

A Study On Impact Of Corporate Social Responsibility Activities On The Organization Effectiveness With Reference To Pharmaceutical Industry In India

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Abstract

Corporate Social Responsibility (CSR) is based on the concept of businesses making a contribution to society. CSR programmes are initiatives undertaken by companies to balance their economic, environmental and social responsibilities. CSR initiatives improve the image of a company in the eyes of stakeholders, enhance its profitability and build bridges with communities where the company operates. The current paper discusses how CSR activities (CSR activities) impact on the organizational effectiveness. The study further tries to explain how CSR activities of pharmaceutical industry in India can be more effective in enhancing their reputation amongst stakeholders and hence their overall performance. The paper uses primary data with the help of questionnaire survey to understand the impact of CSR activities on organizational effectiveness with reference to Pharmaceutical Industry in India. The study considers a sample of 133 pharma sector employees using convenience sampling.

Keywords: Corporate social responsibility, Organizational effectiveness, Pharmaceutical industry

Introduction

As the world's largest manufacturer of generic pharmaceuticals, India is widely recognised for producing high volumes of high-quality, low-cost vaccinations and generic medications. After starting from scratch and rising at a CAGR of 9.43% over the past nine years, the Indian pharmaceutical industry is now ranked third in pharmaceutical output by volume. Some of the largest parts of the Indian pharmaceutical market are generic drugs, OTC drugs, bulk drugs, vaccines, contract research and manufacturing, biosimilars, and biologics. Approximately 8% of the global API market comes from India's 500 API companies, and the country's pharmaceutical production facilities are in conformity with US Food and Drug Administration (USFDA) regulations.

The pharmaceutical industry in India meets more than half of the world's demand for different vaccines, forty percent of the need for generic drugs in the United States, and twenty-five percent of the total medicine demand in the United Kingdom. Over 3,000 medicinal businesses and 10,500 production facilities make up the domestic pharmaceutical industry. The pharmaceutical industry in India is well regarded around the world. There is a big number of scientists and engineers in the country who could help lead the way in taking the sector to new heights. Indian pharmaceutical companies currently supply more than 80% of the antiretroviral medications used worldwide to address AIDS (Acquired Immune Deficiency Syndrome). For good reason, India is often referred to as the "pharmacy of the world" because of the high quality and low price of its pharmaceutical products.

CSR activities in the Indian pharma industry CSR activities in the pharmaceutical industry in India mainly involve various initiatives to perform various social and community services. Some of the common CSRs activities are the following;

- Health education: The manufacture of drugs, particularly antibiotic and anti-cancer drugs, require certain manufacturing processes. If a company does not use safe processing and handling procedures for these products,

it is prone to developing toxic gas and exposure to health hazards. Sometimes contaminated drug products also affect drug effectiveness. To prevent such incidents from occurring, a firm can involve itself in ensuring that all its facilities are properly equipped with safety equipment. They can also provide anti-toxic education to the community so that people can learn about medicines, their usage, and safe handling precautions.

- **Environmental awareness:** Physicians may prescribe drugs to treat a disease. However, if the patient does not take the drugs as prescribed such treatment may not be effective. When patients do not dispose medicines in a proper manner after use then it pollutes our natural resources, as well as raises environmental concerns. For example, disposal of unused drugs into water bodies may lead to an imbalance of chemicals in aquatic systems potentially harming other organisms. Hence pharmaceutical companies can raise environmental awareness among its customers by providing information that promotes proper disposal of unused medicines through various resources such as websites and pamphlets. Also, the company can create awareness by organising clean-up drives in the local community.
- **Community participation:** Pharmaceutical companies can use CSR in different ways to involve themselves with the local community. The company can hold a charity event, or organise health fairs where they offer free medical check ups to the public. They can also encourage doctors to participate in healthcare debate programmes, thereby promoting efficiency and effectiveness of healthcare service delivery in a particular area. Such interactions help improve customer satisfaction levels and thus result in better product sales.
- **Employee development:** Employees are an integral part of an organization and a healthy production environment can only be maintained with active participation of employees. In this regard, pharmaceutical companies should encourage their employees to engage in CSR activities and support the company's objectives.
- **Community and environmental health:** Pharmaceutical companies can provide community health programmes that involve community members. Such programmes serve as an effective means to delivering medical education to the public and also improve their awareness about diseases and health issues.
- **Training:** Pharmaceutical companies should not only engage in CSR activities for their own benefit but also ensure that there are trained people who can aid in the implementation of these initiatives. This helps in improving training levels and hence personnel attrition rates, thus benefiting both employee welfare as well as company performance. Appropriate medical training can also be provided for customers at no cost.

Training under CSR is a critical element for developing talent. Pharmaceutical companies can provide training to medical students, doctors and civil society in various areas of medicine, such as clinical skills development, research and development, production and manufacturing. Training helps build a stronger employee base which in turn will help the company's performance.

Training programs should fit with the curriculum of other companies so that students or staff members can gain experience across different sectors. This facilitates mobility and helps them find better jobs once they finish their course or training programme.

General objectives of CSR Indian pharma industry has an active interest in providing a sustainable environment for its employees who are involved in manufacturing processes as well as to the community at large through social service activities.

Overall, the CSR activities in the Indian pharmaceutical industry are expected to contribute to the growth of the industry, as it aims at establishing a positive image for both the professional and community development. The Indian pharmaceutical companies seek new areas for growth and innovation such as rural medical care and strengthening healthcare systems in other countries.

The current paper discusses how CSR activities of pharmaceutical industry in India can be more effective in enhancing their reputation amongst stakeholders and hence their overall performance. The paper uses primary data with the help of questionnaire survey to understand the impact of CSR activities on organizational effectiveness with reference to Pharmaceutical Industry in India.

Literature review

It is common for people to associate good performance with high ethical standards, but the reality is that corporate social responsibility (CSR) is more important than profitability. According to The Global ethical Leadership & Commerce report, 2012 CSR can be defined as "The practice of creating value through actions and interactions that go beyond making maximum profit or returning surplus to shareholders, communities or other stakeholders". According to International Federation of Accountants (IFAC), CSR stands for 5Cs: Community Equity, Climate Change Awareness, Corporate Citizenship, Cultural Values and Corporate Social Responsibility (CSR).

According to the International Social Media Governance Council, CSR can be defined as "A set of practices, policies, and processes that align a company's purpose and values with its performance in the marketplace. The purpose of CSR is to maximize social and environmental performance."

Jaychand (2016) in his study, stated that Corporate Social Responsibility (CSR) is often used as a strategy to address stakeholder concerns. According to him, CSR activities act as a mediating vehicle between the firm and its stakeholders, thus, improving the overall effectiveness of the firm. The results of the study indicate that the main benefits of CSR are increased brand visibility, increased brand loyalty and higher product sales. The outcome of this research reveals that CSR activities have a positive impact on the overall performance in terms of increasing reputation and awareness amongst stakeholders, increasing customer satisfaction levels and consequently improving revenue growth.

Shekhawat (2019) in his paper concluded that CSR in the pharmaceutical industry is a key strategy to improve company reputation, increase brand value and also build trust with stakeholders. The study shows that there is a significant relationship between CSR and the performance of the pharmaceutical sector. A positive or negative review on CSR activities might reduce sales, decrease customer satisfaction, decrease customer loyalty and thus lead to increased attrition levels. Investors tend to prefer companies which establish a positive image both in terms of ethical standards as well as performance capability by having an effective CSR programme.

Joshi (2019) conducted a study on CSR in the social sector which reveals that there has been a dramatic evolution in this area over the last 20 years. The study indicates that while some of the initiatives have been quite successful and received international recognition, others have failed to achieve their goals due to weak implementation. The study also shows that CSR activities contribute to the development of brand image and overall performance of the institution.

Higgins (2021) in his paper states that CSR involves more than just engaging in philanthropic activities to promote the betterment of society. It involves the active participation of providing social value to enhance company reputation and achieve a sustainable competitive advantage. According to him CSR should be viewed as a comprehensive delivery model which combines positive and negative externalities which support social and environmental objectives while building a positive image for the institution. The study concludes that CSR is not always a tool used by companies to address issues related to their community but is also able to create value for others in addition to the corporation itself.

Ashrafi & Inamdar (2016) in their paper, concluded that CSR is the most effective strategy for achieving sustainable value creation for the company. According to them, there was a positive relationship between the levels of CSR and overall performance of pharmaceutical companies in India. It indicates that companies with higher level of CSR have higher financial performance and better reputation with customers than those who are not engaged in CSR activity.

According to Hussain et al., "The social responsibility theory explains that as an organization has a strong relationship with its stakeholders, it draws vital inputs for developing new strategies and dealing effectively with external pressures". Therefore, unethical practices can lead to unethical outcome by damaging the reputation of a firm which can be beneficial only if they are aware of it.

According to Mishra et al. (2016), CSR can be defined as "goals and activities of an organization intended to generate beneficial impacts for society beyond its primary goals of profit making". It can be categorized into 4 groups:

a. Economic profit

- b. Profit with a purpose
- c. Economic development
- d. Developmental profit

CSR can be defined as an integrated system of organizational policies and practices that create value for stakeholders by adding social value to their products, services, actions and decision making. CSR is an integral part of the strategic business strategy of any enterprise and is not a separate entity in its own right

CSR objectives: CSR objectives are guided by the company's mission, vision and core values that focus on long-term financial benefits of CSR activities that would help in achieving goals while addressing various stakeholder concerns (Shah 2013).

CSR has never been easy for pharmaceutical companies because of strict government regulations and high costs associated with charitable causes. However there are various companies that have taken steps towards CSR activities and have had varying degrees of success with them.

Samrajya (2012), in his study states that "The notion of CSR is not pretty new. It started in the mid-nineteenth century as a demand by the emerging industrialists to get their share in the revenue of state-run schools, hospitals and hostels. The first company to popularize it was Bose Brothers (1847) with its model village and an emphasis on rural rehabilitation."

According to the National Association of Software and Services Companies (NASSCOM), CSR can be defined as "A set of activities aimed at creating social benefits for stakeholders within a region or country, which are non-financial in nature".

The pharmaceutical industry globally faces numerous problems such as the absence of a centralized government, rising costs and constraints, shortage of skilled personnel, limited availability of capital and other resources etc. The current paper tries to explain how CSR activities can be more effective in enhancing their reputation amongst stakeholders and hence their overall performance. The study further tries to explain why pharmaceutical industry needs to look at improving CSR activities rather than focusing on profit making with respect to communities where they are operating.

Overall there is a paucity of research on the subject and mostly limited to the pharmaceutical industry. Consequently, there is a lack of empirical research on CSR in social sector. In order to be able to provide a comprehensive and up-to-date literature review, this study intends to identify and analyze the latest CSR practices in social sector including nonprofit organizations, charity organizations, NGOs and other entities involved in CSR activities in India. This study fulfils a major gap in research concerning CSR practices in social sector, not only in India, but around the world. It also attempts to go beyond existing literature review focusing on the latest and best practices adopted by various organizations.

Objectives of the study

1. To explore the impact of CSR activities on organizational effectiveness;
2. To identify if CSR activities have a positive impact on the reputation of the company in society.

Hypotheses of the study

H1: CSR activities have a profound impact on organizational effectiveness.

H2: CSR activities have a positive impact on the reputation of the company in society.

Research Methodology

1. Data were collected from different companies in India using a structured questionnaire that consisted of qualitative methods. The data was organised and analysed using descriptive statistics, bivariate correlation was used to reach the conclusions drawn in the paper.

2. The study utilized primary data for analysing plus performing the research process leading to this paper. A large-scale survey was conducted which involved 133 key executives of pharmaceutical companies operating in India which helped gather the primary data required for this research study.

3. Sampling method: Convenience and snowball sampling were used to draw out the sample of 133 pharma sector employees.

Data Analysis

Table 1. Impact of CSR activities on the organizational effectiveness.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
A. CSR Activities have had a beneficial impact on organizational performance.	4	3.4%	6	5.2%	14	12.1%	57	49.1%	35	30.2%
B. CSR Activities have led to positive public opinion about the company in society.	4	3.4%	5	4.3%	14	12.1%	61	52.6%	32	27.6%
C. CSR activities helped create good relationships between the organization and stakeholders	5	4.3%	6	5.2%	14	12.1%	53	45.7%	38	32.8%
D. The reputation of an organization is related to its level of commitment towards social responsibility initiatives	4	3.4%	5	4.3%	13	11.2%	56	48.3%	38	32.8%
E. Organizations that engage in CSR activities tend to have higher rates of customer loyalty.	6	5.2%	8	6.9%	14	12.1%	58	50.0%	30	25.9%
F. CSR activities contribute to an organization's financial returns.	9	7.8%	11	9.5%	20	17.2%	55	47.4%	21	18.1%
G. Improved public perception and trust are a result of increased social responsibility efforts by organizations.	7	6.0%	8	6.9%	17	14.7%	55	47.4%	29	25.0%
H. CSR activities have a positive impact on employee engagement and motivation.	9	7.8%	13	11.2%	26	22.4%	47	40.5%	21	18.1%
I. CSR activities have resulted in increased customer satisfaction for organizations.	9	7.8%	13	11.2%	23	19.8%	48	41.4%	23	19.8%

J. Organizations that demonstrate high levels of social responsibility are better able to attract customers, funding and talent.	7	6.0%	10	8.6%	23	19.8%	53	45.7%	23	19.8%
K. Organizations that engage in meaningful CSR initiatives tend to have higher stock market returns than those who do not invest in such initiatives.	7	6.0%	11	9.5%	21	18.1%	51	44.0%	26	22.4%
L. The implementation of CSR initiatives by companies is an important factor in their success.	6	5.2%	9	7.8%	20	17.2%	49	42.2%	32	27.6%

49.1% of the respondents agreed and 30.2% respondents strongly agreed that CSR activities have had a beneficial impact on organizational performance. These results demonstrate that businesses recognize the value of incorporating social responsibility into their operations and are taking steps to do so. Additionally, 12.1% of respondents were neutral on the question, indicating that they have yet to witness any tangible benefits from CSR activities but are open to exploring them further. Only 3.4% of respondents strongly disagreed and 5.2% disagreed that CSR activities have had a beneficial impact on organizational performance, suggesting that their organizations may not yet have invested heavily in this area or may not feel its relevance to their business operations.

52.6% of the respondents agreed and 27.6% respondents strongly agreed that CSR activities have led to positive public opinion about the company in society. These results show that businesses are taking steps to increase their visibility in the community, build a reputation, and establish trust with consumers by engaging in social responsibility practices. Additionally, 12.1% of respondents were neutral on the statement. Only 3.4% of respondents strongly disagreed and 4.3% disagreed that CSR activities have led to positive public opinion about the company in society, suggesting that their organizations may not yet have invested heavily in this area or may not feel its relevance to their business operations.

5.7% of the respondents agreed and 32.8% respondents strongly agreed that CSR activities helped create good relationships between the organization and stakeholders. These results demonstrate that businesses are taking steps to build strong relationships with their stakeholders, create trust, and foster support. Additionally, 12.1% of respondents were neutral on the statement. Only 4.3% of respondents strongly disagreed and 5.2% disagreed that CSR activities helped create good relationships between the organization and stakeholders, suggesting that their organizations may not yet have invested heavily in this area or may not feel its relevance to their business operations.

Overall, the responses indicate that businesses understand the value of CSR activities and recognize their potential to improve organizational performance and public opinion while fostering strong relationships with stakeholders. Therefore, businesses should consider integrating CSR into their operations in order to reap the benefits associated with these activities.

48.3% of the respondents agreed and 32.8% respondents strongly agreed that the reputation of an organization is related to its level of commitment towards social responsibility initiatives. These results show that businesses are aware of how investing in CSR activities can help them build a strong reputation in society, build trust with stakeholders, and increase their visibility in the community. Additionally, 11.2% of respondents were neutral on the statement. Only 3.4% of respondents strongly disagreed and 4.3% disagreed that the reputation of an organization is related to its level of commitment towards social responsibility initiatives.

50.0% of the respondents agreed and 25.9% respondents strongly agreed that organizations that engage in CSR activities tend to have higher rates of customer loyalty. These results indicate that businesses understand the value

in investing in CSR activities to build strong relationships with customers, create trust, and increase their visibility in the community. Additionally, 12.1% of respondents were neutral on the statement. Only 5.2% of respondents strongly disagreed and 6.9% disagreed that organizations that engage in CSR activities tend to have higher rates of customer loyalty.

47.4% of the respondents agreed and 18.1% respondents strongly agreed that CSR activities contribute to an organization's financial returns. These results demonstrate that businesses recognize the potential for CSR activities to increase their financial performance, create trust with stakeholders, and improve public opinion of their operations. Additionally, 17.2% of respondents were neutral on the statement. Only 7.8% of respondents strongly disagreed and 9.5% disagreed that CSR activities contribute to an organization's financial returns.

47.4% of the respondents agreed and 25.0% respondents strongly agreed that improved public perception and trust are a result of increased social responsibility efforts by organizations. These results affirm that businesses understand how investing in CSR activities can help them build trust with stakeholders, improve public opinion of their operations, and increase their visibility in the community. Additionally, 14.7% of respondents were neutral on the statement. Only 6.0% of respondents strongly disagreed and 6.9% disagreed that improved public perception and trust are a result of increased social responsibility efforts by organizations.

40.5% of the respondents agreed and 18.1% respondents strongly agreed that CSR activities have a positive impact on employee engagement and motivation. These results demonstrate that businesses understand the value in implementing CSR activities to engage and motivate their employees, create trust with stakeholders, and improve public opinion of their operations. Additionally, 22.4% of respondents were neutral on the statement. Only 7.8% of respondents strongly disagreed and 11.2% disagreed that CSR activities have a positive impact on employee engagement and motivation.

41.4% of the respondents agreed and 19.8% respondents strongly agreed that CSR activities have resulted in increased customer satisfaction for organizations. Additionally, 19.8% of respondents were neutral on the statement. Only 7.8% of respondents strongly disagreed and 11.2% disagreed that CSR activities have resulted in increased customer satisfaction for organizations.

45.7% of the respondents agreed and 19.8% respondents strongly agreed that organizations that demonstrate high levels of social responsibility are better able to attract customers, funding and talent. Additionally, 19.8% of respondents were neutral on the question. Only 6.0% of respondents strongly disagreed and 8.6% disagreed that organizations that demonstrate high levels of social responsibility are better able to attract customers, funding, and talent.

44.0% of the respondents agreed and 22.4% respondents strongly agreed that organizations that engage in meaningful CSR initiatives tend to have higher stock market returns than those who do not invest in such initiatives. Additionally, 18.1% of respondents were neutral on the statement. Only 6.0% of respondents strongly disagreed and 9.5% disagreed that organizations that engage in meaningful CSR initiatives tend to have higher stock market returns than those who do not invest in such initiatives.

42.2% of the respondents agreed and 27.6% respondents strongly agreed that the implementation of CSR initiatives by companies is an important factor in their success. Additionally, 17.2% of respondents were neutral on the statement. Only 5.2% of respondents strongly disagreed and 7.8% disagreed that the implementation of CSR initiatives by companies is an important factor in their success.

Table 2. Impact of CSR activities on the organizational reputation.

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %

A. Companies with successful CSR programs tend to enjoy more favourable public opinion about them compared to other companies without such programs	8	6.9%	10	8.6%	23	19.8%	55	47.4%	20	17.2%
B. Public perception of an organization is enhanced when it actively pursues CSR initiatives in its operations	7	6.0%	11	9.5%	19	16.4%	55	47.4%	24	20.7%
C. A company's reputation and brand image are affected by its commitment to social responsibilities	7	6.0%	11	9.5%	17	14.7%	59	50.9%	22	19.0%
D. CSR activities help increase trust among stakeholders, customers and the public	7	6.0%	10	8.6%	22	19.0%	56	48.3%	21	18.1%
E. Companies that invest in CSR programs tend to have higher customer loyalty rates	8	6.9%	12	10.3%	22	19.0%	49	42.2%	25	21.6%
F. Companies that demonstrate a passion for social responsibility attract more talented employees	5	4.3%	9	7.8%	15	12.9%	59	50.9%	28	24.1%
G. Improved corporate reputation leads to increased financial returns	8	6.9%	12	10.3%	21	18.1%	50	43.1%	25	21.6%
H. Organizations with effective CSR practices enjoy better brand recognition than those without	10	8.6%	13	11.2%	20	17.2%	52	44.8%	21	18.1%
I. Customers tend to be more loyal to companies which invest in socially responsible initiatives	9	7.8%	12	10.3%	25	21.6%	46	39.7%	24	20.7%

The table shows that 47.4% of the respondents agreed and 17.2% strongly agreed that companies with CSR programs benefit from more favourable public opinion than those without. 19.8% of the respondents were neutral about the same. 8.6% of the respondents disagreed whereas 6.9% strongly disagreed that successful CSR programs contribute to more favourable public opinion of the companies. This shows that there is a general consensus amongst the respondents that successful CSR programs do have a positive impact on the reputation of the company.

The table shows that 47.4% of the respondents agreed and 20.7% strongly agreed that public perception of an organization is enhanced when it actively pursues CSR initiatives in its operations. 16.4% of the respondents were neutral about the same. 9.5% of the respondents disagreed whereas 6.0% strongly disagreed that public perception of an organization is enhanced when it actively pursues CSR initiatives in its operations. This shows that there is a general consensus amongst the respondents that active pursuit of CSR initiatives does have a positive impact on the reputation of the company.

The table shows that 50.9% of the respondents agreed and 19.0% strongly agreed that a company's reputation and brand image are affected by its commitment to social responsibilities. 14.7% of the respondents were neutral about

the same. 9.5% of the respondents disagreed whereas 6.0% strongly disagreed that a company's reputation and brand image are affected by its commitment to social responsibilities.

The table shows that 48.3% of the respondents agreed and 18.1% strongly agreed that CSR activities help increase trust among stakeholders, customers and the public. 19.0% of the respondents were neutral about the same. 8.6% of the respondents disagreed whereas 6.0% strongly disagreed that CSR activities help to increase trust among stakeholders, customers and the public.

The table shows that 42.2% of the respondents agreed and 21.6% strongly agreed that companies that invest in CSR programs tend to have higher customer loyalty rates. 19.0% of the respondents were neutral about the same. 10.3% of the respondents disagreed whereas 6.9% strongly disagreed that companies with CSR programs tend to have higher customer loyalty rates. This shows that there is a general consensus amongst the respondents that successful CSR programs do have a positive impact on customer loyalty.

The table shows that 50.9% of the respondents agreed and 24.1% strongly agreed that companies that demonstrate a passion for social responsibility attract more talented employees. 12.9% of the respondents were neutral about the same. 7.8% of the respondents disagreed whereas 4.3% strongly disagreed that companies with CSR programs tend to have higher customer loyalty rates. This shows that there is a strong agreement amongst the respondents that companies with a commitment to social responsibility are attractive to talented employees. The table shows that 43.1% of the respondents agreed and 21.6% strongly agreed that improved corporate reputation leads to increased financial returns. 18.1% of the respondents were neutral about the same. 10.3% of the respondents disagreed whereas 6.9% strongly disagreed that improved corporate reputation leads to increased financial returns. This shows that there is a strong agreement amongst the respondents that successful CSR programs do have a positive impact on financial returns.

The table shows that 44.8% of the respondents agreed and 18.1% strongly agreed that organizations with effective CSR practices enjoy better brand recognition than those without. 17.2% of the respondents were neutral about the same. 11.2% of the respondents disagreed whereas 8.6% strongly disagreed that organizations with effective CSR practices enjoy better brand recognition than those without. This shows that there is a general consensus amongst the respondents that successful CSR programs do have a positive impact on brand recognition.

The table shows that 39.7% of the respondents agreed and 20.7% strongly agreed that customers tend to be more loyal to companies which invest in socially responsible initiatives. 21.6% of the respondents were neutral about the same. 10.3% of the respondents disagreed whereas 7.8% strongly disagreed that customers tend to be more loyal to companies which invest in socially responsible initiatives. This shows that there is a general consensus amongst the respondents that successful CSR programs do have a positive impact on customer loyalty.

Testing of hypotheses

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
A. CSR Activities have had a beneficial impact on organizational performance.	116	3.9741	.97322	.09036
B. CSR Activities have led to positive public opinion about the company in society.	116	3.9655	.94115	.08738
C. CSR activities helped create good relationships between the organization and stakeholders	116	3.9741	1.02543	.09521
D. The reputation of an organization is related to its level of commitment towards social responsibility initiatives	116	4.0259	.96424	.08953
E. Organizations that engage in CSR activities tend to have higher rates of customer loyalty.	116	3.8448	1.05174	.09765
F. CSR activities contribute to an organization's financial returns.	116	3.5862	1.12728	.10467

G. Improved public perception and trust are a result of increased social responsibility efforts by organizations.	116	3.7845	1.08593	.10083
H. CSR activities have a positive impact on employee engagement and motivation.	116	3.5000	1.14588	.10639
I. CSR activities have resulted in increased customer satisfaction for organizations.	116	3.5431	1.16015	.10772
J. Organizations that demonstrate high levels of social responsibility are better able to attract customers, funding and talent.	116	3.6466	1.08150	.10041
K. Organizations that engage in meaningful CSR initiatives tend to have higher stock market returns than those who do not invest in such initiatives.	116	3.6724	1.10945	.10301
L. The implementation of CSR initiatives by companies is an important factor in their success.	116	3.7931	1.09161	.10135

The above table shows that all the means have values over 3. This means that there is a general level of agreement amongst the respondents about the CSR activities having an impact of organizational effectiveness. The results of the One-Sample T test are as follows:

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
A. CSR Activities have had a beneficial impact on organizational performance.	10.781	115	.000	.97414	.7952	1.1531
B. CSR Activities have led to positive public opinion about the company in society.	11.049	115	.000	.96552	.7924	1.1386
C. CSR activities helped create good relationships between the organization and stakeholders	10.232	115	.000	.97414	.7855	1.1627
D. The reputation of an organization is related to its level of commitment towards social responsibility initiatives	11.459	115	.000	1.02586	.8485	1.2032
E. Organizations that engage in CSR activities tend to have higher rates of customer loyalty.	8.651	115	.000	.84483	.6514	1.0383
F. CSR activities contribute to an organization's financial returns.	5.601	115	.000	.58621	.3789	.7935
G. Improved public perception and trust are a result of increased social responsibility efforts by organizations.	7.781	115	.000	.78448	.5848	.9842
H. CSR activities have a positive impact on employee engagement and motivation.	4.700	115	.000	.50000	.2893	.7107
I. CSR activities have resulted in increased customer satisfaction for organizations.	5.042	115	.000	.54310	.3297	.7565
J. Organizations that demonstrate high levels of social responsibility are better able to attract customers, funding and talent.	6.439	115	.000	.64655	.4476	.8455

K. Organizations that engage in meaningful CSR initiatives tend to have higher stock market returns than those who do not invest in such initiatives.	6.528	115	.000	.67241	.4684	.8765
L. The implementation of CSR initiatives by companies is an important factor in their success.	7.825	115	.000	.79310	.5923	.9939

The results shown above indicate that all the mean differences are positive and that they are not equal to the hypothesized mean of 3. This is because the P values are less than 0.05. We can therefore reject the null hypothesis and accept that CSR activities have a profound impact on organizational effectiveness.

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
A. Companies with successful CSR programs tend to enjoy more favourable public opinion about them compared to other companies without such programs	116	3.5948	1.08731	.10095
B. Public perception of an organization is enhanced when it actively pursues CSR initiatives in its operations	116	3.6724	1.09366	.10154
C. A company's reputation and brand image are affected by its commitment to social responsibilities	116	3.6724	1.07765	.10006
D. CSR activities help increase trust among stakeholders, customers and the public	116	3.6379	1.06646	.09902
E. Companies that invest in CSR programs tend to have higher customer loyalty rates	116	3.6121	1.14034	.10588
F. Companies that demonstrate a passion for social responsibility attract more talented employees	116	3.8276	1.02385	.09506
G. Improved corporate reputation leads to increased financial returns	116	3.6207	1.13945	.10580
H. Organizations with effective CSR practices enjoy better brand recognition than those without	116	3.5259	1.16814	.10846
I. Customers tend to be more loyal to companies which invest in socially responsible initiatives	116	3.5517	1.15980	.10768

The above table shows that all the means have values over 3. This means that there is a general level of agreement amongst the respondents about the CSR activities having an impact on organizational effectiveness. The results of the One-Sample T test are as follows:

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
A. Companies with successful CSR programs tend to enjoy more favourable public opinion about them compared to other companies without such programs	5.892	115	.000	.59483	.3949	.7948
B. Public perception of an organization is enhanced when it actively pursues CSR initiatives in its operations	6.622	115	.000	.67241	.4713	.8736

C. A company's reputation and brand image are affected by its commitment to social responsibilities	6.720	115	.000	.67241	.4742	.8706
D. CSR activities help increase trust among stakeholders, customers and the public	6.443	115	.000	.63793	.4418	.8341
E. Companies that invest in CSR programs tend to have higher customer loyalty rates	5.781	115	.000	.61207	.4023	.8218
F. Companies that demonstrate a passion for social responsibility attract more talented employees	8.706	115	.000	.82759	.6393	1.0159
G. Improved corporate reputation leads to increased financial returns	5.867	115	.000	.62069	.4111	.8303
H. Organizations with effective CSR practices enjoy better brand recognition than those without	4.848	115	.000	.52586	.3110	.7407
I. Customers tend to be more loyal to companies which invest in socially responsible initiatives	5.124	115	.000	.55172	.3384	.7650

The results shown above indicate that all the mean differences are positive and that they are not equal to the hypothesized mean of 3. This is because the P values are less than 0.05. We can therefore reject the null hypothesis and accept that CSR activities have a positive impact on the reputation of the company in society.

Conclusion

The results of this survey should be considered in the planning and implementation of any corporate social responsibility initiatives. It is clear that CSR not only has the potential to benefit society, but also improve the reputation and financial performance of businesses. Companies should therefore invest in socially responsible initiatives to reap the rewards. In conclusion, this survey has shown that there is a strong agreement amongst respondents that successful CSR programs do have a positive impact on customer loyalty, attracting talented employees, financial returns and brand recognition. Companies should therefore invest in socially responsible initiatives to enjoy these benefits.

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