

SYNOPSIS OF THE THESIS

Factors determining CSR Matrix and its impact on Key Stakeholders in Indian Power Sector

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1. Introduction

Corporate Social Responsibility (CSR) has become a vital aspect of modern business, reflecting a shift from profit-centric models to approaches that also address social, environmental, and ethical concerns (Bojanic, 2023; Moir, 2017). Historically focused on shareholder value (Drenth, 2014), businesses are now expected to balance financial performance with broader societal responsibilities (Mosca & Civera, 2020; Partiti, 2020).

CSR involves voluntary corporate efforts to address societal challenges through ethical practices, social welfare, and environmental (Carroll, 2015; Low, 2016; Lu et al., 2019). Carroll's CSR pyramid outlines four dimensions—economic, legal, ethical, and philanthropic—which guide corporate responsibility (Carroll, 2015, 2016). With globalization and rising stakeholder expectations, CSR now extends beyond compliance to proactive engagement in sustainable (Berger-Walliser & Scott, 2018; Duarte et al., 2010).

Frameworks like the UN Sustainable Development Goals (SDGs) have guided companies in aligning CSR with global priorities, such as clean energy and poverty alleviation (Abbas, 2024). The Triple Bottom Line (TBL) approach further promotes measuring success in terms of people, planet, and profit (Książak & Fischbach, 2018; Masud et al., 2019). CSR has become integral to corporate governance, especially in developed economies, where regulations and consumer preferences drive ethical business practices (Arif et al., 2022; Cuomo et al., 2024).

In developing countries, CSR addresses critical needs like education, healthcare, and infrastructure, aligning with national development goals and fostering inclusive growth (Duarte et al., 2010; Hong & Shore, 2023). CSR also offers business benefits such as stronger brand loyalty, employee engagement, and resilience to risks (Garel & Petit-Romec, 2021; Liu et al., 2014; Rodgers et al., 2013). Ultimately, CSR is recognized not just as a moral duty but as a strategic imperative for sustainable and profitable growth, making it a core component of long-term corporate strategy.

1.1 CSR in India: Evolution and Legal Framework

Corporate Social Responsibility (CSR) in India has evolved from voluntary philanthropy to a legally mandated obligation under the Companies Act of 2013 (V. S. Aggarwal & Jha, 2019; Dhanesh, 2015; Jaysawal & Saha, 2015). Traditionally inspired by religious and cultural values, early industrialists like the Tatas and Birla's contributed to education, healthcare, and community welfare (Chauhan & Dawra, 2017). Post-independence, CSR focused on nation-

building, though largely voluntary and personal.

Liberalization in the 1990s aligned Indian CSR practices with global standards culminating in Section 135 of the Companies Act, 2013, which mandates companies meeting specific financial thresholds to spend at least 2% of average net profits on CSR (V. S. Aggarwal & Jha, 2019; Arora & Puranik, 2004; Dhanesh, 2015). The Act outlines focus areas including education, healthcare, gender equality, environmental sustainability, and rural development, while promoting long-term, strategic engagement (Bergman et al., 2019; Gatti et al., 2019; Manchiraju & Rajgopal, 2017).

CSR has significantly contributed to India's socioeconomic development, encouraging partnerships with NGOs and local communities, and mobilizing substantial financial resources for social impact (Ghose, 2012; Pasumarti, 2020). However, challenges remain, including superficial compliance, lack of transparency, and uneven sectoral focus (Chauhan & Dawra, 2017; Jaysawal & Saha, 2015). Despite criticisms, CSR in India continues to foster inclusive growth and sustainable development, reinforcing corporate accountability and social responsibility (Bergman et al., 2019; Hadfield-Hill, 2014).

1.2 Linking CSR with Community Well-being

Corporate Social Responsibility (CSR) and community well-being are closely linked, as CSR enables businesses to contribute meaningfully to the social, economic, and environmental development of the communities they serve (Rela, Awang, Ramli, Md Sum, et al., 2020; Sarmila et al., 2015). Community well-being encompasses physical and mental health, social cohesion, economic stability, and access to essential services (Sirgy et al., 2010; VanderWeele, 2019).

CSR supports economic well-being by creating jobs, improving infrastructure, and providing vocational training (Hong & Shore, 2023; Matten & Moon, 2004). It enhances social well-being through education, healthcare, and inclusivity initiatives (Abbas, 2024; Moir, 2017). Environmental well-being is promoted through sustainability efforts like pollution control and renewable energy adoption (Ahmed et al., 2020). Health and well-being are addressed via healthcare access, awareness campaigns, and mental health programs (Macassa et al., 2021; Sirgy et al., 2010). Despite its potential, CSR faces challenges such as misalignment with community needs and difficulty in measuring its (Berger-Walliser & Scott, 2018; Bojanic, 2023; Lu et al., 2019; Mares, 2010; Mosca & Civera, 2020). To be truly effective, CSR must be strategically aligned with local priorities and backed by measurable outcomes.

1.3 Overview of India's Power Sector

India's power sector is a key driver of economic growth and ranks among the top global

electricity producers and consumers, with an installed capacity of 446.18 GW as of June 2024 (Charles Rajesh Kumar & Majid, 2024; IBEF, 2024). Thermal power leads with 54.5% of capacity (210.96 GW), though efforts are underway to reduce coal dependency. Renewable energy, the fastest-growing segment, stands at 203.19 GW—led by solar (85.47 GW) and wind (46.65 GW)—with a target of 500 GW non-fossil capacity by 2030. Hydropower (46.93 GW) and nuclear power (8.18 GW) also contribute to the mix, with nuclear capacity expected to grow to 20 GW by 2030. Electricity generation rose at a CAGR of 5.04% from FY10–FY24, reaching 1,624.15 billion kWh in FY23. Government schemes like DDUGJY, IPDS, and Saubhagya have enabled near-universal electrification. The sector attracted US\$ 18.28 billion in FDI (2000–2024), with renewable energy projected to draw over US\$ 250 billion by 2030.

With strong policy support, rising demand, and a focus on sustainability, India’s power sector is set to play a pivotal role in the country’s transition to green energy and inclusive growth.

As of 2024, West Bengal has an installed power capacity of around 15,553 MW, with thermal power contributing the majority (13,567 MW) and the rest from hydro and renewable sources. The state has achieved 100% household electrification and maintains a strong transmission network, including 145 EHV substations and over 15,000 circuit kilometers of transmission lines. With a high transmission system availability of 98.89% and low transmission loss of 2.61%, West Bengal demonstrates a well-developed and efficient power infrastructure supporting its growing energy needs.

1.4 Importance of CSR in the Power Sector and Its Role in Community Well-being

Corporate Social Responsibility (CSR) in the power sector is vital due to its impact on economic development, environmental sustainability, and community welfare (Al-Shaer et al., 2023; Attah & Amoah, 2023; Chijioke-Churuba, 2023; Chwiłkowska-Kubala et al., 2023; Dudek et al., 2023; Khalid et al., 2023; PWC, 2019). Operating often in underserved areas, power companies use CSR to address issues like rural electrification, healthcare, education, and infrastructure development, thereby improving quality of life (Khalid et al., 2023). These initiatives promote social equity, empower marginalized groups, and enhance local economies through skill development and employment opportunities. Environmentally, CSR supports renewable energy, afforestation, and pollution control, reducing the sector’s ecological footprint. It also helps build trust with communities, securing a social license to operate and strengthening corporate reputation (Nel et al., 2023; Peter Simpa et al., 2024). Moreover, CSR in the power sector aligns with regulatory requirements and fosters ethical business practices. Overall, CSR serves as a strategic tool for sustainable development and

community empowerment.

1.5 Statement of the Problem

Corporate Social Responsibility (CSR) is crucial in the power sector due to its role in economic development and environmental sustainability. In India, while CSR is mandated under the Companies Act, 2013, its actual impact on community well-being remains underexplored. Key gaps include limited research on top management's perceptions of CSR and how these influence program design, as well as a lack of understanding of community perceptions and the role of demographic factors in shaping these experiences. This study addresses these gaps using a mixed-methods approach, combining qualitative insights from corporate leaders with quantitative data from community members. By bridging corporate intent and community outcomes, the research aims to enhance the effectiveness and relevance of CSR initiatives in the power sector.

1.6 Rational for the study

This study is driven by the growing importance of Corporate Social Responsibility (CSR) as a tool for sustainable development, especially in India's power sector. Although CSR is mandated by the Companies Act, 2013, its real impact on community well-being—particularly in sectors like power—remains underexplored. The power sector plays a vital role in economic growth and community development, making its CSR efforts especially significant.

However, existing research largely overlooks this sector, focusing instead on industries like manufacturing and IT. This study aims to bridge that gap by examining CSR initiatives of power companies in West Bengal, assessing both top management's perceptions and community responses.

By adopting a mixed-methods approach, the research will provide valuable insights for companies and policymakers, helping align CSR strategies with community needs and ensuring these initiatives lead to meaningful and sustainable development.

1.7 Scope of the study

This study focuses on examining the multifaceted impact of Corporate Social Responsibility (CSR) activities within the power sector in India, with a special emphasis on community well-being in the state of West Bengal. The scope of the study is designed to provide a comprehensive analysis of how CSR practices—encompassing economic, legal, ethical, and philanthropic dimensions—affect various aspects of community welfare. This research also aims to address the perceptions of top management regarding the planning and execution of CSR initiatives, while simultaneously assessing how beneficiaries in the community perceive

and experience these CSR activities.

The study is geographically confined to West Bengal, a region with distinct socio-economic challenges and opportunities, making it a fertile ground for exploring the impact of CSR in a power-driven industry. The choice of the power sector as the focus is particularly significant, as this sector plays a pivotal role in national development and has far-reaching implications for economic growth, environmental sustainability, and community welfare. This study aims to fill the gap in CSR research in this crucial sector, as existing literature has largely neglected the specific impact of CSR in the power industry.

1.8 Significance of the study

This study is significant for both academia and the corporate sector, focusing on the under-researched area of CSR in India's power sector and its impact on community well-being. Given the sector's crucial role in energy access, infrastructure, and environmental sustainability, the research highlights how CSR initiatives influence livelihoods, education, and healthcare, particularly in West Bengal.

By incorporating both top management perspectives and community experiences, the study bridges the gap between corporate intent and real-world outcomes. It also addresses legal, ethical, and regulatory challenges that shape CSR in the power industry. Academically, it fills a vital gap in CSR literature by applying a mixed-methods approach, offering a deeper and more holistic understanding.

Ultimately, the findings will guide companies in designing more effective and community-aligned CSR strategies, while informing policymakers and researchers about how CSR can drive sustainable and inclusive development.

2. Review of Literature

Corporate Social Responsibility (CSR) is an important framework for organizations aiming to align their economic goals with societal expectations and ethical standards. In today's interconnected and globalized environment, companies face increasing pressure from a range of stakeholders—including consumers, investors, employees, and regulatory agencies—to show their dedication to responsible business practices. The CSR matrix, consisting of four key dimensions—Economic, Legal, Ethical, and Philanthropic—offers a thorough structure that helps organizations successfully navigate this intricate landscape.

2.1 Relationship between economic dimension of CSR matrix and Community Well-being

This study aims to explore the link between the economic aspect of CSR and Community Well-Being (CWB) in West Bengal's power sector. The economic dimension of CSR

involves financial obligations like job creation, profitability, and economic stability (Reinhardt et al., 2008), all contributing to societal welfare. CWB, in contrast, encompasses various factors affecting quality of life, including economic, health, environmental, and service-related elements (Sung & Phillips, 2016).

Existing literature highlights the positive impact of economic CSR on CWB. In Bangladesh's power sector, CSR initiatives like local employment improved economic stability and quality of life (Khan et al., 2013). Indian firms have also used CSR for job creation and skill development, enhancing CWB in low-income communities (Chapple & Moon, 2005). Similar findings in Malaysia and Ghana show that economic CSR improves financial security and community resilience (Zainoddin et al., 2020). In India's manufacturing sector, CSR in training and job provision boosted economic independence and well-being (Yasmeen & Babu, 2021). Cross-country research further links economic CSR to improved health, education, and infrastructure (Colleoni et al., 2022).

However, gaps remain in understanding the specific effects of economic CSR in West Bengal's power sector. Existing studies often generalize findings and overlook local socio-economic dynamics, long-term impacts, and community perceptions. There is also a lack of standardized methods to measure CWB in CSR contexts. Further research is needed to assess how tailored economic CSR in this region can sustainably enhance community well-being.

2.2 Relationship between Legal dimension of CSR matrix and Community Well-being

The legal aspect of CSR emphasizes a company's duty to follow laws, regulations, and codes of conduct, promoting transparency, accountability, and trust (Buhmann, 2006). Legal compliance contributes to Community Well-Being (CWB) by fostering safer, more equitable environments (Choi et al., 2020). Studies have shown that firms adhering to legal standards positively impact communities. For example, compliance with environmental laws reduced pollution and health risks in India's metal and mining sector (Singal, 2021), while improved labor conditions enhanced employee and community well-being across Asia (Sharma, 2013). In Ghana, environmental compliance in mining supported agricultural sustainability (Brew et al., 2015). Similarly, in India's manufacturing sector, companies that followed environmental and labour regulations experienced fewer conflicts and stronger community satisfaction (Sardana et al., 2020). (Memon et al., 2021), also found that legal compliance promoted workplace safety, benefiting local communities. Despite these findings, there is limited research on the long-term effects of legal CSR in the power sector, especially.

2.3 Relationship between Ethical dimension of CSR matrix and Community well -being

The ethical aspect of CSR involves going beyond legal compliance to promote fairness,

honesty, and integrity in business practices (Schwartz, 2011). Ethical CSR fosters trust, transparency, and social equity, thereby enhancing Community Well-Being (CWB) by supporting a resilient and inclusive social environment (Iskandar et al., 2019). Studies across regions affirm this connection: (Jamali & Mirshak, 2007) found that ethical CSR in Lebanese firms improved community welfare, while (Maignan & Ferrell, 2004) observed similar effects in France and Germany. In India, (A. Aggarwal & Joshi, 2024) noted that ethical practices like fair wages improved public trust and corporate image. Ethical CSR in Ireland (Sweeney, 2009) and Latin America (Maak et al., 2022), enhanced social inclusion and environmental sustainability. Likewise, (Bhuiyan et al., 2022) in Bangladesh's textile sector linked worker-focused ethical CSR to better community outcomes.

Despite these insights, there is limited research on the long-term impact of ethical CSR on community well-being in West Bengal's power sector. Future studies should explore how sustained ethical practices influence trust, social equity, and resilience in this specific context.

2.4 Relationship between Philanthropic dimension of CSR matrix and Community Well- being

The philanthropic aspect of CSR involves voluntary corporate contributions to social causes, such as education, healthcare, and disaster relief, aimed at enhancing community welfare (Kim, 2021). Unlike other CSR dimensions, philanthropy offers minimal direct benefit to companies but significantly boosts Community Well-Being (CWB) by addressing urgent needs and reducing social disparities (Opoku Marfo, 2024).

Studies across global contexts support this link. In Nigeria, (Uduji et al., 2019) found philanthropic CSR improved education, health, and job access. In India, (Agarwal et al., 2020; Dey et al., 2013) noted positive outcomes from CSR in rural healthcare and education. Similarly, (Shaikh, 2024) observed that CSR initiatives in Latin America and India enhanced resilience and regional growth. Indian firms have also helped bridge corporate goals with community development through philanthropic (Dahiya et al., 2023; Dixit & Priya, 2023).

Despite these findings, there is limited research on the long-term impact of philanthropic CSR in specific sectors like the power sector in West Bengal. Future studies should examine how continued investment in social infrastructure contributes to sustainable community well-being and resilience over time.

2.5 Theoretical Framework

In order to establish a theoretical framework that supports the relationships between CSR dimensions and community well-being (CWB), we can rely on key theories that clarify the influence of each CSR dimension on CWB. This section aims to illustrate how each CSR

dimension—economic, legal, ethical, and philanthropic connects to community outcomes. We can draw on various well-known theoretical perspectives to effectively outline these relationships. Furthermore, the relationship between Corporate Social Responsibility (CSR) and Community Well-Being (CWB) is supported by several theoretical perspectives that clarify why businesses participate in CSR and how these initiatives affect community results. The theories outlined below offer a strong rationale for comprehending the connection between different aspects of CSR and CWB, particularly regarding companies operating in India's power sector.

2.5.1 Stakeholder Theory

Stakeholder Theory, introduced by (Freeman, 2010), emphasizes that businesses should prioritize the interests of all stakeholders not just shareholders including communities, employees, customers, and the environment (Freeman, 2010). It highlights a company's ethical responsibility to address stakeholder needs, promoting sustainable and socially responsible business practices (Freeman et al., 2004).

CSR, especially its economic dimension, aligns well with Stakeholder Theory by fostering local development through job creation, infrastructure investment, and support for local suppliers (Sen & Bhattacharya, 2001). Such efforts build community trust, enhance reputation, and secure the company's social license to operate (Harrison & Wicks, 2013). In sectors like power, economic CSR such as energy access, scholarships, or infrastructure projects—directly improves community well-being and reinforces long-term stakeholder relationships (Burchell & Cook, 2006).

By integrating Stakeholder Theory with CSR, Companies can achieve shared value, contributing to both business success and community prosperity (Freeman et al., 2007).

2.5.2 Institutional Theory

Institutional Theory, introduced by (DiMaggio & Powell, 1983), explains how organizations adopt practices to align with societal norms, regulations, and cultural expectations to gain legitimacy (DiMaggio & Powell, 1983). Within this framework, Corporate Social Responsibility (CSR) especially its legal dimension is seen not just as a strategy but a necessity for maintaining social acceptance and credibility (DiMaggio & Powell, 1983; Scott, 1995).

Legal CSR focuses on compliance with environmental, labour, and ethical regulations, helping companies build trust, avoid legal risks, and ensure safe, responsible (Risi et al., 2023). In regulated sectors like the power industry, adhering to legal standards reassures communities and fosters stable, long-term relationships (Hoffman, 1999).

Institutional Theory emphasizes that by fulfilling legal obligations, companies enhance their legitimacy, meet stakeholder expectations, and contribute to community well-being. This compliance-driven trust creates a cycle of social acceptance and sustainable development for both business and society.

2.5.3 Social Contract Theory

Social Contract Theory, proposed by (Donaldson & Dunfee, 1994), suggests that businesses and society are bound by an implicit agreement in which companies are expected to act ethically and contribute to the common good (Donaldson & Dunfee, 1994). This theory aligns with the ethical aspect of CSR, which goes beyond legal compliance to promote fairness, transparency, and respect for stakeholder rights (Malan, 2015).

Ethical CSR fosters social capital by building trust, strengthening community ties, and encouraging collaboration (Hoi et al., 2018). Companies that ensure fair labour practices, safe workplaces, and non-discrimination enhance both employee welfare and broader community well-being. By fulfilling their moral duties, businesses uphold their social license to operate, boost their reputation, and cultivate lasting community support.

2.5.4 Resource Based View Theory

The Resource-Based View (RBV) theory, introduced by (J. Barney, 1991), emphasizes that a firm's unique resources and capabilities drive sustainable competitive advantage. In the context of CSR, philanthropic initiatives such as investments in education, healthcare, and the environment can be strategic assets that enhance brand reputation and stakeholder trust (J. B. Barney, 2000).

Research shows that philanthropic CSR fosters goodwill, customer loyalty, and community relationships, turning intangible assets into competitive strengths (Wang & Qian, 2011). Such efforts also act as risk management tools and contribute to shareholder value (Godfrey et al., 2009). Companies with strong financial and human resources are better positioned to implement impactful CSR, differentiating themselves while supporting social welfare (McWilliams & Siegel, 2001).

Thus, under the RBV framework, philanthropic CSR not only benefits communities but also strengthens a firm's resource base, making it a key strategy for long-term success.

3. Research Methodology

This section presents the research methodology used to assess the impact of Corporate Social Responsibility (CSR) practices on community well-being through a mixed-methods approach. It combines qualitative interviews with top management of electricity manufacturing and distribution companies to explore their CSR strategies, and quantitative

surveys with community members to measure CSR's effects on economic, social, and environmental well-being.

A convergent parallel design is adopted, allowing qualitative and quantitative data to be collected and analyzed independently, then integrated for comprehensive insights (Demir & Pismek, 2018). Key variables are operationalized, and hypotheses for the quantitative study are outlined. Data collection involves purposive sampling for interviews and surveys, with pilot testing conducted to ensure reliability and validity.

Qualitative data will be analyzed thematically using NVivo, while quantitative data will be examined using Structural Equation Modelling in Smart-PLS (J. Hair et al., 2010). This approach enables a holistic understanding of CSR's impact from both organizational and community perspectives.

3.1 Research Question

Considering the mixed-methods approach and the dimensions of CSR activities and community well-being, this study examines following questions:

RQ1: How do top management perceive the economic impact of their company's CSR activities on the community?

RQ2: What legal considerations influence the implementation of CSR practices, as perceived by top management?

RQ3: How do top management navigate ethical dilemmas in their CSR initiatives, and what ethical principles guide their decision-making?

RQ4: What philanthropic activities are prioritized by companies, and how do they contribute to community well-being?

RQ5: How does the perception of CSR activities impact the community well-being of beneficiaries in West Bengal?

3.2 Research Objective

The objective of this study is to comprehensively examine the multifaceted impact of Corporate Social Responsibility (CSR) activities on community well-being in West Bengal. Through a mixed-methods approach, this research aims to delve into various dimensions of CSR practices, including economic, legal, ethical, and philanthropic aspects, as perceived by top management of companies operating in the region. By exploring these dimensions, the study seeks to elucidate how CSR initiatives influence community well-being across different domains. Through rigorous analysis and synthesis of qualitative and quantitative data, the study endeavours to provide valuable insights into the nuanced relationships between CSR activities and community well-being, thereby contributing to both academic scholarship and

practical implications for corporate social responsibility practices in the region. Therefore, these are the major objectives of the study:

- To analyse top management's perceptions of economic, legal, ethical, and philanthropic dimensions of CSR activities, and their respective impacts on community well-being.
- To assess how perceptions of CSR activities among beneficiaries' impact community well-being in West Bengal.

These research objectives provide a clear and structured framework for addressing the research questions and guiding the study on the impact of CSR activities on community well-being in West Bengal.

3.3 Hypotheses of the Study

H1: There is a significant positive impact of economic responsibilities of CSR activities on community well-being of beneficiaries in West Bengal.

H2: There is a significant positive impact of legal responsibilities of CSR activities on community well-being of beneficiaries in West Bengal.

H3: There is a significant positive impact of ethical responsibilities of CSR activities on community well-being of beneficiaries in West Bengal.

H4: There is a significant positive impact of philanthropic responsibilities of CSR activities on community well-being of beneficiaries in West Bengal.

H5: There is a significant impact of perception of CSR activities on community well-being of beneficiaries in West Bengal.

3.4 Research Design

3.4.1 Research Type

This study employs a mix-method analysis using convergent parallel research design. The convergent parallel design entails simultaneously gathering qualitative and quantitative data, which are then analysed independently. This approach allows for examining the research problem from various perspectives and subsequently integrating the findings to achieve a thorough understanding. There are manifold reasons to select this research design:

This design allows for a comprehensive exploration of the research problem by combining qualitative insights with quantitative data.

Qualitative data provide depth and context, while quantitative data offer breadth and statistical significance, enriching the overall analysis.

The convergence of findings from different methods enhances the validity and reliability of

the study's conclusions.

3.4.2 Sampling Unit

Sampling in this study involves strategically selecting individuals from a broader population to ensure data is representative and meaningful (Acharya et al., 2013; Morse, 1991; Thompson, 2012). For the qualitative part, interviews were conducted with personnel from three power sector companies: NTPC, Tata Power, and PowerGrid Ltd. The quantitative survey was carried out across four locations in West Bengal, including Asansol and Durgapur, targeting community members impacted by CSR initiatives.

3.4.3 Sample Subject and Sampling Criteria

- **Sampling Criteria for Qualitative Study**

For the qualitative component, the participants were selected from top management from electricity manufacturing and distribution companies in West Bengal. Criteria include holding a senior position (e.g., CEO, Director, CSR Manager) with at least five years of experience, direct involvement in CSR activities, and significant operational responsibilities within the state. Participants must also be willing to engage in in-depth interviews, ensuring they provide valuable insights into the impact of CSR practices on community well-being.

- **Sampling Criteria for Quantitative Survey**

The participants in this study are individuals residing in West Bengal, India, specifically those who are beneficiaries or belong to the community that is beneficiary of CSR activities.

Furthermore, there are certain criteria fixed for selecting the samples:

Age: Participants should fall within the age range of 18 to 65 years.

Gender: Both male and female participants will be included to ensure gender diversity.

Occupation: Participants from various occupational backgrounds will be included, encompassing professionals, students, and other employment categories.

Socio-Economic Status: Participants representing diverse socio-economic backgrounds to capture a comprehensive understanding.

Language Proficiency: Adequate proficiency in the language of the survey (English or local languages) to ensure accurate responses.

3.4.4 Population

This study focuses on West Bengal due to its diverse socio-economic landscape and varying CSR practices. With a population of over 91 million (Census 2011), the state includes both urbanized areas like Kolkata and rural regions reliant on agriculture. To ensure balanced representation, a stratified sampling method will be used, covering both urban and rural

populations. The study targets four districts—Kolkata, Howrah, Hooghly, and Purulia—with a combined population of around 20 million. A total of 770 participants will be surveyed, ensuring a comprehensive understanding of CSR’s impact on community well-being across different settings.

3.4.5 Sample Size

- **Qualitative Study**

The qualitative sample includes 20 top management individuals from electricity manufacturing and distribution companies in West Bengal. This range ensures thematic saturation and in-depth insights into CSR practices (van Rijnsoever, 2016; Young & Casey, 2019).

- **Quantitative Study**

A threefold method determined the quantitative sample size. G*Power analysis indicated a minimum of 146 responses; Cochran’s formula, adjusted with a design effect of 2.0, yielded 770. The rule of thumb (10 times the number of indicators) supported this number, ensuring adequate power for analysis.

3.4.6 Sampling Technique

- **Qualitative Sampling**

Purposive sampling will be used to select top management with direct CSR involvement to gather relevant, experience-based insights.

- **Quantitative Sampling**

Convenience sampling will be applied to reach community members in CSR-affected areas (e.g., community centers, NGOs). This practical approach facilitates data collection while capturing meaningful perspectives on CSR impacts in West Bengal.

3.4.7 Test Administration

In the qualitative phase, semi-structured interviews were conducted with informed consent, each lasting 30–45 minutes. Interviews were audio-recorded (with permission) and analyzed using thematic analysis, ensuring confidentiality and ethical integrity.

For the quantitative phase, a structured questionnaire (available in print and Google Form) was administered in selected locations. The researcher supervised data collection to minimize bias and ensure data reliability. Participation was voluntary, with informed consent obtained, and strict confidentiality maintained to uphold ethical standards.

3.4.8 Measures Used

The survey consisted of four sections. The first collected socio-demographic data (age,

gender, occupation, education). The remaining sections assessed perceptions of CSR practices and their impact on community well-being (CWB), using adapted standardized scales.

CSR Dimensions

Economic Responsibility:

To measure Economic Responsibility, we have used the 5-item adapted from the conceptual work of (Carroll, 1991; Ismail et al., 2015; Maignan, 2001; Maignan & Ferrell, 2004; Pérez & Rodríguez del Bosque, 2013). The Participants are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “It is important for each company to be committed to being as profitable as possible.”

Legal Responsibility:

The variable Legal Responsibility has been measured by 5-item scale adapted from the conceptual work of (Carroll, 1991; Ismail et al., 2015; Maignan, 2001; Pérez & Rodríguez del Bosque, 2013; Podnar & Golob, 2007; Stanaland et al., 2011). Participants are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “It is important for each company to comply with various federal, state, and local regulations”.

Ethical Responsibility:

We have used the 5-item scale adapted from the conceptual work of (Carroll, 1991; Ismail et al., 2015; Maignan, 2001; Pérez & Rodríguez del Bosque, 2013; Podnar & Golob, 2007; Stanaland et al., 2011). to measure Ethical Responsibility. Participants are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “It is important for each company to recognize and respect new or evolving ethical/moral norms adopted by society”.

Philanthropic Responsibility:

We have used 4-item scale adapted from the conceptual work of (Carroll, 1991; Ismail et al., 2015; Maignan, 2001; Pérez & Rodríguez del Bosque, 2013; Podnar & Golob, 2007; Stanaland et al., 2011) to measure the variable Philanthropic Responsibility. The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “It is important for each company to assist the arts and cultural activities.”

Community Well Being Dimensions

Social-Culture:

The variable Social-Culture has been assessed by 4-item scale adapted from the conceptual work of (Iskandar et al., 2019; McCrea et al., 2014). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “Every member of the community is more willing to help with each other.”

Economic Empowerment:

The variable Economic Empowerment has been assessed by 7-item scale adapted from the conceptual work of (Christakopoulou et al., 2001; Iskandar et al., 2019; McCrea et al., 2014; Sirgy et al., 2010). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “My income is more sufficient to finance your lifestyle.”

Environment:

The variable Environment has been assessed by 6-item scale adapted from the conceptual work of (Christakopoulou et al., 2001; Iskandar et al., 2019; McCrea et al., 2014; Sirgy et al., 2010). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “Dust and gas due to the company operations increasingly reduced in this village.”

Health:

The variable Health has been assessed by 7-item scale adapted from the conceptual work of (Iskandar et al., 2019; McCrea et al., 2014; Ramsey & Smit, 2002). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “I feel relaxed and no longer stressful.”

Education:

The variable Education has been assessed by 4-item scale adapted from the conceptual work of (Iskandar et al., 2019). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “The student attendance in this village is getting better.”

Services and Facilities/Infrastructure:

The variable Services and Facilities/Infrastructure has been assessed by 7-item scale adapted from the conceptual work of (Iskandar et al., 2019; McCrea et al., 2014). The respondents are asked to express their level of agreement on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) regarding various statements. One sample item is “The road

accident decreases from time to time.”

3.4.9 Pilot Testing

In the initial phase, a pilot study was conducted with 100. Questionnaires were distributed and discussions held to gather feedback on clarity, complexity, and survey duration. Based on this feedback, the questionnaire was refined and shortened from 6 to 4 pages to improve clarity, engagement, and efficiency while retaining essential content.

3.4.10 Survey Data Collection Details

Data collection for the study was carried out across four districts of West Bengal—Kolkata, Durgapur, Asansol, and Suri—covering both urban and rural regions. The questionnaire was made available in both hard copy and digital formats via Google Forms to ensure respondent convenience. Locations were strategically selected based on the presence of communities impacted by CSR activities, aligning with the study’s objective of assessing CSR’s effect on community well-being. In terms of response distribution, Kolkata contributed 40 offline and 214 online responses, Durgapur had 40 offline and 184 online, Asansol provided 35 offline and 125 online responses, while Suri contributed 35 offline and 97 online responses.

3.4.11 Statistical Analysis Tool

The study employs both qualitative and quantitative data analysis using software tools such as MS Excel, IBM SPSS, NVivo, and Smart-PLS. Qualitative interview data will be analysed through NVivo using thematic analysis to identify key patterns and themes. For quantitative data, Partial Least Squares Structural Equation Modelling (PLS-SEM) via Smart-PLS 4.1.0 will be used to examine the impact of CSR on community well-being. This technique is well-suited for complex models and non-normal data, enabling analysis of direct and indirect effects, thereby offering a comprehensive understanding of the relationships among variables.

- **Qualitative Data Analysis**

NVivo will support the thematic analysis of interview transcripts, involving coding and identifying recurring themes. The process ensures detailed insights into participants’ perceptions of CSR activities, organizing data into meaningful nodes to explore relationships among themes for a nuanced understanding.

- **Quantitative Data Analysis**

PLS-SEM is adopted due to its suitability for non-normal data and complex models. It enables the examination of predictive relationships and mediating/moderating effects among variables. The analysis will be conducted using Smart-PLS 4.1.0 to ensure robustness and clarity in interpreting structural relationships.

4. Data Analysis & Interpretation

4.1 Qualitative Data Analysis

Understanding the impact of Corporate Social Responsibility (CSR) on community well-being is crucial, particularly for power sector companies, given their significant social and environmental footprints. This section explores top management perceptions on CSR practices and community well-being, using the conceptual framework by (Rela, Awang, Ramli, Md Sum, et al., 2020), analysed through NVivo software. The framework identifies two main themes—CSR Practices and Community Well-Being—each comprising several sub-themes.

CSR Practices

CSR Practices include a company's economic, legal, ethical, and philanthropic responsibilities:

Economic: CSR aligns with business profitability and sustainability. Respondents emphasized that CSR expenditure is often linked to financial performance but remains a priority even during downturns.

Legal: Companies follow statutory CSR obligations, like reporting under the Companies Act, ensuring transparency and compliance.

Ethical: Respondents highlighted transparency, stakeholder engagement, and environmental responsibility as key to ethical CSR.

Philanthropic: CSR extends beyond compliance, supporting vulnerable groups through education, healthcare, and infrastructure development.

Community Well-Being (CWB)

CWB reflects how CSR initiatives contribute to societal upliftment through six sub-themes:

Economic Empowerment: CSR helps create jobs, boost local livelihoods, and reduce poverty. Respondents view CSR as a tool for socio-economic transformation.

Environment Protection: Initiatives include afforestation, pollution control, and awareness on energy conservation, showing strong environmental commitment.

Service Facilities: Companies invest in schools, clinics, roads, and other infrastructure to improve living conditions.

Social: CSR addresses social issues like inclusion, community engagement, and inequality, aligning corporate goals with societal values.

Health: Companies provide healthcare infrastructure and services, especially in underserved areas, contributing to public health.

Education: Though not directly involved in advocacy, firms support government educational

schemes and infrastructure to enhance access and learning.

Overall, the findings highlight the strategic integration of CSR into business operations, with a strong emphasis on ethical conduct and sustainable development, aiming to improve the lives of communities across West Bengal.

Based upon the above qualitative analysis a conceptual framework has proposed and tested in 2nd phase of testing of quantitative analysis.

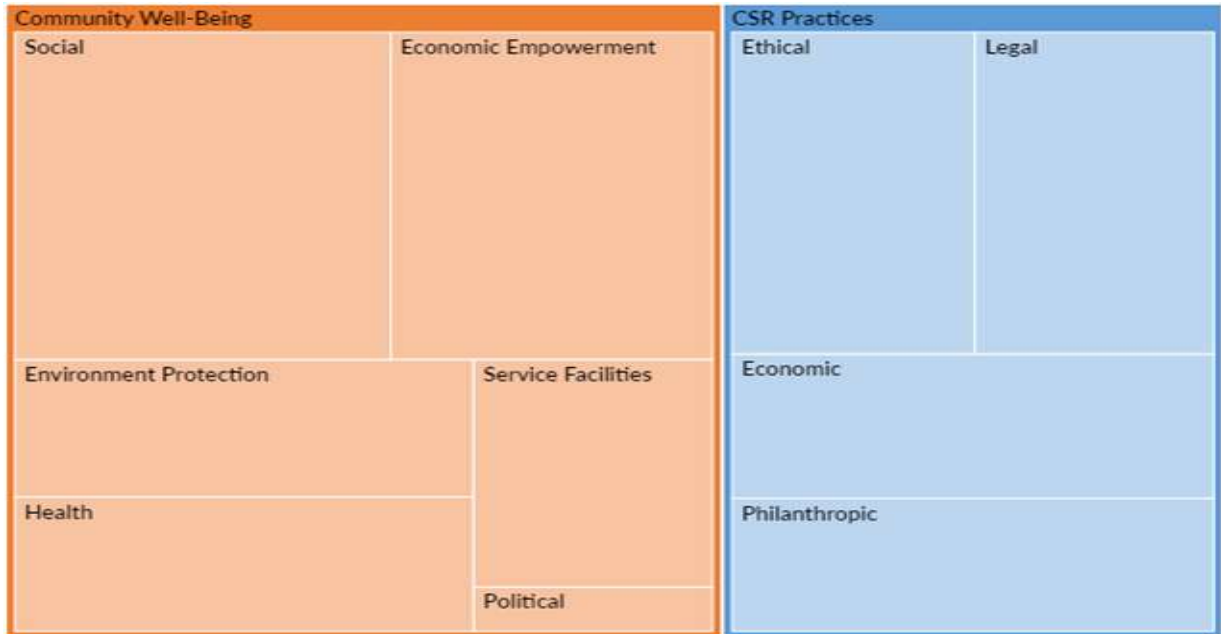


Figure 1: Hierarchical Tree Map

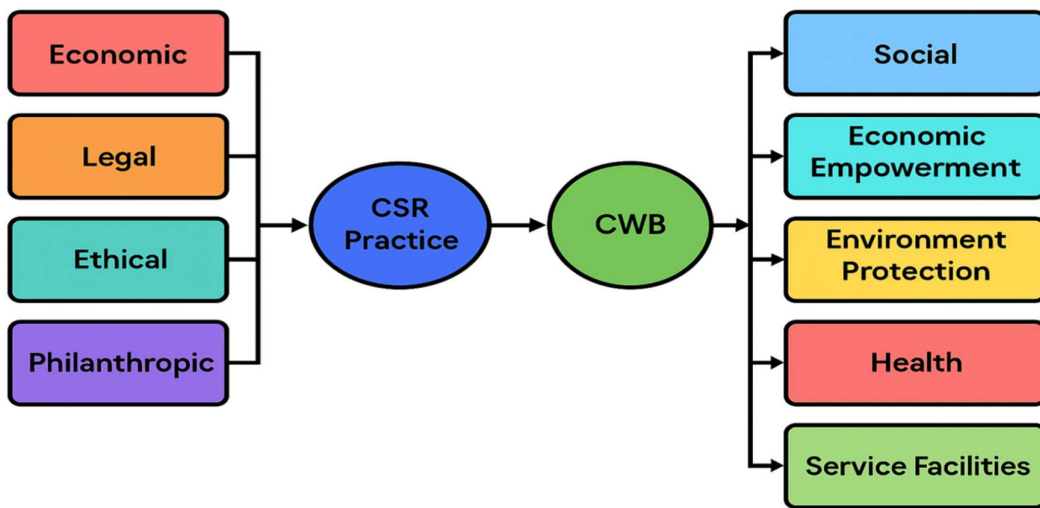


Figure 2: Proposed model for the study

4.2 Quantitative Data Analysis

4.2.1 Normality of Data

The normality of the data was assessed using both the Kolmogorov-Smirnov and Shapiro-Wilk tests. For all items, the results of both tests showed significant values ($p < 0.05$), indicating that the data deviated from a normal distribution. The Kolmogorov-Smirnov test statistic values ranged from 0.296 to 0.484, and the Shapiro-Wilk test statistic values ranged from 0.518 to 0.837, with all p-values being less than 0.05. These findings suggest that the data does not follow a normal distribution, as both tests rejected the null hypothesis of normality. Therefore, the study has used non-parametric statistical technique such as PLS-SEM for the hypothesis testing.

4.2.2 Structural Equation Modelling (SEM)

Partial Least Squares Structural Equation Modelling (PLS-SEM) is a robust multivariate technique ideal for predictive and exploratory research, especially with small samples, non-normal data, or complex models like Higher-Order Constructs (Joseph F. Hair et al., 2022). Unlike covariance-based SEM, PLS-SEM emphasizes variance explanation over model fit and assesses both measurement and structural models simultaneously.

This study uses Smart-PLS, a user-friendly software suited for estimating reflective and formative models, evaluating path coefficients, and conducting bootstrapping. Its ability to manage multi-dimensional constructs and test mediation/moderation effects makes it apt for analysing CSR practices and their impact on community well-being (J. F. Hair et al., 2020; Mitra & De, 2024).

Relationship Testing of Impact of Dimensions of Corporate Social Responsibility (CSR) with Community Well-being (CWB): -

Measurement Model Analysis

Assessment and Validation of Lower Order Constructs

To ensure internal consistency and validity of the constructs, several key assessments were conducted. Initially, factor loadings of lower-order constructs were examined. Except for items PR5, ETR5, LR5, SC1, EN2, EN5, and SF5, all observed variables demonstrated satisfactory factor loadings above the recommended threshold of 0.70, indicating adequate contribution to their respective latent constructs (Dash & Paul, 2021; Jha et al., 2024).

Reliability was assessed using Cronbach's Alpha (α) and Composite Reliability (CR), both of which exceeded the 0.70 benchmark across all constructs, affirming strong internal consistency (Joseph F. Hair et al., 2022).

Convergent validity was established through the Average Variance Extracted (AVE), with all values surpassing the 0.50 threshold. This indicates that each construct explains more than

half of the variance in its indicators (Fornell & Larcker, 1981).

Discriminant validity was confirmed using both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio. In all cases, the square root of AVE exceeded inter-construct correlations, and HTMT values were below 0.90, thereby affirming that each construct is conceptually distinct (Henseler et al., 2015).

Assessment and Validation of Higher Order Construct- Community Well-Being (CWB)

The study adopts a disjoint two-stage approach to construct *Community Well-Being (CWB)* as a higher-order formative construct, comprising six lower-order constructs: Social Well-Being (SWB), Economic Empowerment (EE), Environmental Protection (EP), Health Well-Being (HWB), Political Well-Being (PWB), and Service Facilities (SF) (Sarstedt et al., 2019).

To validate the formative higher-order measurement model, a series of diagnostic tests were conducted:

- **Collinearity Assessment:** Variance Inflation Factor (VIF) values for all lower-order constructs were below the threshold of 5, indicating no multicollinearity concerns (Edeh et al., 2023).
- **Outer Weights and Significance:** All lower-order constructs exhibited statistically significant outer weights ($p < 0.05$), confirming their relevance in shaping the higher-order construct (Edeh et al., 2023).
- **Outer Loadings:** Each lower-order construct demonstrated significant outer loadings exceeding the recommended threshold of 0.50, affirming their substantive contribution to Community Well-Being (Sarstedt et al., 2019).

These results collectively confirm the reliability and validity of the *Community Well-Being (CWB)* construct, supporting its inclusion in the structural model for further analysis.

Hypothesis Testing (Impact of Dimensions of CSR with CWB)

Following the validation of the measurement model, the structural model was assessed to evaluate the relationships among constructs and the model's predictive power. Key metrics included multicollinearity diagnostics, coefficient of determination (R^2), predictive relevance (Q^2), and path coefficient analysis.

- **Multicollinearity Analysis:**

Variance Inflation Factor (VIF) values for all predictor constructs were below the recommended threshold of 5, indicating no multicollinearity concerns and ensuring the robustness of regression estimates (Hair Jr et al., 2021; Sarstedt et al., 2014).

- **Coefficient of Determination (R^2):**

The R² value for the endogenous construct Community Well-Being (CWB) was 0.670, indicating a moderate to substantial level of explanatory power. This suggests that the CSR dimensions meaningfully explain the variance in community well-being outcomes (J. F. Hair et al., 2014).

- **Predictive Relevance (Q²):**

The Q² value for CWB, obtained via the blindfolding procedure, was 0.667, signifying high predictive relevance. This confirms the model's strong capability to predict outcomes within the sample (Shmueli et al., 2019).

- **Path Coefficients and Hypothesis Testing:**

Hypotheses were tested using a bootstrapping procedure (5,000 resamples, 95% bias-corrected confidence intervals). All paths from CSR dimensions to Community Well-Being were found to be statistically significant:

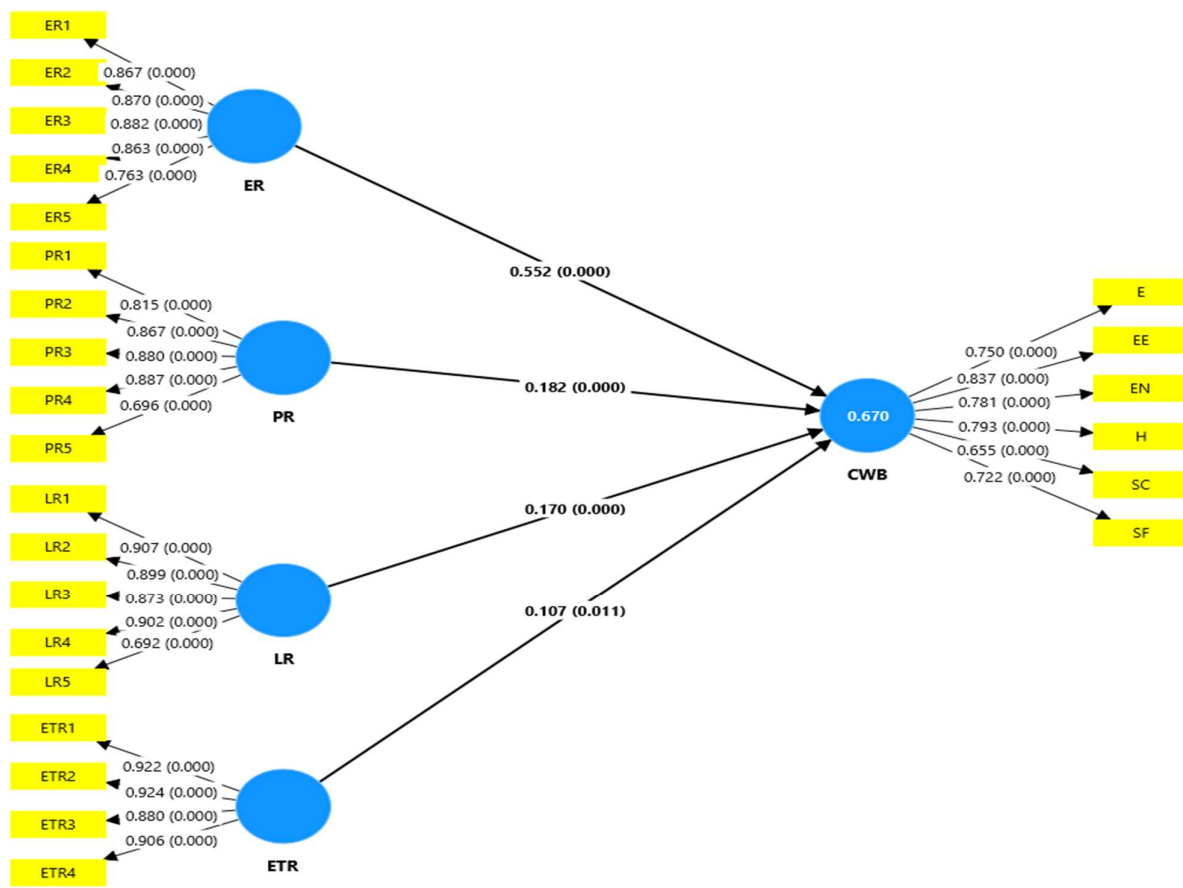
Employee Responsibility (ER) → CWB: $\beta = 0.552, t = 12.587, p < 0.001$

Ethical Responsibility (ETR) → CWB: $\beta = 0.107, t = 2.543, p = 0.011$

Legal Responsibility (LR) → CWB: $\beta = 0.170, t = 4.196, p < 0.001$

Philanthropic Responsibility (PR) → CWB: $\beta = 0.182, t = 4.011, p < 0.001$

The results demonstrate that each CSR dimension significantly contributes to enhancing Community Well-Being, with Employee Responsibility having the strongest positive impact. The strength and significance of these relationships affirm the model's robustness and theoretical validity.



Relationship Testing of Impact of Corporate Social Responsibility (CSR) with Community Well-being (CWB): -

After assessing impact of various CSR dimensions over CWB, in the next step of analysis, the study forwarded to assess the overall impact of CSR activities over Community Well-being. To analyze the aforementioned relationship the analysis proceeds to assess CSR as the Higher-Order Constructs (HOCs) of the model. In this step, the CSR as an HOC, comprising four LOCs (Economic, Ethical, Philanthropic and Legal).

Assessment and Validation of Higher Order Construct- Corporate Social Responsibility (CSR)

In this study, Corporate Social Responsibility (CSR) was modeled as a higher-order formative construct using a disjoint two-stage approach. The construct comprises four lower-order dimensions: Economic Responsibility (ER), Ethical Responsibility (ETR), Legal Responsibility (LR), and Philanthropic Responsibility (PR), with their latent variable scores forming the basis of the higher-order CSR construct (Sarstedt et al., 2019).

To ensure the robustness of the higher-order formative model, the following validation steps were undertaken:

- **Collinearity Assessment:**

Variance Inflation Factor (VIF) values for all lower-order constructs were below the threshold of 5, confirming the absence of multicollinearity and ensuring reliable estimation (Edeh et al., 2023).

- **Assessment of Outer Weights and Significance:**

All lower-order constructs demonstrated statistically significant outer weights ($p < 0.05$), affirming their relative importance in shaping the CSR construct (Edeh et al., 2023).

- **Assessment of Outer Loadings:**

Each construct exhibited outer loadings above the recommended threshold of 0.50, with statistical significance, thereby confirming their substantive contribution to the higher-order CSR construct (Sarstedt et al., 2019).

These findings confirm that the Corporate Social Responsibility (CSR) construct is both reliable and valid as a higher-order formative construct, supporting its use in subsequent structural model analysis.

Hypothesis Testing (Impact of CSR on CWB)

Following the validation of the measurement model, the structural model was assessed to

evaluate the relationships between constructs and the model's predictive capability. This included multicollinearity checks, explanatory power (R^2), predictive relevance (Q^2), and hypothesis testing through path coefficient analysis.

- **Multicollinearity Analysis:**

Variance Inflation Factor (VIF) values for all predictor constructs were below the recommended threshold of 5, confirming the absence of multicollinearity and ensuring reliable regression estimates (Hair Jr et al., 2021; Henseler et al., 2014).

- **Coefficient of Determination (R^2):**

The R^2 value for Community Well-Being (CWB) was 0.629, indicating moderate explanatory power. This suggests that the model explains a substantial portion of the variance in community well-being outcomes (J. F. Hair et al., 2014).

- **Predictive Relevance (Q^2):**

The Q^2 value for CWB, derived using the blindfolding procedure, was 0.625, reflecting high predictive relevance and confirming that the model has strong in-sample predictive capability (Shmueli et al., 2019).

- **Path Coefficient and Hypothesis Testing:**

The final structural model confirmed a significant and positive relationship between Corporate Social Responsibility (CSR) and Community Well-Being (CWB) with $\beta = 0.552$, $t = 12.587$, $p < 0.001$. This supports Hypothesis H5, highlighting that CSR initiatives, when considered holistically, play a critical role in enhancing community well-being among beneficiaries in West Bengal.

These findings collectively establish the model's statistical robustness and underscore the positive impact of CSR on community development outcomes.

4.3 Integration of Qualitative and Quantitative Findings

The study employed a mixed-methods approach, integrating insights from semi-structured interviews with top management of electricity manufacturing and distribution companies and a quantitative analysis using PLS-SEM.

Qualitative findings revealed that CSR initiatives are strategically aligned with four key dimensions—Economic, Legal, Ethical, and Philanthropic Responsibility. Executives emphasized the practical importance of financial support, job creation, skill development, and community upliftment, identifying Economic and Philanthropic efforts as the most impactful components of CSR.

Quantitative results, analyzed through SmartPLS, validated these perspectives by confirming statistically significant positive relationships between each CSR dimension and Community Well-Being (CWB). Among them, *Economic Responsibility (ER)* exhibited the strongest effect, followed by *Philanthropic Responsibility (PR)*, reinforcing the qualitative insight that these two dimensions are the most influential in enhancing community well-being.

This alignment between qualitative narratives and quantitative evidence not only strengthens the study's validity but also underscores the critical role of CSR—particularly its economic and philanthropic dimensions—in fostering meaningful community development.

5. Discussion & Implications of the Study

This chapter interprets the study's findings by connecting the empirical results to the theoretical framework and existing CSR literature. It confirms that all four CSR dimensions—Economic, Legal, Ethical, and Philanthropic—positively influence Community Well-Being (CWB), with Economic and Philanthropic Responsibilities showing the strongest impact.

The discussion validates the conceptual model through detailed analysis of the PLS-SEM results and integrates qualitative insights from executive interviews, providing deeper contextual understanding. This mixed-methods approach highlights how CSR initiatives, particularly those focused on economic support and community development, meaningfully enhance well-being.

The chapter also identifies alignments with prior research, underscores the study's theoretical and practical contributions, and outlines its policy implications.

5.1 Qualitative and Thematic Analysis

5.1.1 CSR Practices

The qualitative analysis underscores a holistic integration of Corporate Social Responsibility (CSR) within the strategic and operational frameworks of electricity manufacturing and distribution companies. Respondents highlighted four core dimensions—Economic, Legal, Ethical, and Philanthropic—reflecting a comprehensive and evolving approach to CSR.

- **Economic Dimension:** Executives emphasized the reciprocal link between financial performance and CSR, viewing CSR not as a cost but as a strategic investment with reputational and operational returns. Even during financial downturns, CSR commitments are maintained, indicating an intrinsic organizational value beyond profitability.

- **Legal Dimension**: CSR compliance is firmly rooted in statutory requirements, such as adherence to the Companies Act, 2013. Legal obligations are treated not merely as procedural formalities but as foundational to corporate legitimacy and governance.
- **Ethical Dimension**: Ethical responsibility extends beyond legal mandates, focusing on transparency, stakeholder fairness, and integrity. Respondents stressed that CSR must be genuine, embedded in everyday operations, and reflective of responsible corporate behavior.
- **Philanthropic Dimension**: Philanthropy was seen as a strategic and structured effort toward long-term societal welfare. Initiatives in education, healthcare, and rural development were highlighted, demonstrating a voluntary commitment to social upliftment.

Overall, the findings affirm that CSR in the power sector is both a strategic priority and a moral imperative, with each dimension contributing to sustainable development and enhanced community well-being.

5.1.2 Community Well-being

Guided by the conceptual framework of (Rela, Awang, Ramli, Rusdan, et al., 2020), the study identifies six key dimensions of community well-being—Economic Empowerment, Environmental Protection, Service Facilities, Social, Health, and Education—revealing how CSR initiatives contribute to holistic community development in the power sector.

- **Economic Empowerment**: Companies actively use CSR to promote livelihood opportunities, skill development, and poverty alleviation, emphasizing a broader view of economic support beyond financial aid.
- **Environmental Protection**: Firms demonstrate environmental responsibility through afforestation, pollution control, and biodiversity conservation, highlighting the alignment of CSR with sustainability goals.
- **Service Facilities**: Investments in education and healthcare infrastructure underscore a tangible commitment to improving essential community services, often guided by structured assessment processes.
- **Social Development**: CSR activities reflect ethical engagement with societal needs, including rural development, diversity, and environmental sustainability, showing an integrated approach to stakeholder well-being.
- **Health**: Companies support healthcare through the development of medical infrastructure and direct aid, enhancing public health outcomes in underserved regions.

- **Education:** CSR efforts in education primarily focus on infrastructure and implementation of government schemes, with limited engagement in educational policy advocacy.

In sum, the findings illustrate a multidimensional and community-centric CSR approach, with firms contributing significantly to local well-being across economic, environmental, and social domains. However, opportunities remain to expand influence through policy-level engagement, especially in education.

5.2 Quantitative Analysis -Hypotheses Testing

5.2.1 Role of Dimensions of Corporate Social Responsibility on Community Well-being among the beneficiaries in West Bengal

The study examined the impact of various CSR responsibilities on community well-being (CWB) in West Bengal, testing four key hypotheses.

- **Hypothesis 1: *Economic Responsibilities***—The results reveal a strong positive impact of economic responsibilities, particularly those focused on Employee Responsibility (ER), on community well-being. A significant relationship was found with a standardized beta coefficient (β) of 0.552, t-value of 12.587, and p-value < 0.001 . These findings suggest that employee welfare initiatives, such as fair wages and skill development, contribute substantially to both individual and community economic stability.
- **Hypothesis 2: *Ethical Responsibilities***—Ethical CSR practices have a significant, though more modest, positive impact on community well-being ($\beta = 0.107$, t-value = 2.543, $p = 0.011$). These practices, which include transparency, fairness, and respect for human rights, foster trust and social cohesion within communities, contributing to long-term social stability and sustainability.
- **Hypothesis 3: *Legal Responsibilities***—Legal compliance plays a significant role in enhancing community well-being, with a β of 0.170, t-value of 4.196, and p-value < 0.001 . Adherence to laws and regulations, such as labor and environmental standards, ensures community protection, fosters trust, and supports sustainable development.
- **Hypothesis 4: *Philanthropic Responsibilities***—Philanthropic CSR activities, such as charitable donations and infrastructure development, show a significant positive impact on community well-being ($\beta = 0.182$, t-value = 4.011, $p < 0.001$). These initiatives address immediate community needs and contribute to long-term social and economic growth by enhancing access to healthcare, education, and essential services.

Overall, the findings highlight the diverse ways in which CSR activities—ranging from economic empowerment to philanthropy—positively influence community well-being. These

results underscore the importance of integrated CSR strategies that combine economic, ethical, legal, and philanthropic responsibilities to foster sustainable development in communities.

5.2.2 Role of Corporate Social Responsibility on Community Well-being among the beneficiaries in West Bengal

The study strongly supports **Hypothesis 5 (H5)**, confirming that **Corporate Social Responsibility (CSR)** has a significant positive impact on community well-being (CWB) among beneficiaries in West Bengal. The analysis revealed a robust relationship, with a standardized beta coefficient (β) of 0.552, t-value of 12.587, and p-value < 0.001 . These findings highlight the comprehensive role of CSR in fostering sustainable development and improving the socio-economic conditions of communities.

The magnitude of the effect indicates that CSR, when approached holistically, generates substantial benefits. By integrating economic, legal, ethical, and philanthropic responsibilities, CSR initiatives create a synergistic effect that enhances the overall well-being of communities. CSR activities, ranging from job creation and local business support to legal compliance, ethical governance, and philanthropic contributions, collectively address a wide array of community needs, promoting inclusive growth, social stability, and improved living standards.

The high statistical significance and consistency of these findings across different contexts within West Bengal emphasize the pervasive and reliable impact of CSR. Qualitative insights from corporate management further support this conclusion, illustrating how companies view CSR as a strategic tool for addressing socio-economic disparities and fostering long-term community development.

In conclusion, the findings underscore the importance of adopting a comprehensive and integrated CSR strategy. By aligning corporate efforts with community needs, CSR not only fulfills business objectives but also contributes to the creation of resilient, inclusive, and prosperous communities, driving sustainable development and enhancing societal well-being.

5.3 Implications

5.3.1 Theoretical Implications

This study makes significant theoretical contributions by advancing and integrating established frameworks on Corporate Social Responsibility (CSR) within the context of community well-being in West Bengal's power sector. Drawing on key theories—including Stakeholder Theory, Institutional Theory, Social Contract Theory, and the Resource-Based View (RBV)—the study provides a robust, empirical foundation for understanding how CSR

dimensions collectively and individually contribute to the socio-economic development of communities.

- **Refinement of Stakeholder Theory:** The study empirically reinforces the stakeholder-centric view of CSR by demonstrating that initiatives addressing economic, legal, ethical, and philanthropic responsibilities significantly enhance community well-being. This validates the broader societal role of corporations and affirms that aligning corporate actions with stakeholder interests can drive sustainable community outcomes.
- **Integration with Institutional Theory:** Findings confirm that legal responsibilities within CSR not only ensure regulatory compliance but also foster public trust and social legitimacy. This supports the idea that institutional norms and pressures shape CSR engagement, reinforcing CSR as both a strategic and normative imperative in gaining social acceptance.
- **Extension of Social Contract Theory:** By establishing a meaningful relationship between ethical CSR practices and community well-being, the study extends Social Contract Theory, demonstrating that ethical conduct is fundamental to building trust and cohesion within communities—particularly in developing regions.
- **Application of the Resource-Based View (RBV):** The study positions philanthropic CSR as a strategic resource, showing that investments in community welfare generate intangible benefits such as social capital, trust, and corporate goodwill. These assets enhance long-term competitiveness while simultaneously contributing to community resilience.
- **Contribution to CSR Discourse in Developing Economies:** This research addresses a critical gap in the literature by contextualizing CSR in a developing economy. Through its focus on West Bengal's power sector, the study highlights how CSR can tackle region-specific challenges such as infrastructure deficits, skill development, and environmental sustainability, thereby promoting inclusive growth.
- **Methodological Advancement through a Mixed-Methods Approach:** By integrating qualitative insights from corporate executives with quantitative analysis via PLS-SEM, the study offers a nuanced and rigorous methodological model. This mixed-methods design strengthens the validity of the findings and sets a replicable standard for future CSR research.
- **Bridging CSR and Community Well-Being:** Most notably, the study creates a theoretical bridge between CSR and the emerging discourse on community well-being. By empirically demonstrating how CSR serves as a driver of societal health, prosperity, and

cohesion, the research offers a valuable foundation for scholars and practitioners seeking to align CSR with long-term community development objectives.

In summary, this research extends the theoretical discourse on CSR by validating and enriching existing frameworks while introducing a multidimensional perspective on how CSR can serve as a catalyst for community well-being—especially within the socio-economic realities of developing regions.

5.3.2 Managerial Implications

This study provides valuable managerial insights into how Corporate Social Responsibility (CSR) can be strategically leveraged to enhance community well-being (CWB) while supporting long-term organizational performance, particularly within the power sector of West Bengal. The findings emphasize the importance of adopting a holistic, integrated, and context-sensitive approach to CSR implementation.

First, the strong positive impact of CSR on community well-being ($\beta = 0.552, p < 0.001$) underscores the need for managers to integrate CSR into the **core business strategy**, treating it as a strategic investment rather than a peripheral obligation. Embedding CSR into corporate culture can create shared value, enhance brand reputation, and build stakeholder trust.

The study also reveals that **economic responsibilities** have the greatest impact on community well-being, suggesting that initiatives like job creation, skill development, and local business support should be prioritized. These actions not only uplift communities but also strengthen human capital and improve organizational competitiveness.

Legal compliance emerges as a foundation for public trust and operational legitimacy ($\beta = 0.170, p < 0.001$). Managers must ensure adherence to laws and regulations while also fostering transparent and ethical governance practices that reinforce stakeholder confidence.

Although smaller in effect, **ethical responsibilities** ($\beta = 0.107, p = 0.011$) remain significant, pointing to the long-term value of fairness, accountability, and transparency in corporate operations. Cultivating a culture of ethical integrity enhances the credibility and resilience of organizations.

The role of **philanthropic initiatives** ($\beta = 0.182, p < 0.001$) is also noteworthy, highlighting the importance of targeted investments in healthcare, education, and infrastructure. When aligned with strategic goals, such initiatives contribute to community development and strengthen corporate social capital.

Given the regional focus, the findings highlight the importance of **customizing CSR initiatives to local contexts** through active stakeholder engagement. Tailoring CSR to specific community needs ensures relevance, sustainability, and deeper social impact.

Additionally, the study advocates for **data-driven CSR practices** by encouraging the use of impact measurement tools and KPIs. Managers are urged to adopt robust evaluation mechanisms to monitor progress, enhance accountability, and continuously refine CSR strategies.

Finally, the findings support the need for **cross-sector collaboration** and **strong internal governance**. Partnering with governments, NGOs, and peer organizations can amplify impact, while dedicated CSR teams and committed leadership ensure strategic alignment and execution. In sum, this study highlights CSR as a powerful managerial tool for driving both social progress and organizational success. By harmonizing economic, legal, ethical, and philanthropic responsibilities, managers can create inclusive, resilient, and sustainable communities aligned with long-term business objectives.

6. Conclusion, Limitations and Future Scope of the Study

This study investigated the impact of Corporate Social Responsibility (CSR) on community well-being (CWB) within the power sector in West Bengal, employing a multidimensional framework encompassing economic, legal, ethical, and philanthropic responsibilities. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the quantitative findings revealed that all four CSR dimensions significantly and positively influence community well-being, though with varying degrees of impact. Economic responsibilities had the strongest effect ($\beta = 0.552$, $p < 0.001$), underscoring the importance of job creation, economic empowerment, and support for local enterprises. Philanthropic ($\beta = 0.182$, $p < 0.001$), legal ($\beta = 0.170$, $p < 0.001$), and ethical responsibilities ($\beta = 0.107$, $p = 0.011$) also contributed meaningfully to community development, highlighting the multifaceted role of CSR in promoting socio-economic welfare and trust.

Qualitative insights from interviews with corporate executives provided contextual depth, revealing that CSR initiatives are more impactful when integrated into the strategic vision of the organization and aligned with community needs. These findings enrich existing literature by validating frameworks such as Stakeholder Theory, Institutional Theory, and Social Contract Theory, while extending them to the context of a developing economy. The research offers a comprehensive understanding of CSR's role in fostering inclusive growth and sustainable development, especially in region-specific and sector-sensitive contexts.

Limitations and Future Scope

Despite its contributions, the study has certain limitations:

- **Geographical and Sectoral Scope:** Focusing solely on West Bengal's power sector may limit the generalizability of the findings across other industries and regions.

- Cross-Sectional Design: The snapshot approach restricts insights into the long-term effects of CSR; longitudinal studies are recommended for future research.
- Self-Reported Data: Reliance on managerial perspectives could introduce social desirability bias; incorporating beneficiary or third-party evaluations would enhance objectivity.
- Limited CSR Dimensions: The study focuses on four classical CSR dimensions, omitting areas like environmental sustainability and corporate governance.
- Sample Representation: The perspectives of direct community beneficiaries are underrepresented; broader stakeholder inclusion is advised.

Future research should address these gaps by:

- Conducting comparative studies across industries and regions.
- Undertaking longitudinal research to evaluate sustained CSR impacts.
- Integrating community feedback for a holistic evaluation of CSR effectiveness.
- Expanding the CSR framework to include environmental and governance dimensions.
- Exploring public-private partnerships and the role of regulatory policies.
- Assessing the internal impacts of CSR on employee well-being and organizational performance.
- Investigating the role of technology in CSR implementation and impact assessment.

By addressing these areas, future studies can offer a more nuanced and actionable understanding of CSR, enhancing its strategic relevance for sustainable and inclusive development.

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