Changing roles and responsibilities of Corporate Leaders in India: A study with reference to selected organizations in the combined state of Andhra Pradesh

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Abstract

The era of globalization has made the business environment increasingly challenging and unstable. In India, this era started with the introduction of the New Economic Policy (NEP) in 1991. It is worth noting that India holds a prominent place among the new emergent economies and as such the forces of globalization had a definitive impact on firm practices. Some of the major challenges facing the emerging economies of today are globalization, changes in customer expectations, changing structures of revenues and costs, a greater concern for organizational changes, innovations in the technological arena, attracting, developing, and retaining skillful and knowledgeable human resource capital, and ensuring the sustainability of long term changes. The environmental changes require greater levels of managerial effectiveness in order to keep organizations competent on the face of such swift changes. It is important to investigate the managerial behavior within an organizational framework. Backs up this point of view wherein it was mentioned that with the worldwide growth in trade and commerce, it is necessary to study such behavioral aspects, especially, the roles and responsibilities of corporate leaders. This context of growth in trade and commerce provides unique challenges to leadership development in India. These challenges require efficient and effective leadership to sync with the pace and to build the capabilities needed to drive the growth. Hence, it is imminent and imperative to diagnose the traits, roles and responsibilities of corporate leaders.

Key Words: Corporate Social Responsibility, Organizational Effectiveness, Roles of Leaders, Value culture, Work atmosphere.

Introduction

The era of globalization has made the business environment increasingly challenging and unstable. In India, this era started with the introduction of the New Economic Policy (NEP) in 1991. It is worth noting that India holds a prominent place among the new emergent economies and as such the forces of globalization had a definitive impact on firm practices. Some of the major challenges facing the emerging economies of today are globalization, changes in customer expectations, changing structures of revenues and costs, a greater concern for organizational changes, innovations in the technological arena, attracting, developing, and retaining skilful and knowledgeable human resource capital, and ensuring the sustainability of long term changes. Organizations can duplicate technology, processes, products, and strategy. A firm's intangible assets such as human resources and related processes and practices are unique and inimitable. Thus, intangible factors such as organizational culture and leadership practices may form tangible outcomes in terms of individual performance and organizational excellence by forming the basis for framing organizations' wide policies and procedures. Change has become inherent in the contemporary business scenario. The environmental changes require greater levels of managerial effectiveness in order to keep organizations competent on the face of such swift changes. Goldman Sachs Investment Bank and World Bank placed India alongside Brazil, Russia and China as the four major players in the world business scenario. It is important to investigate the managerial behavior within an organizational framework. Backs up this point of view wherein it was mentioned that with the worldwide growth in trade and commerce, it is necessary to study such behavioral aspects, especially, the roles and responsibilities of corporate leaders.

This context of growth in trade and commerce provides unique challenges to leadership development

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in India. These challenges require efficient and effective leadership to sync with the pace and to build the capabilities needed to drive the growth. Hence, it is imminent and imperative to diagnose the traits, roles and responsibilities of corporate leaders.

Need for the study

In the post-independence phase of development, there has been very limited number of adequate or serious grass root efforts to evolve leadership styles, roles and responsibilities that are tuned to the Indian ethics, values, culture and experience. Many studies have shown the usefulness of the roles and responsibility of corporate leadership, and many organizations have shown preferences for Roles, Stress, Culture, Values and Responsibilities consequently the same has been incorporated in the training programmes to develop effective leaders for the organizations. But under the increasingly pressurizing for change on technological, economic and political fronts, there is increasing realization that the Executives have to delegate and adopt new roles and responsibilities to manage efficiently.

Review of Literature

Smita Tripathi, Guru Prakash Prabhakar and Joyce Liddle (2015) highlight the leadership practices of companies and non-profits in India as well as how culture influences these practices and how it affects management philosophies. They opined many qualities of a good leader as defined by Indian CEOs derived from the Hindu mythology (the Bhagvad Gita, the Mahabharata, the Ramayana and the four Vedas). They adopted semi-structured interviews with CEOs in India and found that Indian Leadership shares some aspects of global leadership traits, but factors such as culture and religion are significant influences on their leadership style and philosophy.

Keshorjit Singh, Sorokhaibam (2008), in their study 'Leadership attributions of top executives of organizations in Manipur' focused on the leadership characteristics of leaders in Manipur. It would also highlight a leadership frame of reference. This would help building leadership concept and context with reference to Manipur. The follower perspective was also incorporated. So the study would enable the understanding of followership in the leadership context of Manipur. Further, the research would attempt to study the leadership practices of leaders in Manipur. In the process, an attempt would be made to highlight the styles of leadership practices. So the study would make valuable contribution to the knowledge of leadership in general and specially, for the region - Manipur. It is significant because Manipur is a developing economy that needs direction from the Government, as well as Public. The status of roles played by the leaders in public and private organizations need analysis, and interpretation. The research will go a long way in understanding and building leadership context.

Gorski Hortensia (2017), in his study 'Leadership and Corporate Social Responsibility' stated that now-a-days leaders are facing economic, social and environmental challenges. Unfortunately, today trust in business is low. In this complex global environment of uncertainty and ambiguity, leaders have to anticipate the changes and to be catalysts for shifting their organizations towards a sustainable society. The purpose of this study is to investigate leaders' opinion regarding Corporate Responsibilities, reasons for CSR actions/ projects, areas of interest for CSR projects/ activities/ initiatives. Taking into account the growing interest towards a sustainable society is the need for a new type of leadership that promotes the CSR's ideals.

David Dinwoodie et al. (2015), in their study 'Navigating Change: A Leader's Role' said that the role of middle and senior-level leaders in making change happen is critical. Managers of teams, projects, departments, and functions are in a unique and powerful position. These are the leaders who must translate the vision of change from the C-Suite to the ground troops, help direct reports navigate the emotions of change and transition, and influence change agents to generate alignment and commitment for the change effort to be successful.

After reviewing the many studies in the fields of Leadership at national as well as at international level, the investigator concludes that although some of the studies related to leadership and organization performance have been covered, yet no comprehensive study in the field of Roles and Responsibilities of Corporate Leaders has been done so far with special reference to the present topic. Hence, it is clear that there is a dearth of research in the field of Roles and Responsibilities of Corporate Leaders which is needed for the present corporate sector organizational point of view. Hence, there is a significant need to focus on Roles and Responsibilities of Corporate Leaders in India in general and Andhra Pradesh in particular.

Research Gap

Among the Indian authors Ali Abdulridha Jabbar, and Ali Mohammed Hussein (2015), Sureshkumar, S and Karthikeyan, P. (2014), Wasim Abbas Imran Asghar (2010), and among the foreign authors Valentina Della

Corte and Fabiana Sepe (2017), Strand, R. (2011), Julia E. Hoch (2007) have studied on the role of leadership with reference to management and employees in the organization. Majority of the foreign authors like Geib & Swenson (2013), David Minja & Kirimi Ardon Barine (2012), Simola, Barling and Turner (2013), Harrinton & Voillequ (2011), Warrick (2011), Wang & Howell (2010), Correia de Lacerda (2010), Herold, Fedor, Caldwell, & Liu (2008), Eagly & Engen (2003), Eisenbach, Watson and Pillai (1999) have studies on transformational leadership with reference to CSR and other aspects. Since many other studies have revealed about Leadership and CSR, Leadership and Organization Development, Emotional Intelligence and Leadership, etc.

After reviewing the many studies in the fields of Leadership at national as well as at international level, the investigator concludes that although some of the studies related to leadership and organization performance have been covered, yet no comprehensive study in the field of Roles and Responsibilities of Corporate Leaders has been done so far with special reference to the present topic. Hence, it is clear that there is a dearth of research in the field of Roles and Responsibilities of Corporate Leaders which is needed for the present corporate sector organizational point of view. Hence, there is a significant need to focus on Roles and Responsibilities of Corporate Leaders in India in general and Andhra Pradesh in particular.

Objectives of the study

1. To examine the various aspects in the management of responsibilities to gain insight into value culture, impact of values, work atmosphere and ethics in the organization.

2. To analyze the roles and responsibilities of Corporate Leaders with reference to their skills and strategies.

3. To assess the perceptional differences of sample respondents toward roles and responsibilities of corporate leaders on social values, corporate social responsibilities, productivity and profitability.

4. Finally, suggesting ways for improving the scope and changing of translating the Roles and Responsibilities into concrete policies.

Research Methodology

The present study focuses on managerial personnel working for various Government, Public and Private sector organizations from various parts of the combined state of Andhra Pradesh. In selection of organizations the investigator carefully considered only the reputed and well established firms which are running in good condition.

The Sample of respondents for the study

This is an Empirical Research which is mostly used for the purpose of gaining required knowledge from the response or opinions of the respondents to reach the objectives of the study. In this research paper, as the concept this study is to find out the Roles and Responsibilities of corporate leaders which are assumed to be the operational validity in the context of Large and Medium scale enterprises only. For this purpose a total of 80 Indian Industrial Giants in the Government, Public and Private Organizations under manufacturing and Non-manufacturing sectors located in the industrial cities like Hyderabad, Visakhapatnam, Vijayawada and Tirupathi etc., are chosen for this study. With a prior permission of request for furnishing the responses as per the statements / questions given in the schedule, as many as 250 corporate leaders working at various managerial levels in the selected organizations were served for their active participation in the present study which is proposed to investigate the roles and responsibilities of corporate leaders. In this context, the researcher himself personally participated and distributed the schedule to the manager level corporate leaders of the study enterprises. All together the researcher received responses from 223 which were considered to be valid since they were duly filled up. Hence, the data of 223 responses were processed for research findings.

Source and method of data collection

In the present study both primary as well as secondary sources of data was used. The secondary data has been collected from various published and unpublished reports, articles, papers and records of University Libraries. Whereas, the primary data were collected through a pre-tested schedule covering a number of features on specific aspects and canvassed among the sample respondents.

Data analysis and Findings

The opinions of the respondents regarding the value culture of organizations are presented in Table 1 and the detailed analysis is given below. The Table depicts responses of the sample of respondents as follows on different identified aspects of organization culture like

Table 1: Perceptive Analysis of Corporate Leaders on Value Culture of the Organization

Statements	Very Poor	Poor	Average	Good	Very Good	Total
Scale Value	**1**	**2**	**3**	**4**	**5**	
Care	0 (0.0)	6 (2.7)	48 (21.5)	125 (56.1)	44 (19.7)	**223 (100.0)**
Frequency x Scale Value	0	12	144	500	220	**876-VIII**
Respect	0 (0.0)	0 (0.0)	39 (17.5)	134 (60.1)	50 (22.4)	**223 (100.0)**
Frequency x Scale Value	0	0	117	536	250	**903-III**
Concern	0 (0.0)	1 (0.4)	41 (18.4)	130 (58.3)	51 (22.9)	**223 (100.0)**
Frequency x Scale Value	0	2	123	520	255	**900-V**
Treatment	0 (0.0)	1 (0.4)	41 (18.4)	131 (58.7)	50 (22.4)	**223 (100.0)**
Frequency x Scale Value	0	2	123	524	250	**899-VI**
Benefits	0 (0.0)	1 (0.4)	34 (15.2)	132 (59.2)	56 (25.1)	**223 (100.0)**
Frequency x Scale Value	0	2	102	528	280	**912-II**
Help on personal problems	1 (0.4)	2 (0.9)	45 (20.2)	128 (57.4)	47 (21.1)	**223 (100.0)**
Frequency x Scale Value	1	4	135	512	235	**887-VII**
Career Growth	0 (0.0)	5 (2.2)	65 (29.1)	105 (47.1)	48 (21.5)	**223 (100.0)**
Frequency x Scale Value	0	10	195	420	240	**865-IX**
Improving Performance	0 (0.0)	1 (0.4)	39 (17.5)	132 (59.2)	51 (22.9)	**223 (100.0)**
Frequency x Scale Value	0	2	117	528	255	**902-IV**
Safety	2 (0.9)	5 (2.2)	64 (28.0)	105 (47.1)	47 (21.1)	**223 (100.0)**
Frequency x Scale Value	2	10	192	420	235	**859-X**
Controlled Freedom	7 (3.10)	4 (1.8)	140 (62.8)	54 (24.2)	18 (8.1)	**223 (100.0)**
Frequency x Scale Value	7	8	420	216	90	**741-XI**
Quality Improvement	0 (0.0)	1 (0.4)	26 (11.7)	143 (64.1)	53 (23.8)	**223 (100.0)**
Frequency x Scale Value	0	2	78	572	265	**917-I**
Total score for Value culture of the organization						**9661**
Maximum Possible Score	5 (Maximum score points) 223 (number of respondents) X 11 (number of statements)					**12265**
Per centage of value culture of the organization score	Total score for Value culture organization /Maximum Possible Score X 100					**78.7**
Average score						**878**

Source: Primary Data

As per the score values the ranks have been given to the above said value culture aspects of the organization. In this process, the maximum possible score of 12265 obtained for all the above said 11 value culture aspects of the organization and the actual score of 9661 perceives by the respondents with an average score of 878. Hence, the distributions of value culture aspects of the organization according to their ranks are arranged by above the average score which are more positive and below the average score which are less positive are listed below.

The above analysis and discussion infers that majority of the respondents are more positive towards quality improvement, benefits respect, improving performance, concern, treatment help on personal problems in the organization. Whereas less positive opinions of the respondents incurred towards care, career growth, safety and controlled freedom in the organization.

Table 2 presents about the aspects of work atmosphere in the organization. Work atmosphere accounts for the individual effectiveness and also team and organizational effectiveness. With respect to different organizational aspects the reflections of the respondents as follows.

Table 2: Perceptive Analyses on Aspects of Work Atmosphere in the Organization

SL. No	Statements	Strongly Agree	Agree	No Comment	Disagree	Strongly Disagree	Total
	Scale Value	**5**	**4**	**3**	**2**	**1**	
1	People perform well only if they enjoy their work	51 (22.9)	142 (63.7)	2 (0.9)	23 (10.3)	5 (2.2)	**223 (100.0)**
	Frequency x Scale Value	255	568	6	46	5	**880 – III**
2	Good pay and perks are important to work well	51 (22.9)	143 (64.1)	0 (0.0)	29 (13.0)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	255	572	0	58	0	**885 – II**
3	Performance linked pay encourages to perform better	55 (24.7)	138 (61.9)	1 (0.4)	29 (13.0)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	275	552	3	58	0	**888 – I**
4	Overtime payment is a good way to boost the performance	16 (7.2)	32 (14.3)	75 (33.6)	55 (24.7)	45 (20.2)	**223 (100.0)**
	Frequency x Scale Value	80	128	225	110	45	**588 – VIII**
5	Only financial incentives show real improvement in employee performance	42 (18.8)	144 (64.6)	0 (0.0)	31 (13.9)	6 (2.7)	**223 (100.0)**
	Frequency x Scale Value	210	576	0	62	6	**854 – VI**
6	Parties and social gatherings sponsored by companies help to increase employee morale	42 (18.8)	144 (64.6)	0 (0.0)	31 (13.9)	6 (2.7)	**223 (100.0)**
	Frequency x Scale Value	210	576	0	62	6	**854 – VI**
7	Higher autonomy at work improves motivation	43 (19.3)	148 (66.4)	0 (0.0)	32 (14.3)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	215	592	0	64	0	**871 – IV**
8	Feedback from the superiors, subordinates and peers help to improve work performance	38 (17.0)	151 (67.7)	0 (0.0)	32 (14.3)	2 (0.9)	**223 (100.0)**
	Frequency x Scale Value	190	604	0	64	2	**860 – V**
9	Safety	23 (10.3)	29 (13.0)	94 (42.2)	44 (19.7)	33 (14.8)	**223 (100.0)**
	Frequency x Scale Value	115	116	282	88	33	**634 – VII**
	Total score for work atmosphere						**7314**
	Maximum Possible Score	5 (Maximum score points) 223 (number of respondents) X 9 (number of statements)					**10035**
	Percentage of work atmosphere score	Total score for work atmosphere /Maximum Possible Score X 100					**72.9**
	Average score						**812**

Source: Primary Data

As per the score values the ranks have been given to the Work Atmosphere aspects of the organization. In this process, the maximum possible score of 7314 obtained for the above 9, Work Atmosphere aspects of the organization and the actual score of 10035 perceives by the respondents with an average score of 812. Hence, the distributions of Work Atmosphere aspects of the organization according to their ranks are arranged by above the average score which are more positive and below the average score which are less positive in the following.

The above analysis and discussion infers that majority of the respondents are more positive towards Performance linked pay encourages to perform better, Good pay and perks are important to work well, People perform well only if they enjoy their work, Higher autonomy at work improves motivation, Feedback from the superiors, subordinates and peers help to improve work performance, Only financial incentives show real improvement in employee performance and Parties and social gatherings sponsored by companies help to increase employee morale. Whereas less positive opinions of the respondents incurred towards Job satisfaction itself serves as a motivator and Overtime payment is a good way to boost the performance in the organization.

Table 3: Importance of Top / Middle Level Management roles in the Organization

SL. No	R oles	Very much Un important	Un important	In different	Important	Very Much Important	Total
	Scale Value	**1**	**2**	**3**	**4**	**5**	**6**
1	Identifying and creating role (creating special positions)	9 (4.0)	14 (6.3)	41 (18.4)	141 (63.2)	18 (8.1)	**223 (100.0)**
	Frequency x Scale Value	9	28	123	564	90	**814 – VIII**
2	Enabling role (creating men, materials & other facilities)	0 (0.0)	2 (0.9)	50 (22.4)	148 (66.40)	23 (10.3)	**223 (100.0)**
	Frequency x Scale Value	0	4	150	592	115	**861 – VII**
3	Synergizing role (Creating overall favorable effects)	0 (0.0)	0 (0.0)	39 (17.5)	155 (69.5)	29 (13.0)	**223 (100.0)**
	Frequency x Scale Value	0	0	117	620	145	**882 – VI**
4	Balancing role (creating proper balance between rules & confirmity)	1 (0.4)	0 (0.0)	25 (11.20)	157 (70.4)	40 (17.9)	**223 (100.0)**
	Frequency x Scale Value	1	0	75	628	200	**904 – IV**
5	Linkage building role (Maintaining proper links and relationships)	3 (1.3)	0 (0.0)	25 (11.2)	150 (67.3)	45 (20.2)	**223 (100.0)**
	Frequency x Scale Value	3	0	75	600	225	**903 –V**
6	Futuristic role (Identifying alternative future business)	0 (0.0)	0 (0.0)	28 (12.6)	153 (68.6)	42 (18.8)	**223 (100.0)**
	Frequency x Scale Value	0	0	84	612	210	**906 – III**
7	Impact making role (making an influence on activities)	0 (0.0)	1 (0.4)	24 (10.8)	153 (68.6)	45 (20.2)	**223 (100.0)**
	Frequency x Scale Value	0	2	72	612	225	**911 – II**

SL. No	R oles	Very much Un im-portant	Un im-port-ant	In different	Import-ant	Very Much Import-ant	Total
8	Super-ordination role (Values and aspirations beyond conven-tional formal statements)	0 (0.0)	0 (0.0)	23 (10.3)	149 (66.8)	51 (22.9)	**223 (100.0)**
	Frequency x Scale Value	0	0	69	596	255	**920 – I**
	Total score for management roles in the organisation						**7101**
	Maximum Possible Score	5 (Maximum score points) 223 (number of respondents) X 8 number of statements)					**20070**
	Percentage of score for manage-ment roles in the organisation	Total score for management roles in the organisation / Maximum Possible Score X 100					**35.4**
	Average score						**887**

Source: Primary Data

Roles of the Top / Middle Level Management

Roles of the top / middle level management influence with leadership qualities in the organization. Leadership is the action of leading people in an organization towards achieving goals. Leaders (management) do this by influencing employee behaviors in several ways. A leader (top/middle level manager) sets a clear vision for the organization, motivates employees, guides employees through the work process and builds morale. In this context, the following table presents the importance of top / middle level management role in the organization with reference to perceptions of the leader respondents of the study organizations.

Table 3 present the views of the corporate leaders on the roles of the top management. The different top management roles identified for reflection include-identifying and creating role, enabling role, synergistic role, balancing role, linkage building role, futuristic role, impact making role and super ordination role. As can be observed from the above table the important roles of the organization were viewed by the sample respondent in the following manner as per the score values the ranks have been given to the Management roles aspects of the organization. In this process the maximum possible score of 20070 obtained for the above 8 Management roles aspects of the organization and the actual score of 7101 perceives by the respondents with an average score of 887. Hence, the distributions of Management role aspects of the organization according to their ranks are arranged by above the average score which are more positive and below the average score with is less positivity.

The above analysis and discussion infers that majority of the respondents are more positive towards Super-ordination role (Values and aspirations beyond conventional formal statements), Impact making role (making an influence on activities) Dynamism, Futuristic role (Identifying alternative future business, Balancing role (creating proper balance between rules and conformity) and Linkage building role (Maintaining proper links and relationships) in the organization. Whereas less positive opinions of the respondents incurred towards Synergistic role (Creating overall favorable effects), Enabling role (creating men, materials & other facilities) and Identifying and creating role (creating special positions) in the organization.

Corporate Social Responsibility

Table 4 presents the respondent reflections regarding the involvement in CSR and social issues. The data from the Table shows about the Arguments in favor of Corporate Social Responsibility in the organization by the sample respondents as follows

Table 4: Perceptive analysis with Response to Corporate Social Responsibility of the Organisation

SL. No	Issues of involvement	Strongly Disagree	Disagree	Uncertaint	Agree	Strongly Agree	Total
	Scale Value	**1**	**2**	**3**	**4**	**5**	
1	It is much useful for the company in the long-run to get directly involved in social issues	0 (0.0)	0 (0.0)	25 (11.2)	164 (73.5)	34 (15.2)	**223 (100.0)**
	Frequency x Scale Value	0	0	75	656	170	**901 – II**
2	Social Responsibility Programmes create a favorable public image	0 (0.0)	2 (0.9)	33 (14.8)	158 (70.9)	30 (13.5)	**223 (100.0)**
	Frequency x Scale Value	0	4	99	632	150	**885 – IV**
3	Social Responsibility Programmes will help preserve industry as a viable institution in society	0 (0.0)	0 (0.0)	31 (13.9)	147 (65.9)	45 (20.2)	**223 (100.0)**
	Frequency x Scale Value	0	0	93	588	225	**906 – I**
4	Social Responsibility Programmes help avoid more Government regulations	0 (0.0)	59 (26.5)	19 (8.50)	126 (56.5)	19 (8.50)	**223 (100.0)**
	Frequency x Scale Value	0	118	57	504	95	**774 – VIII**
5	Social expectations are high and if ignored will result in creation of public hostility towards industry	0 (0.0)	46 (20.6)	40 (17.9)	115 (51.6)	22 (9.9)	**223 (100.0)**
	Frequency x Scale Value	0	92	120	460	110	**782 – VII**
6	Solving Social problems will help the industry to acquire more power in society	1 (0.4)	0 (0.0)	34 (15.2)	155 (69.5)	33 (14.8)	**223 (100.0)**
	Frequency x Scale Value	1	0	102	620	165	**888 – III**
7	Industry has necessary resources and talent to engage in social responsibility programmes	0 (0.0)	1 (0.4)	50 (22.4)	139 (62.3)	33 (14.8)	**223 (100.0)**
	Frequency x Scale Value	0	2	150	556	165	**873 – VI**
8	Involvement in Social responsibility programme is a moral responsibility of industry	0 (0.0)	0 (0.0)	43 (19.3)	146 (65.5)	34 (15.2)	**223 (100.0)**
	Frequency x Scale Value	0	0	129	584	170	**883 – V**
9	Involvement in social responsibility programmes is merely respecting the fundamental doctrine of Democratic Socialistic Society	33 (14.8)	21 (9.4)	32 (14.3)	115 (51.6)	22 (9.9)	**223 (100.0)**
	Frequency x Scale Value	33	42	96	460	110	**741 – IX**
	Total score for Corporate Social Responsibility of the Organization						**7633**
	Maximum Possible Score	5 (Maximum score points) 223 (number of respondents) X 9 (number of statements)					**10035**
	Percentage score of Corporate Social Responsibility of the Organization	Total score for Corporate Social Responsibility of the Organization /Maximum Possible Score X 100					**76.0**
	Average score						**848**

Source: Primary Data

As per the score values the ranks have been given to the Corporate Social Responsibility aspects of the organization. In this process, the maximum possible score of 10035 obtained for the above 9 Corporate Social Responsibility aspects of the organization and the actual score of 7633 perceives by the respondents with an average score of 484. Hence, the distributions of Corporate Social Responsibility aspects of the organization according to their ranks are arranged by above the average score which are more positive and below the average score with are less positive in the following.

The above analysis and discussion infers that majority of the respondents are more positive towards Social Responsibility Programmes will help preserve industry as a viable institution in society. It is much useful for the company in the long-run to get directly involved in social issues, Solving Social problems will help the industry to acquire more power in society, Social Responsibility Programmes create a favorable public image, Involvement in Social responsibility programme is a moral responsibility of industry and Industry has necessary resources and talent to engage in social responsibility programmers. Whereas less positive opinions of the respondents incurred towards Social expectations are high and if ignored will result in creation of public hostility towards industry, Social Responsibility Programmes help avoid more Government regulations and Involvement in social responsibility programmes is merely respecting the fundamental doctrine of Democratic Socialistic Society.

Table 5: Importance of Corporate Social Responsibility with Reference to Organization

SL. No	Aspects	Strongly Disagree	Disagree	Uncertaint	Agree	Strongly Agree	Total
	Scale Value	**1**	**2**	**3**	**4**	**5**	
1	Society expects business to maximize efficiency, production and profits.	0 (0.0)	0 (0.0)	19 (8.50)	140 (62.8)	64 (28.7)	**223 (100.0)**
	Frequency x Scale Value	0	0	57	560	320	**937 – I**
2	The involvement in social responsibility programmes will drive marginal firms out of business	65 (29.1)	28 (12.6)	19 (8.5)	94 (42.2)	17 (7.6)	**223 (100.0)**
	Frequency x Scale Value	65	56	57	376	85	**639 – V**
3	Getting involved in solving social problems merely dilutes the primary strength and purpose of industry	33 (14.8)	142 (63.7)	48 (21.5)	0 (0.0)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	33	284	144	0	0	**461 – IX**
4	Company Executives lack of the perceptions, skill and patience necessary to solve societal problems	0 (0.0)	23 (10.3)	30 (13.5)	149 (66.8)	21 (9.40)	**223 (100.0)**
	Frequency x Scale Value	0	46	90	596	105	**837 – II**
5	SIndustry has now more power without usurping said responsibility.	31 (13.9)	12 (5.4)	27 (12.1)	141 (63.2)	12 (5.4)	**223 (100.0)**
	Frequency x Scale Value	31	24	81	564	60	**760 – III**
6	Company Executives are not accountable as the electorate politicians, and therefore they need not start trying transforming the society.	87 (39.0)	62 (27.8)	31 (13.9)	42 (18.8)	1 (0.4)	**223 (100.0)**
	Frequency x Scale Value	87	124	93	168	5	**477 – VIII**

Table 5: Importance of Corporate Social Responsibility with Reference to Organization

SL. No	Aspects	Strongly Disagree	Disagree	Uncertaint	Agree	Strongly Agree	Total
	Scale Value	**1**	**2**	**3**	**4**	**5**	
7	Since there is considerable disagreement among the public as to what should be done, companies will be criticize no matter what is attempted.	12 (5.4)	38 (17.0)	63 (28.3)	110 (49.3)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	12	76	189	440	0	**717 – IV**
8	Government by its directives and incentives indicating the areas of social action for industry and there is no need for industry to take extra initiative.	55 (24.7)	33 (14.8)	67 (30.0)	63 (28.3)	5 (2.2)	**223 (100.0)**
	Frequency x Scale Value	55	66	201	252	25	**599 – VI**
9	Involvement in social responsibility programmes without sufficient success in the economic front will tarnish the image of industry	53 (23.8)	82 (36.8)	84 (37.7)	4 (1.8)	0 (0.0)	**223 (100.0)**
	Frequency x Scale Value	53	164	252	16	0	**485 – VII**
	Total score for Corporate Social Responsibility of the Organization						**5912**
	Maximum Possible Score	5 (Maximum score points) 223 (number of respondents) X 9 (number of statements)					**10035**
	Percentage score of Corporate Social Responsibility of the Organization	Total score for Corporate Social Responsibility of the Organization /Maximum Possible Score X 100					**58.9**
	Average score						**656**

Source: Primary Data

As per the score values the ranks have been given to the Reference aspects of the organization. In this process, the maximum possible score of 10035 obtained for the above 9 Reference aspects of the organization and the actual score of 5912 perceives by the respondents with an average score of 484. Hence, the distributions of Reference aspects of the organization according to their ranks are arranged by above the average score which are more positive and below the average score which are less positive in the following.

The above analysis and discussion infers that majority of the respondents are more positive towards Society expects business to maximize efficiency, production and profits, Company Executives' lack of the perceptions, skill and patience necessary to solve societal problems, Industry has now more power without usurping said responsibility and Since there is considerable disagreement among the public as to what should be done, companies will be criticized no matter what is attempted in the organization. Whereas less positive opinions of the respondents incurred towards the involvement in social responsibility programmes will drive marginal firms out of business, Government by its directives and incentives indicating the areas of social action for industry and there is no need for industry to take extra initiative, Involvement in social responsibility programmes without sufficient success in the economic front will tarnish the image of industry, Company Executives are not accountable as the electorate politicians, and therefore they need not start trying to transform the society and Getting involved in solving social problems merely dilutes the primary strength and purpose of industry in the organization.

Table 5 presents the perceptions of the respondents regarding the presence of problems in the implementation of Corporate Social Responsibility. In other words the data explains the problems encountered by the organization in the implementation of Corporate Society Responsibility in the society by the

respondents. A going through reveals thus: 1) the problem of changing prices (Ex: Costs of tricycle of physically handicapped, etc.,) - positively responded at 89.20 per cent, rejected by 10.80 per cent. 2) The problem of developing the required technology – positive at 92.40 per cent whereas 7.60 per cent rejected. 3) The problem of justifying lower economic performance to public – positive at 85.20 per cent, negative at 14.80 per cent. 4) Difficulty in adjusting to RBI/Competition Act/SEBI guidelines – positive at 80.70 per cent, negative at 19.30 per cent. 5) Problem of assigning social responsibilities to employees – positive at 90.60 per cent, negative at 9.40 per cent. 6) Problem of defining criteria for social performance evaluation of employees – positive at 92.40 per cent, negative at 7.60 per cent. 7) Problem of collecting and analyzing information to discharge CSR – positive at 90.60 per cent, negative at 9.40 per cent. 8) Difficulty of changing the attitudes of employees towards implementing CSR activities – 'Positive' at 90.60 per cent, 'Negative' at 9.40 per cent. 9) Difficulty of changing the attitudes of beneficiaries – 'Positive' at 65.90 per cent, 'Negative' at 34.10 per cent. Thus a majority of the respondents reported the prevalence of the problems in implementation of CSR and these include, The problem of changing prices (Ex: Costs of tricycle for physically handicapped), the problem of developing the required technology, the problem of justifying lower economic performance to public, difficulty in adjusting to RBI/Competition Act/SEBI guidelines, Problem of assigning social responsibilities to employees, problem of defining criteria for social performance evaluation of employees, problem of collecting and analyzing information to discharge CSR, Difficulty of changing the attitudes of employees towards implementing CSR activities, Difficulty of changing the attitudes of beneficiaries. These perceptions affirm that the corporate circles have been treating CSR involvement as a burden rather than as a responsibility and service.

Organizational Effectiveness

To view the recent changes and developments in organization the perceptions of the respondents are collected and presented in Table 6. A look into the Table reveals that a sizable proportion of 45.3 per cent of the respondents reported observed no growth and development in the organization where as 13.90 per cent reported low growth and 11.70 per cent a decline. The change and development in the organization in the direction of higher growth is reported by 23.30 per cent whereas 5.80 per cent reported an average growth. Thus mostly for the corporate leaders the growth oriented outlook is absent.

Sharing of business knowledge across the rank and file of the organization should inevitably be ensured for coordinated task orientation and organizational

Table 6: Recent Changes and Developments Brought in the Organization

Change	Frequency	Per cent
High Growth	52	23.30
Average Growth	13	5.80
Low Growth	31	13.90
No Growth	101	45.30
Decline	26	11.70
Total	**223**	**100.00**

Source: Primary Data

effectiveness. On the aspect of sharing of essential business knowledge across the departments and function in the organizational system, the reflections of the respondents are elicited and presented in Table 4.53. It can be seen from the table that such sharing of business knowledge is very effective as reported by only 17.50 per cent, somewhat effective as reflected by 58.70 per cent. Further, 7.60 per cent of the respondents opined that the system of business knowledge sharing in the organization is very ineffective

Findings

1. When the respondents' perceptions on value culture of the organization are observed, it is found that, there is an average controlled freedom. In addition to this, it is also found that, there is good care, respect, concern, treatment and benefits. There is a good help obtained on personal problems, there is a good career growth with improving performance and improvement of safety and quality.
2. Nearly 57.8 per cent respondents said that somewhat there is an importance of value culture to enhance productivity and performance in the organization, 26.9 per cent said it is very important and 15.2 per cent remained neutral.
3. Majority of the respondents said that it is important to identify and create a special position with creation of men, material and other facilities. They stated that it is essential to create overall favorable effects through creating proper balance between rules and conformity. Identifying alternative future business along with maintaining proper links and relationships is needed and finally playing a super – ordination role and influencing on activities is also important.
4. Most of the respondents opined that social responsibility is very useful for the company in the long run to get directly involved in social issues. Involvement in Social responsibility programme is

a moral responsibility of the industry and is merely respecting the fundamental doctrine of Democratic Socialistic Society.

5. Many respondents agreed that society expects business to maximize efficiency, production and profits and the involvement in social responsibility programmes will drive marginal firms out of business. Company Executives lack of the perceptions, skill and patience necessary to solve societal problems.
6. Nearly 95 per cent respondents stated that the organization, in order to improve profitability, have taken measures in terms of cost reduction, decrease of wastage, improvement of sales/turnover and quality of products.

Suggestions

1. According to the perceptions of the respondents it is observed that some of the corporate leaders felt less satisfied with the value culture aspects like care, career growth, safety and controlled freedom in which they perceived below average score. Therefore, it is suggested to improve care and career growth along with safety and controlled freedom in the organization for more development of the organization in the present scenario. Leaders must be innovative and creative with utmost commitment for effective change management. Thus, the role of leadership requires care, communication and commitment for management of change in the organizations.
2. Respondents towards aspects related to work atmosphere of an organization expressed dissatisfaction. They said that the job satisfaction itself is not serving as a motivator and also they stated that overtime payment is not a good way to encourage the performance. Hence, the job satisfaction should be increased by providing more benefits and enjoyable work atmosphere and the aspects that encourage the employees' performance other than overtime payment are to be identified and implemented.
3. It is stated by the respondents that there are no objectivity, appealing personality and decisiveness for top management which are considered important. As every top management employee requires independence in performing organizational activities, pleasing personality to attract the customers and also to motivate an employee through training and determination to achieve the organizational objectives, objectivity, appealing personality and decisiveness should be enhanced to get better employee performance and achieve organizational objectives.
4. They also said that social responsibility programmes are not enabling the organization to avoid more government regulations and involvement in these programmes is not respecting the fundamental doctrine of Democratic Socialistic Society. To maintain a healthy customer relationship, the social expectations should be high, the social responsibility programmes should be effective to avoid high government regulations and involvement in them should respect the fundamental doctrine of Democratic Socialistic Society.

Scope for future research

1. Further investigation and research can be made to find out the current practices and future challenges of Roles and Responsibilities of Corporate Leaders at higher level in India.
2. It is also felt if further studies are conducted on the Roles and Responsibilities which will bring new views / opportunities for leaders / Managers in decision making.

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