

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

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By

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June 2025

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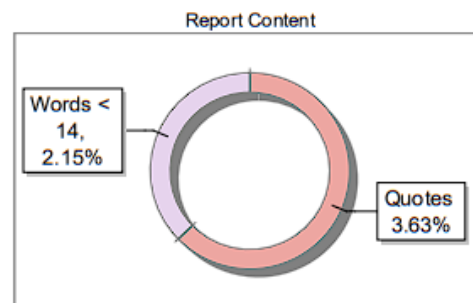
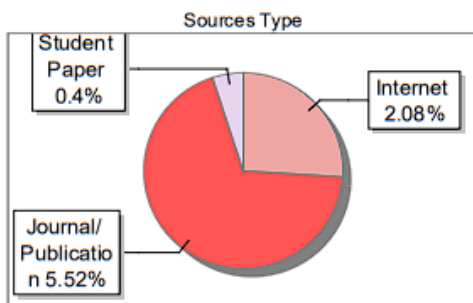
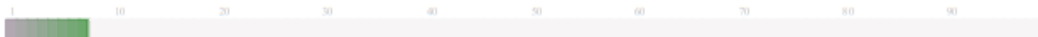
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ABSTRACT

Purpose:

The purpose of this study is to examine the Corporate Social Responsibility (CSR) Matrix within the power sector of West Bengal by analyzing the perceptions of both top management and community beneficiaries. Specifically, the study aims to explore how the economic, legal, ethical, and philanthropic dimensions of CSR—as outlined in the CSR Matrix—are perceived by top-level decision-makers and how these perceptions translate into tangible impacts on community well-being. Additionally, the study seeks to assess how the beneficiaries' views of these CSR initiatives influence their sense of social and economic development, thereby offering a comprehensive understanding of the CSR Matrix's effectiveness in fostering sustainable community outcomes.

Design/ Methodology:

The present study was used mixed method approach. In first qualitative study has been done using NVIVO software to determine the factors influencing CSR matrix. Where Formative Thematic Analysis has been conducted to analyze the data. Furthermore, quantitative analysis has been done using structural equation modelling. The data for the present study collected form West Bengal power supply corporation in different region.

Findings:

The finding of the present study is in twofold nature. First qualitative analysis finding delineate that CSR matrix has 6 important factors such as Social, Economic Empowerment, Environmental Protection, Service facilities, health and Political. Second quantitative analysis findings; The results of the study indicate that all proposed hypotheses (H1 to H5) were supported. Specifically, the economic, legal, ethical, and philanthropic responsibilities core components of the CSR Matrix—were each found to have a significant positive impact on the community well-being of beneficiaries in West Bengal's power sector. Additionally, the overall perception of CSR activities among beneficiaries also demonstrated a significant influence on their well-being, reinforcing the comprehensive role of CSR in enhancing community outcomes.

Implication:

The findings of this study have meaningful implications for theory, practice, and policy. Quantitatively, the significant positive impact of all four dimensions of the CSR Matrix—economic, legal, ethical, and philanthropic on community well-being confirms the relevance of a multidimensional CSR approach in the power sector. Qualitatively, insights gathered from beneficiaries highlight a growing awareness and appreciation of CSR activities, particularly when they are inclusive, locally relevant, and culturally sensitive. These findings suggest that beyond fulfilling formal obligations, power sector organizations must focus on how CSR initiatives are perceived and experienced by communities. For practitioners, this calls for more transparent communication and active engagement with stakeholders to build trust and ensure that CSR efforts genuinely address community needs. Policymakers can use these insights to refine CSR guidelines, encouraging organizations to integrate both measurable outcomes and community voices into their strategic planning. Overall, the study emphasizes CSR not just as a compliance measure, but as a strategic, people-centred tool for sustainable development and enhanced community-corporate relations.

Originality

This study presents a novel contribution by applying the CSR Matrix encompassing economic, legal, ethical, and philanthropic responsibilities to assess its impact on community well-being within the context of the power sector in West Bengal. Unlike previous research that often focuses solely on organizational outcomes or limited dimensions of CSR, this study uniquely integrates both top management and beneficiary perspectives, using a mixed-method approach. The inclusion of qualitative insights from community members adds depth to the understanding of how CSR is perceived and experienced at the grassroots level. By examining both strategic intent and community impact, the study offers a holistic view of CSR effectiveness, highlighting the critical role of stakeholder perception in shaping meaningful and sustainable CSR outcomes.

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List of Abbreviations

A

Analysis of Variance (ANOVA) _____	99
Average Variance Extracted (AVE) _____	135, 136

C

Community well-being (CWB) _____	21, 60
Confirmatory Factor Analysis (CFA) _____	100
Corporate Social Responsibility (CSR) _____	13

D

Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY) _____	25
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E

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Employee Responsibility (ER) _____	142, 159
Environmental, Social, and Governance (ESG) _____	45
Exploratory Factor Analysis (EFA) _____	100

F

Foreign Direct Investment (FDI) _____	26
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H

Heterotrait-Monotrait	
(HTMT)	137
Higher-Order Construct	
(HOC)	131, 138, 144, 145, 150

I

Institute of Management Accountants	
(IMA)	47
Integrated Power Development Scheme	
(IPDS)	26

L

Lower-Order Constructs	
(LOCs)	131

N

non-governmental organizations	
(NGOs)	19, 83

O

Organisation for Economic Co-operation and Development	
(OECD)	47

P

Partial Least Squares Structural Equation Modelling	
(PLS-SEM)	99, 100, 131, 179

R

Resource-Based View	
(RBV)	71, 72, 170, 171

S

Social Well-being	
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(SWB) _____	22
Structural Equation Modelling	
(SEM) _____	100, 131
T	
Triple Bottom Line	
(TBL) _____	14
U	
United Nations Sustainable Development Goals	
(SDGs) _____	14
V	
Variance Inflation Factor	
(VIF) _____	139, 140, 145, 146

Chapter 1

Introduction

1. Introduction

1.1 Introduction to Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) has emerged as a cornerstone of modern business practices, reflecting a significant shift in how corporations interact with society (Bojanic, 2023; Moir, 2017). Historically, the primary goal of businesses was to maximize shareholder value through profit generation, often without considering broader social or environmental impacts (Carroll & Shabana, 2010; Drenth, 2014). However, over the last few decades, growing awareness of social, environmental, and ethical issues has transformed this outlook. Businesses are increasingly expected to address not only financial performance but also their responsibilities toward society and the environment. This evolution has redefined the role of corporations, positioning CSR as a strategic approach that integrates economic success with social responsibility and environmental stewardship (Mosca & Civera, 2020; Partiti, 2020).

At its core, CSR can be defined as a company's voluntary commitment to contribute positively to societal challenges—whether by reducing environmental impact, promoting social welfare, or engaging in ethical business practices (Carroll, 2015; Low, 2016; Lu et al., 2019). According to Carroll's CSR pyramid, this responsibility can be understood through four interrelated levels: economic, legal, ethical, and philanthropic (Carroll, 2015, 2016). Economic responsibilities focus on ensuring a company's financial sustainability, while legal obligations ensure adherence to regulations. Ethical responsibilities require fairness and justice in business practices, and philanthropic activities encourage businesses to actively contribute to societal well-being, often through charitable endeavors or community development (Carroll, 2015).

Globally, CSR is seen as a way for corporations to go beyond their legal obligations and voluntarily contribute to the well-being of the communities in which they operate (Mares, 2010). This understanding has grown in importance as businesses become more integrated into

global supply chains and economies, increasing their potential to influence a wide range of stakeholders, including employees, customers, governments, and local communities. The rise of globalization, coupled with pressing challenges such as climate change, environmental degradation, and social inequalities, has further cemented the need for businesses to take on a proactive role in addressing these issues (Berger-Walliser & Scott, 2018; Duarte et al., 2010). Stakeholders now demand that corporations be held accountable for the social and environmental footprints they leave behind (Wirba, 2024).

At the heart of global CSR practices is the concept of sustainable development, which emphasizes meeting the needs of the present without compromising the ability of future generations to meet their own needs (Mares, 2010). Companies are increasingly expected to integrate sustainability into their operations, ensuring that they balance economic growth with environmental protection and social equity (Husser et al., 2012). This alignment with sustainable development is reflected in global frameworks such as the **United Nations Sustainable Development Goals (SDGs)**, which provide a comprehensive structure for businesses to tailor their CSR activities to address issues such as poverty, clean energy, gender equality, and climate action (Abbas, 2024). Many multinational corporations have embraced the SDGs, recognizing that CSR is not only a mechanism for enhancing corporate reputation but also a way to contribute to long-term profitability and global stability (Duarte et al., 2010; Mares, 2010; Popa, 2015).

Another significant influence on global CSR practices is the **Triple Bottom Line (TBL)** approach, which encourages companies to measure their success not just by financial performance but also by their contributions to social welfare ("people") and environmental sustainability ("planet") (Książak & Fischbach, 2018; Masud et al., 2019). This model has led to the rise of sustainability reporting and impact assessments, pushing corporations to transparently account for their activities across these three dimensions. For many global

companies, CSR initiatives are no longer seen as isolated philanthropic efforts but as a strategic component of their operations. The expectation is that businesses actively engage in reducing their environmental impact, fostering inclusive growth, and contributing to the communities they affect (Berger-Walliser & Scott, 2018; Masud et al., 2019; Popa, 2015).

CSR has also evolved into a key part of corporate governance in many parts of the world. In developed economies, consumer demand for ethically produced goods, coupled with investor interest in sustainable practices, has made CSR an integral part of business strategy. For instance, in the European Union, the **Directive on Non-Financial Reporting** requires large companies to disclose their management of social and environmental risks (Arif et al., 2022; Cuomo et al., 2024). Similarly, in the United States, CSR is often woven into risk management strategies, as businesses increasingly recognize that ethical failures or environmental negligence can result in severe reputational damage, legal penalties, and financial losses (Doh & Guay, 2006).

In developing economies, CSR takes on additional importance, given the pressing need to address social disparities, infrastructural gaps, and environmental challenges. Many companies operating in these regions have adopted CSR programs that focus on providing essential services such as healthcare, education, clean water, and infrastructure development (Duarte et al., 2010; Hong & Shore, 2023). These efforts often align with national development goals and are particularly impactful in underserved communities. In these contexts, CSR is not only about corporate philanthropy but also about creating opportunities for socio-economic upliftment and environmental sustainability (Husser et al., 2012; Popa, 2015).

What distinguishes modern CSR is the recognition that responsible business practices are not just a moral imperative but are increasingly linked to long-term financial success. Studies have shown that companies that actively engage in CSR tend to have stronger brand loyalty, better

employee retention, and increased investor interest (Garel & Petit-Romec, 2021; M. T. Liu et al., 2014; Rodgers et al., 2013). Moreover, companies with robust CSR programs are often more resilient to market fluctuations and regulatory changes, as they proactively manage social and environmental risks. In a globalized world where information flows freely, consumers and investors have become more discerning, supporting companies that demonstrate a commitment to ethical practices and sustainability (Garel & Petit-Romec, 2021).

Overall, CSR is now widely accepted as a transformative business practice that contributes to sustainable development while simultaneously enhancing corporate value. By integrating CSR into their operations, businesses worldwide are not only mitigating risks and improving their public image but also actively participating in the creation of a more equitable, inclusive, and sustainable future. As global challenges intensify, CSR will continue to evolve, driving corporations to innovate and collaborate in ways that ensure both business success and societal progress. This shift underscores the need for businesses to engage in CSR not as an optional add-on but as a core element of their strategy for long-term success.

1.2 CSR in India: Evolution and Legal Framework

Corporate Social Responsibility (CSR) in India has undergone a significant transformation over the decades, evolving from a voluntary philanthropic practice to a legally mandated responsibility under the Companies Act of 2013 (V. S. Aggarwal & Jha, 2019; Dhanesh, 2015; Jaysawal & Saha, 2015). Historically, Indian businesses have been involved in charitable activities, largely inspired by religious values, cultural traditions, and the social consciousness of influential industrialists like Jamsetji Tata, G.D. Birla, and others. However, the formalization of CSR in India reflects a more structured approach to corporate involvement in social development, driven by both national imperatives and global influences.

1.2.1. Historical Background of CSR in India

India has a rich history of community-oriented business practices, where corporate giants have long engaged in acts of charity and community development. This was often seen in the form of building schools, hospitals, and providing for the welfare of employees and their families. Industrialists like the Tatas and Birlas were at the forefront of this movement, blending business acumen with social responsibility. Their contributions to education, healthcare, and rural development during the early and mid-20th century laid the foundation for what would later become known as CSR (Chauhan & Dawra, 2017).

During the post-independence era, particularly in the socialist-driven economy from the 1950s to the 1980s, the Indian government heavily regulated industries, and the focus of corporate giving shifted towards nation-building activities. Many companies partnered with the government to address pressing issues like poverty alleviation, healthcare, and education. However, these activities were largely voluntary and driven by the personal values of business leaders rather than being integrated into formal business strategies (Chauhan & Dawra, 2017; Jaysawal & Saha, 2015).

The economic liberalization of the 1990s marked a turning point for CSR in India. As the country opened up to foreign investments and global markets, Indian companies began to adopt more formal CSR practices aligned with international norms. This shift was influenced by global trends, including the growing emphasis on sustainable development, ethical business practices, and corporate governance. It was during this period that the notion of CSR began to gain traction as a strategic business function rather than just a philanthropic obligation (V. S. Aggarwal & Jha, 2019; Arora & Puranik, 2004; Dhanesh, 2015).

1.2.2 The Companies Act of 2013: A Legal Mandate for CSR

The most significant development in the evolution of CSR in India came with the enactment of the Companies Act in 2013, which made India the first country to legally mandate CSR for certain categories of companies (Bergman et al., 2019; Gatti et al., 2019; Manchiraju & Rajgopal, 2017). According to Section 135 of the Companies Act, 2013, companies with a net worth of ₹500 crore or more, a turnover of ₹1,000 crore or more, or a net profit of ₹5 crore or more in a financial year are required to spend at least 2% of their average net profits for the last three years on CSR activities. This landmark legislation signaled a shift from voluntary CSR efforts to a mandatory corporate responsibility towards societal development.

Under the law, companies are required to establish a CSR committee to formulate and oversee their CSR policies. The committee is tasked with identifying focus areas for CSR spending, ensuring that these activities are in line with the legal guidelines, and reporting on the outcomes of CSR initiatives. The Act also provides a broad framework for CSR activities, allowing companies to focus on various areas such as:

- **Eradicating hunger and poverty**
- **Promoting education and gender equality**
- **Ensuring environmental sustainability**
- **Protecting national heritage, art, and culture**
- **Contributing to Prime Minister's Relief Fund or other central government initiatives**
- **Supporting rural development and slum area development**

While the law outlines these areas, it also provides companies with flexibility in designing their CSR programs based on their resources, expertise, and the specific needs of the communities

they operate in. Importantly, the CSR mandate under the Companies Act encourages companies to engage in long-term, sustainable projects that align with their core business objectives, thus integrating CSR into their broader strategic framework (Balachandran & Saranya, 2020; Chauhan & Dawra, 2017; Mehdiyeva, 2023; N. Mitra & Chatterjee, 2020).

1.2.3 Significance of CSR in India's Socioeconomic Development

The introduction of mandatory CSR under the Companies Act has had a profound impact on India's socioeconomic development (Bergman et al., 2019). By directing a portion of corporate profits toward social causes, the law has mobilized significant financial resources for addressing critical issues such as education, healthcare, environmental sustainability, and rural development. According to data from the Ministry of Corporate Affairs, the cumulative spending on CSR in India has crossed billions of rupees since the law came into effect.

The significance of CSR in India extends beyond mere financial contributions. It has encouraged companies to take a more active role in community development, fostering partnerships with non-governmental organizations (NGOs), local communities, and government agencies. Furthermore, the focus on sustainable and scalable solutions has led to the implementation of innovative CSR programs that address root causes of social and environmental problems (Ghose, 2012; Pasumarti, 2020).

In the various sector, where CSR activities are increasingly focused on infrastructure development, rural electrification, and sustainable energy, the impact is particularly notable (Arora & Puranik, 2004; Gatti et al., 2019). Companies in many sector have played a vital role in enhancing the quality of life in rural and underserved areas by providing essential services like electricity, clean water, and education, thereby contributing to broader national goals of inclusive development and poverty reduction (Mehdiyeva, 2023).

1.2.4 Challenges and Criticisms of CSR Implementation in India

Despite its successes, the implementation of CSR in India has not been without challenges. One of the major criticisms is that CSR spending is often seen as a compliance exercise, with some companies engaging in tokenistic activities to fulfill their legal obligations without genuine commitment to long-term impact. There have also been concerns about the lack of transparency and accountability in CSR reporting, with some companies failing to provide adequate information on how funds are being used or the tangible outcomes of their initiatives (Chauhan & Dawra, 2017; Jaysawal & Saha, 2015).

Additionally, the focus of CSR spending has been skewed towards certain sectors, with education and healthcare receiving the bulk of corporate donations, while other critical areas such as environmental sustainability and skill development receive less attention. This has raised questions about whether CSR activities are being strategically aligned with national priorities and the most pressing needs of local communities (Gatti et al., 2019; Pasumarti, 2020).

Despite these challenges, CSR in India remains a powerful tool for promoting inclusive growth and sustainable development. The legal framework has not only formalized corporate contributions to social development but also encouraged a culture of responsibility and accountability in the business community (Bergman et al., 2019; Hadfield-Hill, 2014). As companies continue to integrate CSR into their core strategies, the potential for creating lasting, positive change in Indian society remains immense.

1.2.4.1 Linking CSR with Community Well-being

Corporate Social Responsibility (CSR) and community well-being are intrinsically connected, with CSR serving as a powerful mechanism through which businesses can contribute to the holistic development of the communities they operate in (Rela, Awang, Ramli, Md Sum, et al.,

2020; Sarmila et al., 2015). As businesses engage in socially responsible practices, they have the potential to positively influence key dimensions of community well-being, such as economic growth, social equity, environmental sustainability, and overall quality of life (Hayat & Afshari, 2022). This section explores the multifaceted ways in which CSR initiatives impact community well-being, addressing both the theoretical underpinnings and practical implications.

Defining Community Well-being

Community well-being refers to the collective state of health, happiness, and prosperity of individuals within a specific community. It encompasses various dimensions, including physical health, mental well-being, social cohesion, economic stability, education, and access to essential resources such as clean water, electricity, and healthcare (Sirgy et al., 2010; VanderWeele, 2019). A community with high levels of well-being is one where individuals have the opportunity to live fulfilling lives, have access to opportunities for personal growth, and experience a sense of belonging and security.

In recent years, the concept of community well-being has gained prominence as a key metric for assessing the effectiveness of social policies, including corporate initiatives. Unlike traditional economic measures that focus on GDP or income per capita, community well-being captures a broader set of factors that contribute to overall quality of life. By focusing on community well-being, businesses can ensure that their CSR activities have meaningful and tangible impacts on the lives of the people they aim to serve (Rela et al., 2020).

CSR as a Driver of Community Well-being

CSR initiatives are one of the most direct ways in which corporations can influence community well-being. By addressing critical social, economic, and environmental challenges, CSR programs can help foster conditions that promote the long-term well-being of local populations

(Carroll & Shabana, 2010; Mosca & Civera, 2020). The power sector, for example, plays a unique role in community development by providing essential services like electricity, which is fundamental to economic development and improved living standards.

Here are some of the key ways in which CSR contributes to different dimensions of community well-being:

1. **Economic Well-being:** One of the primary contributions of CSR initiatives to community well-being is through economic development. CSR programs often focus on creating jobs, improving infrastructure, and supporting local businesses. For instance, power sector companies may engage in CSR activities aimed at providing reliable access to electricity in rural or underserved areas, which in turn facilitates economic activity, supports local businesses, and improves livelihoods (Hong & Shore, 2023; Matten & Moon, 2004).

In addition, CSR initiatives that provide vocational training, promote entrepreneurship, and improve financial literacy contribute to individual economic well-being by enhancing employability and income-generating potential. These efforts not only improve the financial security of individuals but also help to reduce poverty levels within communities.

2. **Social Well-being:** CSR activities often target social issues, such as improving access to education, healthcare, and housing. By funding and supporting schools, healthcare clinics, and affordable housing projects, companies contribute to the social well-being of communities. The power sector, in particular, has a unique role in promoting social well-being by ensuring access to electricity, which is essential for education, healthcare, and other social services (Abbas, 2024; Moir, 2017).

Furthermore, CSR activities that focus on gender equality and empowering marginalized groups contribute to building more inclusive and cohesive communities. Initiatives such as

scholarships for girls, skills training for women, and support for disadvantaged groups foster a sense of equality and social justice, improving the overall well-being of the community.

- 3. Environmental Well-being:** Community well-being is deeply intertwined with environmental sustainability. CSR initiatives that focus on environmental protection, such as reducing pollution, promoting renewable energy, and conserving natural resources, contribute directly to the long-term health and well-being of communities. In the power sector, CSR activities often include efforts to reduce carbon emissions, improve energy efficiency, and promote sustainable energy sources like solar and wind power (Ahmed et al., 2020).

By engaging in environmentally responsible practices, companies not only help mitigate the negative effects of industrial activity but also create healthier environments for local populations. Clean air, access to clean water, and reduced exposure to environmental hazards are critical components of community well-being that are often addressed through CSR initiatives.

- 4. Health and Well-being:** Access to healthcare and the promotion of healthy lifestyles are common focus areas of CSR programs. Companies often partner with local health organizations to provide medical services, establish healthcare facilities, or run health awareness campaigns in underserved areas. In the context of the power sector, providing access to electricity for healthcare centers ensures that these facilities can operate effectively, particularly in rural and remote areas (Macassa et al., 2021; Sirgy et al., 2010).

Health-related CSR activities, such as vaccinations, maternal health programs, and efforts to combat malnutrition, directly improve the well-being of community members by addressing critical health needs. Additionally, initiatives that promote mental health and well-being, such

as stress management workshops or mental health awareness campaigns, contribute to the overall quality of life in communities.

1.2.5 Challenges and Limitations in Linking CSR to Community Well-being

While CSR has the potential to significantly improve community well-being, there are challenges and limitations that must be considered. One of the key challenges is ensuring that CSR initiatives are aligned with the actual needs of the community. Too often, CSR programs are designed based on corporate priorities or legal requirements rather than a genuine understanding of local needs. This can lead to misaligned efforts that fail to make a meaningful impact (Berger-Walliser & Scott, 2018; Bojanic, 2023; Lu et al., 2019; Mares, 2010; Mosca & Civera, 2020).

Another challenge is the measurement of CSR outcomes in terms of community well-being. While companies may report on the financial investments they make in CSR, it is often difficult to quantify the social and environmental benefits in a meaningful way (Sirgy et al., 2010; VanderWeele, 2019). Without clear metrics and monitoring systems, it can be hard to assess whether CSR activities are truly contributing to long-term community well-being.

1.2.5.1 Overview of India's Power Sector

India's power sector plays a pivotal role in its economic growth and industrial development, ranking among the top four power-generating nations globally (Kumar & Majid, 2024; IBEF, 2024; Raihan et al., 2024; Singh et al., 2023). As of **June 2024**, India had an installed power capacity of **446.18 GW**, making it the third-largest producer and consumer of electricity in the world (IBEF, 2024). This substantial capacity is distributed across several sources: thermal power, renewable energy, hydropower, and nuclear energy. The country has made notable strides in expanding its power infrastructure and diversifying its energy mix to meet rising demand.

Thermal Power continues to dominate, contributing **54.5%** of the total installed capacity, with coal being the primary fuel. Coal-based power plants account for **210.96 GW** of the country's total capacity. However, the government has been actively working to reduce dependency on coal and promote cleaner energy sources (PWC, 2019).

Renewable Energy is the fastest-growing segment in the Indian power sector. By **June 2024**, the country had achieved an installed renewable energy capacity of **203.19 GW**, which includes solar, wind, and biomass energy. Solar energy leads with **85.47 GW**, followed by wind energy at **46.65 GW**. India has set ambitious targets to achieve **500 GW** of non-fossil fuel capacity by 2030, underscoring its commitment to green energy (IBEF, 2024; PWC, 2019).

Hydropower, which harnesses the potential of the country's vast water resources, accounts for **10.5%** of the total installed capacity, with **46.93 GW** installed by June 2024. India also has significant potential for further hydropower development, especially in regions like the Northeast.

Nuclear Power, though a smaller contributor, plays an important role in India's energy security. As of **June 2024**, India's nuclear capacity stood at **8.18 GW**. The country has ambitious plans to expand its nuclear energy capacity, aiming to reach **20 GW** by 2030. This is part of India's strategy to diversify its energy sources and reduce its reliance on fossil fuels (IBEF, 2024; PWC, 2019).

India's power generation has grown significantly over the years, driven by industrial expansion, urbanization, and rising per capita electricity consumption. Between **FY10 and FY24**, the country's electricity generation increased at a Compound Annual Growth Rate (CAGR) of **5.04%**, with a record power generation of **1,624.15 billion kilowatt-hours (kWh)** in **FY23**, marking an **8.87%** increase compared to the previous year.

Policy Initiatives have been a key factor in the growth and transformation of the power sector. The government has introduced several schemes to boost electrification, such as the **Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY)** and the **Integrated Power Development Scheme (IPDS)**, which have helped achieve near-universal household electrification by **March 2023**. Additionally, initiatives like the **Saubhagya scheme** have electrified over **2.86 crore households** (IBEF, 2024; PWC, 2019; Singh et al., 2023).

In terms of **foreign investment**, India's power sector remains a highly attractive destination. The country allows **100% Foreign Direct Investment (FDI)** under the automatic route in the power and renewable energy sectors. Between **April 2000 and March 2024**, cumulative FDI inflows in the power sector amounted to **US\$ 18.28 billion**. Furthermore, India's rapidly evolving renewable energy sector is projected to attract investments of over **US\$ 250 billion** by 2030, demonstrating the immense potential for growth in this segment (IBEF, 2024).

Looking ahead, India's power sector is expected to continue its robust expansion, driven by increasing energy demand, investments in renewable energy, and government policies supporting sustainable development. With ambitious targets like achieving **500 GW of renewable energy capacity by 2030** and reducing emissions intensity, the sector is poised to play a key role in India's path toward becoming a global leader in sustainable energy.

This overview emphasizes India's diverse energy portfolio, ongoing reforms, and the critical role the power sector plays in supporting the country's economic and sustainable development.

1.3 Importance of CSR in the Power Sector and Its Role in Community

Well-being

Corporate Social Responsibility (CSR) in the power sector is of immense significance due to the sector's direct influence on economic development, environmental sustainability, and community welfare (Al-Shaer et al., 2023; Attah & Amoah, 2023; Chijioko-Churuba, 2023;

Chwiłkowska-Kubala et al., 2023; Dudek et al., 2023; Khalid et al., 2023; PWC, 2019). The power sector is critical in driving industrial growth and ensuring the provision of essential services such as electricity, which plays a vital role in the functioning of modern societies. CSR initiatives within the power sector can address a broad spectrum of challenges, from improving access to energy in underserved regions to supporting environmental sustainability and enhancing social equity.

Addressing Community Needs

The power sector often operates in rural and underdeveloped areas, where communities face significant challenges such as limited access to electricity, clean water, and healthcare. Through CSR initiatives, power companies can directly contribute to improving the quality of life in these regions by investing in rural electrification, clean energy access, and healthcare projects. These efforts enable schools, hospitals, and local businesses to operate more effectively, fostering social and economic development (Al-Shaer et al., 2023; Chijioke-Churuba, 2023; Chwiłkowska-Kubala et al., 2023).

Power companies also play a crucial role in developing local infrastructure, such as roads, water supply systems, and public amenities. These investments create lasting benefits for the community and contribute to socio-economic development by focusing on education, skill development, and healthcare (Khalid et al., 2023).

Environmental Stewardship

The power sector is a major contributor to environmental challenges due to its reliance on fossil fuels like coal, which are associated with air pollution and greenhouse gas emissions. CSR initiatives are essential for mitigating these environmental impacts. Power companies can invest in renewable energy projects such as wind, solar, and hydroelectric power, thereby

reducing their carbon footprint and contributing to global environmental goals (Khalid et al., 2023).

CSR-driven environmental programs often include afforestation projects, water conservation efforts, and pollution control measures, all of which contribute to a healthier environment. By demonstrating a commitment to environmental stewardship, power companies enhance their public image while aligning with global sustainability efforts (Nel et al., 2023; Peter Simpa et al., 2024).

Promoting Social Equity and Inclusion

Power companies frequently operate in regions with significant social inequalities, particularly in rural and tribal areas where access to resources is limited. CSR initiatives help bridge these gaps by promoting social equity and inclusion. Programs that empower women, provide scholarships, or offer vocational training to marginalized communities uplift these populations both economically and socially (Kime et al., 2023; Nel et al., 2023; Vågerö & Zeyringer, 2023).

By focusing on inclusive development, CSR initiatives foster a sense of belonging and engagement within communities. For example, providing skill development and employment opportunities to local populations ensures that the economic benefits of the company's operations are shared with the community, thus fostering goodwill and reducing local opposition to projects (Attah & Amoah, 2023; Chijioke-Churuba, 2023).

Strengthening the Social License to Operate

Power companies, due to their extensive infrastructure and environmental impact, often face resistance from local communities, especially in cases where power projects result in displacement or environmental degradation. CSR initiatives are crucial in gaining and maintaining a company's social license to operate. By investing in the well-being of the communities affected by their operations, power companies can build trust and goodwill, which

are essential for the smooth execution of large-scale projects (Bell et al., 2024; Faia et al., 2024; Kime et al., 2023; Svartdal & Kristoffersen, 2023).

Engaging with local communities through CSR also helps power companies navigate regulatory challenges and mitigate conflicts, ensuring the long-term sustainability of their operations.

Economic Growth and Development

CSR initiatives within the power sector can play a significant role in fostering local and regional economic development (Aladejare, 2014; Ghose, 2012; Pasumarti1, 2020; Xie et al., 2023). Through projects that improve infrastructure, support entrepreneurship, and enhance energy access, power companies contribute to overall economic growth. Consistent access to affordable electricity in rural areas, for example, stimulates economic activities, increases agricultural productivity, and creates employment opportunities.

Moreover, by investing in green technologies and local businesses, and providing technical training to the workforce, power companies drive economic diversification and long-term development, thereby improving living standards in the regions where they operate (Aladejare, 2014; Xie et al., 2023).

Compliance with Regulatory and Ethical Standards

In many regions, CSR in the power sector is not just a corporate responsibility but also a legal requirement. Beyond regulatory compliance, companies that engage in effective CSR activities enhance their ethical standing and demonstrate a genuine commitment to social responsibility. By setting benchmarks for ethical corporate behavior through innovative CSR practices, power companies foster long-term sustainability by ensuring that the benefits of their operations are equitably shared with the communities most affected by their environmental and social impacts (Balachandran & Saranya, 2020).

Building Long-term Corporate Reputation

CSR activities play a critical role in building and sustaining a company's reputation, particularly in a sector that faces intense scrutiny due to environmental concerns and community opposition. By investing in community well-being and environmental sustainability, power companies can differentiate themselves in an increasingly competitive market. A strong CSR program attracts socially conscious investors, employees, and consumers, ensuring that the company maintains a positive public image (Balachandran & Saranya, 2020; Garel & Petit-Romec, 2021; M. T. Liu et al., 2014; Rodgers et al., 2013).

Focus on Rural Electrification and Access to Energy

A key CSR contribution of the power sector is rural electrification, which has a direct impact on community well-being by improving access to energy in remote regions. Electrification projects help boost economic development, enhance educational opportunities, and improve healthcare services. Power companies often collaborate with local communities, government agencies, and NGOs to bring reliable electricity to underserved areas, supporting national goals such as those outlined in the **Deendayal Upadhyaya Gram Jyoti Yojana (DDUGJY)**, aimed at achieving universal electrification (IBEF, 2024; PWC, 2019).

Education and Skill Development Programs

Education and skill-building are central to the CSR activities of many power companies. These initiatives include building schools, offering scholarships, and providing vocational training in sectors such as renewable energy and electrical engineering (Duarte et al., 2010; Ebner & Baumgartner, 2006; Mosca & Civera, 2020). By equipping communities with skills and education, CSR initiatives foster individual growth, improve employability, and contribute to overall community development.

In conclusion, CSR in the power sector is essential for addressing social, environmental, and economic challenges. From improving access to energy and education to promoting environmental sustainability and fostering economic growth, CSR initiatives help build strong, positive relationships with communities. As expectations for corporate accountability and sustainability rise, CSR in the power sector will continue to play a pivotal role in shaping the future of community well-being.

1.4 Statement of the Problem

Corporate Social Responsibility (CSR) has become a central component of corporate strategies, particularly in sectors like the power industry, which play a critical role in both economic development and environmental sustainability. While CSR initiatives are intended to address social, environmental, and economic challenges, there remains a significant gap in understanding their direct impact on community well-being, particularly within the power sector. In India, where CSR is mandated under the Companies Act, 2013, companies in the power sector are expected to engage in meaningful CSR activities. However, despite these legal requirements, the specific outcomes of such initiatives—especially in terms of improving the lives of communities—remain underexplored.

One major gap in the literature is the limited research examining **top management's perceptions** of CSR in the power sector. Although companies are involved in CSR activities, little is known about how executives and decision-makers view the economic, legal, ethical, and philanthropic aspects of CSR and how these perceptions influence the design, implementation, and prioritization of CSR programs. Understanding management's perspective is crucial, as it directly shapes how CSR activities are formulated and aligned with both corporate goals and community needs.

Furthermore, while CSR activities in the power sector aim to address a variety of social issues such as rural electrification, education, and environmental conservation, the **community's perception** of these initiatives—particularly in terms of their real impact on well-being—has not been thoroughly analyzed. The effects of these initiatives on community well-being, particularly when examined across different demographic groups (such as gender, age, education level, and occupation), remain insufficiently understood. There is a need to explore whether CSR programs effectively meet the diverse needs of these populations and how demographic factors influence the community's experience of CSR benefits.

To address these gaps, this study adopts a **mixed-methods approach**, combining both qualitative and quantitative research to provide a comprehensive analysis of CSR's impact. The **qualitative aspect** will focus on exploring top management's perceptions and decision-making processes concerning CSR, examining how these executives navigate economic, legal, ethical, and philanthropic considerations. The **quantitative aspect** will assess the community's perception of CSR activities, analyzing the effects of these initiatives on different dimensions of well-being, with a focus on how demographic factors shape these experiences.

By integrating the perspectives of both corporate management and community beneficiaries, this study will provide a holistic understanding of the effectiveness of CSR activities in the power sector. It seeks to fill a critical gap by examining not only the tangible outcomes of CSR programs but also the subjective perceptions that drive these initiatives, offering valuable insights for improving the alignment between corporate CSR strategies and the actual needs of the community.

1.5 Rationale for the study

The rationale for this study is rooted in the growing global and national emphasis on Corporate Social Responsibility (CSR) as a tool for sustainable development, ethical business practices,

and community engagement. In India, CSR has gained unprecedented importance since the introduction of the Companies Act, 2013, which made CSR contributions mandatory for certain firms. This legislative shift underscored the vital role of corporations in contributing to the social and economic welfare of the country. Yet, despite the proliferation of CSR activities across various sectors, there remains a significant gap in understanding how these initiatives translate into tangible benefits for community well-being, particularly within the power sector.

The power sector occupies a central position in India's economic landscape. As a key driver of industrial and infrastructure growth, this sector directly influences the country's socio-economic trajectory. Power companies, by the nature of their operations, engage in activities that have far-reaching consequences for both the environment and the communities they operate within. The sector's contributions to energy generation and distribution are not only critical for national development but also carry significant responsibilities related to environmental sustainability, resource management, and social equity. This unique position makes CSR in the power sector particularly important. Companies in this sector can play a transformative role in community development through initiatives that address both local and regional challenges, including access to energy, environmental conservation, health, education, and livelihood generation.

However, the specific impact of CSR activities within the power sector on community well-being remains underexplored. Existing CSR literature predominantly focuses on more visible sectors like manufacturing, IT, and consumer goods, often overlooking industries like power that are fundamental to a country's infrastructure but are perceived as more distant from direct consumer interaction. This study seeks to fill this critical gap by focusing on the power sector's CSR activities in West Bengal, a region with both significant industrial activity and diverse community needs. West Bengal's socio-economic landscape, characterized by both rural and urban populations with varying degrees of access to infrastructure and services, offers a rich

context to examine how CSR activities in the power sector are perceived and how they impact different communities.

The study's focus on top management's perceptions of CSR activities adds another layer of relevance. Top management decisions guide the strategic direction of CSR initiatives, often determining the allocation of resources and the prioritization of various activities. By exploring how executives view the economic, legal, ethical, and philanthropic dimensions of CSR, the research can provide insights into the underlying motivations and challenges associated with implementing CSR in the power sector. This is crucial because CSR outcomes often depend on how these initiatives are integrated into the core strategies of businesses, as opposed to being treated as peripheral activities. Understanding these strategic perspectives will shed light on how the power sector views its role in fostering community well-being, how companies address legal and ethical considerations, and how they balance profit motives with social responsibilities.

Moreover, this study will delve into the community's perspective, assessing how beneficiaries perceive the impact of CSR initiatives on their well-being. Community well-being is a multifaceted construct that includes not only economic improvement but also factors such as social inclusion, health, education, environmental sustainability, and overall quality of life. By examining the perceptions of beneficiaries, the research will capture the nuanced ways in which CSR activities influence different aspects of community life, revealing the successes and limitations of current initiatives. This community-centered approach is essential, as it provides a bottom-up view of CSR's effectiveness, complementing the top-down strategic insights from corporate management.

An additional rationale for this study lies in its examination of demographic variables—such as age, gender, occupation, and education level—within the context of CSR's impact on

community well-being. Demographic factors play a crucial role in shaping how individuals experience CSR initiatives. For example, younger individuals might prioritize educational and vocational training programs, while older community members may be more concerned with health-related initiatives. Similarly, the impact of CSR may vary across gender lines, with women and men potentially experiencing different benefits from corporate social initiatives. By analyzing these demographic nuances, the study will provide a more detailed understanding of how CSR can be tailored to meet the specific needs of diverse community groups, thereby enhancing its overall effectiveness.

Finally, this study holds significant practical implications for both corporate entities and policymakers. For corporations, particularly in the power sector, the findings will offer valuable insights into how CSR initiatives can be designed and implemented to maximize community well-being while also aligning with business goals. It will help power companies refine their CSR strategies, ensuring that they contribute not only to compliance with legal mandates but also to sustainable community development. For policymakers, the study's insights could inform future regulatory frameworks for CSR, encouraging more impactful, transparent, and targeted social investments by companies. This research will contribute to ongoing debates about the effectiveness of CSR, moving beyond the mere fulfillment of legal obligations to an understanding of how corporate activities can drive long-term socio-economic progress.

In summary, the rationale for this study is deeply embedded in the need to address a significant gap in CSR research—specifically, the under-exploration of the power sector's CSR activities and their impact on community well-being. By focusing on West Bengal, the research will provide valuable insights into how CSR initiatives affect local communities in a crucial sector of the economy. The findings will not only contribute to academic discourse but will also offer actionable insights for companies and policymakers seeking to enhance the societal value of CSR initiatives.

1.6 Research Question

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

- Q1. How do top management perceive the economic impact of their company's CSR activities on the community?
- Q2. What legal considerations influence the implementation of CSR practices, as perceived by top management?
- Q3. How do top management navigate ethical dilemmas in their CSR initiatives, and what ethical principles guide their decision-making?
- Q4. What philanthropic activities are prioritized by companies, and how do they contribute to community well-being?
- Q5. How does the perception of CSR activities impact the community well-being of beneficiaries in West Bengal?
- Q6. Is there significant gender-based difference in the Community well-being among beneficiaries in West Bengal?
- Q7. How does the demographic factor of age influence Community well-being among beneficiaries in West Bengal?
- Q8. What role does occupation play in shaping Community well-being among beneficiaries in West Bengal?
- Q9. Is there a relationship between education level of beneficiaries and Community Well-being of beneficiaries?

1.7 Research Objective

The objective of this study is to comprehensively examine the multifaceted impact of Corporate Social Responsibility (CSR) activities of power sector 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 in power sector , and their respective impacts on community well-being.
- To assess how perceptions of CSR activities among beneficiaries in West Bengal's power sector influence community well-being.

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.

1.8 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.

Key Areas of Focus:

- 1. CSR Dimensions and Their Impact:** The study explores how CSR activities in the power sector impact the community through economic, legal, ethical, and philanthropic efforts. These dimensions will be analyzed to understand their influence on improving community well-being, with a particular focus on initiatives such as infrastructure development, education, healthcare, and environmental sustainability.
- 2. Top Management Perceptions:** By gathering insights from top management in the power sector, the study will examine their perceptions of the challenges, motivations, and outcomes of CSR initiatives. Understanding how corporate leaders prioritize different dimensions of CSR and navigate ethical or legal dilemmas is critical for understanding how CSR policies are formulated and executed.

3. **Community Well-Being:** The study assesses the well-being of beneficiaries from the community in terms of their perceived benefits from CSR activities. It investigates how CSR initiatives influence factors such as employment opportunities, access to healthcare, education, and overall quality of life.
4. **Demographic Influences:** The study explores the role of demographic factors such as age, gender, occupation, and education in shaping perceptions of CSR activities and their impact on community well-being. This analysis will offer nuanced insights into how different community segments experience CSR efforts and whether disparities exist in the benefits received.
5. **Quantitative and Qualitative Data:** A mixed-methods approach will be employed, using both qualitative interviews with top management and quantitative surveys of beneficiaries. This dual approach provides a more holistic understanding of CSR's impact, offering both in-depth insights and measurable outcomes.

Exclusions:

- The study does not cover CSR activities outside the power sector, nor does it analyze CSR efforts in regions beyond West Bengal.
- It excludes other potential contributing factors to community well-being, such as governmental programs or economic conditions independent of CSR initiatives.
- The study does not include other industries or cross-sectoral comparisons of CSR impact.

In conclusion, the scope of this study is limited to examining the CSR practices of companies within the power sector and their impact on community well-being in West Bengal. By focusing

on this sector and region, the study seeks to contribute valuable insights into the role of CSR in enhancing social and economic outcomes, with a view to informing both corporate strategies and policy development in the field of CSR.

1.9 Significance of the study

This study holds substantial significance for both academia and the corporate sector, particularly in understanding the impact of Corporate Social Responsibility (CSR) activities within the power sector on community well-being. While CSR practices have been explored in various industries, the power sector, despite its critical role in national development, remains under-researched in terms of its contributions to societal welfare. Given the sector's influence on both economic growth and environmental sustainability, an in-depth exploration of its CSR initiatives can yield vital insights.

First, the power sector in India has a direct bearing on multiple facets of community life—ranging from energy access and infrastructure development to environmental management and employment opportunities. By focusing specifically on CSR activities within this sector, the study highlights the ways in which these initiatives influence community well-being, particularly in West Bengal. This state, characterized by diverse socio-economic conditions, provides an ideal context for understanding the differential impacts of CSR on various community groups. The research will shed light on how CSR activities—across economic, legal, ethical, and philanthropic dimensions—translate into tangible benefits for community members, such as improved livelihoods, education, and healthcare.

Second, this study goes beyond a superficial assessment of CSR's effectiveness by incorporating the perspectives of both top management in the power sector and the community beneficiaries themselves. Understanding the viewpoints of corporate leaders—who design and implement CSR policies—provides insights into the motivations, challenges, and ethical

considerations that shape these initiatives. Simultaneously, exploring the lived experiences of beneficiaries offers a bottom-up view of how CSR impacts community well-being in practice, thus creating a more holistic understanding of the effectiveness of CSR programs. This dual approach is crucial in addressing the gap between corporate intentions and community outcomes, ensuring that CSR efforts are aligned with the actual needs of the population.

Third, the study's focus on demographic factors such as age, gender, occupation, and education level introduces an important layer of analysis. These factors play a critical role in shaping how different groups perceive and experience the benefits of CSR activities. For instance, the needs and expectations of younger individuals may differ significantly from those of older generations, while occupational roles may determine how individuals engage with CSR-driven initiatives. By investigating these demographic variables, the study provides nuanced insights into the differential impact of CSR programs, ensuring that companies can better tailor their strategies to meet the diverse needs of their communities.

Fourth, the power sector is often subject to stringent legal and regulatory frameworks, particularly in India, where environmental concerns and social equity are increasingly gaining prominence. This study examines the legal considerations that influence CSR practices in the sector, offering practical guidance for companies navigating regulatory compliance while striving for social impact. Ethical dilemmas, which often arise in balancing profit motives with social responsibility, are also explored, providing valuable insights into how corporate leaders in the power sector can navigate these complex challenges.

Finally, this research is academically significant as it fills a notable gap in the literature. Existing studies on CSR in India have largely focused on industries like manufacturing, IT, or consumer goods, with little emphasis on the power sector. By focusing on this crucial industry, the study expands the scope of CSR literature, offering a deeper understanding of how power

companies can play a more active role in promoting community well-being. Furthermore, the mixed-methods approach employed in the study—combining qualitative insights from management with quantitative assessments of community well-being—provides a robust and comprehensive framework that can inform future research in this field.

In conclusion, this study is significant not only for the corporate sector, especially companies in the power industry, but also for policymakers, community leaders, and academics. It offers a comprehensive understanding of how CSR activities in the power sector can be more strategically designed and implemented to enhance community well-being. The insights gained from this research will help companies refine their CSR strategies, making them more impactful, sustainable, and responsive to the needs of the communities they serve.

1.10 Chapter plan

The relationship between Corporate Social Responsibility (CSR) and community well-being, especially within the power sector, demands a structured exploration. This study is organized into chapters that progressively analyze and interpret the intricate dynamics between CSR initiatives and their impact on communities in West Bengal, particularly in the power sector.

Chapter 1: Introduction

This chapter introduces the research topic, establishing the background, significance, and context of Corporate Social Responsibility (CSR) within the Indian power sector. It outlines the research questions, objectives, and rationale, while also highlighting the importance of CSR in fostering community well-being. The chapter concludes by defining the scope of the study.

Chapter 2: Literature Review

This chapter reviews existing research on CSR, with a focus on its evolution in India and the power sector. It explores different frameworks and models of CSR and identifies key gaps,

particularly concerning CSR's role in community well-being in the power sector. These gaps form the basis for the current research.

Chapter 3: Research Methodology

The methodology chapter presents the mixed-methods approach adopted in the study. It details the qualitative and quantitative techniques used to collect and analyze data. This chapter also explains the research instruments, sampling methods, and data analysis procedures, ensuring that the approach aligns with the study's objectives.

Chapter 4: Analysis of CSR in the Power Sector

This chapter analyzes the CSR activities undertaken by companies in the power sector, with a specific focus on their impact in West Bengal. It presents findings from the data gathered on how top management perceives the economic, legal, ethical, and philanthropic contributions of their CSR activities and how this impact community well-being.

Chapter 5: Discussion and Implications

In this chapter, the research findings are discussed in light of the study's objectives and existing literature. The discussion explores the alignment or divergence between CSR initiatives and community expectations, addressing both the successes and challenges faced in promoting community well-being through CSR in the power sector. It also considers the implications of these findings for companies and policymakers.

Chapter 6: Conclusion and Recommendations

This final chapter synthesizes the research findings, providing a conclusion that addresses the research questions and objectives. It highlights the practical implications for CSR strategy in the power sector and offers recommendations to enhance the positive impact of CSR activities on community well-being. The chapter also outlines potential areas for future research.

Chapter 2

Literature Review

2. Literature Review

2.1 CSR Matrix

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.

2.2.1 Economic

Economic responsibility is a key aspect of Corporate Social Responsibility (CSR), highlighting the need for businesses to be profitable while also contributing to economic development. In the past, the dominant belief was that business leaders should focus primarily on maximizing profits for shareholders, a view famously expressed by Milton Friedman in 1970. Friedman maintained that corporate executives should prioritize profit generation, leaving social contributions to individuals rather than corporations (Friedman, 2007). However, this traditional viewpoint has undergone significant changes over the years, leading to a more complex understanding of how profitability and social responsibility interact. Recent studies indicate that companies that adopt sustainable practices often see improved financial performance, which is increasingly viewed as essential for long-term success. For instance, a meta-analysis by (Friede et al., 2015) reviewed over 2,000 empirical studies and found that around 90% reported a positive link between Environmental, Social, and Governance (ESG) criteria and corporate financial performance. This evidence supports the idea that responsible business practices can enhance consumer loyalty, as customers tend to favour brands that are

committed to sustainability and ethical behaviour. In addition to the findings by Friede et al., other studies support the connection between CSR initiatives and financial performance. For example, a study by (Eccles et al., 2014) examined the performance of companies that implemented sustainability practices and discovered that those with high sustainability ratings outperformed their peers in both stock market and accounting performance over an 18-year period. The authors concluded that sustainable practices not only provide a competitive edge but also improve risk management and operational efficiency. Additionally, research by (Dembek et al., 2016; Wieland, 2017) discussed the concept "shared value," suggesting that businesses can generate economic value by tackling social challenges. They argued that companies that incorporate social issues into their core business strategies can foster innovation and growth while also benefiting society. This perspective highlights that economic success and social progress are not at odds; instead, they can support each other. Furthermore, a study by the World Economic Forum (2019) emphasized the growing significance of ESG factors in investment decisions, showing that investors are increasingly looking for companies with strong sustainability practices (Băhnăreanu, 2019). This change in investor behaviour reinforces the notion that economic responsibility is linked to social responsibility, as companies that focus on ESG criteria are more likely to attract investment and benefit from lower capital costs (Weston & Nnadi, 2023). Moreover, research from Harvard Business School found that firms with high ESG ratings tend to experience less volatility in stock prices and are better equipped to handle economic downturns (Orlitzky, 2013). This resilience not only benefits shareholders but also contributes to overall economic stability, underscoring the connection between corporate responsibility and economic health.

The changing nature of CSR shows a rising awareness that economic responsibility goes beyond just maximizing profits. Businesses that embrace sustainable practices can improve their financial performance while also supporting economic growth and the well-being of

society. As stakeholders demand more accountability and transparency, companies that focus on economic responsibility as part of their CSR efforts are likely to gain a competitive edge and achieve lasting success.

2.2.1 Legal

Legal responsibility is a fundamental aspect of Corporate Social Responsibility (CSR), emphasizing the necessity for companies to adhere to the laws and regulations that guide their operations (Hohnen & Potts, 2007). Complying with legal standards is not just a basic expectation of corporate conduct; it also creates an important framework that allows ethical practices to thrive (Arjoon, 2005). In a complex regulatory landscape, following legal guidelines is vital for preserving legitimacy and building trust with stakeholders.

Companies that take legal responsibility seriously can reduce the risks tied to non-compliance, such as financial penalties, lawsuits, and serious damage to their reputation (Simpson & Evens, 2024). For example, businesses that do not adhere to environmental regulations might incur substantial fines, negatively affecting their financial health and public perception. The consequences of legal violations can be severe, resulting in a loss of customer trust and investor confidence, which can ultimately threaten a company's long-term success. Research from the Institute of Management Accountants (IMA) highlights that non-compliance can lead to higher operational costs and harm to brand equity, making it essential to adopt a proactive stance on legal responsibilities (IMA, 2020). Effective corporate governance is crucial for meeting legal obligations. By creating strong governance frameworks, organizations promote a culture of accountability and transparency, which helps them manage complex legal environments effectively (Solomon, 2020). Typically, robust governance structures incorporate compliance programs, internal audits, and ethical guidelines that align with legal requirements and the organization's core values. A study by the Organisation for Economic Co-operation and

Development (OECD) indicates that companies with solid governance frameworks generally excel in compliance and risk management, resulting in improved organizational performance and sustainability (OECD, 2015). Companies that prioritize compliance as a fundamental aspect of their operations can stand out in the marketplace. For instance, businesses that demonstrate a strong commitment to compliance tend to be viewed more positively by both investors and consumers, resulting in greater loyalty and an increase in market share. Research from McKinsey & Company indicates that organizations with robust compliance programs are more resilient and adaptable, enabling them to seize new opportunities while effectively managing risks (McKinsey, 2021). In addition to mitigating legal risks, following laws and regulations can foster innovation and improve operational efficiency. Businesses that routinely evaluate their legal responsibilities frequently identify opportunities for enhancement, resulting in better processes and lower expenses. The idea of “compliance as a driver of business performance” has become increasingly popular, with research showing that organizations that use compliance as a strategic asset are more inclined to attain long-term growth and sustainability (Tariq & Abbas, 2013).

2.2.1 Ethical

Ethical responsibility goes beyond simply following the law; it includes the moral duties that businesses owe to their stakeholders, showcasing a deeper commitment to societal values and norms (Horrigan, 2010). This aspect of Corporate Social Responsibility (CSR) highlights that organizations should function not just within legal limits but also in ways that are fair, just, and respectful of human rights (Berger-Walliser & Scott, 2018). Considering ethical factors is crucial for nurturing a corporate culture that values integrity, transparency, and accountability, which are vital for establishing trust and fostering long-term relationships with various stakeholders, such as customers, employees, suppliers, and the communities they serve (Bhutto, 2024). As societal expectations shift, companies are being held to higher standards

regarding their ethical practices (Amin-Chaudhry, 2016). The push for corporate accountability has become more pronounced in recent years, driven by a growing awareness of social issues, environmental challenges, and corporate governance scandals (Utting, 2008). A crucial part of ethical responsibility is the understanding that businesses have an obligation to consider how their operations affect society and the environment. According to research by the World Economic Forum (2020), consumers and investors are increasingly favouring companies that show ethical behaviour and social responsibility, leading to a change in market dynamics where ethical practices can offer a competitive advantage.

Corporate culture is a key element in shaping ethical behaviour within organizations (Roszkowska & Melé, 2021). When organizations cultivate a culture of ethics, they encourage their employees to make responsible choices and adhere to ethical standards in their daily work (Treviño et al., 1998). According to a survey by the Ethics & Compliance Initiative (2018), organizations with strong ethical cultures tend to have fewer incidents of misconduct and higher employee morale. Furthermore, a positive ethical culture can lead to increased employee engagement and retention, as individuals are more likely to stay with companies that share their personal values. Furthermore, the concept of ethical responsibility is closely associated with corporate citizenship, which underscores the importance of businesses in enhancing societal welfare (Jeurissen, 2004). Companies that commit to ethical practices frequently initiate programs that advocate for social justice, environmental sustainability, and community support. For instance, organizations may develop initiatives to promote diversity and inclusion, minimize their environmental impact, or contribute to local communities (Pless & Maak, 2004). These actions not only signify a commitment to ethical responsibility but also bolster brand reputation and foster customer loyalty. A study conducted by (Bianchi et al., 2019) indicated that consumers tend to favour brands perceived as socially responsible, illustrating the strong connection between ethical practices and consumer behaviour. Ethical responsibility

is an essential part of corporate social responsibility (CSR) that requires businesses to function with integrity, fairness, and respect for human rights. By prioritizing ethical practices and cultivating a culture of ethical leadership, organizations can build trust with consumers, enhance employee engagement, and positively influence society. As stakeholders increasingly call for accountability and transparency, companies that commit to ethical responsibility are more likely to thrive in a competitive environment while making a real difference in the world.

2.2.1 Philanthropic

Philanthropic responsibility refers to the voluntary efforts made by organizations to support the well-being of society, going beyond what is legally or ethically required (Martin, 1994). Although these philanthropic initiatives are not compulsory, they significantly impact how the public views companies and can improve their reputations (Wirba, 2024). This aspect of Corporate Social Responsibility (CSR) highlights the increasing awareness that businesses have the resources, skills, and influence to effectively tackle social issues and foster community growth (Huda et al., 2018). The significance of philanthropic responsibility has become more pronounced in recent years, as stakeholders increasingly expect companies to contribute to social good (Brammer & Millington, 2005). Philanthropic initiatives can take many forms, such as charitable donations, community engagement programs, and employee volunteer efforts (Cycyota et al., 2016). Research by (Thorne McAlister & Ferrell, 2002) introduces the idea of “strategic philanthropy,” which emphasizes the importance of aligning charitable activities with business goals. By weaving philanthropy into their fundamental strategies, organizations can create shared value—benefiting both society and their business operations. This method enables companies to utilize their strengths and resources to address urgent social challenges while improving their brand image and building customer loyalty (Michellini & Fiorentino, 2012). Strategic philanthropy goes beyond just meeting immediate social needs; it also plays a crucial role in fostering long-term sustainability and resilience within communities

(Thorne McAlister & Ferrell, 2002). For example, businesses that invest in educational programs can help develop a skilled workforce, which in turn benefits their own operations by providing access to qualified talent. Research by (Gee et al., 2023) indicates that companies that engage in philanthropic efforts aligned with their business strategies often see enhanced financial performance and a competitive edge, as they are recognized as responsible corporate citizens dedicated to societal improvement.

Furthermore, Philanthropic responsibility can drive innovation and foster collaboration (Holmes & Smart, 2009). By collaborating with nonprofit organizations, social enterprises, and other partners, businesses can create solutions for complex social issues (Sakarya et al., 2012). This cooperative approach not only enhances the impact of philanthropic efforts but also opens doors to new innovations and market opportunities (Calton et al., 2013). A case in point is Coca-Cola's partnership with local NGOs to improve water access in underserved communities, which illustrates how strategic philanthropy can generate innovative solutions that benefit both society and the business (Coca-Cola, 2020). Philanthropic responsibility is an essential aspect of corporate social responsibility (CSR) that focuses on the voluntary contributions businesses make to society. By aligning their philanthropic activities with their business goals, companies can generate shared value, boost their reputations, and cultivate goodwill among stakeholders. As societal expectations shift, businesses that adopt philanthropic responsibility are in a strong position to create a meaningful impact while also fulfilling their corporate objectives, thus promoting a more sustainable and equitable world.

2.2 Community Well-being

A well-implemented Corporate Social Responsibility (CSR) strategy is expected to have a positive impact on Community Well-Being (CWB), as highlighted by (Rela, Ramli, et al.,

2020). Community Well-Being (CWB) is a broad and multifaceted concept that includes the many elements necessary for fostering a healthy, resilient, and thriving community (Sung & Phillips, 2016). It goes beyond just economic measures, covering a wide array of social, environmental, and political aspects that together determine the quality of life for people in a community (Sung & Phillips, 2016). The components of CWB—social empowerment, economic empowerment, environmental protection, health, political engagement, and service facilities are deeply interconnected, affecting each other in intricate ways (Rela, Awang, Ramli, Rusdan, et al., 2020). This literature review explores each of these dimensions, highlighting their significance and interconnections.

1. Social

Social empowerment plays a vital role in Community Well-Being (CWB) by helping individuals and groups take charge of their lives and the elements that influence their well-being (Iskandar et al., 2019). This process includes equipping community members with the knowledge, skills, and confidence required to engage actively in social, political, and economic arenas (Kronenberg, 2007). At its essence, social empowerment highlights the need to create an inclusive environment where various voices are acknowledged and appreciated, thereby promoting the growth of robust social networks and community connections (Maton, 2008). According to (Rogers & Singhal, 2003) social empowerment not only boosts individual agency but also promotes an environment of trust and collaboration among community members. These traits are essential for collective action, as they motivate individuals to unite in pursuit of shared goals and tackle common challenges (Kao et al., 2016). Communities that enjoy high levels of social empowerment typically show greater civic engagement, with residents actively involved in community initiatives, advocacy, and decision-making processes (Perrons & Skyers, 2003). This involvement is vital for building social capital, which can enhance community resilience when facing difficulties (Walton et al., 2014). (Diener & Biswas-Diener,

2005) underscores the positive effects of social empowerment initiatives, such as capacity building programs and workshops for marginalized groups. These initiatives help participants develop the skills to express their needs and advocate for their rights, thereby increasing their participation in community decision-making. Empowered marginalized voices can influence local governance, take part in policy discussions, and contribute to shaping the development agenda, ultimately fostering more equitable outcomes. Empowering individuals socially is key to creating a sense of belonging and strengthening community ties, which are important for overall well-being (Cicognani et al., 2015). As people work together, they form social networks that provide essential support, resources, and opportunities for tackling challenges as a group (Wellman, 2018). This connection helps cultivate an environment where individuals feel recognized and supported, leading to better mental and emotional health.

2. Economic Empowerment

Economic empowerment is an essential part of Community Well-Being (CWB), aimed at equipping individuals and communities with the resources and opportunities they need to improve their economic conditions (Christakopoulou et al., 2001). This aspect is especially important for addressing poverty and promoting sustainable economic growth (Narayan-Parker, 2002). By empowering individuals, we not only help them achieve better livelihoods but also contribute to building stronger, more resilient communities. (Kabeer, 2005) emphasizes that economic empowerment is complex and has many dimensions, particularly its role in enhancing individuals' capabilities. When people gain better access to resources, they can make informed decisions that improve their living conditions. This empowerment is crucial for promoting self-sufficiency, allowing individuals to escape the cycle of poverty and dependency. The capacity to make independent economic choices boosts self-esteem and confidence, which in turn strengthens the positive cycle of empowerment. Research shows that targeted programs can greatly influence economic empowerment, especially in developing

areas(Vyas & Watts, 2009). For example, microfinance initiatives have become well-known as effective means of providing access to capital for low-income individuals and small businesses. (Banerjee et al., 2015), performed an in-depth analysis of microfinance programs, highlighting their ability to uplift marginalized communities by offering the financial resources needed to launch businesses and enhance household incomes. These programs not only encourage individual economic independence but also boost local economies through increased spending and investment. Economic empowerment has a significant impact that goes beyond individual households (Jabeen et al., 2020). With increased access to financial resources and better household incomes, communities experience enhanced well-being through greater economic stability (Diener & Seligman, 2004). According to (Breiner et al., 2015), when individuals enjoy stable incomes, they are more likely to invest in their children's education and healthcare, leading to a beneficial ripple effect throughout the community. This relationship between individual empowerment and community welfare emphasizes the necessity of a holistic approach to economic development.

In summary, economic empowerment plays a crucial role in community well-being (CWB), providing individuals and communities with the tools to enhance their economic situations. By prioritizing the development of skills through access to resources, vocational training, and entrepreneurial opportunities, communities can work towards sustainable growth and resilience. The relationship between personal economic agency and community success underscores the importance of ongoing investment in economic empowerment programs as a means to promote long-term well-being.

3. Environmental Protection

Environmental protection is crucial for maintaining the sustainability of community resources and the health of residents. When communities prioritize environmental stewardship, they create a healthier living environment, which is key to the overall well-being of the community

(Wali et al., 2017). (Folke et al., 2004), highlights the importance of including environmental factors in community planning and development, suggesting that this integration results in more sustainable outcomes. Studies suggest that initiatives focused on sustainable practices such as cutting down on waste, enhancing energy efficiency, and conserving resources can significantly improve the quality of life for community members while also increasing their resilience to environmental changes (Roseland, 2000). However, communities that embrace sustainable practices not only see better environmental quality but also foster greater community cohesion and engagement (Wilner et al., 2012). The idea of environmental justice highlights the link between protecting the environment and ensuring social equity (Ikeme, 2003; Kangero, 2024). (Bullard, 1993), emphasizes that fair access to clean environments is essential for achieving social justice, pointing out that marginalized communities frequently suffer the most from environmental harm. Therefore, environmental protection initiatives that take social justice into account can enhance community well-being by guaranteeing that all residents enjoy healthy and safe surroundings.

In conclusion, effective environmental protection initiatives play a crucial role in building sustainable communities, improving the quality of life for residents, and advancing social equity. By weaving environmental considerations into community practices, organizations can boost resilience and pave the way for a healthier future for everyone involved.

4. Health

Health plays a vital role in Community Well-Being (CWB), greatly affecting the quality of life and productivity of individuals (Rela, Ramli, et al., 2020). Having access to quality healthcare services, proper nutrition, and mental health support is crucial for improving health outcomes within a community (Saraceno et al., 2007). According to research by the World Health Organization (2018), communities that have strong healthcare systems and active health

promotion programs generally experience lower disease rates and better overall well-being. Community health programs that focus on preventive care have shown to be especially effective in enhancing health outcomes (Tapp et al., 2013). For example, (Barnett et al., 2018) has discussed specific health interventions aimed at underserved populations resulted in notable improvements in health metrics, highlighting the significance of accessibility and customized healthcare solutions. The Social Determinants of Health framework illustrates how health is connected to other areas of Community Well-Being (CWB), including economic and social elements (Eshaghi et al., 2023). According (Marmot, 2005), social determinants like income, education, and environment significantly impact health outcomes. This emphasizes that health is not solely an individual issue but rather a community-wide challenge that calls for a holistic strategy. To sum up, health is a fundamental aspect of community well-being. Effective healthcare systems and health initiatives are essential for boosting quality of life and productivity. Tackling social determinants and encouraging preventive care are important approaches to nurturing a healthier community.

5. Education

Educational engagement plays a pivotal role in enhancing community well-being by fostering knowledge, social cohesion, and economic stability (Timidi & Okuro, 2024). A well-educated community is more likely to experience higher levels of civic participation, improved public health, and stronger local economies (Aman et al., 2022). When individuals actively engage in education—whether as students, educators, or policymakers the community benefits from greater awareness, problem-solving abilities, and innovation (Hilton & Pellegrino, 2012). Access to quality education contributes to community well-being by reducing inequalities, promoting social mobility, and empowering individuals with the skills needed for meaningful employment (Tikly & Barrett, 2011). Additionally, grassroots educational initiatives such as community learning centres, adult education programs, and school-based social projects help

bridge gaps in knowledge and create opportunities for lifelong learning (Zarestky & Ray, 2019). These initiatives ensure that education remains inclusive and responsive to the unique needs of diverse communities. By fostering educational engagement, communities can strengthen their social fabric, economic resilience, and overall quality of life. A well-educated society is better equipped to address social challenges, support sustainable development, and promote a culture of continuous learning, ultimately leading to greater community well-being.

6. Service Facilities

Access to essential service facilities, such as education, transportation, sanitation, and recreational areas, is a crucial aspect of Community Well-Being (CWB) (Sung & Phillips, 2018). Having adequate service infrastructure greatly improves living conditions, leading to a better quality of life and stronger social connections (Phillips, 2006). Research by (Venkataramanan et al., 2019) shows that communities with well-developed service facilities often experience better health outcomes, higher levels of education, and more economic opportunities. Additionally, ensuring fair access to these services is vital for promoting social inclusion and reducing inequalities within communities. The Organization for Economic Cooperation and Development (OECD, 2018) points out that when services are available to all residents, it fosters fairness and boosts overall community resilience. Investing in public service facilities not only aids community development but also fosters a sense of belonging and pride among residents. According to (Putnam, 2000), when people engage with their community's infrastructure, it builds social capital, resulting in stronger community ties and collective effectiveness. In conclusion, service facilities are essential in shaping community well-being by improving quality of life, promoting equity, and nurturing a sense of community identity.

2.3 Relationship of CSR Matrix Dimensions with Community Well-being

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

To explore the connection between the economic aspect of CSR and Community Well-Being (CWB) in West Bengal's power sector. The economic aspect of CSR mainly deals with a company's financial obligations, which involve promoting economic stability, generating jobs, and maintaining profitability (Reinhardt et al., 2008). This aspect is fundamental to CSR, highlighting the importance of economic growth, productivity, and shareholder value, all of which enhance social welfare and contribute to the overall good of society (Carroll, 1991). In contrast, Community Well-Being (CWB) is a complex concept that includes social, economic, health, political, environmental, and service-related elements that affect the quality of life in a community (Sung & Phillips, 2016). Its goal is to boost collective resilience, welfare, and societal prosperity, ensuring that individuals and groups can flourish in a nurturing and resource-abundant environment (Sung & Phillips, 2018). Examining this relationship through existing literature reveals how the economic aspect of CSR affects CWB. A study by (Khan et al., 2013) in Bangladesh's power sector found that CSR activities, like local employment and infrastructure investments, promote economic empowerment, which directly benefits CWB by improving economic stability and the quality of life in local communities. Additionally, research by (Chapple & Moon, 2005) across South Asia supports this idea, highlighting that Indian firms are increasingly participating in CSR initiatives aimed at economic development such as job creation and skill development which have a significant positive impact on economically challenged communities, thereby enhancing CWB through improved economic opportunities. In Malaysia, (Zainoddin et al., 2020) identified that economic CSR initiatives, such as local investments and job creation, significantly improved financial security and employment rates, thereby promoting community economic stability and overall community

well-being (CWB). Similarly, (Brew et al., 2015) studied the mining sector in Ghana and found that economic CSR practices enhanced local health and economic stability by directly addressing employment needs and strengthening community resilience to economic challenges. In India, (Yasmeen & Babu, 2021) examined the manufacturing sector, demonstrating that CSR investments in sustainable local development, including training programs and job opportunities, had a profound effect on CWB. They observed that communities benefiting from these CSR efforts experienced notable improvements in economic independence and social well-being. In a cross-country analysis, (Colleoni et al., 2022) found that companies that emphasize economic CSR commitments are often situated in regions with elevated CWB metrics, which correlate with significant improvements in health, education, and economic conditions. Their research illustrated that economic CSR investments yield long-term advantages for communities by addressing vital needs, including infrastructure and job security. Despite the extensive research available, there are still considerable gaps in our understanding of the specific effects of economic CSR in the power sector of West Bengal. Many studies conducted in India or South Asia often generalize their findings across different regions, overlooking the distinct socio-economic context of West Bengal. Moreover, there is a scarcity of research on the power sector, which is crucial for CSR due to its significant impact on infrastructure and community resources, particularly in rural and semi-urban areas. Additionally, few studies delve into the long-term effects of ongoing economic CSR initiatives, such as job creation or the resilience of infrastructure, on community well-being, as most research tends to focus solely on short-term results. There is a clear deficiency in standardized approaches for measuring Community Well-Being (CWB) within Corporate Social Responsibility (CSR) studies, coupled with a lack of insights into how communities perceive the success of these economic CSR initiatives in addressing their particular needs. Therefore, it is important to pursue further research to understand how targeted economic CSR efforts in

the West Bengal power sector can more effectively support CWB, potentially offering better strategies for fostering sustainable growth in the community.

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

The legal aspect of Corporate Social Responsibility (CSR) underscores a company's obligation to comply with laws, regulations, and established codes of conduct (Buhmann, 2006). This compliance is crucial for ensuring that businesses operate within a legal framework that protects both their interests and the well-being of society. By meeting their legal responsibilities in CSR, companies can mitigate risks associated with fines, lawsuits, and reputational damage, while also cultivating trust among community members through transparency, accountability, and ethical behaviour (McCrea et al., 2014). Community well-being (CWB) reflects the overall health, resilience, and sustainability of a community, shaped by factors like social equity, economic stability, environmental integrity, and access to essential services (Choi et al., 2020). By aligning their operations with legal standards, companies contribute to CWB by creating safer and more equitable environments, which enhances local trust and engagement. Research into the relationship between the legal aspects of CSR and CWB shows how following the law can foster community growth and safety (Hur et al., 2018). (Singal, 2021) examined CSR practices in the metal and mining sector of India, discussed that organizations who focused on legal compliance especially regarding environmental laws greatly lowered pollution levels and health hazards in the community. In a similar type of research work by (B. Sharma, 2013) conducted a study on CSR across various Asian nations, demonstrating that firms that met legal CSR requirements helped improve labour conditions, which in turn boosted employee well-being and benefited the surrounding communities. Furthermore, it has been discussed that legal compliance in CSR activities had a positive impact on CWB by promoting safer workplace practices and minimizing incidents that could affect local health and safety (Memon et al., 2021). (Brew et al., 2015) investigated the mining sector in Ghana, finding that compliance

with environmental regulations was associated with reduced ecological disruptions, enabling local communities to sustain agricultural productivity and improve. (Sardana et al., 2020), explored corporate social responsibility (CSR) within India's manufacturing sector. They discovered that companies that complied with environmental and labour regulations were able to minimize potential conflicts with local communities. By maintaining air and water quality and upholding fair labour practices, these companies fostered higher levels of community satisfaction and engagement, as residents viewed them as accountable and responsible members of society. While these studies emphasize the positive effects of the legal CSR dimension on counterproductive work behaviour (CWB), there is a significant gap in examining the long-term effects of ongoing legal compliance on community development. There is limited research that specifically looks into the changing impacts of these CSR practices in the power sector, particularly in regions like West Bengal, India. Here, adherence to environmental and labour regulations could significantly influence community perceptions and outcomes. Future research could delve into these long-term relationships, especially in relation to specific legal frameworks in the power sector, to gain a better understanding of how legal CSR initiatives continuously affect community well-being and sustainability.

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

The ethical aspect of Corporate Social Responsibility (CSR) goes beyond just following the law; it involves a company's dedication to practices that are morally sound and reflect values like fairness, honesty, respect, and integrity in its dealings with stakeholders (Schwartz, 2011). Ethical CSR aims to ensure that business activities have a positive impact on society by building trust and respect within the community (Esen, 2013). Community Well-Being (CWB) refers to a comprehensive state of societal health, equity, and prosperity, which is improved by ethical business practices that focus on the welfare of both employees and local residents

(Iskandar et al., 2019). Ethical CSR plays a significant role in enhancing CWB by encouraging transparency, social equity, and responsible corporate behaviour, ultimately creating a supportive and resilient community environment (Thirumalesh Madanaguli et al., 2023). A number of studies have investigated the relationship between the ethical aspects of Corporate Social Responsibility (CSR) and the well-being of communities, emphasizing how ethical practices can lead to positive social outcomes. For example, (Jamali & Mirshak, 2007) examined Lebanese companies and found that those that adhered to ethical principles in their CSR initiatives, such as fair labour practices and community involvement, contributed to the enhancement of the social and economic landscape of local communities. Likewise, (Maignan & Ferrell, 2004) studied CSR in France and Germany, where they discovered that ethical CSR practices helped to build trust within communities and foster a sense of cohesion.

In the Indian context, (A. Aggarwal & Joshi, 2024) explored ethical CSR practices among manufacturing companies, discovering that ethical initiatives fostered greater community trust and improved perceptions of corporate responsibility, ultimately benefiting community well-being. They noted that when businesses emphasized ethical standards like fair wages and equitable treatment, communities began to view these companies positively, which contributed to an enhanced overall quality of life. (Sweeney, 2009) studied CSR practices in Ireland and found that incorporating ethical considerations, such as community consultation and responsible advertising, helped increase the social inclusion of marginalized groups within local communities. This ethical approach encouraged greater community engagement and support for the businesses involved, which in turn promoted social stability and satisfaction within the community. (Maak et al., 2022) in his book has discussed the role of ethical CSR in Latin America, highlighting those ethical practices related to environmental sustainability and labour rights played a crucial role in building resilient communities. Their study showed that ethical CSR activities focused on environmental protection and fair employment resulted in

long-term positive effects on community health and economic stability, underscoring the significance of ethical practices for sustainable community well-being. A study conducted by (Bhuiyan et al., 2022) in the textile industry of Bangladesh further supports these findings, showing that ethical CSR initiatives focused on worker safety and fair treatment significantly enhance the well-being of local communities. This research highlights that CSR grounded in ethical principles can help alleviate the negative effects businesses may have on communities, thus promoting sustainable development. These studies highlight the positive correlation between ethical CSR and community well-being, showing that ethical practices lay the groundwork for trust and fairness, which in turn strengthens social bonds. However, there remains a gap in understanding the specific long-term effects of ethical CSR on community well-being in the Indian power sector, especially in regions like West Bengal. Future research could target this sector to explore how consistent ethical practices affect community resilience, trust, and social equity over time in this unique context. Such studies would add important perspectives to the ongoing discussion about the role of ethical CSR in enhancing community well-being.

2.3.4 Relationship between Philanthropic dimension of CSR matrix and Community

Well- being

The philanthropic aspect of Corporate Social Responsibility (CSR) involves businesses making voluntary contributions to enhance community welfare and promote social development (Deigh et al., 2016). Often regarded as the most selfless part of CSR, philanthropy includes direct investments in social initiatives, charitable donations, and programs that tackle urgent social issues (Ismail et al., 2015). Unlike other facets of CSR, philanthropy does not provide immediate benefits to the company; rather, it fosters community well-being by supporting health, education, environmental efforts, and various social causes (J. Kim, 2021). This literature review examines how philanthropic CSR initiatives positively impact community

well-being, drawing on studies from diverse global contexts to highlight the present relationship. Research has shown that philanthropic efforts significantly contribute to the well-being of communities by meeting urgent needs and promoting social unity (J. Kim, 2021). For example, (Opoku Marfo, 2024) suggested that the philanthropic aspect of corporate social responsibility (CSR) is crucial for strengthening the social fabric by backing initiatives that resonate with community priorities. These initiatives encompass education scholarships, healthcare support, and disaster relief, which work to reduce social disparities and assist underprivileged groups. In a similar (Haque, 2023) has discussed that organizations that engage in community development through charitable contributions can cultivate positive relationships within the community, ultimately improving the public's view of the corporation as a socially responsible organization. Philanthropic CSR has shown to be particularly effective in developing regions where social infrastructure often lacks resources (Jamali, 2014). (Uduji et al., 2019) examined CSR practices in the Nigerian oil industry and found that charitable contributions to local communities led to improved health outcomes, enhanced access to education, and increased job opportunities. These initiatives not only benefit the local community but also foster a greater sense of trust and goodwill towards the corporation, which can help stabilize and strengthen local socio-economic conditions. Similarly, research by (Agarwal et al., 2020; Dey et al., 2013) in India highlighted that philanthropic efforts aimed at establishing schools and healthcare centres have a significant impact, particularly in rural areas where access to such services is scarce. Numerous researchers have pointed out the beneficial effects of philanthropy-oriented corporate social responsibility (CSR) on public health and social welfare. (Bhardwaj, 2023) suggested that philanthropic CSR initiatives, especially those focused on healthcare, can significantly enhance community well-being by addressing health disparities and offering preventive care resources. This notion was further supported by a study conducted by (Shaikh, 2024), which examined the CSR practices of multinational corporations

in Latin America and found that philanthropic initiatives bolstered community resilience by supplying resources for healthcare, education, and housing assistance.

In India, philanthropic CSR has played a significant role in enhancing community welfare. (Dahiya et al., 2023; Dixit & Priya, 2023), noted that Indian companies involved in philanthropy-driven CSR initiatives have made a meaningful impact by investing in local education, healthcare, and sanitation services. This type of support not only addresses essential needs but also empowers communities to attain greater self-sufficiency and social stability. Additionally, (Cordeiro et al., 2018), highlighted that Indian firms contributing to social development through philanthropic CSR have successfully bridged the divide between corporate achievements and community advancement, illustrating how philanthropic CSR can act as a driving force for regional growth and social unity.

Despite the positive outcomes observed, a research gap persists regarding the long-term effects of philanthropic CSR on community well-being, particularly in specific sectors and regions such as the power sector in West Bengal. While these initiatives offer immediate social benefits, there is a scarcity of empirical evidence on their influence on long-term community resilience and socio-economic development. Future research could delve into the sustained impacts of philanthropic CSR in localized settings, examining how ongoing corporate investments in social infrastructure may foster lasting improvements in community well-being.

2.4 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.

2.4.1 Stakeholder Theory

Stakeholder Theory, as introduced by Freeman in 1984, shifts the focus of traditional business responsibilities (Freeman, 2010). It argues that organizations should prioritize the interests of a diverse array of stakeholders rather than just shareholders. These stakeholders encompass various groups that engage with or are affected by the company's actions, including local communities, employees, customers, suppliers, government entities, and environmental organizations. According to Stakeholder Theory, an organization's success is closely tied to its ability to address the needs and expectations of these different groups, promoting a more comprehensive and sustainable approach to business practices (Donaldson & Preston, 1995). This theory posits that companies have ethical responsibilities to their stakeholders, embodying a social contract between businesses and society. One way for companies to meet these responsibilities is through Corporate Social Responsibility (CSR), which involves implementing policies and initiatives that address the economic, environmental, and social concerns of various stakeholders (Freeman et al., 2004). CSR efforts that align with Stakeholder Theory can enhance an organization's long-term success by fostering trust and goodwill among stakeholders, leading to tangible benefits like customer loyalty, employee satisfaction, and community support (Clarkson, 1995; Donaldson & Preston, 1995). The economic dimension of CSR is particularly important from a stakeholder perspective, as it directly influences the financial stability and well-being of local communities. By creating jobs,

supporting local suppliers, and investing in infrastructure, companies can have a positive impact on the socioeconomic fabric of the regions where they operate. For instance, when a business sets up job training programs, invests in local enterprises, or drives economic development, it not only raises local incomes but also promotes an atmosphere of economic empowerment (Sen & Bhattacharya, 2001). This proactive involvement leads to a community that views the company as a crucial partner in local development. Engaging in economic CSR activities allows organizations to enhance their reputation and legitimacy, which are vital for developing strong, lasting relationships with stakeholders. Research indicates that companies perceived as dedicated to the economic development of their communities are more successful in gaining the trust of local stakeholders. This trust can be particularly crucial in sectors where community acceptance and support are necessary for continued operations (Harrison & Wicks, 2013). In the power sector, for instance, economic CSR practices may include supporting local energy projects, building infrastructure, or providing scholarships for residents. These initiatives not only improve the quality of life for community members but also contribute to a positive public image, fostering goodwill and ensuring the company's social license to operate (Burchell & Cook, 2006). By implementing economic CSR through the principles of Stakeholder Theory, companies create a dynamic that benefits everyone involved. They invest in their communities, leading to a supportive environment for their operations and a dependable base of support from community members. This alignment of corporate goals with stakeholder welfare captures the essence of Stakeholder Theory: recognizing that a business's long-term success is closely tied to the prosperity and well-being of its stakeholders (Freeman et al., 2007). This mindset encourages companies to look beyond profit maximization and to consider how their economic efforts can generate sustainable value for both the business and the community, reinforcing a cycle of shared growth and mutual benefit.

2.4.2 Institutional Theory

Institutional Theory, introduced by DiMaggio and Powell in 1983, describes how organizations tend to adopt certain practices and behaviours to align with societal expectations, regulations, and the norms prevalent in their environment (DiMaggio & Powell, 1983). This theory posits that companies function within a socio-political context where gaining legitimacy is just as important as achieving economic success. Various institutional pressures like regulatory demands, normative standards, and cultural expectations—compel organizations to engage in behaviours that resonate with societal values and meet stakeholder expectations. Within this framework, adhering to Corporate Social Responsibility (CSR) practices is viewed not merely as a strategic choice but as an essential action to uphold legitimacy and secure a social license (DiMaggio & Powell, 1983; Scott, 1995).

The legal aspect of Corporate Social Responsibility (CSR) is particularly significant when viewed through the lens of Institutional Theory (Brammer et al., 2012). It represents a company's obligation to comply with regulatory standards and laws related to environmental protection, labour rights, and ethical business practices (Risi et al., 2023). By following legal requirements, organizations demonstrate their commitment to responsible operations, which in turn benefits the community by minimizing negative impacts and fostering safe, fair, and sustainable practices (Meyer & Rowan, 1977). For instance, companies that invest in pollution control technologies or implement eco-friendly processes not only meet environmental regulations but also safeguard public health, thereby enhancing the long-term well-being of the community (Delmas & Toffel, 2004).

By adhering to compliance, companies build a foundation of trust within their communities. According to Institutional Theory, when organizations align with legal expectations, they reduce the risks of facing legal penalties, public backlash, and damage to their reputation (Oliver, 1991). Implementing legal CSR practices allows organizations to lower these risks,

promoting a stable and sustainable relationship with the community. For example, businesses in regulated sectors, such as the power industry, must often adhere to stringent environmental standards to avoid pollution. Meeting these regulations reassures community members that the company operates within safe and monitored limits, enhancing their sense of security and trust (Hoffman, 1999). Furthermore, Institutional Theory points out that organizations achieve social acceptance by clearly demonstrating their compliance with legal standards (Risi et al., 2023). This approach not only satisfies external expectations but also strengthens their legitimacy in the eyes of the community. When companies actively fulfil their legal obligations, they play a role in promoting social stability and enhancing public trust in their operations. This is particularly significant in sectors that have considerable environmental or social effects, where non-compliance can result in serious consequences for both the organization and the surrounding community (Zucker, 1987). In these contexts, following legal CSR requirements is essential for fostering positive community relations and reaching sustainable development objectives. Therefore, in conclusion we can say Institutional Theory posits that following legal CSR practices is vital for organizations to gain legitimacy, minimize operational risks, and foster trust within the community. This alignment with institutional norms not only benefits the company but also the community, creating a positive cycle of responsible operations and social acceptance that contributes to community well-being. By adhering to legal standards, organizations fulfil key stakeholder expectations, establishing a solid foundation for both communities and companies to thrive together.

2.4.3 Social Contract Theory

Social Contract Theory, as outlined by Donaldson and Dunfee (1994), posits that businesses and society are interconnected through an implicit social contract (Donaldson & Dunfee, 1994). In this framework, companies are expected to fulfil responsibilities that contribute positively to society. The theory emphasizes that businesses should not focus solely on profit but also

consider their societal impact and adhere to ethical standards as part of their social license to operate (Cornelius et al., 2008). The ethical aspect of Corporate Social Responsibility (CSR) naturally aligns with this theory, highlighting the moral duties that businesses owe to various stakeholders, including the community, employees, and the environment (Mohammed, 2020). Social Contract Theory suggests that organizations must act with integrity, fairness, and respect for human rights as part of their societal responsibilities (Malan, 2015). Ethical CSR encompasses voluntary actions and initiatives that exceed mere legal compliance, addressing concerns such as worker welfare, fair labour practices, environmental responsibility, and corporate transparency (Nussbaum*, 2004). By embracing these ethical duties, companies show their dedication to values that align with the welfare of the community, which helps build public trust and enhance relationships with stakeholders (Donaldson & Dunfee, 1995). For example, firms that guarantee fair wages, ensure safe working environments, and practice non-discrimination create a positive effect not just on their employees but also on the larger community by fostering social equity. The ethical aspect of Corporate Social Responsibility (CSR) plays a significant role in fostering social capital, which encompasses the trust, networks, and norms that facilitate collective action within communities (Hoi et al., 2018). By committing to ethical practices, companies can help cultivate and strengthen social capital, resulting in tighter community bonds and increased trust (Putnam, 2000). This trust serves as the foundation for enduring relationships between businesses and communities, as well as better collaboration on community projects. When companies participate in CSR activities driven by ethical considerations, they promote a culture of transparency and accountability that aligns with societal values, thereby enhancing the organization's credibility (Wood, 1991).

The ethical aspect of Corporate Social Responsibility (CSR) is rooted in Social Contract Theory, which emphasizes the importance of making a positive impact on the community. By aligning their actions with societal expectations, companies can act as responsible stewards of

community welfare. This not only helps the community but also enhances the company's reputation, builds customer loyalty, and garners community support. By embracing these ethical obligations, companies uphold their end of the social contract, nurturing societal trust and promoting sustainable well-being in the community.

2.4.4 Resource Based View Theory

The Resource-Based View (RBV) theory, first proposed by Barney in 1991, suggests that a firm's unique resources and capabilities be they tangible assets, skills, or knowledge are crucial for achieving a sustainable competitive advantage (J. Barney, 1991). In relation to Corporate Social Responsibility (CSR), RBV implies that philanthropic efforts can be viewed as a strategic asset, allowing companies to utilize their financial, human, and relational resources to positively impact society (J. B. Barney, 2000). Through programs focused on education, healthcare, and environmental sustainability, businesses can address significant community needs, particularly in areas where government support is insufficient. Consequently, philanthropic CSR aligns with RBV by converting voluntary contributions to the community into strategic advantages that bolster brand reputation and community trust.

Research supports the Resource-Based View (RBV) framework by showing how philanthropic efforts can enhance a company's goodwill, creating a unique resource that boosts its corporate image and fosters customer loyalty (Adewole, 2024; Mohtsham Saeed & Arshad, 2012). Evidence suggests that companies involved in philanthropy not only promote community well-being but also secure their social license to operate. For example, (Wang & Qian, 2011) point out that charitable donations help businesses forge stronger connections with their communities, resulting in intangible assets like trust and goodwill. These assets contribute to a positive business environment, which is crucial for maintaining a competitive edge.

Further evidence from (Godfrey, 2005) indicates that philanthropic CSR can act as a form of protective measure against risks, boosting stakeholder loyalty and goodwill both of which are important resources according to the Resource-Based View (RBV). By investing in community initiatives, companies can create a safeguard against reputational harm, using the goodwill generated through CSR as a tool for risk management. Moreover, (Godfrey et al., 2009) demonstrate that philanthropic activities can enhance shareholder value by fostering relational capital within communities, thereby positioning the company as a reliable and responsible partner in social development. RBV highlights the importance of distinctive resources and capabilities in developing CSR strategies. Firms that possess robust financial resources and a talented workforce are more equipped to engage in meaningful philanthropic efforts, such as supporting local schools, funding healthcare facilities, or getting involved in environmental conservation initiatives (McWilliams & Siegel, 2001). These endeavours allow companies to set themselves apart, aligning their business goals with the well-being of the community and creating a sustainable competitive edge through improved relationships with stakeholders. Philanthropic CSR contributes to community welfare while also providing reputational benefits that resonate with the Resource-Based View (RBV) on sustainable competitive advantage. According to research by (Du et al., 2010), strategic philanthropy can enhance customer loyalty and employee engagement, leading to a unique culture that reinforces the firm's brand identity and market position. Organizations that embed philanthropic CSR into their core strategies are likely to develop a more resilient brand and foster deeper stakeholder loyalty, both of which are critical intangible assets for sustaining competitive advantage.

In the RBV framework, philanthropic CSR turns community engagement into a resource that enhances competitive positioning. By consistently investing in social welfare initiatives, companies build a reputation that draws in customers, employees, and investors who see the firm as socially responsible. This favourable perception reinforces the company's strategic

resource base, making philanthropic CSR an effective tool for achieving both social impact and business sustainability.

Table 1 Recent studies related to CSR practices and Community Well-being.

Author(s) & Year	CSR Dimensions	Community Well-Being Impact	Key Findings
(Han, 2024)	Philanthropic	Education, Health	Philanthropic CSR initiatives in education and health have resulted in better literacy rates and health outcomes in the communities served by companies that actively engage in CSR.
(Rim et al., 2024)	Ethical	Social Trust, Environmental Quality	Research has shown that companies that engage in strong ethical CSR practices tend to build greater trust within the community and experience fewer environmental complaints.
(Attah & Amoah, 2023)	Legal	Safety, Employment Stability	Adhering to legal standards in Corporate Social Responsibility (CSR) has enhanced workplace safety and contributed to more stable employment opportunities in local communities.
(Gallo Garcia, 2023)	Economic	Economic Empowerment, Job Creation	Economic CSR initiatives in local business development have resulted in job creation and economic growth in underserved areas.
(Gallo Garcia, 2023)	Environmental	Environmental Health, Community Engagement	There was a noticeable improvement in local environmental conditions and community involvement as a result of pollution control initiatives through corporate social responsibility efforts.
(Chathoth et al., 2024)	Philanthropic	Healthcare Access, Social Support	Philanthropic initiatives aimed at healthcare and social support have improved access to medical facilities and community support systems in rural areas.
(Velasco-Balmaseda et al., 2024)	Legal	Community Safety, Environmental Justice	Legal CSR aimed at environmental compliance enhanced safety in nearby communities and fostered fair access to resources.
(Chu & Chu, 2024; C.-H. Liu & Huang, 2024)	Economic	Local Development, Income Stability	Economic CSR initiatives that prioritize local procurement and fair wages have strengthened community income stability and fostered local economic development.
(Rocha et al., 2024)	Ethical	Social Equity, Trust	Ethical CSR practices concerning labour rights have fostered community trust and

			enhanced social equity by establishing high ethical standards throughout the supply chain.
(Huerta-Estévez & López-Morales, 2023)	Philanthropic	Education, Youth Empowerment	CSR initiatives focused on education and skill-building have empowered youth, resulting in greater employment opportunities and a sense of pride within the community.
(Gautam et al., 2023)	Economic	Poverty Reduction, Local Employment	Investments in local infrastructure have helped reduce poverty levels and create job opportunities, which in turn has strengthened community resilience.
(Rajhans & Bhavsar, 2023)	Legal	Resource Management, Compliance	CSR legal compliance initiatives promoted sustainable resource utilization, especially in industries heavily reliant on natural resources, positively impacting community resources.
(S. Jackson et al., 2023)	Philanthropic	Community Engagement, Mental Health	Philanthropic initiatives aimed at mental health and community involvement have helped decrease social isolation and improve overall well-being in the community.

2.5 Contextual Importance in the Power Sector in West Bengal

The power sector in India, particularly in West Bengal, plays a crucial role in enhancing community well-being by meeting essential infrastructure needs. Corporate Social Responsibility (CSR) activities in this sector often prioritize access to electricity, rural electrification, and local employment support through skills development programs, which can have a significant impact on various demographic groups (Adamkaite et al., 2023). In rural West Bengal, where many communities lack adequate services, demographic factors greatly affect how CSR initiatives are perceived. For example, providing electricity for agricultural purposes can greatly improve the economic situation of rural farmers (MAJHI, 2024), while electrification programs that support educational institutions benefit young students and their families.

While many studies examine the role of CSR in community development, there is a scarcity of research on how demographic factors influence perceptions of community well-being, particularly within the Indian power sector and specifically in West Bengal. The current literature tends to discuss CSR impacts in general terms but fails to provide a detailed understanding of how various demographic groups view these impacts. This study seeks to address this gap by concentrating on the power sector in West Bengal, aiming to contribute to the creation of more inclusive and demographic-sensitive CSR strategies that improve overall community well-being for different beneficiary groups.

The present literature review offered a thorough examination of how different aspects of Corporate Social Responsibility (CSR) enhance community well-being, especially in the power sector of West Bengal. Each aspect economic, legal, ethical, and philanthropic has a distinct role in promoting sustainable development and elevating the quality of life for local residents. By utilizing theoretical frameworks like Stakeholder Theory, Institutional Theory, Social Contract Theory, and the Resource-Based View, we highlighted the importance of these aspects, showing how they align with societal expectations and contribute to organizational legitimacy and social acceptance. Additionally, we explored how demographic factors such as age, gender, occupation, and education shape community views on CSR activities. Recognizing these influences is crucial for crafting CSR initiatives that resonate with various segments of the community and enhance positive impacts. The discussions pointed out the necessity for ongoing research to fill gaps in the literature, particularly regarding demographic differences in CSR perception, the effectiveness of specific CSR initiatives, and the implications of CSR across different cultural settings. This review not only emphasizes the significance of CSR as a strategic approach to promoting community well-being but also sets the stage for further empirical research that can enhance CSR practices in the power sector and beyond.

Chapter 3

Research Methodology

3. Research Methodology

3.1 Overview

This chapter outlines the research methodology employed in the study, which aims to assess the impact of Corporate Social Responsibility (CSR) practices on community well-being. To achieve a comprehensive understanding of this impact, the study adopts a mixed-methods approach, integrating both qualitative and quantitative methods.

The qualitative component involves conducting in-depth interviews with top management of electricity manufacturing and distributing companies engaged in CSR activities. These interviews aim to capture the perspectives of the companies on their CSR initiatives, providing insights into the motivations, implementation strategies, and perceived outcomes of their CSR efforts. The quantitative component involves conducting surveys among community members who have benefited from the CSR practices of these companies. The surveys aim to quantify the impact of CSR activities on various aspects of community well-being, such as economic development, social cohesion, and environmental improvements. This mixed-methods approach is particularly well-suited for the study as it allows for a robust analysis of the CSR practices from both the companies' and the communities' perspectives. The qualitative interviews provide rich, contextual data on the CSR activities from the viewpoint of the implementing organizations, while the quantitative surveys provide measurable data on the effects of these activities on the community.

The chapter begins by detailing the specific research questions and objectives that guide the study. It then proceeds to explain the operationalization of key variables, defining and measuring both CSR practices and community well-being. The hypotheses for the quantitative component of the study are also presented.

Following this, the research design is described, highlighting the rationale for choosing a mixed-methods approach and outlining the specific design employed (i.e. convergent parallel research design). The convergent parallel design involves collecting qualitative and quantitative data simultaneously, analyzing each dataset independently, and then comparing and integrating the results to draw comprehensive conclusions (Demir & Pismek, 2018). This design is particularly useful when both qualitative and quantitative data are needed to understand different aspects of the research problem comprehensively. The measures used for quantitative data collection are then detailed, along with the pilot testing procedures undertaken to ensure the reliability and validity of the instruments.

Subsequent sections provide a thorough account of the data collection procedures, including sampling methods and data collection techniques for quantitative analysis. The data analysis procedures are then explained, detailing the thematic analysis for qualitative data and the statistical techniques and software used for quantitative data. In the data analysis phase, qualitative data from interviews will undergo thematic analysis using NVivo, aiming to uncover insights on CSR practices and community well-being. Simultaneously, quantitative survey data will be analyzed using Structure Equation Modelling with SmartPLS, examining complex relationships between variables (J. Hair et al., 2010). This comprehensive overview sets the stage for the detailed methodology sections that follow, providing a clear roadmap of the research process undertaken to explore the impact of CSR practices on community well-being from multiple perspectives.

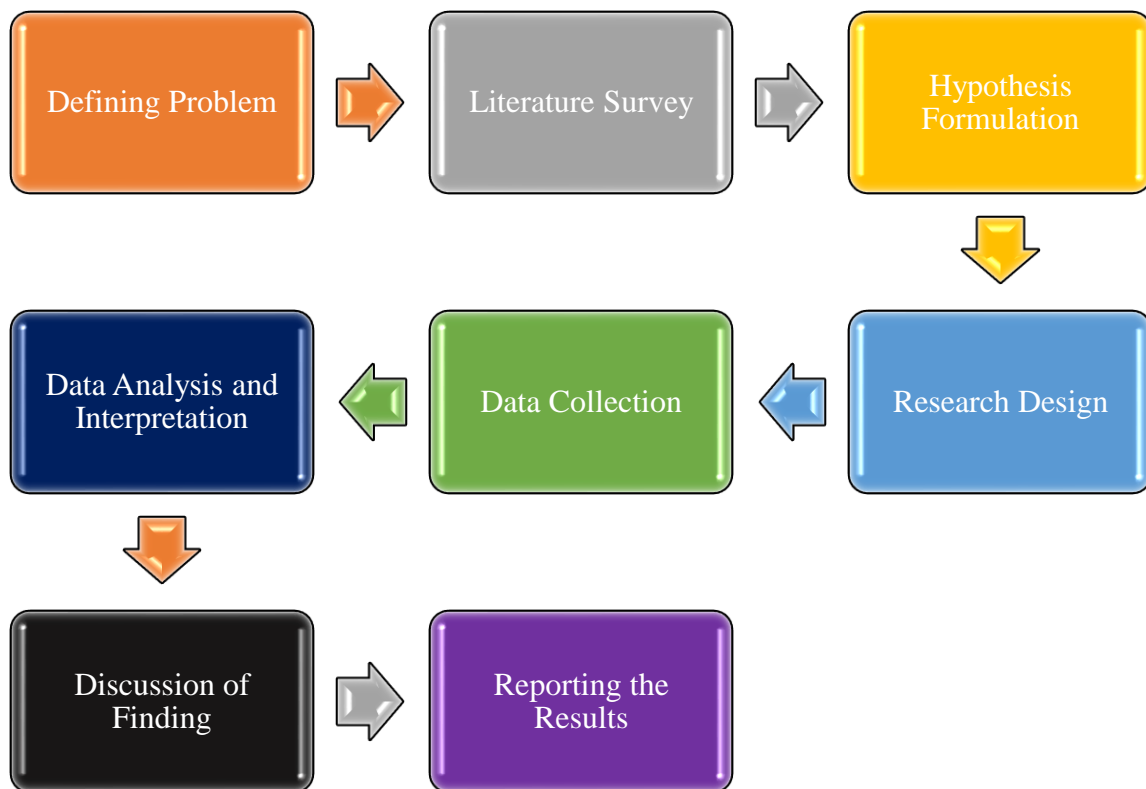


Figure 1: Research Approach of present Study

3.2 Research Question

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

- 3 How do top management perceive the economic impact of their company's CSR activities on the community?
- 4 What legal considerations influence the implementation of CSR practices, as perceived by top management?

- 5 How do top management navigate ethical dilemmas in their CSR initiatives, and what ethical principles guide their decision-making?
- 6 What philanthropic activities are prioritized by companies, and how do they contribute to community well-being?
- 7 How does the perception of CSR activities impact the community well-being of beneficiaries in West Bengal?

3.3 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.

3.4 Operationalization of Variables

This section expounds on the operationalization of key variables within the research framework, offering a comprehensive understanding of their definitions, conceptualization, and expected associations with other constructs.

CSR Practices: CSR practices refer to the specific actions, policies, and strategies that a company implements to fulfil its corporate social responsibility across various dimensions. These practices aim to balance economic, legal, ethical, and philanthropic obligations, ensuring that the company not only achieves financial success but also contributes positively to society, complies with legal standards, operates ethically, and supports community development (Carroll, 1991).

- A. *Economic:* The economic dimension of CSR refers to a company's obligation to generate profits, sustain growth, and create value for shareholders while considering the economic well-being of its stakeholders, including employees, customers, and the broader community. This dimension emphasizes the importance of financial performance, market competitiveness, and sustainable economic development (González-Rodríguez et al., 2015).
- B. *Legal:* The legal dimension of CSR involves a company's responsibility to comply with laws, regulations, and legal standards relevant to its operations. This includes adherence to labour laws, environmental regulations, consumer protection laws, and corporate governance standards. It focuses on the company's commitment to operate within the

legal framework and maintain transparency and accountability in its practices (Hadi & Udin, 2021).

C. *Ethical*: The ethical dimension of CSR pertains to a company's duty to conduct business in a manner that is morally sound and aligned with societal values and expectations. This includes principles of fairness, honesty, integrity, and respect for stakeholders. Ethical CSR goes beyond legal requirements to encompass voluntary actions that promote ethical behaviour, such as fostering a positive organizational culture, addressing ethical dilemmas, and ensuring responsible business practices (Windsor, 2022).

D. *Philanthropic*: The philanthropic dimension of CSR relates to a company's voluntary efforts to contribute to the well-being of society through charitable activities, community engagement, and support for social causes. This includes donations, volunteerism, sponsorships, and partnerships with non-governmental organizations (NGOs). Philanthropic CSR reflects the company's commitment to making a positive impact on society beyond its business operations, enhancing its reputation and fostering goodwill (Rim & Kim, 2016).

Furthermore, Community Well-Being (CWB) In the context of CSR practices refers to the overall health, prosperity, and quality of life experienced by a community because of a company's socially responsible actions. This encompasses economic, social, environmental, and cultural aspects, aiming to create a positive and sustainable impact on the community where the company operates (H. Kim et al., 2018). However, there were various dimension of Community Well-Being.

E. *Social*: The social dimension of community well-being pertains to the strength of relationships, social networks, and the sense of community among individuals. It

includes aspects such as social inclusion, community participation, cultural activities, and support systems (Keyes, 1998).

- F. *Economic Empowerment*: Economic empowerment refers to the ability of individuals and communities to improve their economic status and gain financial independence. This includes access to job opportunities, fair wages, entrepreneurship support, and economic resources (Brehm et al., 2004).
- G. *Environmental Protection*: Environmental protection involves safeguarding natural resources and ecosystems to ensure a healthy and sustainable environment for current and future generations. This includes pollution reduction, conservation efforts, and sustainable practices (King et al., 2014).
- H. *Health*: The health dimension of community well-being focuses on the physical and mental health of community members. It includes access to healthcare services, health education, disease prevention, and wellness programs (Stanzani, 2015).
- I. *Education Engagement*: refers to the active participation of students, educators, and communities in learning, including cognitive, emotional, and behavioural involvement in academic and extracurricular activities (Fredricks et al., 2004).
- J. *Service Facilities*: Service facilities encompass the availability and quality of essential services and infrastructure that support daily life in the community. This includes schools, hospitals, transportation, sanitation, and recreational facilities (Helliwell & Putnam, 2004).

By addressing these dimensions through targeted CSR practices, companies can significantly enhance the overall well-being of the communities they operate in, fostering a sustainable and thriving environments for all stakeholders.

3.5 Hypothesis of the Study

In research, hypotheses serve as informed predictions or statements made by researchers concerning the expected connections between variables under investigation. These statements are fundamental in guiding the research process and form the basis of scientific inquiry (Diehr et al., 1990; Spencer, 1875). The crux of a hypothesis lies in its status as a testable proposition that, through empirical research, either confirms or refutes specific claims or expectations. These hypotheses offer a clear sense of direction and purpose for a study, establishing a structured framework for data collection, analysis, and interpretation. By articulating anticipated outcomes, hypotheses enable researchers to focus their efforts and resources on examining particular relationships. Moreover, hypotheses enhance the objectivity and rigor of research by ensuring that conclusions are grounded in evidence rather than intuition. They serve as benchmarks against which research findings are evaluated, facilitating the derivation of meaningful conclusions about the phenomena under investigation. In the present study, the following hypotheses will be tested:

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.

3.6 Research Design

3.6.1 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.

Steps in Convergent Parallel Design

1. Simultaneous Data Collection

Qualitative Data Collection: Initially, in-depth interviews will be conducted with top management of electricity manufacturing and distributing companies engaged in CSR activities. These interviews will provide rich insights into the companies' perspectives on CSR initiatives.

Quantitative Data Collection: Simultaneously, the survey will be administered to community members who have benefited from the CSR practices of these companies. The surveys will quantify the impact of CSR activities on various aspects of community well-being.

2. Independent Data Analysis

Qualitative Data Analysis: The interview transcripts will be analysed using thematic analysis to identify common themes, patterns, and insights related to CSR practices and community well-being.

Quantitative Data Analysis: Whereas, the survey data will be analysed using various statistical techniques (such as SEM, ANOVA) to quantify the impact of CSR practices on community well-being indicators.

3. Integration of Result

Synthesis: Integrate the results to provide a comprehensive understanding of the impact of CSR practices on community well-being.

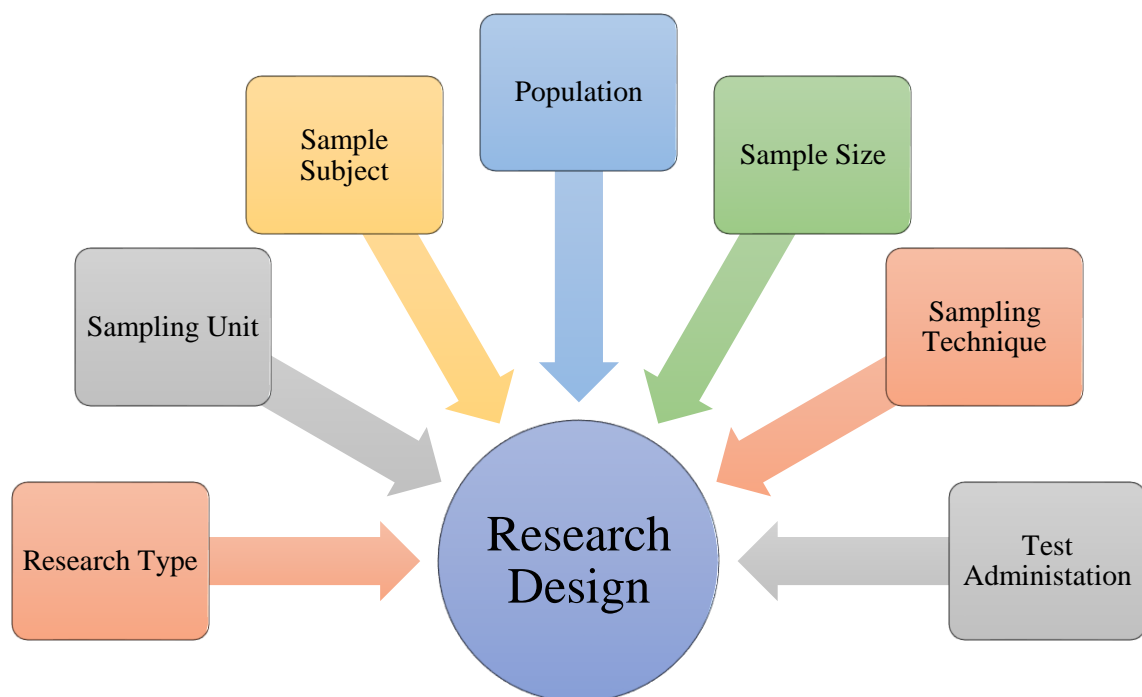


Figure 2: Research Design of the Study

3.6.2. Sampling Unit

Sampling constitutes a strategic method employed in the current study to selectively choose specific individuals or a subset from a broader population. This approach facilitates the identification of the group from which the researchers will gather data for the current

(Thompson, 2012). In the field of statistics, sampling is an essential method for researchers to test hypotheses about the characteristics of a population, offering insights into the attributes of the study participants (Morse, 1991). This technique is vital for ensuring that the collected data is representative and applicable to the wider population being examined. It serves as a key instrument, allowing researchers to make informed generalizations about the broader population based on the traits observed in the selected sample (Acharya et al., 2013; Morse, 1991; Thompson, 2012). Each individual participant in the study considered as a single sampling unit, ensuring a comprehensive and targeted exploration of the region.

For the qualitative study, the research was conducted taking samples from three power sector companies namely WBSEDCL, WBSETCL, WBPDC. Whereas, for the quantitative study, the survey was conducted in 4 locations, focusing on the regions of West Bengal, including Kolkata, Hooghly, Durgapur, Asansol.

3.6.3 Sample Subject and Sampling Criteria

3.6.3.1 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.

3.6.3.2 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:

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

- ii. *Gender*: Both male and female participants will be included to ensure gender diversity.
- iii. *Occupation*: Participants from various occupational backgrounds will be included, encompassing professionals, students, and other employment categories.
- iv. *Socio-Economic Status*: Participants representing diverse socio-economic backgrounds to capture a comprehensive understanding.
- v. *Language Proficiency*: Adequate proficiency in the language of the survey (English or local languages) to ensure accurate responses.

This sample selection aims to ensure a representative and diverse group of individuals reflecting the population of West Bengal while focusing on those actively involved in digital payment services.

3.6.4 Population

The scope of the study will be limited to the state of West Bengal. The main reason for selecting West Bengal is its diverse economic activities and significant variation in CSR practices among companies operating in the region. According to the 2011 Census, the population of West Bengal is 91,276,115, with 46,809,027 males and 44,467,088 females (West Bengal, n.d.). As per recent data, around 60% of the population lives in rural areas, while 40% resides in urban regions. The urban population has been steadily increasing, reflecting ongoing urbanization trends.

West Bengal presents a unique context for examining the impact of CSR activities on community well-being due to its varied socio-economic landscape. The state has a mixture of highly industrialized areas, such as Kolkata, and predominantly rural districts where agricultural activities prevail. This variation provides a comprehensive backdrop for studying the effects of CSR initiatives across different community settings.

For this study, a stratified sampling method will be used to ensure representation from both urban and rural areas. The selected districts include Kolkata, Hooghly, Asansol, and Durgapur,

chosen to capture the diverse socio-economic conditions of the state. The total population in these four districts is approximately 20 million. The research sample will comprise 770 participants, with detailed sampling procedures and calculations provided in the next section. This approach ensures that the study captures a broad spectrum of perspectives on the impact of CSR activities on community well-being in West Bengal.

3.6.5 Sample Size

3.6.5.1 Sample Size for Qualitative Study

For the qualitative component of this study, the sample size will consist of 10 to 15 top management individuals from electricity manufacturing and distribution companies in West Bengal. As, minimum sample size for qualitative studies varies depending on the research goals and methodology. Studies have shown that for identifying codes within data, a sample size of 6-9 cases is sufficient (Young & Casey, 2019). Achieving partial theme representation may require 4-6 cases, while fully realizing all themes could necessitate 7-10 cases (van Rijnsoever, 2016). Selecting this number of participants ensures a comprehensive understanding of the impact of CSR activities on community well-being while maintaining the feasibility of conducting in-depth, detailed interviews.

3.6.5.2 Sample Size for Quantitative study

To ensure an adequate sample size for the study, a three-fold approach was employed. Firstly, the G*Power analysis program was utilized to estimate the minimum sample size required (Cunningham & McCrum-Gardner, 2007). Additionally, Cochran's formula was applied to determine a sufficient sample size (Woolson et al., 1986). Lastly, the rule of thumb of ten times the number of predictors was considered (VanVoorhis & Morgan, 2007).

G*Power, a widely used power analysis tool in social and behavioural research, was employed to determine the study's minimum sample size (Erdfelder et al., 1996; Faul et al., 2007). The calculation specified an effect size (f^2) of 0.1, a type-I error rate (α) of 0.05, and a power of

0.95. This process yielded a minimum sample size of 146 for the model being investigated (Cunningham & McCrum-Gardner, 2007; Kang, 2021). Therefore, the selected sample size is considered sufficient to ensure robustness and reliability in statistical analyses.

After determining the minimum sample size, the adequate sample size for the current study was further calculated using Cochran's formula (Ahmad & Halim, 2017; Woolson et al., 1986).

The formula for Cochran's sample size estimation is:

$$n = \frac{Z^2 \times p \times (1 - p)}{E^2}$$

Where,

- n is the required sample size.
- Z is the critical value from the standard normal distribution corresponding to 95% confidence level (1.96).
- p is the estimated proportion of the population with the characteristic of interest.
- E is the desired margin of error at 5% (0.05).

Following the provided steps and substituting the given values into the formula, the sample size was calculated as 385.

Finally, the rule of thumb requiring a sample size to be at least ten times the number of free parameters in the proposed model was also considered (Raykov & Marcoulides, 2006). This study utilized a comprehensive set of 55 items covering all constructs. Therefore, a minimum of 550 observations is necessary to ensure an adequate dataset for the investigation (RVSPK et al., 2020; VanVoorhis & Morgan, 2007).

Therefore, considering all three approaches, a total of 550 sample size were fixed for present study following the Cochran's formula and rule of thumb.

3.6.6 Sampling Technique

3.6.6.1 Sampling Technique for Qualitative Study

The qualitative study will employ purposive sampling to select participants. This technique is chosen to ensure that the individuals interviewed have specific, relevant experience and knowledge about CSR activities. By targeting top management in electricity manufacturing and distribution companies in West Bengal, this approach ensures that the data collected is rich and pertinent to the research objectives. Participants will be selected based on their roles, experience, and direct involvement in CSR initiatives, allowing for an in-depth exploration of how these activities impact community well-being.

3.6.6.2 Sampling Technique for Quantitative Survey

Given the unique socio-cultural and geographical dynamics of West Bengal, and the complexity of evaluating the impact of CSR activities on community well-being, a practical approach in the form of Convenience Sampling is adopted. This technique is selected due to its pragmatic considerations, acknowledging potential challenges in reaching a fully representative sample through probabilistic methods. Participants will be chosen based on their availability, accessibility, and willingness to participate in the study.

To facilitate this process, participants will be approached in various locations where CSR activities and their impacts are prominent, such as community centers, public spaces, and NGOs involved in CSR initiatives. This approach enables a swift and feasible data collection process, taking into account the practical constraints that might impede the use of probabilistic sampling methods in the region (Sedgwick, 2013; Stratton, 2021). While convenience sampling may not yield a fully representative cross-section of the entire population, it provides valuable insights into the factors influencing community well-being as a result of CSR activities in West Bengal.

The focus is on practicality and the ability to collect meaningful data within a diverse and dynamic environment (A. R. Das & Panja, 2022; El-Masri et al., 2023; Pinochet et al., 2023). This strategic use of convenience sampling aligns with the study's objective to gain practical and applicable insights into the impact of CSR activities on community well-being, considering the unique contextual challenges and opportunities present in West Bengal.

3.6.7 Test Administration

In the qualitative phase of study, a carefully designed semi-structured questionnaire was prepared and after obtaining informed consent, the interviews have been conducted. Each interview last approximately 30 to 45 minutes and audio were recorded with participants' consent for accurate transcription and analysis. Thematic analysis was employed to identify recurring themes and insights within the data, maintaining confidentiality and ethical standards throughout the process.

In quantitative survey phase, a structured questionnaire (consolidating adapted measures from different sources) was created in both hard copy and Google Form formats to ensure respondent convenience. The researcher visited the predetermined locations, as detailed in the Data Collection section, to oversee the data collection process and guarantee the absence of biases or distortions in responses. The focus was on ensuring impartiality and mitigating any elements that could affect the genuineness of the gathered data. Notably, engagement in the survey is completely optional, underscoring the ethical value of informed consent. Respondents are urged to offer their answers willingly, with a clear understanding that the provided information will solely be utilized for academic objectives, safeguarding confidentiality and privacy. These rigorous standards for eligibility and ethical mindfulness bolster the trustworthiness and honesty of the survey findings.

3.7 Measures Used

The survey subsisted of four sections: 1) the first section had questions on the socio-demographic details of the respondents, and 2) the second to the fourth section measured the respondents' perception on CSR practices with their dimensions such as Economic, Legal, Ethical, Philanthropic responsibility. Furthermore, the perception of stakeholders related to CWB were measured based on dimensions such as Social Culture, Economic Empowerment, Environment, Health, Education, Service and Facilities. However, all the variables (Independent and Dependent) were measured using adapted standardized scale developed by the different authors.

Personal Information Sheet

This is the first section of questionnaire that measured various demographic details of respondents. The PIS section includes:

- Age
- Gender
- Occupation
- Education Level

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 (Alvarado-Herrera et al., 2017; 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; Forjaz et al., 2011; 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 is decreases from time to time.”

3.8 Pilot Testing

In the initial phase of this study, a group of 200 users, comprising roughly 25% of the total sample size, was intentionally selected to participate in the pilot investigation. The data collection process involved a combination of distributing questionnaires and conducting individual discussions with the participants. The feedback obtained underwent thorough examination to identify and address potential issues, including any ambiguities and complex questions. Additionally, an assessment of the time taken by participants to complete the survey was carried out to assess responsiveness and the potential need for adjustments. To enhance participant engagement and streamline the survey process, a comprehensive evaluation led to the refinement of the questionnaire. This resulted in a condensed format, reducing the original length from 6 pages to a more concise and focused 4-page version. The aim of this revision was to maintain essential elements for adequate responses while improving the overall efficiency of the survey.

3.9 Survey data Collection Details

Data collection was conducted in four districts of West Bengal: Asansol, Durgapur, Kolkata and Hooghly. The locations chosen for data collection included a mix of rural and urban areas within each district. The questionnaire was designed for maximum convenience, available in both hard copy and digital formats, with the latter facilitated through Google Forms. The choice of data collection sites was strategic, guided by the presence of communities that benefit from CSR activities. This criterion was crucial in focusing on the impact of CSR activities on community well-being within these distinct geographic regions. Table 3.1 presents the overall data collected from various locations (districts) through different modes.

Table 2: Data Collected in various cities

SI No.	Districts	No. of Respondents	
		Offline	Online
1	Kolkata	40	180
2	Hooghly	30	100
3	Asansol	25	80
4	Durgapur	30	65

3.10 Statistical Analysis Tool

The collected data will undergo an in-depth analysis utilizing a variety of software applications including MS-Excel, IBM-SPSS, NVivo, and SmartPLS to produce thorough and comprehensive results. For the qualitative data, NVivo will be used to perform content or thematic analysis, allowing for the identification of patterns and themes within the interviews.

This qualitative analysis will provide rich, detailed insights into the perceptions and experiences of the participants.

For the quantitative data analysis, two primary statistical tools will be employed: ANOVA and SEM. Analysis of Variance (ANOVA) will be used to analyze the demographic data, enabling the assessment of differences across various demographic groups. This method will help in understanding how demographic factors such as age, gender, occupation, and education level influence community well-being.

Partial Least Squares Structural Equation Modelling (PLS-SEM) will be used for the impact assessment of CSR activities on community well-being. This advanced statistical technique is suitable for complex models and allows for the simultaneous analysis of multiple variables and their relationships. PLS-SEM will help in assessing the direct and indirect effects of CSR activities on different dimensions of community well-being, providing a comprehensive understanding of the underlying mechanisms.

This multifaceted statistical analysis approach ensures a robust and nuanced investigation of the research questions, leveraging the strengths of both qualitative and quantitative methodologies to provide a holistic view of the impact of CSR activities on community well-being in West Bengal.

3.10.1 Qualitative Data Analysis

For the qualitative data analysis, NVivo software will be employed to facilitate a comprehensive and systematic examination of the interview data (K. Jackson et al., 2019). The process will begin with the transcription of all interviews to ensure accuracy and reliability. Once transcribed, the data will be imported into NVivo for coding (Hamed Hilal & Said Alabri, 2013; Leech & Onwuegbuzie, 2011).

Thematic analysis will be the primary method used, which involves identifying, analyzing, and reporting patterns (themes) within the data (Braun & Clarke, 2012). This process includes several steps: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. Each interview will be carefully coded to capture key concepts and ideas that emerge from the participants' responses (Clarke & Braun, 2017; Terry et al., 2017).

Using NVivo, the data will be organized into nodes representing different themes and sub-themes. This software allows for the efficient management of large volumes of qualitative data and supports the iterative process of coding and theme development. Patterns and relationships between themes will be explored to provide deeper insights into the perceptions and experiences of the participants regarding CSR activities and their impact on community well-being (Oliveira et al., 2013). The thematic analysis will focus on uncovering both explicit and implicit meanings within the data, ensuring a rich and nuanced understanding of the qualitative aspects of the study. By systematically analyzing the qualitative data, this study aims to generate detailed and contextually grounded insights that complement the quantitative findings, thereby providing a holistic view of the research problem.

3.10.2 Quantitate Data Analysis

In this study, Partial Least Squares Structural Equation Modelling (PLS-SEM) is employed to test the hypotheses. This statistical method is renowned for its robustness in analyzing collected data and evaluating proposed relationships within the study's framework. PLS-SEM, a variant of Structural Equation Modeling (SEM), is particularly effective for datasets with non-normal distribution characteristics, as highlighted by previous research (J. F. Hair et al., 2011; Jha et al., 2024b). Compared to traditional methods like Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), PLS-SEM offers enhanced interpretability, providing a

clearer understanding of the relationships between variables and offering more nuanced insights.

One of the primary advantages of PLS-SEM is its ability to visualize the significance of each predictor and the nature of their interconnections. This feature sets it apart from other methodologies, contributing to a more comprehensive interpretation of the underlying dynamics in the dataset. Additionally, PLS-SEM excels in handling complex models with numerous mediating and moderating effects, surpassing the limitations of other SEM techniques such as CFA and EFA (J. Hair et al., 2010; J. F. Hair et al., 2013; J. F. Hair, M.Hult, et al., 2014; J. F. Hair et al., 2019; J. F. Hair, M.Hult, et al., 2021; Hair Jr. et al., 2017; Henseler et al., 2014). The deliberate choice of PLS-SEM for this study reflects a commitment to thoroughly exploring the complex web of relationships among the variables. This methodology aligns well with the characteristics of the dataset and ensures the robustness and reliability of the analytical processes used to unravel the dynamics of the research context. The PLS-SEM analysis will be conducted using SmartPLS 4.1.0 software, known for its user-friendly interface and accurate algorithmic analysis.

3.11 Summary

This chapter provided a detailed outline of the research methodology employed in the study to assess the impact of CSR practices on community well-being in West Bengal. The chapter began with an overview of the mixed-methods approach, integrating both qualitative and quantitative analyses to ensure a comprehensive exploration of the research problem. It outlined the research questions and objectives, setting the stage for a thorough investigation into the economic, legal, ethical, and philanthropic dimensions of CSR activities as perceived by top management and their impact on community well-being. The research design was described, emphasizing the convergent parallel design to develop a conceptual framework from qualitative insights and subsequently test it quantitatively. The sampling techniques and criteria

for both qualitative and quantitative data collection were detailed, ensuring a methodical and systematic approach to participant selection. The data collection process was elaborated upon, highlighting the use of interviews for qualitative data and surveys for quantitative data. The chapter also discussed the statistical analysis tools employed in this study. Qualitative data will be analyzed using NVivo for thematic analysis, while quantitative data will be scrutinized using ANOVA for demographic impact assessment and PLS-SEM for evaluating the relationships between CSR activities and community well-being. The choice of these tools was justified based on their robustness and suitability for the study's specific needs. Overall, this chapter lays a solid foundation for the subsequent analysis and discussion of results, ensuring that the research methodology is rigorously designed to provide valuable insights into the impact of CSR on community well-being in West Bengal.

Chapter 4

Data Analysis and Interpretation

4. Data Analysis and Interpretation

4.1 Overview

This chapter presents the analysis and interpretation of the data collected to evaluate the impact of Corporate Social Responsibility (CSR) activities on community well-being. The study employs a mixed-methods approach, integrating both qualitative and quantitative analyses to provide a comprehensive understanding of the research objectives.

The qualitative data, obtained through interviews with top management, is analyzed using thematic analysis with the help of NVivo software. This analysis identifies key themes related to the economic, legal, ethical, and philanthropic dimensions of CSR activities and their perceived impact on various aspects of community well-being. For the quantitative component, descriptive statistics and hypothesis testing techniques are utilized.

Descriptive statistics summarize the demographic profile of respondents and provide an overview of the trends in survey responses. Structural Equation Modeling (SEM) using SmartPLS is conducted to assess the relationships between CSR dimensions and the various facets of community well-being, testing the proposed hypotheses. By integrating the qualitative and quantitative findings, this chapter provides meaningful insights into the dynamics of CSR activities and their impact on community well-being. The results contribute to a deeper understanding of the study's research problem and set the stage for subsequent discussions and conclusions.

4.2 Qualitative Data Analysis

4.2.1 Qualitative and Thematic Analysis:

Corporate social responsibility (CSR) practices and their impacts on the communities they served and it's well-being is essential for companies to understand for future policy framing and maximum utilisation of wealth of the society. Specially, when it comes power sector companies as their negative impact on people, environment and a society as a whole is enormous. Therefore, in this section, study will draw light on Top Managements perception regarding CSR Practices and Community Well-Being (CWB).

The study has been drawn the conceptual framework of Rela et al., 2020 and used qualitative data analysis tool NVivo for the purpose of analysing. The framework of has two main themes of Corporate social responsibility (CSR) such as Corporate social responsibility (CSR) practices and Community Well-Being (CWB). Where these themes have 10 sub themes, which essentially, constitute the two main themes such as (A) CSR Practices and (B) Community Well-Being (CWB).

A. CSR Practices: CSR Practices involve a company's commitment to managing its economic, legal, ethical, and philanthropic responsibilities. This includes ensuring fair economic practices, complying with laws, adhering to ethical standards, and engaging in charitable activities. These practices aim to balance business success with positive social and environmental impacts, fostering sustainable growth and contributing to the well-being of communities.

The CSR practices constitute the four sub-themes such as (I) Economic, (II) Legal, (III) Ethical, & (IV) Philanthropic.

(I) **Economic** involves a company's efforts to contribute to sustainable economic development. This includes creating job opportunities, supporting local businesses, ensuring fair trade, and

investing in community growth. It aims to balance profitability with social responsibility, fostering economic stability and prosperity while aligning business operations with ethical values and community needs.

For example, regarding profitability of the company R10 stated:

“REC Limited's economic performance directly impacts its CSR activities by influencing financial resources, stakeholder expectations, reputation, long-term sustainability, and risk management. By achieving sustainable economic growth and profitability, REC Limited can strengthen its capacity to contribute positively to society and the environment through CSR initiatives.”

While, R14 added on expenditure of CSR that *“Economic performance of company is directly linked to CSR expenditure however basic minimum expenditure is made even in loss i.e. based on production.”*

R3, R11 & R12 also strongly expressed the strong view regarding economic side of the CSR practices also linking with economic performance of the firms.

(II) Legal refers to a company's commitment to complying with all relevant laws and regulations. This includes adhering to labour laws, environmental regulations, and corporate governance standards. Legal CSR practices ensure that business operations are conducted within legal frameworks, promoting ethical behavior and avoiding legal risks while supporting overall corporate responsibility.

For example, regarding compliances of company R14 stated that *“ECL fulfils all the compliances related to CSR. CSR 2 form is filled by Company Secretary of ECL to fulfil the compliance. ECL website has separate page to showcase CSR activities of Company. DPE is provided the data to publish it at national CSR portal.”*

Additionally, R10 added that in the context of taking CSR initiatives “*Prioritizing projects that fall within the activities specified in Schedule VII of the Companies Act, 2013, such as education, healthcare, rural development, environmental sustainability, and skill development*”. Which ultimately reveals the sincerity regarding the Legal compliances of the Management across the different firms.

(III) Ethical refers to a company’s adherence to moral principles and standards in its operations. This includes transparency, fairness, integrity, and accountability in business conduct. Ethical CSR practices involve making decisions that align with societal values and ensuring that corporate actions positively impact stakeholders and uphold the company’s commitment to social responsibility.

Similarly, in the organisational cultural context R11 said:

“A company can weave ethics into CSR by ensuring initiatives are genuine and transparent. Stakeholder needs are assessed, not just chosen for PR. Initiatives should avoid harming the environment or local communities. Our executives and CSR committee ensures it.”

In addition of that R16 added regarding CSR initiatives that “*Our CSR initiatives align with ethical principles, ensuring fairness, honesty, and integrity in all endeavour, guides companies to uphold human rights, labour standards, environmental sustainability, and community welfare*”. In this theme, R11 was not only concerned about ethical CSR Practices, instead R11 added in the operational context that “*Ensure ethical practices throughout your operations. Source responsibly and treat workers fairly.*”

(IV) Philanthropic refers to a company’s voluntary contributions to societal well-being beyond its business operations. This includes charitable donations, supporting community projects, and funding social causes. Philanthropic CSR practices aim to enhance the quality of life, address

social issues, and build positive relationships with communities through acts of generosity and support.

For example, in the context of societal development R3 said:

“Being one of the biggest and efficient electricity distribution company in India, WBSEDCL has successfully implemented various Govt. schemes like full electrification in the state. However, the organization did not limit itself only taking electricity to the farthest corner of the state. Through its various CSR schemes, it is continuously helping the most vulnerable section of the society and bringing socio-economic changes in the state of West Bengal.”

R4 also added that *“Our company extend support to the academic institutions by providing educational infrastructures like computers, medical infrastructures to charitable clinics, community development programs. These are duly recommended for either to people's representatives or administration's or even through direct approach. Thereafter it's feasibility are judged by a high power committee constituted for the purpose.”*

In conclusion, respondents expressed that their achievement and sincerity regarding CSR Practices themes, also incorporating sub-themes such as Economic, Legal, Ethical, and Philanthropic sub-codes.

B. Community Well-being: Community Well-Being refers to a company’s efforts to enhance the overall quality of life within the communities where it operates. This includes initiatives to improve health, education, economic opportunities, and environmental conditions. The goal is to support and uplift local communities, fostering a positive impact and creating sustainable, mutually beneficial relationships.

Following Rela et al., 2020 conceptual framework, six sub theme has been incorporated as follows:

(I) Economic Empowerment, (II) Environment Protection, (III) Service Facilities, (IV) Social, (V) Health, and (VI) Education.

(I) Economic Empowerment refers to corporate initiatives aimed at enhancing the economic well-being and autonomy of communities. This includes creating job opportunities, providing skills training, supporting local businesses, and ensuring access to financial resources, fostering inclusive growth and sustainable economic development while aligning with corporate values and social responsibility.

In this regard, R3 has said:

“Being one of the biggest and efficient electricity distribution company in India, WBSEDCL has successfully implemented various Govt. schemes like full electrification in the state. However, the organization did not limit itself only taking electricity to the farthest corner of the state. Through its various CSR schemes, it is continuously helping the most vulnerable section of the society and bringing socio-economic changes in the state of West Bengal.”

Additionally, R11 added that *“It means power companies addressing social needs like education, healthcare, and women's empowerment, while also protecting the environment around their plants.”* They see CSR as means of creating and Enriching lives of the people. R11 also added *“The Power sector Companies spends on socially relevant focus areas such as Rural Livelihood, education, Health, environment, skill development etc”*.

Also, R2, R16, R15 & R6 expressed that CSR is means of alleviating poverty and social, economic and sustainable growth. This reveals their perceptions regarding CSR practices which is aims to deliver economic empowerment.

(II) Environment Protection involves corporate actions aimed at minimizing environmental impact and promoting sustainability. This includes reducing emissions, conserving resources, managing waste, and adopting eco-friendly practices. It aligns business operations with

environmental stewardship, ensuring that companies contribute positively to the planet while achieving economic and social goals.

For example, in the context of CSR practices of the companies, R15 said:

“ECL invests in environmental protection measures such as afforestation, land reclamation, and pollution control to ensure sustainable development and improve living conditions. It engages in environmentally responsible mining practices, mitigating environmental impact and promoting sustainable development. ECL fosters inclusive growth, respecting human rights and cultural diversity.”

Also, R8 has expressed company’s responsibilities towards environment as follows:

“CSR activities of a power sector company should include the mitigation of environmental pollution especially caused by fly-ashes of thermal power plants, overall protection of flora and fauna, rehabilitation of people and imparting vocational training for ensuring livelihood of affected farmers, preventive health care in the vicinity of power projects, mass education against power saving and theft, encouraging research for alternative energy resources especially green energy etc.

(III) Service Facilities refer to the infrastructure and resources provided by a company to support community needs. This includes healthcare centres, educational institutions, clean water facilities, and public utilities. These initiatives aim to enhance the quality of life, promote social welfare, and contribute to sustainable development in the communities where the company operates.

For example, R4 has stressed on the facilities provided by the company as their CSR expenditure and stated as follows:

“Our company extend support to the academic institutions by providing educational infrastructures like computers, medical infrastructures to charitable clinics, community development programs. These are duly recommended for either to people's representatives or administration's or even through direct approach. Thereafter it's feasibility are judged by a high power committee constituted for the purpose.”

Additionally, R7 said as follows:

“Company contributed to social infrastructure projects like building primary school facilities, repair of primary health centre, constructing community roads, constructing high must solar street light. In social sector Company provided sewing machines to needy women, providing computers to schools and so on.”

This also reveals that Company and its management considers Service facilities as one of the important themes in the respect of community well-being.

(IV) Social involves a company's commitment to positively impacting society through ethical practices, community engagement, and support for social issues. This includes promoting diversity and inclusion, investing in community development, and addressing social inequalities. It aligns corporate operations with broader social values to foster equitable growth and enhance the well-being of stakeholders.

For instance, R10 in the context of philanthropic initiatives said:

“REC engages in a variety of philanthropic initiatives aimed at improving the socio-economic conditions of underprivileged communities in India. These initiatives span across several key areas, including education, healthcare, rural development, environmental sustainability, and skill development. This process ensures that their initiatives align with both the organization's mission and the needs of the communities they serve. Ensuring that potential projects align with overarching mission to promote socio-economic development and improve quality of life.”

Additionally, R12 and R11 added that *“Corporate Social Responsibility (CSR) involves initiatives to balance economic success with environmental and social considerations, such as investing in renewable energy, electrifying underserved areas, and engaging in community development projects and power companies aim to mitigate environmental impact, improve societal well-being, and foster sustainable development while fulfilling their energy generation responsibilities.”* and *“It means power companies addressing social needs like education, healthcare, and women's empowerment, while also protecting the environment around their plants.”*

Which clearly depicts the top management’s perception that they consider Social as sub-theme as a part of Community Well-being.

(V) Health refers to corporate initiatives aimed at improving the physical, mental, and social well-being of employees, customers, and communities. This includes promoting workplace safety, providing healthcare access, supporting wellness programs, and addressing public health issues, aligning business practices with a commitment to enhancing overall societal health and well-being.

In the context of philanthropic activities, R12 said:

“One example of a philanthropic activity that has had a significant impact on community well-being is our support for healthcare infrastructure development, which has improved access to medical services and saved lives in underserved regions.”

Also, R2 & R15 added as follows:

“Direct CSR include contributing to medical treatment of under privileged. CSR for medical dispensary treated 1000 people per month.” and *“ECL runs hospitals and clinics, offering medical services to employees and the local community, thus contributing to the health and productivity of the region.”*

This statements evident the top management's concern and effort for providing health and Medical services to the different section of the society.

(VI) Education refers to a company's commitment to enhancing access to quality education and skill development for communities. This includes initiatives such as supporting schools, providing scholarships, vocational training, digital literacy programs, and workforce readiness initiatives. By investing in education, companies contribute to social equity, economic empowerment, and sustainable development, ensuring that their CSR efforts align with long-term community well-being and human capital development.

In this respect it has been seen that most of the time respondents were talking about implementation or initiatives that the companies have undertaken. For example, R12 has added that *“Our organization engages in philanthropic initiatives such as funding education programs in underserved communities to promote access to quality education and empower future generations.”*

In addition, R16 has added that the company's commitment towards community well-being which is as following: *“Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects”*

Based on the above discussions of the qualitative analysis, we can come up with the themes of the themes for CSR as given in the *Figure 4.1 & 4.2* .

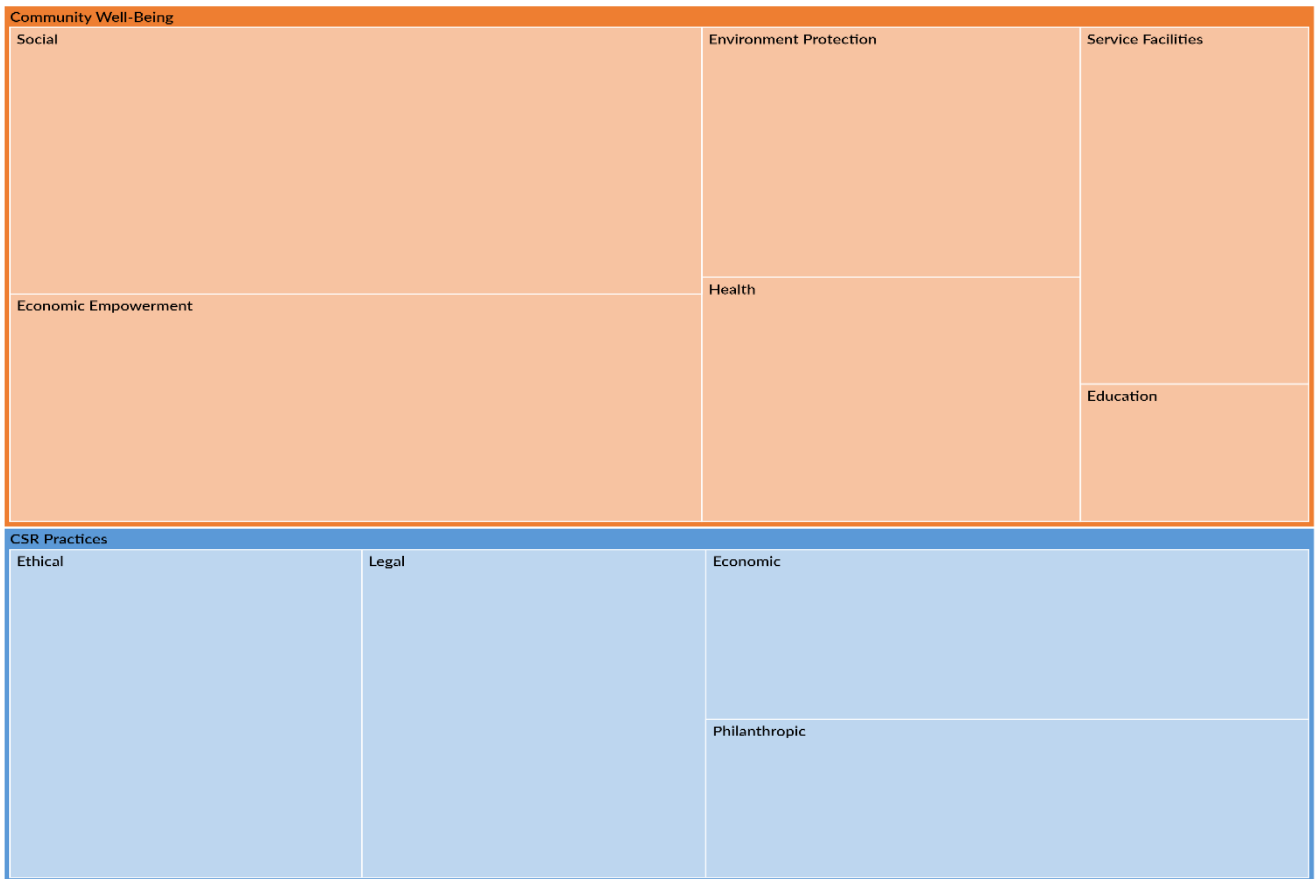


Figure 3: Hierarchical Tree Map

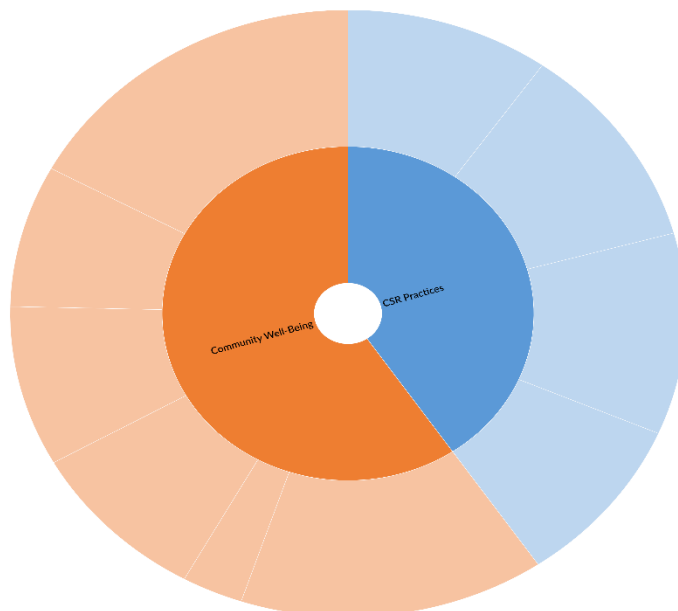


Figure 4: Hierarchical Starburst

4.3 Descriptive Statistics

4.3.1 Demographic Profile of Respondents

The demographic profile of the respondents provides an overview of the characteristics of the survey participants, including their gender, age, income, and marital status.

4.3.1.1 Gender of Respondents

The gender distribution of the respondents reveals that males constituted the majority of the sample, with 57.5% (n= 348), while females accounted for 42.5% (n=257). This reflects a slightly higher participation rate among males compared to females. The adequate representation of both genders ensures that the perspectives of both male and female participants are adequately captured in the study, enhancing the inclusiveness of the analysis.

Table 3: *Gender of the Respondents*

Gender of the Respondents		
	Frequency	Percent
Female	237	42.5%
Male	313	57.5%
Total	550	100.0%

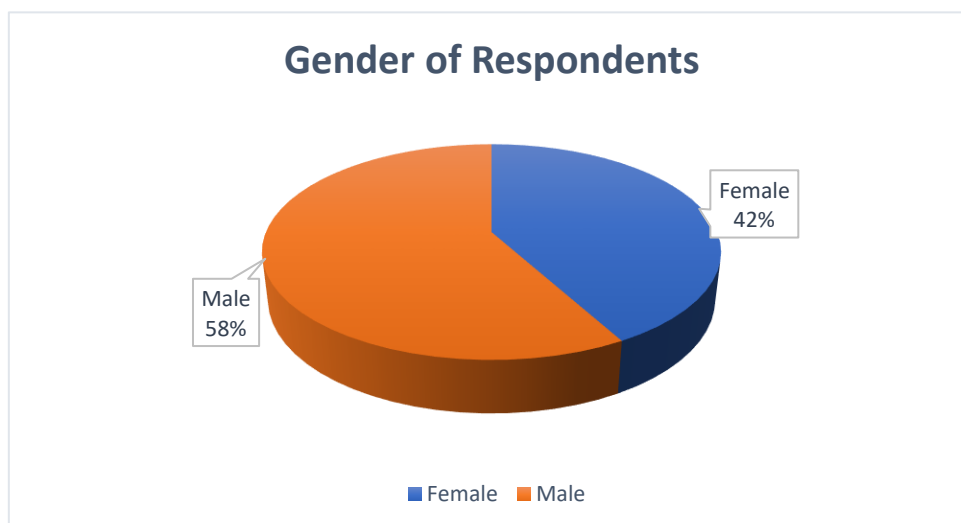


Figure 5: *Gender of Respondents*

4.3.1.2 Age of Respondents

The age distribution indicates significant diversity among the respondents, with younger participants forming the largest group. Respondents aged 18–25 years comprised 34.91% (n=192), making up more than one-third of the sample. This was followed by respondents aged 26–35 years at 25.64% (n=141) and those aged 36–45 years at 24.55% (n=135). Participants aged 46–55 years made up 12.18% (n=67), while those aged 56 years and above constituted the smallest group, at 2.73% (n=15). This age distribution highlights the predominance of younger and middle-aged individuals.

Table 4: Age of the Respondents

Age of the Respondents	Frequency	Percent
18 - 25 years	192	34.91
26 - 35 years	141	25.64
36 - 45 years	135	24.55
46 - 55 years	67	12.18
56 years and above	15	2.73

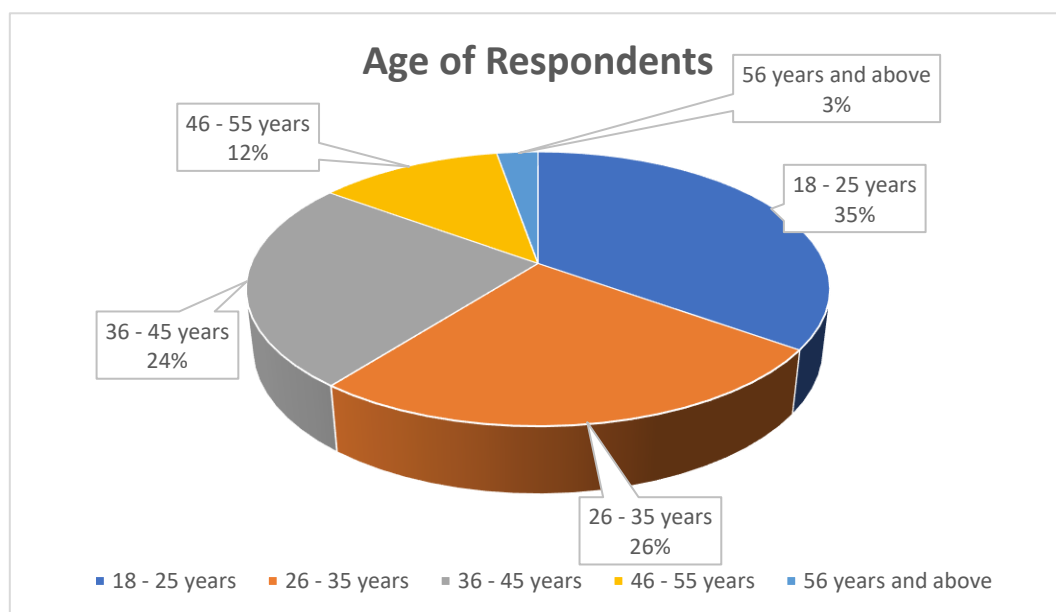


Figure 6: Age of Respondents

4.3.1.3 Income of Respondents

The income levels of respondents were categorized into five groups, reflecting a wide range of economic backgrounds. The largest group, 34.36% (n=189), reported a monthly income between ₹10,001 and ₹20,000, followed by 23.45% (n=129) earning less than ₹10,000. Respondents earning ₹20,001–₹35,000 accounted for 18.73% (n=103), while those in the ₹35,001–₹50,000 income bracket constituted 13.45% (n=74). Only 10.00% (n=55) of the respondents reported earnings above ₹50,000. This income distribution demonstrates that a substantial portion of the sample belongs to low and middle-income groups, which is significant for understanding the economic diversity and its influence on perceptions of CSR activities and community well-being.

Table 5: Income of the Respondents

Income of the Respondents (in Rs.)	Frequency	Percent
Less than 10000	129	23.45
10001 - 20000	189	34.36
20001- 35000	103	18.73
35001- 50000	74	13.45
50000 and above	55	10.00

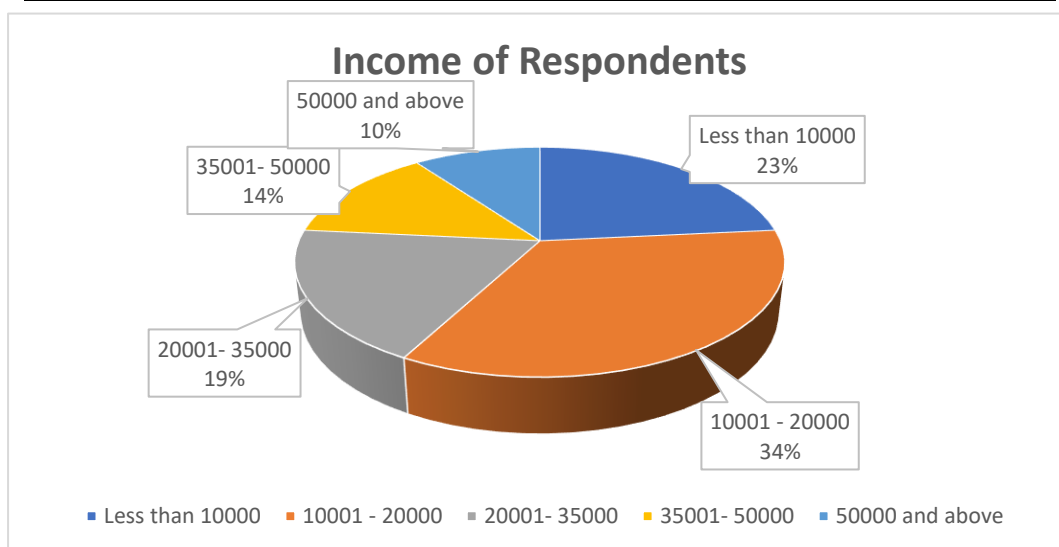


Figure 7: Income of Respondents

4.3.1.4 Marital Status of Respondents

In terms of marital status, the majority of the respondents were married or engaged, representing 61.45% (n=338) of the sample. Unmarried respondents comprised 36.91% (n=203), while only a small percentage (1.64%, n=9) reported being divorced, widowed, or separated. This distribution reflects the presence of individuals across different marital categories, offering a broad spectrum of perspectives on CSR activities and their impact on community well-being.

Table 6: Marital Status of the Respondents

Marital Status of the Respondents	Frequency	Percent
Unmarried	203	36.91
Married/Engaged	338	61.45
Divorced/Widowed/Separated	9	1.64

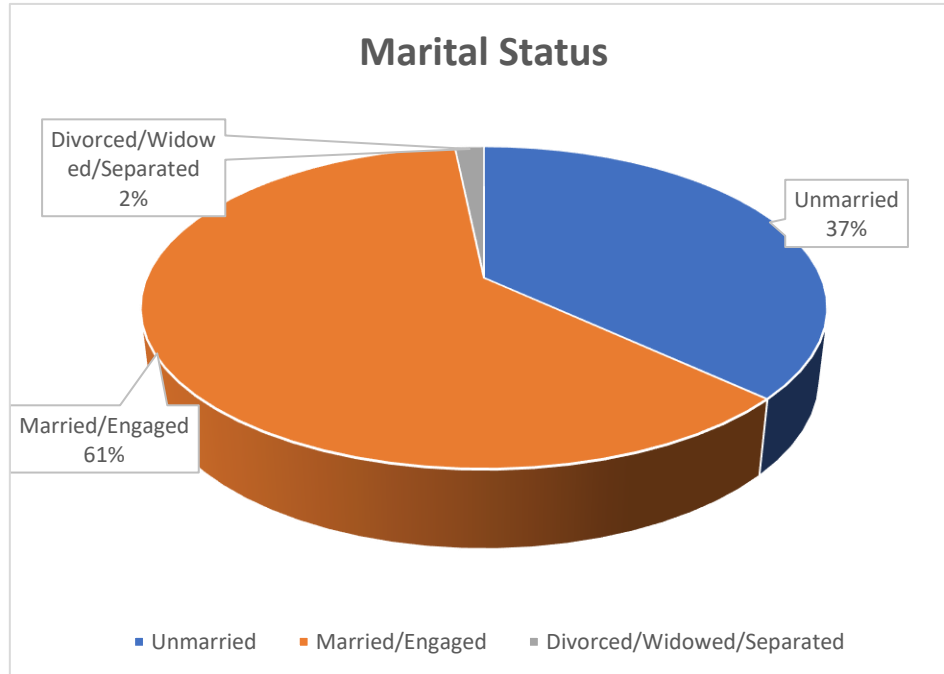


Figure 8: Marital Status of Respondents

4.3.2 General Trends in Survey Responses

4.3.2.1 Economic Responsibility (CSR)

The respondents generally perceived economic responsibility as an important aspect for companies to focus on. The item “It is important for each company to maintain a high level of operating efficiency” received the highest mean score (mean = 3.975), indicating strong agreement among respondents regarding the importance of operational efficiency. Similarly, “It is important for each company to maintain a strong competitive position” also scored highly (mean = 3.942), reinforcing the emphasis placed on competitiveness. While the importance of economic responsibility is largely acknowledged, the item “It is important for each company to perform in a manner consistent with maximizing its profits” had a relatively lower mean score (mean = 3.838), suggesting that some respondents may not view profit maximization as the sole priority. Overall, respondents showed positive attitudes toward economic responsibility, with all items reflecting mean scores above 3.80.

Table 7: Descriptive Statistics for Economic Responsibility

Items	Mean	Std. Deviation
It is important for each company to perform in a manner consistent with maximizing its profits	3.838	0.853
It is important for each company to be committed to being as profitable as possible.	3.916	0.814
It is important for each company to maintain a strong competitive position.	3.942	0.825
It is important for each company to maintain a high level of operating efficiency.	3.975	0.802
It is important that a successful firm be defined as one that is consistently profitable	3.919	0.792

4.3.2.2 Legal Responsibility (CSR)

The respondents generally perceived legal responsibility as a critical obligation for companies. The item “It is important for each company to be a law-abiding corporate citizen” received the highest mean score (mean = 3.96), indicating strong agreement among respondents regarding the importance of adhering to laws. Similarly, “It is important for each company to provide goods and services that at least meet minimum legal requirements” also scored highly (mean = 3.945), emphasizing the significance of meeting legal standards. While legal responsibility is broadly recognized, the item “It is important for each company to perform in a manner consistent with expectations of government and law” had a slightly lower mean score (mean = 3.858), suggesting minor variability in perceptions of this specific aspect. Overall, respondents demonstrated positive attitudes toward legal responsibility, with all items reflecting mean scores above 3.80.

Table 8: Descriptive Statistics for Legal Responsibility

Items	Mean	Std. Deviation
It is important for each company to perform in a manner consistent with expectations of government and law.	3.858	0.803
It is important for each company to comply with various federal, state, and local regulations.	3.911	0.761
It is important for each company to be a law-abiding corporate citizen	3.96	0.75
It is important that a successful firm be defined as one that fulfils its legal obligations.	3.895	0.774
It is important for each company to provide goods and services that at least meet minimum legal requirements	3.945	0.691

4.3.2.3 Ethical Responsibility (CSR)

The respondents generally perceived ethical responsibility as a significant aspect of corporate behaviour. The item “It is important that good corporate citizenship be defined as doing what is expected morally or ethically” received the highest mean score (mean = 3.855), indicating strong agreement on the importance of moral and ethical practices. Similarly, “It is important for each company to perform in a manner consistent with expectations of societal morale and ethical norm” scored relatively high (mean = 3.805), highlighting the relevance of aligning with societal ethical standards. While ethical responsibility is widely acknowledged, the item “It is important to recognize that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations” had the lowest mean score (mean = 3.324), suggesting some differences in views regarding the extent of ethical obligations beyond legal compliance. Overall, respondents expressed positive attitudes toward ethical responsibility, with most items scoring above 3.75.

Table 9: Descriptive Statistics for Ethical Responsibility

Items	Mean	Std. Deviation
It is important for each company to perform in a manner consistent with expectations of societal morale and ethical norm.	3.805	0.768
It is important for each company to recognize and respect new or evolving ethical/moral norms adopted by society.	3.78	0.751
It is important for each company to prevent ethical norms from being compromised in order to achieve corporate goals.	3.795	0.797
It is important that good corporate citizenship be defined as doing what is expected morally or ethically.	3.855	0.739
It is important to recognize that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations.	3.324	0.908

4.3.2.4 *Philanthropic Responsibility (CSR)*

The respondents generally acknowledged the importance of philanthropic responsibility in corporate practices. The item “It is important that managers and employees participate in voluntary and charitable activities within their local communities” received the highest mean score (mean = 3.893), reflecting strong agreement on the value of community engagement by companies. Similarly, the items “It is important for each company to assist voluntarily those projects that enhance a community’s ‘quality of life’” (mean = 3.882) and “It is important for each company to assist the arts and cultural activities” (mean = 3.842) indicate a favorable perception of corporate involvement in social and cultural initiatives. Although the item “It is important for each company to perform in a manner consistent with the philanthropic and charitable expectations of society” had a slightly lower mean score (mean = 3.769), it still highlights positive attitudes toward meeting societal expectations for philanthropy. Overall, respondents showed a positive inclination toward philanthropic responsibility, with all items scoring above 3.75.

Table 10: Descriptive Statistics for Philanthropic Responsibility

Items	Mean	Std. Deviation
It is important for each company to perform in a manner consistent with the philanthropic and charitable expectations of society.	3.769	0.76
It is important for each company to assist the arts and cultural activities.	3.842	0.752
It is important that managers and employees to participate in voluntary and charitable activities within their local communities.	3.893	0.664
It is important for each company to provide assistance to private and public educational institutions.	3.842	0.771
It is important for each company to assist voluntarily those projects that enhance a community’s “quality of life”.	3.882	0.869

4.3.2.5 Social Culture (CWB)

The respondents generally exhibited a positive perception of the social culture within their community. The item “Every member of the community is more willing to help with each other” received the highest mean score (mean = 4.431), indicating a strong sense of mutual support and cooperation among community members. The items “You often visit someone's house” (mean = 3.805) and “Every member of the community has an increasingly friendly relationship” (mean = 3.765) further highlight the presence of social interaction and camaraderie within the community. However, the item “Every member of society is working together if there is a serious problem” had a slightly lower mean score (mean = 3.755), suggesting some room for improvement in collective problem-solving efforts. Overall, the results reflect a generally favorable perception of social culture, with most items scoring close to or above 3.75.

Table 11: Descriptive Statistics for Social Culture

Items	Mean	Std. Deviation
Every member of the community is more willing to help with each other.	4.431	0.895
Every member of the community has an increasingly friendly relationship	3.765	0.845
Every member of society is working together if there is a serious problem	3.755	0.863
You often visit someone's house	3.805	0.909

4.3.2.6 Economic Empowerment (CWB)

The respondents generally viewed the company's CSR initiatives positively, with "The CSR presence of the company led to reduced unemployment in the village" receiving the highest mean score (4.149). Items like "My income increased to finance life in this village" (4.08) and

"My income is more sufficient to finance my lifestyle" (4.065) also reflected positive economic impacts. Other items, such as "The collection of businesses in this village is more independent" (3.984) and "The strengthening of the local economy reduces crime" (3.973), showed improvements in business independence and crime reduction. However, "Community rapport program adds farmers/fishermen/industry in this village" had a slightly lower mean (3.807), indicating some mixed views on its effectiveness.

Table 12: Descriptive Statistics for Economic Empowerment

Items	Mean	Std. Deviation
The CSR presence of the company led to reduced unemployment in the village.	4.149	5.115
The collection of businesses in this village is more independent.	3.984	3.294
The strengthening of the local economy reduces the crime in this village.	3.973	3.171
My income increased to finance life in this village.	4.08	3.779
My income is more sufficient to finance my lifestyle	4.065	3.803
Community rapport program adds farmers / fishermen / industry in this village	3.807	0.987
Commerce advantage / industry community in the village is better due to the support of capital and equipment from the company	4.004	2.264

4.3.2.7 Environment (CWB)

Respondents generally had positive views on the environmental impact of the company. The item "The quality of river water is good for this village" received the highest mean score (4.74), indicating strong agreement with the improvement in river water quality. "The quality of the ground water is getting better for this village" (3.934) and "Noise due to the company operations is increasingly reduced in this village" (3.958) also received favorable scores. However, items like "Dust and gas due to the company operations increasingly reduced in this

village" (2.951) and "The life of flora fauna has improved in this village" (3.009) had lower mean scores, suggesting areas for improvement in air quality and ecological restoration efforts.

Table 13: Descriptive Statistics for Environment

Items	Mean	Std. Deviation
The quality of the ground water is getting better for this village	3.934	0.852
The quality of river water is good for this village	4.74	0.731
The quality of the marine ecosystem is preserved for the future	3.86	0.942
Noise due to the company operations is increasingly reduced in this village	3.958	0.501
Dust and gas due to the company operations increasingly reduced in this village	2.951	0.809
The life of flora fauna has improved in this village	3.009	0.642

4.3.2.8 Health (CWB)

Respondents generally reported positive health-related perceptions. The item "I succeeded in overcoming my health problems" received the highest mean score (4.005), indicating a strong sense of personal health improvement. Items like "My home environment is getting more comfortable" (4.00) and "I feel optimistic about the village community's cleanliness in the future" (3.953) also reflected favourable views on personal and community health. However, the item "The health facilities in this village are getting better" had a lower mean (3.011), suggesting room for improvement in local healthcare services.

Table 14: Descriptive Statistics for Health

Items	Mean	Std. Deviation
The community of this village who suffer from serious illness is getting less.	3.973	0.734
My home environment is getting more comfortable	4	0.784

I feel optimistic about the village community's cleanliness in the future.	3.953	0.764
I feel relaxed and no longer stressful	3.951	0.802
I succeeded in overcoming my health problems	4.005	0.73
The health facilities in this village are getting better	3.011	0.729
The student's health fitness in this village is getting better	3.973	0.734

4.3.2.9 Education (CWB)

Respondents generally felt positive about the Education environment in their community. The item "The more students in this village continue their" received the highest mean score (3.955), indicating active participation. Items like "The student attendance in this village is getting better" (3.875) and "Students in this village are more comfortable learning" (3.875) also showed favourable views on inclusivity in decision-making. "Students in this village showed better performance" had a slightly lower mean (3.831), suggesting room for improvement in leadership transparency.

Table 15: Descriptive Statistics for Education

Items	Mean	Std. Deviation
Students in this village are more comfortable learning	3.875	0.878
Students in this village showed better performance	3.831	0.908
The more students in this village continue their.	3.955	0.851
The student attendance in this village is getting better.	3.875	0.756

4.3.2.10 Services and Facilities/Infrastructure

Respondents generally had positive views on the infrastructure and services in the village. The item "The presence of community members at mosque is getting better" received the highest mean score (4.073), suggesting a positive trend in community engagement. Items such as

"Goods are getting easily transported into this village" (4.033) and "The road accident is decreasing from time to time" (4.00) indicate improvements in the transportation system and road safety.

However, there were some areas with lower mean scores, such as "The farmers' products are more easily transported out to market" (3.498), reflecting challenges in market accessibility for farmers. Similarly, "The community in this village who works outside the village is getting easier and faster" (3.651) suggests that commuting for work outside the village could still be improved. Overall, while the majority of the items reflect positive perceptions, there are still areas for further development in transportation and logistics.

Table 16: Descriptive Statistics for Services and Facilities/Infrastructure

Items	Mean	Std. Deviation
Traffic in this village is more smoothly and regularly	3.933	0.819
Access to public transport in this village is getting easier	3.922	0.804
The road accident decreases from time to time	4	0.789
The community in this village who works outside the village is getting easier and faster	3.651	0.717
The farmers' products are more easily transported out to market	3.498	0.882
Goods are getting easily transported into this village	4.033	0.552
The presence of community members at mosque is getting better	4.073	0.589

4.4 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.

Table 17: Normality test result

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ER1	0.377	540	0.000	0.751	540	0.000
ER2	0.352	540	0.000	0.767	540	0.000
ER3	0.361	540	0.000	0.744	540	0.000
ER4	0.347	540	0.000	0.765	540	0.000
ER5	0.371	540	0.000	0.725	540	0.000
PR1	0.381	540	0.000	0.756	540	0.000
PR2	0.389	540	0.000	0.729	540	0.000
PR3	0.410	540	0.000	0.675	540	0.000
PR4	0.395	540	0.000	0.718	540	0.000
PR5	0.296	540	0.000	0.837	540	0.000
LR1	0.366	540	0.000	0.759	540	0.000
LR2	0.357	540	0.000	0.746	540	0.000
LR3	0.359	540	0.000	0.733	540	0.000
LR4	0.366	540	0.000	0.752	540	0.000
LR5	0.353	540	0.000	0.763	540	0.000
ETR1	0.364	540	0.000	0.781	540	0.000
ETR2	0.374	540	0.000	0.765	540	0.000
ETR3	0.355	540	0.000	0.788	540	0.000
ETR4	0.346	540	0.000	0.797	540	0.000
EE1	0.338	540	0.000	0.686	540	0.000

EE2	0.364	540	0.000	0.723	540	0.000
EE3	0.365	540	0.000	0.729	540	0.000
EE4	0.343	540	0.000	0.719	540	0.000
EE5	0.363	540	0.000	0.694	540	0.000
EE6	0.351	540	0.000	0.794	540	0.000
EE7	0.332	540	0.000	0.772	540	0.000
SC1	0.373	540	0.000	0.674	540	0.000
SC2	0.357	540	0.000	0.774	540	0.000
SC3	0.358	540	0.000	0.777	540	0.000
SC4	0.349	540	0.000	0.784	540	0.000
EN1	0.404	540	0.000	0.636	540	0.000
EN2	0.482	540	0.000	0.400	540	0.000
EN3	0.367	540	0.000	0.717	540	0.000
EN4	0.484	540	0.000	0.349	540	0.000
EN5	0.349	540	0.000	0.770	540	0.000
EN6	0.321	540	0.000	0.785	540	0.000
P1	0.378	540	0.000	0.735	540	0.000
P2	0.385	540	0.000	0.738	540	0.000
P3	0.382	540	0.000	0.708	540	0.000
P4	0.387	540	0.000	0.719	540	0.000
SF1	0.449	540	0.000	0.560	540	0.000
SF2	0.454	540	0.000	0.554	540	0.000
SF3	0.430	540	0.000	0.571	540	0.000
SF4	0.441	540	0.000	0.539	540	0.000
SF5	0.414	540	0.000	0.612	540	0.000
SF6	0.418	540	0.000	0.533	540	0.000
SF7	0.409	540	0.000	0.518	540	0.000
H1	0.370	540	0.000	0.732	540	0.000
H2	0.335	540	0.000	0.765	540	0.000
H3	0.344	540	0.000	0.769	540	0.000
H4	0.344	540	0.000	0.772	540	0.000
H5	0.356	540	0.000	0.734	540	0.000
H7	0.357	540	0.000	0.737	540	0.000

a. Lilliefors Significance Correction

4.4 Structural Equation Modelling (SEM)

Partial Least Squares Structural Equation Modelling (PLS-SEM) is a powerful multivariate statistical technique used to analyze complex relationships between latent variables. Unlike covariance-based SEM, which focuses on model fit, PLS-SEM prioritizes variance explanation, making it particularly suitable for predictive and exploratory research. (Dash & Paul, 2021; J. F. Hair, M.Hult, et al., 2014; J. F. Hair, Hult, et al., 2021; Mandal & Pal, 2024). It is widely applied in studies with small sample sizes, non-normal data distributions, and complex hierarchical models, such as Higher-Order Construct (HOC) analysis. PLS-SEM allows researchers to simultaneously assess measurement and structural models, ensuring a comprehensive understanding of latent constructs and their interrelationships (J. F. Hair et al., 2020; A. Mitra & De, 2024).

To conduct the PLS-SEM analysis, this study employs SmartPLS, a user-friendly software known for its advanced algorithmic capabilities and graphical interface. SmartPLS enables the estimation of reflective and formative measurement models, evaluation of path coefficients, and bootstrapping for significance testing. Its ability to handle complex models, including multi-dimensional constructs and mediation/moderation effects, makes it an ideal choice for this study's analysis of CSR activities and their impact on community well-being (J. F. Hair et al., 2013; Jha et al., 2024a).

4.4.1 Measurement Model Analysis

The measurement model assessment is a critical step in Partial Least Squares Structural Equation Modeling (PLS-SEM), as it ensures that the constructs and their respective indicators meet the necessary reliability and validity criteria before proceeding to the structural model assessment. The present study employs a two-stage Higher-Order Construct (HOC) approach, where the first stage focuses on evaluating the Lower-Order Constructs (LOCs), and the second

stage examines the Higher-Order Constructs (HOCs) (Becker et al., 2012; Edwards, 2001; J. F. Hair, M.Hult, et al., 2014; Jarvis et al., 2003; Sarstedt et al., 2019).

The measurement model is assessed based on the following key criteria:

1. **Indicator Reliability (Factor Loadings)** – Ensures that each observed variable contributes adequately to its corresponding latent construct.
2. **Internal Consistency Reliability** – Ensures that the indicators measuring each construct produce consistent results.
3. **Convergent Validity** – Confirms that each construct explains a significant portion of the variance in its indicators.
4. **Discriminant Validity** – Establishes that each construct is distinct from others.
5. **Higher-Order Construct Validation** – Evaluates the relationships between LOCs and HOCs using outer loadings and outer weights.

The analysis is conducted using SmartPLS, a robust tool for PLS-SEM modeling, which enables the simultaneous estimation of measurement and structural models while handling complex, multi-layer constructs.

4.4.1.1 Assessment of Lower-Order Constructs (LOCs)

Factor Loading

To ensure the internal consistency, initially the factor loading of lower order constructs were assessed. The step is to ensure that each observed variable contributes adequately to its corresponding lower order latent construct. All the constructs shown adequate factor loading with a value higher 0.70 than except PR5, ETR5, LR5, SC1, EN2 EN5, and SF5 (Dash & Paul, 2021; Jha et al., 2024b). The detailed factor loading list is provided in Table 4.16.

Reliability Assessment

To ensure the internal consistency of the constructs, the study examines Cronbach's Alpha (α) and Composite Reliability (CR). A Cronbach's Alpha value above 0.70 indicates adequate internal reliability, while Composite Reliability (CR) above 0.70 confirms that all indicators collectively measure their respective construct consistently (Hair et al., 2022).

Table 19: Reliability Assessment of LOCs

Construct	Cronbach's Alpha (α)	Composite Reliability (CR)
Economic CSR (ER)	0.903	0.903
Legal CSR (LR)	0.933	0.934
Ethical CSR (ETR)	0.929	0.935
Philanthropic CSR (PR)	0.894	0.902
Social Well-being (SC)	0.922	0.924
Economic Empowerment (EE)	0.932	0.935
Environmental Protection (Env)	0.884	0.889
Health Well-being	0.900	0.901
Education Well-being	0.875	0.879
Service Facilities	0.883	0.887

All the values exceed the threshold of **0.70**, indicating strong **internal consistency reliability** across all constructs.

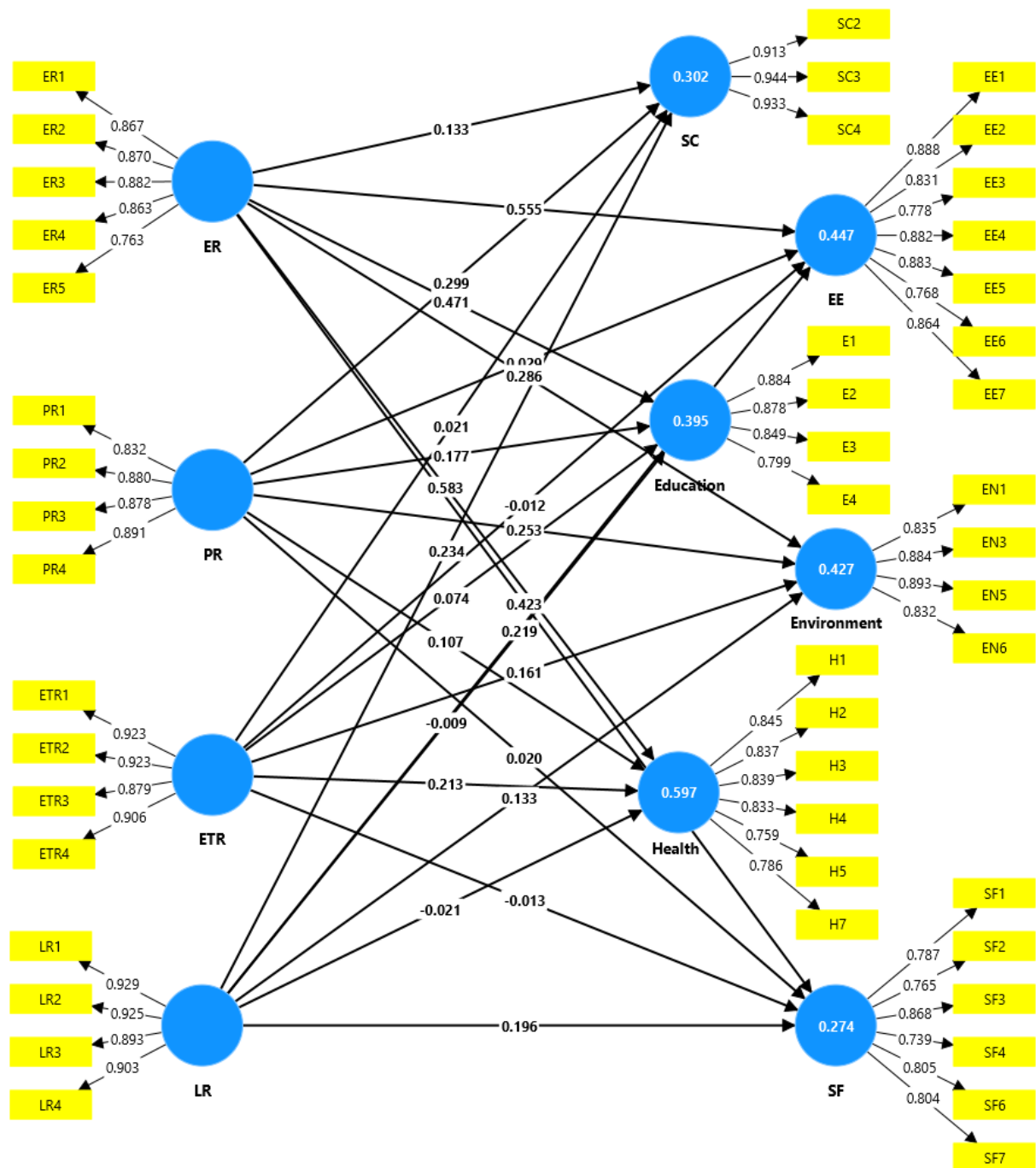


Figure 9: Measurement model analysis of LOC

Convergent Validity

Convergent validity assesses whether each construct successfully explains the variance in its respective indicators. This is tested using **Average Variance Extracted (AVE)**, where a **value above 0.50** indicates that at least **50% of the variance in the indicators** is explained by the construct (Fornell & Larcker, 1981).

Table 20: Convergent Validity (AVE) of LOCs

Construct	Average Variance Extracted (AVE)
Economic CSR (ER)	0.723
Legal CSR (LR)	0.833
Ethical CSR (ETR)	0.825
Philanthropic CSR (PR)	0.758
Social Well-being (SC)	0.865
Economic Empowerment (EE)	0.711
Environmental Protection (Env)	0.742
Health Well-being	0.668
Education Well-being	0.728
Service Facilities (SF)	0.633

As all AVE values are above **0.50**, the model demonstrates **adequate convergent validity**.

Discriminant Validity

Discriminant validity ensures that each construct is unique and measures a distinct concept.

This study uses two methods to assess discriminant validity:

1. Fornell-Larcker Criterion – The square root of AVE should be higher than the correlations between constructs.
2. Heterotrait-Monotrait (HTMT) Ratio – Should be below 0.90 to confirm that constructs are conceptually distinct (Henseler et al., 2015).

The results indicate that all constructs meet the Fornell-Larcker and HTMT thresholds, establishing discriminant validity (see table 4.19 & 4.20 for detailed result).

Table 21: HTMT Ratio for LOC

	EE	ER	ETR	Education	Environ- ment	Health	LR	PR	SC	SF
EE	0.843									
ER	0.633	0.850								
ETR	0.354	0.486	0.908							
Education	0.521	0.603	0.392	0.853						
Environment	0.558	0.547	0.481	0.535	0.861					
Health	0.576	0.739	0.543	0.498	0.520	0.817				
LR	0.399	0.308	0.373	0.244	0.396	0.286	0.913			
PR	0.432	0.559	0.520	0.475	0.557	0.534	0.452	0.871		
SC	0.403	0.383	0.328	0.465	0.472	0.425	0.418	0.490	0.930	
SF	0.741	0.488	0.275	0.378	0.445	0.468	0.330	0.338	0.319	0.796

	EE	ER	ETR	Educa- tion	Environ- ment	Health	LR	PR	SC	SF
EE										
ER	0.685									
ETR	0.379	0.526								
Education	0.574	0.666	0.422							
Environment	0.616	0.605	0.522	0.599						
Health	0.628	0.818	0.590	0.551	0.577					
LR	0.428	0.336	0.398	0.265	0.435	0.311				
PR	0.476	0.615	0.563	0.528	0.619	0.588	0.499			
SC	0.434	0.418	0.356	0.517	0.521	0.467	0.449	0.536		
SF	0.816	0.543	0.304	0.424	0.503	0.522	0.364	0.381	0.354	

4.4.2 Assessing the impact of CSR dimensions over Community Well Being

After assessing the measurement model and determining the adequacy of measurement model, in the next step of analysis, the study proceeds to assess the Higher-Order Constructs (HOCs) of the model. Initially, the Community Well-being as an HOC, comprising six LOCs (Social Well-being, Economic Empowerment, Environmental Protection, Health Well-being, Education Well-being, and Service Facilities).

4.4.2.1 Formation and Validation of Higher-Order Construct (HOC) – Community Well-Being (CWB)

a. Construction of Higher-Order Construct (HOC):

In this study, we employed a disjoint two-stage approach to form the endogenous variable Community Well-Being (CWB) as a higher-order formative construct. The latent variable scores of its six lower-order constructs (LOCs)—Social Well-Being (SWB), Economic Empowerment (EE), Environmental Protection (EP), Health Well-Being (HWB), Political

Well-Being (PWB), and Service Facilities (SF)—were considered in constructing the higher-order construct Community Well-Being (CWB) (Sarstedt et al., 2019).

b. Validation of Higher-Order Construct (HOC):

To validate the higher-order formative measurement model, the following steps were undertaken:

1. Assessment of Collinearity:

- Multicollinearity among the lower-order constructs was checked using the Variance Inflation Factor (VIF).
- The results indicated that all VIF values were below the recommended threshold of 5 (Edeh et al., 2023), confirming the absence of multicollinearity issues.

2. Assessment of Outer Weights and Significance:

- The outer weights of each lower-order construct were evaluated to determine their relative importance in forming the higher-order construct.
- The findings revealed that all outer weights were statistically significant ($p < 0.05$), establishing the relevance of each dimension in defining Community Well-Being (Edeh et al., 2023).

3. Assessment of Outer Loadings:

- The outer loadings of each lower-order construct were analyzed to confirm their contribution to the higher-order construct.

- The results showed that all outer loadings exceeded the recommended threshold of 0.50 and were statistically significant (Sarstedt et al., 2019), further supporting the construct validity of Community Well-Being (CWB).

The results confirm that the Community Well-Being (CWB) construct meets all necessary criteria for reliability and validity, allowing for further analysis in the structural model (Result presented in Table 4.21).

Table 22: Validity of Higher Order Construct- Community Well-Being

<i>HOC</i>	<i>LOC</i>	<i>VIF</i>	<i>Outer weights</i>	<i>t-value</i>	<i>p-value</i>	<i>Outer loadings</i>
Community Well-Being (CWB)	<i>E</i>	1.708	0.221	14.637	0.000	0.750
	<i>EE</i>	2.936	0.233	23.933	0.000	0.837
	<i>EN</i>	1.811	0.228	16.601	0.000	0.781
	<i>H</i>	1.748	0.269	16.065	0.000	0.793
	<i>SC</i>	1.446	0.178	13.603	0.000	0.655
	<i>SF</i>	2.240	0.182	11.888	0.000	0.722

4.4.2.2 Structural Model Analysis

Following the evaluation of the measurement model, the next step is to assess the structural model, which examines the relationships between constructs and evaluates the predictive power of the model. The structural model assessment involves analyzing key metrics such as the coefficient of determination (R^2), the predictive relevance (Q^2) using the blindfolding procedure, and the statistical significance of path coefficients. Additionally, multicollinearity checks are conducted to ensure unbiased results, and the PLS-predict procedure is used to assess the model's predictive accuracy beyond the sample.

Multicollinearity Analysis

Before analyzing the relationships between constructs, it is essential to check for multicollinearity to ensure that the regression estimates are not biased due to high correlations among predictor variables. Multicollinearity is tested by calculating the Variance Inflation Factor (VIF) using the latent variable scores of predictor constructs in a partial regression model. A VIF value below 5 indicates no significant multicollinearity issues (J. F. Hair, Hult, et al., 2021; Henseler et al., 2014). The results presented in Table 4.22 confirm that all VIF values are below the threshold of 5, indicating no severe multicollinearity concerns.

Table 23: VIF Statistics

Path	VIF
ER -> CWB	1.560
ETR -> CWB	1.530
LR -> CWB	1.294
PR -> CWB	1.745

Co-efficient of Determinants (R²) Analysis

The coefficient of determination (R²) measures the proportion of variance in the dependent variable that is explained by the independent variables. R² values range from 0 to 1, with higher values indicating greater explanatory power (J. F. Hair, Sarstedt, et al., 2014; Henseler et al., 2014). According to established benchmarks:

- **R² > 0.75** → Substantial explanatory power
- **R² > 0.50** → Moderate explanatory power
- **R² > 0.20** → Acceptable explanatory power

The value of R² CWB is 0.670; thus, exhibiting moderating amount of variation for bias (greater than 0.50).

In-sample Predictive Accuracy Analysis

To further assess the predictive ability of the model, the Q^2 measure is computed using the blindfolding procedure. A Q^2 value greater than 0 suggests predictive relevance, with the following benchmarks:

- $Q^2 > 0.50$ → High predictive relevance
- $Q^2 > 0.25$ → Moderate predictive relevance
- $Q^2 > 0.00$ → Low predictive relevance (J. F. Hair et al., 2019)

The value of R^2 CWB is 0.667; thus, exhibiting high predictive relevance t of variation for bias (greater than 0.50).

Relationship Testing

Following the assessment of multicollinearity, explanatory power (R^2), and predictive relevance (Q^2), the final step is to examine the structural relationships between constructs by evaluating the path coefficients. The hypotheses were tested using a bootstrapping procedure with 5,000 resamples, no sign changes, and 95% bias-corrected confidence intervals.

Each hypothesis is tested for:

- β (Beta Coefficient) – Measures the strength and direction of relationships.
- t-value – Tests the statistical significance of the relationship.
- p-value – Determines whether the relationship is significant ($p < 0.05$ indicates significance).

The results of the **structural model analysis** confirm that all hypothesized relationships between the dimensions of **CSR Activities** and **Community Well-Being (CWB)** are statistically significant. **Employee Responsibility (ER) → CWB** ($\beta = 0.552, t = 12.587, p < 0.001$) (*H1*) exhibits the strongest positive relationship, indicating that CSR initiatives focusing on employee welfare contribute significantly to community well-being.

Ethical Responsibility (ETR) → CWB ($\beta = 0.107, t = 2.543, p = 0.011$) (*H2*) is also significant, though with a relatively smaller effect size, suggesting that ethical business practices have a meaningful but less pronounced impact on community well-being. Similarly, **Legal Responsibility (LR) → CWB** ($\beta = 0.170, t = 4.196, p < 0.001$) (*H3*) and **Philanthropic Responsibility (PR) → CWB** ($\beta = 0.182, t = 4.011, p < 0.001$) (*H4*) both show statistically

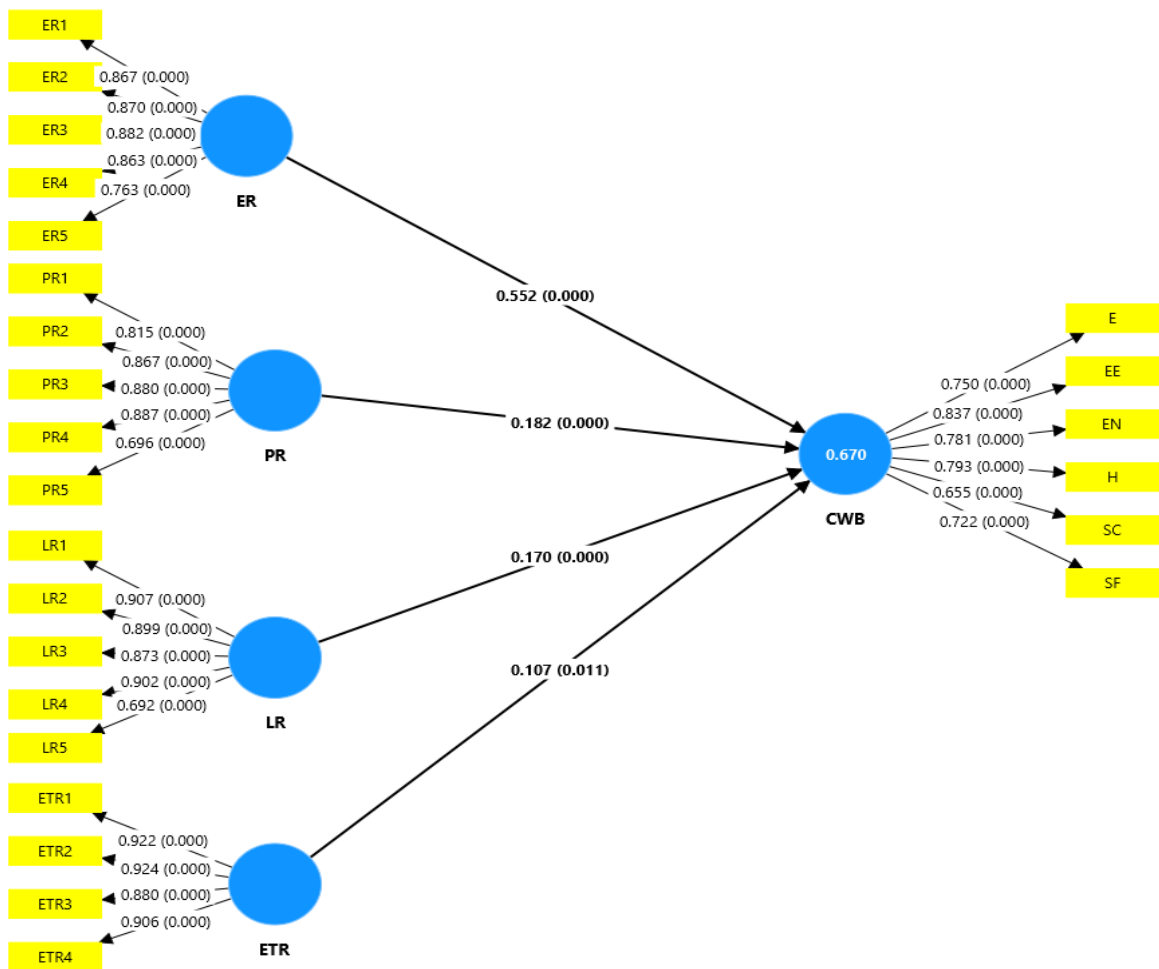


Figure 10: Structural Model Analysis

significant positive effects, highlighting the importance of legal compliance and philanthropic

efforts in fostering well-being within communities. The strong t-values and low p-values across all relationships reinforce the robustness of the model, validating that different dimensions of CSR collectively enhance **Community Well-Being (CWB)**.

Table 24: Hypothesis Testing

Hypothesis	Relationship	β-value	SD	t-value	p-value	Decision
H1	ER -> CWB	0.552	0.044	12.587	0.000	Supported
H2	ETR -> CWB	0.107	0.042	2.543	0.011	Supported
H3	LR -> CWB	0.170	0.040	4.196	0.000	Supported
H4	PR -> CWB	0.182	0.045	4.011	0.000	Supported

4.4.3 Assessing the impact of CSR over Community Well Being

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).

4.4.3.1 Formation and Validation of Higher-Order Construct (HOC) – Corporate Social Responsibility (CSR)

a. Construction of Higher-Order Construct (HOC):

In this study, we employed a disjoint two-stage approach to model Corporate Social Responsibility (CSR) as a higher-order formative construct. CSR is composed of four Lower-

Order Constructs (LOCs): Economic Responsibility (ER), Ethical Responsibility (ETR), Legal Responsibility (LR), and Philanthropic Responsibility (PR). The latent variable scores of these LOCs were used to construct the higher-order construct (HOC) CSR, ensuring that each dimension contributes meaningfully to the overarching CSR framework (Sarstedt et al., 2019).

b. Validation of Higher-Order Construct (HOC):

To validate the higher-order formative measurement model, the following steps were undertaken:

1. Assessment of Collinearity:

- Multicollinearity among the lower-order constructs was checked using the Variance Inflation Factor (VIF).
- The results indicated that all VIF values were below the recommended threshold of 5 (Edeh et al., 2023), confirming the absence of multicollinearity issues.

2. Assessment of Outer Weights and Significance:

- The outer weights of each LOC were evaluated to determine their relative importance in forming the HOC CSR.
- The findings revealed that all outer weights were statistically significant ($p < 0.05$), establishing the relevance of each CSR dimension in defining the overall CSR construct (Edeh et al., 2023).

3. Assessment of Outer Loadings:

- The outer loadings of each LOC were analyzed to confirm their contribution to the higher-order CSR construct.

- The results showed that all outer loadings exceeded the recommended threshold of 0.50 and were statistically significant (Sarstedt et al., 2019), further supporting the construct validity of CSR as an HOC.

The results confirm that the Corporate Social Responsibility (CSR) construct meets all necessary criteria for reliability and validity, allowing for further analysis in the structural model (Results presented in Table 4.24).

Table 25: Validity of Higher Order Construct- Community Well-Being

<i>HOC</i>	<i>LOC</i>	<i>VIF</i>	<i>Outer weights</i>	<i>t-value</i>	<i>p-value</i>	<i>Outer loadings</i>
<i>Corporate</i>	<i>ER</i>	1.575	0.412	22.122	0.000	0.820
<i>Social</i>	<i>ETR</i>	1.526	0.291	18.227	0.000	0.760
<i>Responsibility</i>	<i>LR</i>	1.300	0.246	15.999	0.000	0.635
<i>(CSR)</i>	<i>PR</i>	1.801	0.342	22.961	0.000	0.834

4.4.4 Structural Model Analysis

Following the evaluation of the measurement model, the next step is to assess the structural model, which examines the relationships between constructs and evaluates the predictive power of the model. The structural model assessment involves analyzing key metrics such as the coefficient of determination (R^2), the predictive relevance (Q^2) using the blindfolding procedure, and the statistical significance of path coefficients. Additionally, multicollinearity checks are conducted to ensure unbiased results, and the PLS-predict procedure is used to assess the model's predictive accuracy beyond the sample.

Multicollinearity Analysis

Before analyzing the relationships between constructs, it is essential to check for multicollinearity to ensure that the regression estimates are not biased due to high correlations

among predictor variables. Multicollinearity is tested by calculating the Variance Inflation Factor (VIF) using the latent variable scores of predictor constructs in a partial regression model. A VIF value below 5 indicates no significant multicollinearity issues (J. F. Hair, Hult, et al., 2021; Henseler et al., 2014). The results presented in Table 4.22 confirm that all VIF values are below the threshold of 5, indicating no severe multicollinearity concerns.

Table 26: VIF Statistics

Path	VIF
LV scores - ER	1.575
LV scores - ETR	1.526
LV scores - LR	1.300
LV scores - PR	1.801
LV scores - E	1.708
LV scores - EE	2.936
LV scores - EN	1.811
LV scores - H	1.748
LV scores - SC	1.446
LV scores - SF	2.240

Co-efficient of Determinants (R^2) Analysis

The coefficient of determination (R^2) measures the proportion of variance in the dependent variable that is explained by the independent variables. R^2 values range from 0 to 1, with higher values indicating greater explanatory power (J. F. Hair, Sarstedt, et al., 2014; Henseler et al., 2014). According to established benchmarks:

- $R^2 > 0.75$ → Substantial explanatory power
- $R^2 > 0.50$ → Moderate explanatory power

- $R^2 > 0.20$ → Acceptable explanatory power

The value of R^2 CWB is 0.629; thus, exhibiting moderating amount of variation for bias (greater than 0.50).

In-sample Predictive Accuracy Analysis

To further assess the predictive ability of the model, the Q^2 measure is computed using the blindfolding procedure. A Q^2 value greater than 0 suggests predictive relevance, with the following benchmarks:

- $Q^2 > 0.50$ → High predictive relevance
- $Q^2 > 0.25$ → Moderate predictive relevance
- $Q^2 > 0.00$ → Low predictive relevance (J. F. Hair et al., 2019)

The value of R^2 CWB is 0.625; thus, exhibiting high predictive relevance t of variation for bias (greater than 0.50).

Relationship Testing

Following the assessment of multicollinearity, explanatory power (R^2), and predictive relevance (Q^2), the final step is to examine the structural relationships between constructs by evaluating the path coefficients. The hypotheses were tested using a bootstrapping procedure with 5,000 resamples, no sign changes, and 95% bias-corrected confidence intervals. The results of the **structural model analysis** confirm the significant and positive impact of CSR over CWB ($\beta = 0.552$, $t = 12.587$, $p < 0.001$), indicating that CSR initiatives as whole significantly contribute to community well-being, supporting the last hypothesis (*H5*) and

establishing a positive association between CSR activities and Community Well-being among beneficiaries of West Bengal.

Table 27: Hypothesis Testing

Hypothesis	Relationship	β -value	SD	t-value	p-value	Decision
H5	CSR -> CWB	0.793	0.020	39.971	0.000	Supported

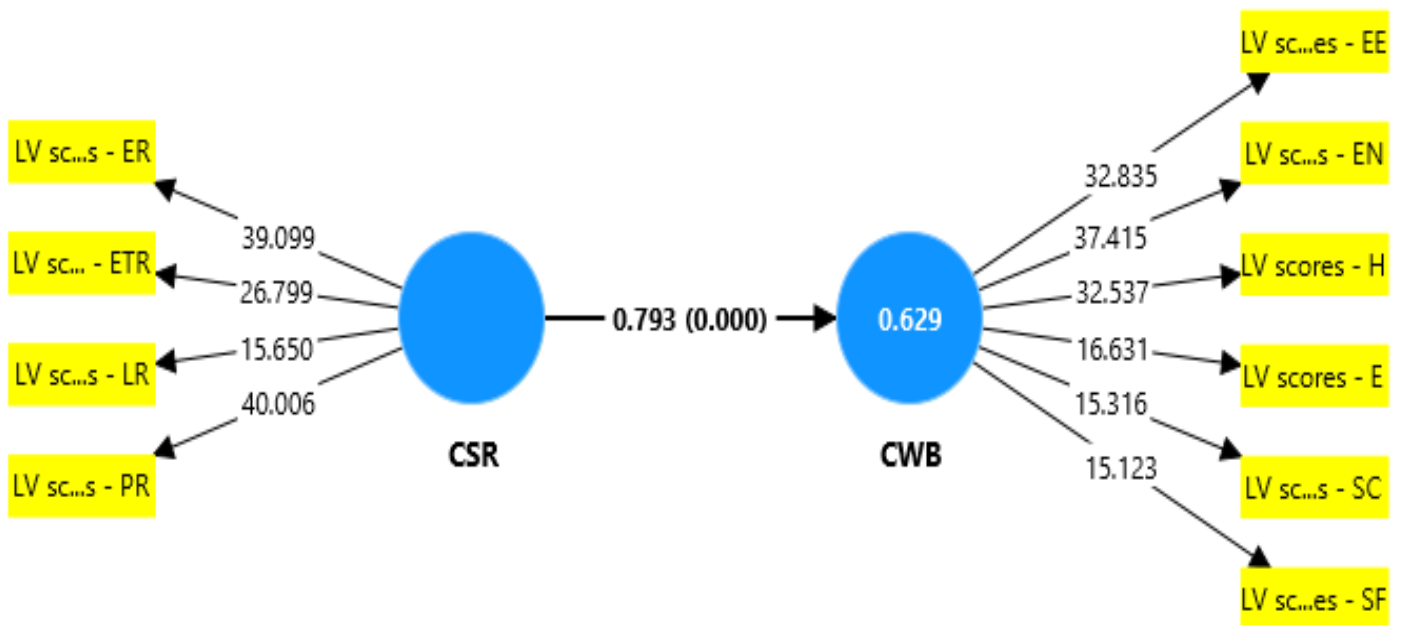


Figure 11: Structural Model Analysis

4.5 Integration of Qualitative and Quantitative Findings

The qualitative findings, derived from semi-structured interviews with top management of electricity manufacturing and distribution companies, highlighted key themes surrounding CSR implementation, priorities, and challenges. Executives emphasized that CSR initiatives are strategically designed to address economic development, legal compliance, ethical

practices, and philanthropic contributions, aligning with the four CSR dimensions modeled in the quantitative study.

The quantitative analysis, conducted using PLS-SEM in SmartPLS, further validated these themes by demonstrating statistically significant relationships between CSR dimensions and Community Well-Being (CWB). The results confirmed that each CSR component contributes positively to well-being, with Economic Responsibility (ER) and Philanthropic Responsibility (PR) showing the strongest effects.

A notable alignment between both approaches is the importance of economic and philanthropic CSR. In the qualitative findings, executives highlighted that financial support, employment generation, skill-building programs, and community development initiatives are the most visible and impactful aspects of CSR. The quantitative model supported this, as Economic Responsibility (ER) had the highest path coefficient, followed by Philanthropic Responsibility (PR), confirming their significant contribution to community well-being.

4.6 Summary

This chapter presented the analysis and interpretation of both qualitative and quantitative data, ensuring a comprehensive understanding of the impact of Corporate Social Responsibility (CSR) activities on Community Well-Being (CWB). The study employed a mixed-method approach, integrating insights from in-depth interviews with corporate leaders and PLS-SEM-based quantitative modeling to establish statistically validated relationships between CSR dimensions and community well-being.

The chapter began with a measurement model assessment, which confirmed the reliability, validity, and robustness of both Lower-Order Constructs (LOCs) and the Higher-Order Construct (HOC) CSR. The Higher-Order Construct (CSR) was validated through outer loadings, outer weights, and collinearity checks, ensuring that the four CSR dimensions—

Economic Responsibility (ER), Ethical Responsibility (ETR), Legal Responsibility (LR), and Philanthropic Responsibility (PR)—effectively contribute to the overall CSR framework.

Next, the structural model assessment was conducted to evaluate the relationships between CSR and Community Well-Being (CWB). The results confirmed that all CSR dimensions positively influence community well-being, with Economic Responsibility (ER) and Philanthropic Responsibility (PR) showing the strongest effects. Additionally, the R^2 values indicated strong explanatory power, while the Q^2 values validated the model's predictive relevance. The path coefficients and hypothesis testing further established statistically significant relationships between CSR and its impact on different aspects of community well-being. The final section integrated qualitative and quantitative findings, highlighting how corporate leaders' perspectives on CSR implementation align with the statistical evidence. The qualitative themes enriched the quantitative findings, providing contextual depth to the observed relationships. Notably, economic and philanthropic CSR were identified as the most impactful dimensions, aligning with corporate narratives emphasizing financial contributions, community development initiatives, and direct social investments. Meanwhile, legal and ethical CSR, though significant, exhibited relatively weaker effects, suggesting that compliance and governance, while necessary, do not directly enhance community well-being to the same extent.

Overall, this chapter confirmed that CSR serves as a key driver of sustainable community well-being, with economic and philanthropic initiatives playing a crucial role. The findings reinforce the need for strategic, well-targeted CSR programs that align with local community needs, ensuring long-term societal benefits. The next chapter will discuss these results in detail, drawing theoretical and practical implications while proposing recommendations for businesses, policymakers, and future research

Chapter 5

Discussion and Implications

5. Discussion and Implications

5.1 Overview

This chapter critically interprets the findings of the study, linking the empirical results to the broader theoretical framework and existing literature on Corporate Social Responsibility (CSR) and community well-being. It aims to provide a comprehensive understanding of how various dimensions of CSR—economic, legal, ethical, and philanthropic—impact the well-being of communities, specifically within the context of the power sector in West Bengal.

The chapter begins by revisiting the research objectives and hypotheses, providing a foundation for interpreting the results. Each hypothesis is examined in detail, highlighting the significance and strength of the relationships identified through the Structural Equation Modelling (PLS-SEM) analysis. The discussion not only validates the conceptual framework of the study but also sheds light on the nuanced ways in which different CSR responsibilities contribute to community well-being.

In addition to the quantitative analysis, the chapter integrates qualitative insights from interviews with top management, offering contextual depth and enriching the interpretation of the statistical findings. This mixed-methods approach allows for a holistic view of CSR's impact, capturing both measurable outcomes and the lived experiences of stakeholders.

By situating the findings within the broader academic discourse, the discussion highlights areas of convergence and divergence with existing literature, contributing to theoretical advancements in CSR and community development. The chapter concludes by outlining the practical, theoretical, and policy implications of the study, setting the stage for the final recommendations and conclusions.

5.2 Qualitative and Thematic Analysis

5.2.1 CSR Practices

The analysis of CSR practices reveals a comprehensive engagement of companies in balancing economic success with social responsibility, as articulated through four key dimensions: Economic, Legal, Ethical, and Philanthropic. Respondent insights underscore how these dimensions are interwoven into organizational strategies and operations, reflecting varying levels of commitment and implementation.

Economic Dimension:

The economic sub-theme highlights the integration of CSR into the financial frameworks of organizations, with respondents emphasizing the reciprocal relationship between economic performance and CSR initiatives (Friede et al., 2015; Friedman, 2007). R10 illustrates that sustainable profitability enhances the capacity of firms like REC Limited to invest in CSR activities, contributing to societal well-being and environmental sustainability. R14 adds a nuanced perspective, noting that CSR expenditure persists even during periods of financial loss, suggesting a baseline commitment driven by ethical or regulatory imperatives rather than purely financial outcomes. The views of R3, R11, and R12 further reinforce the importance of aligning economic stability with CSR practices, indicating that companies recognize CSR not merely as a cost but as an investment that can yield reputational and operational benefits (Băhnăreanu, 2019; Dembek et al., 2016; Weston & Nnadi, 2023).

Legal Dimension:

Compliance with legal frameworks is a cornerstone of CSR, as reflected in the responses. R14's detailed account of ECL's adherence to statutory requirements, such as the completion of CSR 2 forms and the transparency of CSR activities on public platforms, exemplifies the procedural rigor companies adopt to meet legal mandates (Arjoon, 2005; Simpson & Evens, 2024). R10's reference to Schedule VII of the Companies Act, 2013, signifies that firms prioritize CSR

projects aligned with government-defined categories, thereby reinforcing their legal and ethical accountability. These examples collectively illustrate that legal compliance is not just a formal obligation but a structural component of CSR strategy, contributing to corporate legitimacy and reducing legal risks (Solomon, 2020; Tariq & Abbas, 2013).

Ethical Dimension:

Ethical CSR practices emerge as a vital element, transcending legal compliance to embrace broader moral responsibilities (Amin-Chaudhry, 2016; Horrigan, 2010; Treviño et al., 1998). R11 emphasizes that ethical considerations are embedded in the core of CSR activities, ensuring that initiatives are genuine, transparent, and responsive to stakeholder needs rather than driven by superficial public relations motives. This sentiment is echoed by R16, who highlights the alignment of CSR initiatives with principles of fairness, honesty, and integrity, extending to human rights, labor standards, and environmental sustainability. Furthermore, R11's focus on operational ethics, such as responsible sourcing and fair treatment of workers, underscores that ethical considerations permeate all facets of business conduct, enhancing trust and stakeholder engagement (Bianchi et al., 2019; Pless & Maak, 2004).

Philanthropic Dimension:

Philanthropic activities reflect the voluntary and altruistic aspect of CSR, where companies go beyond obligatory responsibilities to contribute to societal welfare (Cycyota et al., 2016; Martin, 1994). R3's account of WBSEDCL's role in implementing government electrification schemes and extending support to vulnerable communities highlights the transformative potential of CSR in addressing socio-economic disparities. R4 further illustrates the proactive role of companies in supporting educational and medical infrastructures, emphasizing a structured approach where initiatives are evaluated for feasibility by dedicated committees. These examples demonstrate that philanthropic CSR is not merely about donations but involves

strategic interventions aimed at long-term community development (Michelini & Fiorentino, 2012; Thorne McAlister & Ferrell, 2002).

Thus, across all four dimensions—economic, legal, ethical, and philanthropic, the respondents collectively convey a strong commitment to CSR demonstrating that CSR is embedded in both strategic and operational facets of organizational behavior. Economic considerations drive sustainable investments in CSR, legal frameworks ensure compliance and transparency, ethical principles guide moral integrity in business operations, and philanthropic activities reflect the voluntary pursuit of social good. This holistic approach to CSR underscores the evolving role of businesses as key stakeholders in promoting sustainable development, societal well-being, and ethical governance.

5.2.2 Community Well-being

The analysis of community well-being within the CSR framework, guided by the conceptual framework of Rela et al. (2020), reveals how companies integrate a multidimensional approach to enhancing the quality of life in the communities where they operate (Sung & Phillips, 2016). The six sub-themes—Economic Empowerment, Environmental Protection, Service Facilities, Social, Health, and Education—highlight the diverse strategies employed by firms to foster sustainable development and mutual growth. Respondent perspectives offer rich insights into the corporate commitment toward community-centric initiatives.

(A) Economic Empowerment

The responses underscore that companies view CSR as a tool for fostering economic empowerment by addressing social and economic disparities (Kabeer, 2005; Narayan-Parker, 2002). R3's statement illustrates WBSEDCL's role in socio-economic transformation beyond its core mandate of electricity distribution, reflecting a commitment to supporting vulnerable populations through various CSR schemes. R11's emphasis on power companies addressing education, healthcare, and women's empowerment signifies a broad interpretation of economic

empowerment, linking it to social development (Banerjee et al., 2015; Vyas & Watts, 2009). Further, R2, R16, R15, and R6 articulate that CSR initiatives are instrumental in alleviating poverty and promoting sustainable growth. This reveals that economic empowerment is perceived not merely as financial assistance but as a holistic approach encompassing livelihood development, skills enhancement, and long-term socio-economic stability (Breiner et al., 2015; Diener & Seligman, 2004).

(B) Environmental Protection

Environmental stewardship emerges as a critical CSR focus, particularly in industries with significant ecological footprints, such as power and mining (Bullard, 1993; Wali et al., 2017). R15 highlights ECL's investment in afforestation, land reclamation, and pollution control, indicating a proactive approach to mitigating environmental impacts. R8's emphasis on addressing pollution from thermal power plants, protecting biodiversity, and promoting alternative energy sources reflects a comprehensive environmental CSR strategy. These insights demonstrate that companies are increasingly aligning their operations with sustainability goals, recognizing that environmental protection is integral to community well-being and corporate reputation (Ikeme, 2003; Kangero, 2024).

(C) Service Facilities

The provision of service facilities as part of CSR reflects a tangible commitment to improving community infrastructure and access to essential services (Phillips, 2006; Putnam, 2000). R4's account of supporting educational and medical institutions through infrastructure development indicates a structured and strategic approach to CSR spending, with decisions guided by feasibility assessments from high-level committees. R7's mention of social infrastructure projects, such as building schools and healthcare centers, further illustrates the breadth of service facilities provided by companies. These efforts not only address immediate community

needs but also contribute to long-term social development, fostering stronger relationships between corporations and local populations (Venkataramanan et al., 2019).

(D) Social

The social dimension of CSR reflects a company's broader engagement with societal issues, emphasizing ethical practices, diversity, and community development (Iskandar et al., 2019; Rogers & Singhal, 2003). R10's description of REC's philanthropic initiatives highlights a multi-faceted approach to socio-economic improvement, spanning education, healthcare, rural development, and environmental sustainability. R12 and R11 further elaborate on the integration of environmental and social considerations into corporate strategies, illustrating how power companies balance energy generation with societal responsibilities (Diener & Biswas-Diener, 2005; Perrons & Skyers, 2003). This alignment of business operations with social values reflects an evolving understanding of CSR as a means to promote equitable growth and stakeholder well-being.

(E) Health

Health-related CSR initiatives are pivotal in addressing public health disparities and enhancing community well-being (Saraceno et al., 2007; Tapp et al., 2013). R12's account of healthcare infrastructure development demonstrates the significant impact of corporate philanthropy in improving medical access in underserved regions. R2 and R15 emphasize direct contributions to medical treatments and the operation of hospitals and clinics, indicating a sustained commitment to public health (Eshaghi et al., 2023; Marmot, 2005). These initiatives not only improve the physical well-being of communities but also contribute to social stability and economic productivity by ensuring a healthier workforce and population.

(F) Education

While education is recognized as a vital component of community well-being, the analysis suggests a limited engagement in advocacy or public policy related to education (R. Sharma &

Kumar, 2023). Respondents primarily focused on the implementation of government-mandated schemes and infrastructure development rather than influencing educational policies or promoting transparency in governance. For instance, R3's emphasis on WBSEDCL's role in implementing government electrification schemes reflects a compliance-oriented approach rather than proactive educational advocacy. This indicates that while companies are committed to supporting educational initiatives, their involvement remains largely within the operational and infrastructural domains rather than policy influence (Richard et al., 2012).

Thus, the findings reveal that companies adopt a holistic approach to community well-being through CSR, addressing multiple facets such as economic empowerment, environmental sustainability, social development, health, and education. The insights from respondents highlight a strong commitment to fostering sustainable communities, with CSR initiatives tailored to the specific needs of local populations. While economic empowerment and environmental protection are central themes, there is also significant investment in healthcare, social infrastructure, and service facilities. However, the limited engagement in educational policy advocacy suggests potential areas for expanding CSR efforts to influence systemic changes. Overall, the integration of these diverse CSR practices reflects the evolving role of businesses as catalysts for community development and societal well-being.

5.3 Hypothesis Testing (Quantitative Analysis)

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

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

The results of the study provide compelling evidence that the economic responsibilities of CSR activities, particularly those centered on Employee Responsibility (ER), have a profound and positive impact on the community well-being (CWB) of beneficiaries in West Bengal. *The*

statistical analysis reveals a strong positive relationship, with a standardized beta coefficient (β) of 0.552, a t-value of 12.587, and a p-value of less than 0.001. These figures indicate not only a significant but also a highly robust connection between CSR initiatives focusing on employee welfare and the broader well-being of the communities in which these companies operate (Carroll, 1991; Chapple & Moon, 2005).

This strong association can be understood by considering the multifaceted role that employee-focused CSR initiatives play in the socio-economic fabric of communities. When companies invest in their employees through fair wages, comprehensive benefits, skill development programs, and safe working conditions, the effects extend far beyond the immediate workforce (Reinhardt et al., 2008; Sung & Phillips, 2016). Employees who experience financial stability, job security, and opportunities for personal and professional growth contribute positively to their households and local economies. Increased disposable income among employees stimulates local businesses, fosters entrepreneurship, and encourages further economic activities within the community. This ripple effect leads to enhanced economic vitality, which is a cornerstone of community well-being.

Furthermore, employee-focused CSR initiatives promote social cohesion and stability. When workers feel valued and supported, it translates into higher levels of job satisfaction, reduced turnover, and stronger community ties (Zainoddin et al., 2020). These factors contribute to a more engaged and resilient community, where individuals are better equipped to participate in local governance, education, and social development activities. The psychological benefits of stable employment, such as reduced stress and improved mental health, also play a critical role in enhancing the overall quality of life within the community (Brew et al., 2015).

The *high t-value of 12.587* and the statistically significant *p-value ($p < 0.001$)* underscore the consistency and reliability of these findings across the sample. This suggests that the positive impact of CSR activities targeting employee welfare is not an isolated phenomenon but a

widespread trend that holds true across different contexts within West Bengal. The qualitative data collected from corporate management further supports this interpretation, highlighting that companies recognize the importance of economic empowerment through employment as a key strategy for achieving sustainable community development (Yasmeen & Babu, 2021).

In conclusion, the findings strongly support Hypothesis 1, demonstrating that the economic responsibilities embedded in CSR—especially those focusing on employee welfare—play a pivotal role in enhancing community well-being. By prioritizing the economic stability and growth of their workforce, companies not only fulfill their corporate responsibilities but also act as catalysts for broader social and economic improvements within the communities they serve (Colleoni et al., 2022). This underscores the importance of integrating employee-centered CSR initiatives into corporate strategies to foster long-term, sustainable community development in regions like West Bengal.

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

The results of the study indicate that ethical responsibilities within CSR activities have a significant, albeit more modest, positive impact on community well-being (CWB) of beneficiaries in West Bengal. ***The relationship between Ethical Responsibility (ETR) and community well-being is evidenced by a standardized beta coefficient (β) of 0.107, a t-value of 2.543, and a p-value of 0.011.*** While the effect size is relatively smaller compared to other CSR dimensions, the statistical significance underscores that ethical business practices contribute meaningfully to the broader well-being of communities (Esen, 2013; Schwartz, 2011).

The relatively smaller effect size suggests that while ethical responsibilities are integral to CSR, their impact on community well-being is more nuanced and indirect compared to economic or philanthropic initiatives. Ethical CSR practices—such as ensuring transparency, fairness,

accountability, and respect for human rights—tend to shape the underlying values and culture of organizations. These practices may not yield immediate, tangible benefits like job creation or infrastructure development, but they foster trust, integrity, and social cohesion, which are essential for the long-term sustainability of both businesses and communities (Iskandar et al., 2019; Thirumalesh Madanaguli et al., 2023).

Communities benefit from ethical corporate behavior in several indirect but vital ways. Companies that uphold high ethical standards in their operations create environments where stakeholders, including employees, customers, suppliers, and local residents, feel respected and valued. This fosters a sense of trust and security, reducing the likelihood of conflicts and promoting harmonious relationships between corporations and the communities they serve (Jamali & Mirshak, 2007; Maignan & Ferrell, 2004). Moreover, ethical business practices, such as fair labor conditions, responsible sourcing, and environmental stewardship, ensure that corporate activities do not harm the social fabric or ecological balance of the communities, contributing to a healthier and more sustainable living environment.

The statistical significance ($p = 0.011$) indicates that these ethical practices are indeed recognized and valued by community members, even if the direct, measurable outcomes are less pronounced. The relatively lower effect size ($\beta = 0.107$) may also reflect the fact that ethical responsibilities often operate as foundational elements that enhance the effectiveness of other CSR dimensions, such as economic or philanthropic efforts (Maak et al., 2022; Sweeney, 2009). In other words, while ethical practices alone may not drastically transform community well-being, they create the conditions necessary for other CSR initiatives to succeed and be perceived as genuine and trustworthy.

Qualitative insights from management further reinforce this interpretation. Many respondents highlighted that ethical considerations are embedded in their CSR strategies, ensuring that initiatives are not just compliant with legal requirements but also aligned with broader societal

values. Ethical responsibility acts as a guiding principle, influencing decision-making processes and ensuring that CSR activities are conducted with integrity and transparency. This alignment with community values enhances the credibility and legitimacy of CSR initiatives, fostering stronger relationships between corporations and local stakeholders.

In conclusion, the findings support Hypothesis 2, demonstrating that ethical responsibilities within CSR activities have a significant, though less pronounced, impact on community well-being. Ethical practices contribute to the social and moral fabric of communities, fostering trust, transparency, and long-term sustainability (Bhuiyan et al., 2022). While their immediate effects may be less visible compared to economic or philanthropic initiatives, ethical responsibilities play a crucial role in shaping the broader context within which CSR activities operate, ultimately enhancing the overall well-being of communities in West Bengal.

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

The results of the study affirm that legal responsibilities within CSR activities have a significant positive impact on the community well-being (CWB) of beneficiaries in West Bengal. ***The relationship between Legal Responsibility (LR) and community well-being is substantiated by a standardized beta coefficient (β) of 0.170, a t-value of 4.196, and a p-value of less than 0.001.*** These figures reflect not only a statistically significant association but also underscore the critical role that legal compliance plays in shaping the well-being of communities (Buhmann, 2006).

Legal responsibilities in the context of CSR refer to a company's obligation to adhere to laws, regulations, and corporate governance standards that ensure ethical and responsible business conduct. This includes compliance with labor laws, environmental regulations, safety standards, and the broader legal frameworks governing CSR activities, such as the Companies Act, 2013 in India (Choi et al., 2020; McCrea et al., 2014). The significance of the results

suggests that when companies diligently meet their legal responsibilities, it creates a foundation of trust, stability, and accountability that positively influences the communities they serve.

The positive impact of legal compliance on community well-being can be attributed to several factors. First, adherence to legal frameworks ensures that corporate activities are conducted in a manner that protects the rights and interests of all stakeholders, including employees, local residents, and the environment (Hur et al., 2018; Singal, 2021). For example, compliance with environmental regulations helps mitigate pollution and environmental degradation, contributing to healthier living conditions for the community. Similarly, adherence to labor laws ensures fair wages, safe working conditions, and job security, directly enhancing the economic and social well-being of employees and their families.

Moreover, legal compliance fosters transparency and accountability, which are essential for building and maintaining trust between corporations and communities. When companies are seen as law-abiding and responsible, it reduces the risk of conflicts, enhances corporate reputation, and encourages community engagement (Memon et al., 2021; B. Sharma, 2013). This trust is crucial for the successful implementation of other CSR initiatives, as communities are more likely to support and participate in programs run by organizations that demonstrate a strong commitment to legal and ethical standards.

The *moderate effect size* ($\beta = 0.170$) indicates that while legal responsibilities significantly contribute to community well-being, their impact is part of a broader interplay of CSR dimensions. Legal compliance often serves as the baseline requirement for CSR activities, ensuring that companies operate within the bounds of societal expectations and regulatory frameworks (Brew et al., 2015; Sardana et al., 2020). However, it is when legal responsibilities are complemented by ethical, economic, and philanthropic efforts that the full potential of CSR in enhancing community well-being is realized.

The high t-value (4.196) and the strong statistical significance ($p < 0.001$) emphasize the reliability of these findings across the study sample. This suggests that communities consistently recognize and value the role of legal compliance in fostering well-being, regardless of the specific context or nature of the CSR activities. The qualitative data from corporate management further supports this interpretation, with many respondents highlighting the importance of legal adherence in shaping their CSR strategies (Hur et al., 2018; Singal, 2021). Companies often view legal compliance not just as an obligation but as a strategic component of their commitment to social responsibility and sustainable development.

In conclusion, the findings support Hypothesis 3, demonstrating that legal responsibilities within CSR activities have a significant and positive impact on community well-being. By ensuring compliance with laws and regulations, companies contribute to creating stable, transparent, and equitable environments that support the health, safety, and prosperity of communities. Legal responsibilities form the backbone of CSR, providing the structure and accountability necessary for other CSR initiatives to thrive and deliver meaningful benefits to the communities 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.

The results of the study demonstrate that philanthropic responsibilities within CSR activities have a significant positive impact on the community well-being (CWB) of beneficiaries in West Bengal. ***This relationship is evidenced by a standardized beta coefficient (β) of 0.182, a t-value of 4.011, and a p-value of less than 0.001, indicating both the strength and reliability of this association.*** These findings highlight the crucial role that philanthropic efforts play in enhancing the quality of life within communities, affirming the importance of voluntary corporate contributions to societal development (Deigh et al., 2016; J. Kim, 2021).

Philanthropic responsibilities in CSR refer to a company's voluntary initiatives aimed at improving the social, economic, and environmental conditions of the communities where they operate. Unlike legal or economic responsibilities, which are often tied to regulatory requirements or business sustainability, philanthropic activities reflect a company's altruistic commitment to societal welfare. This includes charitable donations, funding for education and healthcare, support for local infrastructure, and initiatives that address pressing social issues such as poverty alleviation, environmental conservation, and community development (Opoku Marfo, 2024).

The significant positive effect of philanthropic responsibilities on community well-being can be attributed to the direct and tangible benefits these initiatives provide. Philanthropic activities often address immediate community needs by filling gaps in public services and infrastructure. For example, corporate donations to healthcare facilities can improve access to medical services in underserved areas, while investments in educational programs can enhance literacy rates and skill development, fostering long-term socio-economic growth (Jamali, 2014; Uduji et al., 2019). Similarly, support for local infrastructure projects—such as building schools, clean water facilities, or renewable energy systems—directly contributes to improving living standards within the community.

The moderate effect size ($\beta = 0.182$) suggests that while philanthropic activities play a significant role in enhancing community well-being, their impact is most effective when integrated with other CSR dimensions such as economic empowerment, legal compliance, and ethical practices. Philanthropy often serves as a visible and immediate expression of a company's commitment to social responsibility, creating goodwill and strengthening the relationship between corporations and communities (Haque, 2023). However, for these initiatives to have lasting impact, they must be strategically aligned with broader development goals and supported by sustainable business practices.

The strong statistical significance ($p < 0.001$) and the robust t-value (4.011) underscore the consistency and reliability of these findings across different contexts and communities within West Bengal (Dahiya et al., 2023; Dixit & Priya, 2023). This indicates that philanthropic CSR activities are widely recognized and appreciated by community members, reinforcing their role as an essential component of corporate engagement in societal well-being. The qualitative data from corporate management further supports this interpretation, with many respondents emphasizing the role of philanthropy in addressing critical community needs and fostering positive social change. Companies often view philanthropic initiatives not merely as charitable contributions but as strategic investments in the long-term resilience and prosperity of the communities they serve.

In conclusion, the findings strongly support Hypothesis 4, demonstrating that philanthropic responsibilities within CSR activities have a significant and positive impact on community well-being. By investing in initiatives that directly address social, economic, and environmental challenges, companies contribute to creating healthier, more vibrant, and resilient communities (Agarwal et al., 2020; Bhardwaj, 2023; Dey et al., 2013). Philanthropic efforts not only fulfill a moral obligation but also strengthen the social fabric, fostering trust and collaboration between corporations and local stakeholders. These results underscore the importance of integrating philanthropy into broader CSR strategies to achieve sustainable community development in West Bengal.

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

H5: There is a significant positive impact of Corporate Social Responsibility on Community Well-being among the beneficiaries in West Bengal

The results of the structural model analysis provide strong evidence supporting Hypothesis 5 (H5), confirming a significant positive impact of Corporate Social Responsibility (CSR) on

community well-being (CWB) among beneficiaries in West Bengal. *The statistical outputs— $\beta = 0.552$, $t = 12.587$, and $p < 0.001$ —highlight not only the strength of this relationship but also its robustness across the studied population.* This finding underscores the holistic influence of CSR activities in fostering sustainable development, enhancing the quality of life, and addressing socio-economic challenges within communities (Mosca & Civera, 2020; Partiti, 2020).

The magnitude of the standardized beta coefficient ($\beta = 0.552$) indicates that CSR initiatives, when considered comprehensively, have a substantial impact on community well-being. This suggests that the collective implementation of economic, legal, ethical, and philanthropic responsibilities creates a synergistic effect, amplifying the benefits experienced by communities. CSR activities in this context extend beyond isolated corporate efforts, representing a strategic and integrated approach to addressing the diverse needs of communities, from economic empowerment and legal compliance to ethical governance and philanthropic support (Carroll, 2016).

The significant positive impact of CSR on community well-being can be attributed to its multifaceted contributions across various domains of social development. Economic CSR initiatives, such as job creation, skill development, and local business support, directly enhance the financial stability of individuals and communities, fostering inclusive growth and reducing poverty. Legal responsibilities ensure that business operations are conducted within the framework of regulatory compliance, promoting transparency, fairness, and the protection of stakeholder rights. Ethical responsibilities further reinforce this trust, ensuring that corporate practices align with societal values and uphold principles of integrity, accountability, and social justice. Philanthropic initiatives, meanwhile, address immediate community needs by investing in healthcare, education, infrastructure, and social welfare, providing tangible benefits that

improve living standards and foster social cohesion (Husser et al., 2012; Mares, 2010; Wirba, 2024).

The high t-value (12.587) and the highly significant p-value ($p < 0.001$) highlight the consistency and reliability of these findings, suggesting that the positive relationship between CSR and community well-being is not incidental but a pervasive trend across various contexts within West Bengal. This reinforces the notion that CSR, as a comprehensive strategy, plays a crucial role in shaping the socio-economic landscape of communities, particularly in regions with diverse development needs and challenges.

Qualitative insights from corporate management further corroborate these findings, illustrating that companies view CSR not merely as a compliance obligation but as a strategic tool for fostering sustainable development and enhancing community well-being. Respondents consistently emphasized the importance of aligning CSR initiatives with community needs, leveraging corporate resources to address socio-economic disparities, and fostering long-term partnerships with local stakeholders (Masud et al., 2019). This alignment between corporate objectives and community aspirations is essential for maximizing the impact of CSR activities, ensuring that they contribute meaningfully to the holistic development of communities (Berger-Walliser & Scott, 2018; Książak & Fischbach, 2018; Popa, 2015).

In conclusion, the findings strongly support Hypothesis 5, demonstrating that CSR initiatives, when implemented as an integrated and comprehensive strategy, have a significant and positive impact on community well-being in West Bengal. By addressing economic, legal, ethical, and philanthropic dimensions, CSR activities contribute to the creation of resilient, prosperous, and inclusive communities. This underscores the importance of adopting a holistic approach to CSR, where corporate efforts are not only aligned with business objectives but also with the broader goals of social development and community empowerment. These results highlight

CSR as a powerful mechanism for driving sustainable development, fostering community resilience, and promoting long-term societal well-being.

5.4 Implications

5.4.1 Theoretical Implications

This study significantly advances the theoretical discourse on Corporate Social Responsibility (CSR) by empirically validating and extending existing frameworks, while introducing new insights into the relationship between CSR activities and community well-being, particularly within the context of West Bengal's power sector. Drawing from established theories such as Stakeholder Theory, Institutional Theory, Social Contract Theory, and the Resource-Based View (RBV), the findings of this research contribute to a nuanced understanding of how CSR dimensions interact with community outcomes.

(A) Refinement of Stakeholder Theory in the CSR Context

Stakeholder Theory posits that corporations have responsibilities toward a broad range of stakeholders beyond shareholders, including employees, communities, and the environment (Donaldson & Dunfee, 1995; Freeman, 2010). This study reinforces and extends this theory by demonstrating that CSR activities addressing economic, legal, ethical, and philanthropic responsibilities yield significant positive impacts on community well-being. The empirical evidence, particularly the strong positive relationship between CSR and community well-being ($\beta = 0.552, p < 0.001$), suggests that companies that prioritize diverse stakeholder interests can drive sustainable development outcomes in the communities they operate (Clarkson, 1995; Sen & Bhattacharya, 2001). The findings validate the stakeholder-centric view of CSR as a holistic practice that benefits not only corporations but also the broader society, emphasizing the interconnectedness between corporate actions and community welfare.

(B) Integration with Institutional Theory

Institutional Theory asserts that organizations adopt certain practices to conform to societal norms, regulations, and cultural expectations, thereby securing legitimacy and a social license to operate (DiMaggio & Powell, 1983; Risi et al., 2023). The study provides empirical support for this theory by highlighting the significant role of legal responsibilities ($\beta = 0.170, p < 0.001$) in fostering community well-being. The findings suggest that compliance with legal standards—such as environmental regulations, labor laws, and governance frameworks—goes beyond mere adherence to rules; it enhances public trust and contributes to community stability (Meyer & Rowan, 1977). This reinforces the idea that institutional pressures compel organizations to engage in CSR not just as a strategic choice but as an essential component of maintaining societal legitimacy.

(C) Extension of Social Contract Theory through Ethical CSR

Social Contract Theory emphasizes the implicit agreements between businesses and society, where corporations are expected to operate ethically and contribute positively to societal well-being (Cornelius et al., 2008; Donaldson & Dunfee, 1994). The study's results affirm this theoretical framework by demonstrating that ethical responsibilities, though exhibiting a smaller effect size ($\beta = 0.107, p = 0.011$), have a meaningful impact on community well-being. This underscores the importance of ethical business practices—such as transparency, fairness, and accountability—in nurturing trust and fostering social cohesion within communities (Malan, 2015; Nussbaum*, 2004). The study extends Social Contract Theory by empirically validating the role of ethical CSR in promoting community resilience, thereby highlighting that ethical considerations are not peripheral but central to sustainable corporate-community relationships.

(D) Application of the Resource-Based View (RBV) to Philanthropic CSR

The Resource-Based View (RBV) posits that unique organizational resources, including financial, human, and relational capital, can create sustainable competitive advantages

(Adewole, 2024; J. Barney, 1991). This study extends the RBV framework by positioning philanthropic CSR as a strategic resource that enhances corporate reputation, stakeholder trust, and social capital. The significant positive impact of philanthropic responsibilities ($\beta = 0.182$, $p < 0.001$) on community well-being illustrates how voluntary corporate contributions—such as investments in education, healthcare, and infrastructure—can generate intangible assets like goodwill and brand loyalty. These resources not only contribute to community development but also strengthen the firm's competitive position by fostering deeper stakeholder relationships and enhancing resilience against reputational risks (Godfrey, 2005; Wang & Qian, 2011).

(E) Theoretical Contribution to CSR in Developing Economies

While much of the existing CSR literature focuses on developed economies, this study offers valuable insights into the role of CSR in the socio-economic context of a developing country like India (H. Das, 2024; Tiwari, 2024). The research highlights how CSR initiatives in the power sector—a critical industry for infrastructure development—can address unique regional challenges such as rural electrification, skill development, and environmental conservation. By focusing on West Bengal, the study contributes to the limited but growing body of literature exploring CSR's impact in developing regions, emphasizing that CSR can serve as a powerful tool for bridging socio-economic gaps and promoting inclusive growth (Jangir & Meena, 2024; Mahapatra et al., 2024).

(F) Methodological Advancement through Mixed-Methods Approach

The study contributes methodologically to CSR research by employing a mixed-methods approach, integrating qualitative insights from corporate executives with quantitative data analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). This comprehensive approach ensures a nuanced understanding of how different CSR dimensions affect community well-being, offering robust empirical validation to theoretical frameworks. The use of PLS-SEM further advances the methodological rigor in CSR studies, providing

precise measurements of the relationships between variables and offering a replicable model for future research.

(G) Bridging the Gap between CSR Theory and Community Well-Being

The most significant theoretical contribution of this study is its ability to bridge CSR theory with the emerging discourse on community well-being. By integrating CSR dimensions with community well-being frameworks, the research highlights that CSR is not merely a corporate strategy but a fundamental driver of societal health, prosperity, and cohesion. The study's findings underscore the interconnectedness between corporate actions and community outcomes, offering a theoretical foundation for future research exploring the broader societal impacts of CSR.

In conclusion, this study makes substantial theoretical contributions by refining existing CSR frameworks, integrating diverse theoretical perspectives, and providing empirical evidence of CSR's multifaceted impact on community well-being. These contributions not only enrich academic understanding of CSR but also offer practical insights for corporations aiming to align their business strategies with sustainable development goals.

5.4.2 Managerial Implications

The findings of this study offer significant managerial insights into how Corporate Social Responsibility (CSR) initiatives can be strategically leveraged to enhance community well-being (CWB), while simultaneously fostering long-term organizational success. By examining the economic, legal, ethical, and philanthropic dimensions of CSR within the power sector of West Bengal, the study provides a comprehensive framework for managers to design, implement, and evaluate CSR strategies that align with both corporate objectives and societal needs.

Integrating CSR into Core Business Strategy

One of the most prominent managerial implications of this study is the need to integrate CSR into the core business strategy rather than treating it as a peripheral or compliance-driven activity. The strong positive relationship between overall CSR activities and community well-being ($\beta = 0.552, p < 0.001$) underscores that CSR initiatives have the potential to create shared value for both the company and the communities it serves. Managers should recognize CSR as a strategic investment that contributes to sustainable growth, brand reputation, and stakeholder trust. By embedding CSR into organizational culture and decision-making processes, companies can foster a more holistic approach that aligns business success with social impact.

Prioritizing Economic Responsibilities to Maximize Impact

The study highlights that economic responsibilities have the strongest positive effect on community well-being ($\beta = 0.552, p < 0.001$), indicating that CSR initiatives focused on economic empowerment yield substantial benefits for both communities and corporations. Managers should prioritize activities such as job creation, skill development, and support for local businesses, as these directly contribute to economic stability and inclusive growth. For instance, investing in vocational training programs or fostering local entrepreneurship not only uplifts communities but also creates a more skilled and loyal workforce, driving long-term business success. Managers should view these initiatives not merely as social contributions but as opportunities to strengthen the organization's human capital and market position.

Ensuring Legal Compliance as a Foundation for Trust and Stability

The significant positive impact of legal responsibilities ($\beta = 0.170, p < 0.001$) on community well-being emphasizes the importance of compliance with legal and regulatory frameworks. Managers must ensure that their companies adhere to environmental regulations, labor laws, and corporate governance standards to maintain public trust and avoid reputational risks. Legal compliance should not be seen as a minimum requirement but as a critical component of a company's broader CSR strategy. Transparent reporting, ethical governance practices, and

proactive engagement with regulatory bodies can further enhance the company's legitimacy and foster stronger relationships with stakeholders.

Emphasizing Ethical Practices to Build Long-Term Credibility

Although ethical responsibilities exhibit a smaller effect size ($\beta = 0.107$, $p = 0.011$), their significance highlights the role of ethical business conduct in shaping community perceptions and fostering long-term credibility. Managers should prioritize transparency, fairness, and accountability in all corporate operations, ensuring that CSR initiatives are genuine and aligned with societal values. Ethical practices such as responsible sourcing, fair labor conditions, and environmental stewardship not only mitigate risks but also enhance the company's reputation and stakeholder trust. Managers should cultivate a culture of integrity that permeates all levels of the organization, reinforcing the company's commitment to ethical leadership and sustainable development.

Leveraging Philanthropic Activities for Community Engagement

The study demonstrates that philanthropic responsibilities ($\beta = 0.182$, $p < 0.001$) play a significant role in enhancing community well-being, highlighting the value of voluntary corporate contributions to societal welfare. Managers should strategically invest in philanthropic initiatives that address critical community needs, such as healthcare, education, and infrastructure development. These activities not only provide immediate benefits to communities but also strengthen the company's social capital and foster goodwill. However, to maximize the impact of philanthropic efforts, managers should ensure that these initiatives are aligned with the company's core values and integrated into a broader CSR strategy, rather than being isolated acts of charity.

Customizing CSR Initiatives to Local Contexts

Given the regional focus of this study on West Bengal, the findings underscore the importance of tailoring CSR initiatives to the specific needs and challenges of local communities.

Managers should engage with local stakeholders, including community leaders, government agencies, and non-profit organizations, to identify priority areas and co-create solutions that are contextually relevant and sustainable. By adopting a participatory approach, companies can ensure that their CSR initiatives are responsive to community needs, fostering stronger relationships and more meaningful social impact.

Enhancing CSR Measurement and Impact Assessment

The use of quantitative methods such as Partial Least Squares Structural Equation Modeling (PLS-SEM) in this study highlights the importance of robust measurement and evaluation in CSR practices. Managers should adopt data-driven approaches to assess the effectiveness of their CSR initiatives, using key performance indicators (KPIs) and impact metrics to track progress and inform decision-making. Regular monitoring and evaluation not only ensure accountability but also enable companies to refine their strategies and maximize the social and business benefits of CSR activities.

Fostering Cross-Sector Collaboration for Sustainable Development

The findings of this study highlight the potential of CSR initiatives to contribute to broader sustainable development goals (SDGs). Managers should seek opportunities for cross-sector collaboration with government agencies, non-profit organizations, and other businesses to amplify the impact of their CSR activities. By leveraging collective resources and expertise, companies can address complex social challenges more effectively and contribute to systemic change. Collaborative initiatives in areas such as renewable energy, rural development, and environmental conservation can create shared value for all stakeholders and drive long-term societal progress.

Strengthening Internal CSR Governance and Leadership

The positive impact of CSR on community well-being underscores the need for strong internal governance structures to oversee CSR activities. Managers should establish dedicated CSR committees or departments with clear roles and responsibilities, ensuring that CSR initiatives

are strategically aligned with organizational goals and effectively implemented. Leadership commitment to CSR is also crucial, as it sets the tone for the entire organization and reinforces the importance of social responsibility as a core business value. By fostering a culture of accountability and continuous improvement, companies can enhance the effectiveness and sustainability of their CSR efforts.

In conclusion, the managerial implications of this study highlight the strategic value of CSR in enhancing community well-being and driving sustainable business success. By integrating CSR into core business strategies, prioritizing stakeholder engagement, and adopting data-driven approaches to impact assessment, managers can maximize the social and economic benefits of their CSR initiatives. The findings underscore the importance of a holistic and context-specific approach to CSR, where economic, legal, ethical, and philanthropic responsibilities are harmonized to create meaningful and lasting positive change in the communities' companies serve.

Chapter 5

Conclusion and Future Scope of the Study

6. Conclusion and Future Scope of the Study

6.1 Overview of the Study

This study aimed to investigate the impact of Corporate Social Responsibility (CSR) on community well-being (CWB) among beneficiaries in West Bengal, focusing on the power sector. By dissecting CSR into its four core dimensions—economic, legal, ethical, and philanthropic responsibilities—the research provided a comprehensive analysis of how corporate initiatives influence the socio-economic and environmental conditions of communities.

The quantitative results, derived from Partial Least Squares Structural Equation Modelling (PLS-SEM), demonstrated that all four CSR dimensions have a statistically significant positive impact on community well-being, though the magnitude of these effects varies. Economic responsibilities showed the strongest influence ($\beta = 0.552$, $p < 0.001$), highlighting the crucial role of job creation, local business support, and economic empowerment in improving community life. Philanthropic responsibilities ($\beta = 0.182$, $p < 0.001$) also contributed significantly, suggesting that voluntary corporate investments in education, healthcare, and infrastructure can yield substantial benefits for communities. Legal responsibilities ($\beta = 0.170$, $p < 0.001$) were found to foster trust and stability, underscoring the importance of regulatory compliance in maintaining corporate legitimacy and societal confidence. Ethical responsibilities ($\beta = 0.107$, $p = 0.011$), while showing the smallest effect, still played a meaningful role in reinforcing transparency, fairness, and integrity within corporate-community relations.

The qualitative insights from interviews with corporate executives further enriched the study by providing contextual depth. These perspectives illustrated how CSR is operationalized within organizations and emphasized the importance of aligning CSR initiatives with

community needs and expectations. The qualitative data also reinforced the idea that CSR is most effective when it is integrated into the broader strategic vision of the company, rather than treated as an isolated set of activities.

The findings contribute to existing CSR literature by validating and extending frameworks such as Stakeholder Theory, offering empirical evidence of how different CSR dimensions interact with community well-being. This study also bridges CSR theory with Institutional Theory and Social Contract Theory, highlighting the role of legal compliance and ethical obligations in fostering sustainable development. Importantly, the research extends these theories to the context of a developing economy, providing valuable insights into how CSR practices in India's power sector address regional development challenges and contribute to inclusive growth.

From a managerial perspective, the study underscores the need for businesses to adopt a holistic approach to CSR. Managers should prioritize economic empowerment initiatives while ensuring compliance with legal standards and maintaining ethical integrity. Philanthropic efforts, though voluntary, should be strategically aligned with the company's mission and community needs to maximize their impact. Furthermore, the study highlights the importance of robust CSR governance and continuous impact assessment to ensure that initiatives are both effective and sustainable.

In conclusion, this research affirms that CSR is a powerful mechanism for driving community well-being and sustainable development. By strategically integrating economic, legal, ethical, and philanthropic responsibilities into their operations, companies can create shared value that benefits both the organization and the communities they serve. The study provides a comprehensive framework for understanding the multifaceted role of CSR in fostering socio-economic development, offering valuable insights for academics, practitioners, and policymakers committed to promoting sustainable and inclusive growth.

6.2 Limitations and Future Scope of the study

While this study provides valuable insights into the impact of Corporate Social Responsibility (CSR) on community well-being (CWB) in West Bengal, several limitations should be acknowledged:

- Geographical and Sectoral Focus: The research is confined to the power sector in West Bengal, which may limit the generalizability of the findings to other industries or regions. Different sectors may have distinct CSR practices and varying impacts on community well-being, influenced by their operational nature and stakeholder dynamics. Similarly, socio-economic and cultural differences across other regions in India or globally may yield different results.
- Cross-Sectional Design: The study employs a cross-sectional research design, capturing data at a single point in time. While this provides a snapshot of the relationship between CSR and community well-being, it does not account for changes over time. Longitudinal studies could provide deeper insights into how CSR initiatives evolve and their sustained impact on communities.
- Reliance on Self-Reported Data: Both quantitative and qualitative data were collected through self-reported measures from company executives and managers. This may introduce potential biases, such as social desirability bias, where respondents present their CSR practices in a more favorable light. Future research could incorporate third-party evaluations or community feedback to mitigate this limitation.
- Limited Scope of CSR Dimensions: While the study focuses on the four widely recognized dimensions of CSR—economic, legal, ethical, and philanthropic—there may be other relevant aspects, such as environmental responsibilities or corporate governance, that were not explicitly analyzed. Expanding the scope to include these dimensions could provide a more holistic view of CSR's impact.

- Sample Size and Representation: Although the study utilizes robust statistical techniques, the sample size may not fully represent all stakeholders involved in CSR activities, particularly the direct beneficiaries within the communities. Future research could include a larger, more diverse sample that encompasses community members, local authorities, and non-profit organizations to gain a broader perspective.

Further, building on the findings and addressing the limitation, several avenues for future research emerge:

- Comparative Studies Across Sectors and Regions: Future research could explore CSR practices and their impact on community well-being across different industries and geographical regions. Comparative studies between sectors such as healthcare, manufacturing, or technology could reveal sector-specific CSR dynamics. Similarly, examining CSR across various Indian states or countries could provide insights into the influence of regional socio-economic and cultural factors.
- Longitudinal Studies on CSR Impact: Conducting longitudinal studies would allow researchers to assess the long-term effects of CSR initiatives on community well-being. Tracking changes over time could help identify the sustainability of CSR outcomes and the evolution of corporate-community relationships.
- Incorporating Community Perspectives: Future studies could adopt a more community-centric approach by including direct feedback from beneficiaries of CSR initiatives. This would provide a balanced view of CSR's effectiveness and uncover potential gaps between corporate intentions and community perceptions.
- Exploring Additional CSR Dimensions: Expanding the theoretical framework to include other dimensions, such as environmental sustainability, corporate governance, and technological innovation in CSR, could offer a more comprehensive understanding of CSR's multifaceted impact on communities. This would be particularly relevant given

the growing emphasis on environmental, social, and governance (ESG) criteria in corporate practices.

- *Examining the Role of Government Policies and Partnerships*: Future research could explore the interplay between corporate CSR initiatives and government policies, particularly how public-private partnerships can enhance community development. Investigating the role of regulatory frameworks and incentives in shaping CSR practices could provide insights into optimizing CSR strategies for broader societal impact.
- *Impact of CSR on Employee Well-Being and Organizational Performance*: While this study focuses on community well-being, future research could examine the internal impact of CSR on employee satisfaction, engagement, and overall organizational performance. Understanding the dual impact of CSR—both internally within the organization and externally within the community—could provide a holistic view of its benefits.
- *Technological Integration in CSR Implementation and Evaluation*: With the advent of digital technologies and data analytics, future studies could investigate how technology can enhance the planning, implementation, and evaluation of CSR initiatives. Exploring the role of digital platforms, big data, and artificial intelligence in monitoring CSR outcomes could open new avenues for efficient and impactful CSR practices.

While this study makes significant contributions to understanding the relationship between CSR and community well-being, addressing its limitations and expanding its scope through future research will provide deeper, more comprehensive insights. Such efforts will further refine CSR strategies, ensuring they are effectively aligned with both corporate goals and societal needs, ultimately fostering sustainable and inclusive development.

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Appendix-I

Demographic Details

1. Gender:

- a) Male
- b) Female

2. Age:

- a) 18 - 25 years
- b) 26 - 35 years
- c) 36 - 45 years
- d) 46 - 55 years
- e) 56 years and above

3. Income

- a) Less than 10000
- b) 10001 – 20000
- c) 20001- 35000
- d) 35001- 50000
- e) 50000 and above

4. Marital Status

- a) Unmarried
- b) Married/Engaged
- c) Divorced/Widowed/Separated

CSR Dimensions and Item

Economic Responsibility

It is important for each company to perform in a manner consistent with maximizing its profits.

It is important for each company to be committed to being as profitable as possible.

It is important for each company to maintain a strong competitive position.

It is important for each company to maintain a high level of operating efficiency.

It is important that a successful firm be defined as one that is consistently profitable

Legal Responsibility

It is important for each company to perform in a manner consistent with expectations of government and law

It is important for each company to comply with various federal, state, and local regulations

It is important for each company to be a law-abiding corporate citizen.

It is important that a successful firm be defined as one that fulfils its legal obligations.

It is important for each company to provide goods and services that at least meet minimum legal requirements

Ethical Responsibility

It is important for each company to perform in a manner consistent with expectations of societal morale and ethical norms

It is important for each company to recognize and respect new or evolving ethical/moral norms adopted by society.

It is important for each company to prevent ethical norms from being compromised in order to achieve corporate goals.

It is important that good corporate citizenship be defined as doing what is expected morally or ethically

It is important to recognize that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations.

Philanthropic Responsibility

It is important for each company to perform in a manner consistent with the philanthropic and charitable expectations of society

It is important for each company to assist the arts and cultural activities.

It is important that managers and employees to participate in voluntary and charitable activities within their local communities

It is important for each company to provide assistance to private and public educational institutions.

It is important for each company to assist voluntarily those projects that enhance a community's "quality of life".

CWB Dimensions and Item

Social-Culture

Every member of the community is more willing to help with each other

Every member of the community has an increasingly friendly relationship

Every member of society is working together if there is a serious problem

You often visit someone's house

McCrea, Walton and

Leonard (2014);

Iskandar, Hair and

Zaimah (2018).

Economic Empowerment

The CSR presence of the company led to reduced unemployment in the village

The collection of businesses in this village is more independent

The strengthening of the local economy reduces the crime in this village

My income increased to finance life in this village.

My income is more sufficient to finance your lifestyle

Community rapport program adds farmers / fishermen / industry in this village

Cristakopoukalis,
Dawson and Gari,
(2001). Sirgy, Widgery,
Lee, Yu (2010); McCrea,
Walton and Leonard

Commerce advantage / industry community in the village is better due to the support of capital and equipment from the company

(2014); Iskandar, Hair and Zaimah (2018).

Environment

The quality of the ground water is getting better for this village

The quality of river water is good for this village

The quality of the marine ecosystem is preserved for the future

Noise due to the company operations is increasingly reduced in this village

Dust and gas due to the company operations increasingly reduced in this village

The life of flora fauna has improved in this village

Cristakopoukalis, Dawson and Gari (2001); Cuthill (2002); Salvaris and Wiseman (2004); Wiseman and Brasher (2008); Sirgy, Widgery, Lee, Yu (2010); Forjaz et al. (2011); Walton, McCrea and Leonard (2014); Kim and Lee (2015); Iskandar, Hair and Zaimah (2018).

Health

The community of this village who suffer from serious illness is getting less.

My home environment is getting more comfortable

I feel optimistic about the village community's cleanliness in the future.

I feel relaxed and no longer stressful

I succeeded in overcoming my health problems

The health facilities in this village are getting better

The student's health fitness in this village is getting better

McCrea, Walton and Leonard (2014); Marton and edwards (2012); Ramsey and Smit (2002); Iskandar, Hair and Zaimah (2018).

Education

Students in this village are more comfortable learning

Students in this village showed better performance

The more students in this village continue their study

The student attendance in this village is getting better

Iskandar, Hair and Zaimah (2018).

Services and Facilities/Infrastructure

Traffic in this village is more smoothly and regularly

Access to public transport in this village is getting easier

The road accident is decreases from time to time

The community in this village who works outside the village is getting easier and faster

The farmers' products are more easily transported out to market

Goods are getting easily transported into this village

The presence of community members at mosque is getting better

Walton, McCrea and Leonard (2014); Iskandar, Hair and Zaimah (2018).

Source: Adapted from Ismail, Alias and Mohd Rasdi (2015)
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Appendix-II

In-depth Interview Questionnaire

General Guideline and disclaimer

This qualitative questionnaire is the first part of the data collection activity of my Research work. The second part would be quantitative one which would be primarily related to impact assessment. The qualitative component involves conducting in-depth interviews with top management of Electricity Generating, Transmitting and Distributing Companies engaged in CSR activities. These interviews aim to capture the perspectives of the companies on their CSR initiatives, providing insights into the motivations, implementation strategies, and perceived outcomes of their CSR efforts.

The quantitative component involves conducting surveys among community members who have benefited from the CSR practices of these companies. The surveys aim to quantify the impact of CSR activities on various aspects of community well-being, such as economic development, social cohesion, and environmental improvements. This mixed-methods approach is particularly well-suited for the study as it allows for a robust analysis of the CSR practices from both the companies' and the communities' perspectives. The qualitative interviews provide rich, contextual data on the CSR activities from the viewpoint of the implementing organizations, while the quantitative surveys provide measurable data on the effects of these activities on the community.

- 1) This study aims to bridge the identified research gap by providing a detailed examination of the factors influencing CSR practices in the Indian power sector and assessing their impact on key stakeholders.
- 2) By adopting a mixed-methods approach, combining quantitative and qualitative data, the research will identify the critical determinants of CSR, including

regulatory frameworks, corporate governance structures, stakeholder pressures, and organizational capabilities.

- 3) The findings will offer valuable insights for policymakers, corporate managers, and researchers, enabling the development of more effective and stakeholder-responsive CSR strategies in the power sector.

This research will contribute to the broader discourse on CSR by highlighting sector-specific challenges and opportunities, thereby advancing our understanding of sustainable corporate practices in emerging economies. We ensure confidentiality and obtain consent for the interview and recording. We are conducting a qualitative study to explore Factors determining CSR Matrix and its impact on Key Stakeholders in Indian Power Sector. Your participation is entirely voluntary. All information you provide will be kept confidential, with your name and identifying details replaced with pseudonyms. The responses you give may be interviewed and will be audio-recorded to ensure accuracy, and the recordings will be securely stored and destroyed after transcription. Only the research team will have access to the data. You may choose not to answer any question or stop the interview at any time without any consequences. By participating, you consent to the interview and recording. Please sign below to indicate your consent.

Main Questions : (Qualitative Part)

1. Can you describe your understanding of Corporate Social Responsibility (CSR) within the power sector?
2. How does your organization define CSR?
3. How does your company's economic performance influence its CSR activities?
4. In what ways does your organization contribute economically to the community?
5. Can you provide examples of how your economic initiatives have improved community well-being?

6. How does your organization ensure compliance with legal standards related to CSR?
7. What legal challenges have you faced in implementing CSR practices?
8. Can you describe a situation where legal requirements influenced your CSR strategies?
9. How does your company incorporate ethical considerations into its CSR initiatives?
10. Can you share examples of ethical dilemmas your organization has encountered in its CSR efforts?
11. How do you ensure that your CSR practices align with the ethical expectations of the community?
12. What philanthropic initiatives does your organization engage in?
13. How do you decide which community projects or causes to support?
14. Can you provide examples of philanthropic activities that have had a significant impact on community well-being?
15. How does your organization assess the needs of the community?
16. Can you describe your approach to engaging with community stakeholders in your CSR efforts?
17. How do you measure the impact of your CSR activities on community well-being?
18. What are the main challenges your organization faces in implementing effective CSR practices?
19. How do you address these challenges?
20. What are your future plans for enhancing CSR efforts and community well-being?
21. Is there anything else you would like to add about your organization's CSR practices and their impact on community well-being?
22. Do you have any suggestions for improving the relationship between CSR practices and community well-being?