothèses faites et analysées antérieurement tout en remettant en question certaines des autres. Voici quelques-unes des principales conclusions théoriques de cette recherche empirique auprès des grandes entreprises indiennes au cours de la période postérieure au mandat :

- RSE Communication a une relation positive et significative avec la responsabilité sociale (variable) des entreprises;
- (Variable) La responsabilité sociale de l'entreprise a à la fois une relation positive et significative avec la performance de l'entreprise.

Il va sans dire que, bien que certaines des théories existantes aient déjà établi l'importance susmentionnée parmi les relations, cela s'est surtout fait dans un contexte différent.

La RSE obligatoire est un nouveau domaine d'étude comme l'un des pionniers du mandat de RSE, est l'Inde elle-même, ayant introduit la RSE en vertu de sa loi seulement en l'an 2013. Les résultats de cette recherche constituent donc quelques-unes des premières bases théoriques d'étude de la RSE obligatoire dans un pays émergent comme celui de l'Inde. Incidemment, le mandat de RSE s'applique également aux grandes entreprises indiennes, qui ont le même cadre d'échantillonnage que celui de cette recherche.

D'autre part, toute recherche en gestion est incomplète sans indiquer ses implications pratiques et managériales. Cette recherche y contribue en soulignant que la responsabilité sociale des entreprises (variable) a un effet de médiation entre la communication sur la RSE et la performance de l'entreprise. Ainsi, on peut déduire que la responsabilité sociale d'entreprise (variable) peut être utilisée stratégiquement pour induire une meilleure performance de l'entreprise en utilisant la communication sur la RSE de manière

efficace et efficiente. En d'autres termes, la direction doit commencer à examiner la responsabilité sociale des entreprises (variable) non pas comme une dépense, mais comme un investissement car elle induit une meilleure performance de l'entreprise. En fait, il s'agit de la stratégie de responsabilité sociale d'entreprise la plus importante (variable) pour les grandes entreprises indiennes dans le contexte de leur performance d'entreprise.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Die CSR-Kommunikation hat in Indien in jüngster Zeit (ab 2014) an Dynamik gewonnen, nicht nur, weil die Unternehmen ihre CSR-Bemühungen stark kommunizieren müssen, sondern auch, weil sie durch den Section 135 des Companies Act 2013 (Anhang 1) vorgeschrieben ist, der den Vorstand der vorgegebenen Unternehmen verpflichtet, "nach Berücksichtigung der Empfehlungen des CSR-Ausschusses", genehmigen Sie die CSR-Richtlinie für das Unternehmen und legen Sie den Inhalt dieser Richtlinie in ihrem Bericht offen und platzieren Sie sie gegebenenfalls auch auf der Website des Unternehmens in der vorgeschriebenen Weise." Dieser Akt der Einbeziehung der CSR-Kommunikation in das Statut hat sie nicht nur relevanter, sondern auch ernster gemacht. Dieser "Prozess der Vermittlung der sozialen und ökologischen Auswirkungen des wirtschaftlichen Handelns von Organisationen an bestimmte Interessengruppen innerhalb der Gesellschaft und an die Gesellschaft insgesamt" (Gray et al. 1996; Wang 2013) ist nicht neu.

Verschiedene Wissenschaftler zu unterschiedlichen Zeiten haben unterschiedliche Philosophien verschiedener Unternehmen für die Kommunikation ihrer CSR-Bemühungen erkannt. Kotler und Lee 2005 beobachten, dass einige zwar "nicht schüchtern sein" empfehlen, andere aber eine Unternehmenspolitik haben, "andere das Reden zu lassen". Was auch immer die Philosophie sein mag, ein CSR-Kommunikationsplan kann die "Unternehmensangst" in Bezug auf CSR-Kommunikation als zu vielversprechende oder Vertrauenserklärungen minimieren, die Misstrauen gegenüber Verbrauchern und Interessenträgern hervorrufen könnten, die die gegenteiligen Effekte von den erwarteten Effekten erzeugen (Das Gupta 2012). Dennoch bleibt jede Diskussion über CSR oder seine Kommunikation unvollständig, es sei denn, ihre Auswirkungen auf die Unternehmensleistung werden beschwichtigt. Schließlich ist der Zweck eines jeden Unternehmens, den Gewinn zu maximieren.

SCHLUSSFOLGERUNG

Der Beitrag dieser Forschung kann sowohl in Bezug auf ihre theoretischen als auch in managementrechtlichen Implikationen gezogen werden, wie im Folgenden:

Aus theoretischer Sicht stützen die empirischen Ergebnisse dieser Forschung einige zuvor gemachte und analysierte Annahmen, während sie einige der anderen in Frage stellen. Einige der wichtigsten theoretischen Ergebnisse dieser empirischen Forschung unter den großen indischen Firmen in der Zeit nach dem Mandat sind wie folgt:

- CSR Communication hat eine positive und signifikante Beziehung zur (variablen) Corporate Social Responsibility;
- (Variabel) Corporate Social Responsibility hat sowohl eine positive als auch eine signifikante Beziehung zur Unternehmensleistung.

Selbstverständlich wurden einige der bestehenden Theorien zwar bereits die oben erwähnte Bedeutung unter den Beziehungen festgestellt, aber meist in einem anderen kontextuellen Rahmen.

Mandated CSR ist ein neues Studiengebiet als einer der Pioniere des CSR-Mandats, ist Indien selbst, das CSR erst im Jahr 2013 unter sein Gesetz gebracht hat. Die Ergebnisse dieser Forschung bilden somit einige der frühen theoretischen Grundlagen für studienmäßige CSR in einem Schwellenland wie dem Indiens. Übrigens gilt das CSR-Mandat auch für die großen indischen Unternehmen, die den gleichen Stichprobenrahmen wie diese Forschung haben.

Andererseits ist jede Managementforschung unvollständig, ohne ihre praktischen, managementpolitischen Implikationen anzugeben. Diese Forschung trägt dazu bei, indem sie darauf hinweist, dass (variable) Corporate Social Responsibility einen vermittelnden Effekt zwischen CSR-Kommunikation und Unternehmensleistung hat. So lässt sich ableiten, dass (variable) Corporate Social Responsibility strategisch genutzt werden kann, um durch effiziente und effektive csr-Kommunikation eine bessere Unternehmensleistung zu erzielen. Mit anderen Worten, das Management muss beginnen, die (variable) soziale Verantwortung der Unternehmen nicht als Ausgaben, sondern als Investition zu betrachten, da sie zu einer besseren Unternehmensleistung führt. Tatsächlich ist dies selbst die wichtigste (variable) Corporate Social Responsibility-Strategie für große indische Unternehmen im Kontext ihrer Unternehmensleistung.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

A comunicação da CSR ganhou um impulso na Índia nos últimos tempos (2014 em diante), não só porque as empresas sentem fortemente a comunicação dos seus esforços de RSE, mas também, porque é mandatada pela Secção 135 da Lei das Empresas, 2013 (Apêndice 1) que exige que o Conselho de Administração das Empresas estipuladas: "depois de ter em conta as recomendações feitas pelo Comité da CSR, 2013 (Apêndice 1) que exige que o Conselho de Administração das Empresas estipuladas: "depois de ter em conta as recomendações feitas pelo Comité da CSR , aprovar a política de RSE para a Empresa e divulgar o conteúdo dessa Política no seu relatório e colocá-lo também no site da empresa, se for caso disso, da forma que possa ser prescrita." Este ato de inclusão da comunicação da RSE no âmbito do estatuto tornou-a não só mais relevante, mas também mais grave. No entanto, este "processo de comunicação dos efeitos sociais e ambientais das ações económicas das organizações a determinados grupos de interesses na sociedade e na sociedade em geral" (Gray et al. 1996; Wang 2013) não é novo.

Diferentes estudiosos em diferentes épocas reconheceram diferentes filosofias de várias empresas para comunicar os seus esforços de RSE. Kotler e Lee 2005 observam que enquanto alguns recomendam "não seja tímido", outros têm uma política da empresa para "deixar outros falarem". Seja qual for a filosofia, um plano de comunicação da RSE pode minimizar a "ansiedade da empresa" no que diz respeito às

comunicações da RSE como declarações excessivamente promissoras ou declarações de justeza e boas intenções que possam causar desconfiança aos consumidores e às partes interessadas, criando os efeitos opostos dos esperados (Das Gupta 2012). No entanto, qualquer discussão sobre a RSE ou a sua Comunicação permanecerá incompleta, a menos que o seu efeito no desempenho da empresa seja exagerado. Afinal, o objetivo de qualquer negócio é maximizar o lucro.

CONCLUSÃO

O contributo desta investigação pode ser desenhado tanto em termos das suas implicações teóricas como de gestão, como no seu entender:

Do ponto de vista teórico, os resultados empíricos desta investigação apoiam alguns pressupostos anteriormente feitos e analisados enquanto questionam alguns dos outros. Algumas das principais conclusões teóricas desta investigação empírica entre as grandes empresas indianas no período de mandato pós-mandato são as seguintes:

- A Comunicação CSR tem uma relação positiva, bem como uma relação significativa com a Responsabilidade Social Corporativa (Variável);
- (Variável) A Responsabilidade Social Corporativa tem uma relação positiva e significativa com o Desempenho Firme.

Escusado será dizer que, embora algumas das teorias anteriores já tivessem estabelecido o significado acima referido entre as relações, foi feito principalmente num contexto contextual diferente.

A RSE mandatada é uma nova área de estudo como um dos pioneiros do mandato da RSE, é a própria Índia, tendo trazido a RSE ao abrigo do seu estatuto apenas no ano de 2013. As conclusões desta investigação formam assim algumas das primeiras bases teóricas para o estudo em RSE mandatada num país emergente como o da Índia. Aliás, o mandato da RSE é também aplicável às grandes empresas indianas, que têm o mesmo quadro de amostragem que o desta investigação.

Por outro lado, qualquer investigação de gestão é incompleta sem indicar as suas implicações práticas e de gestão. Esta investigação contribui para isso salientando que a Responsabilidade Social Corporativa (Variável) tem um efeito mediador entre a Comunicação da RSE e o Desempenho Firme. Assim, pode deduzir-se que a Responsabilidade Social Corporativa (Variável) pode ser usada estrategicamente para induzir um melhor desempenho firme utilizando a comunicação da RSE de forma eficiente e eficaz. Por outras palavras, a gestão deve começar a olhar para a Responsabilidade Social Corporativa (Variável) não como uma despesa, mas como um investimento, uma vez que induz um melhor desempenho firme. De facto, esta é, por si só, a estratégia de responsabilidade social corporativa mais importante (variável) para as grandes empresas indianas no contexto do seu desempenho firme.