

## **10. Impact of CSR Activities on Capacity Building: A study on NALCO, Damanjodi, Koraput, Odisha**

**Brundaban Panda**

Research Scholar,  
School of Management Studies,  
GIET University,  
Gunupur.

**Dr. Rinki Mishra**

Assistant Professor,  
School of Management Studies,  
GIET University,  
Gunupur.

**Dr. N. V. Jagannadha Rao**

Professor,  
School of Management Studies,  
GIET University,  
Gunupur

### ***Abstract:***

**Background:** India is a developing nation with a manufacturing sector that contributes the most to its GDP. Since manufacturing facilities pollute the environment during production, they should take more proactive steps to lessen the negative impact through proper CSR or community development initiatives. "Capacity development" describes deliberate, concerted, and mission-driven initiatives to strengthen nonprofit administration and governance to increase their effectiveness and impact. This happens due to organizational development activities like board development, leadership development, strategic planning, program design and assessment, and others.

**Purpose:** This essay seeks to understand how an organization's CSR performance affects capacity development, particularly for the growth of rural areas. Does the study question look at how stakeholders in business treat people living in rural areas? To improve capacity building in rural areas as we move forward, what kind of CSR initiative is used, and is the business sector's implementation of the CSR program a component of company policy? Finally, it assesses how CSR projects have influenced rural residents' social and economic progress.

**Research Methodology:** Using a logical reasoning approach, we employed quantitative research methods based on the positivist worldview. We have now received 230 responses from personnel who are residing in different rural under NALCO, Reliability and validity,

*Descriptive analysis, correlation, and second-generation regression analysis by using SPSS 25*

**Findings:** *This article clarifies those corporate social responsibilities impact capacity building.*

**Research Limitations:** *The scope of this study was restricted to Secondary data on Rural areas in India. The results could be different in a global environment. This study essentially creates the framework for further research in this area.*

**Managerial Implications:** *By identifying the most critical influencing elements concerning strategic decision-making, CSR may be very beneficial in achieving the organization's aim.*

**Keywords:**

*India, Social Responsibility, Corporate Social Responsibility (CSR), Stakeholders, Rural Development, Philanthropy, Economic Development, CSR Audit.*

**10.1 Introduction:**

The term "corporate social responsibility" (CSR) refers to a business strategy that offers long-term gains by effectively managing and maximising possibilities on all three fronts: the bottom line in terms of the economy, the environment, and society. One needs to stay constantly informed about new policies and methods in order to produce results of a high calibre given the dynamism and vastness that this subject brings forth. In order to optimise social returns on investments through corporate social responsibility, many businesses in India still "do CSR" by executing a variety of CSR programmes, but without necessarily achieving noticeable improvements or having an impact on the social or natural environment (CSR). This essay seeks to understand how an organization's CSR performance affects capacity development, particularly for the growth of rural areas. Does the study question look at how stakeholders in business treat people living in rural areas? To improve capacity building in rural areas as we move forward, what kind of CSR initiative is used, and is the business sector's implementation of the CSR program a component of company policy? Finally, it assesses how CSR projects have influenced rural residents; social and economic progress. Using a logical reasoning approach, we employed quantitative research methods based on the positivist worldview. We have now received 230 responses from personnel residing in rural areas under NALCO, Reliability and validity, Descriptive analysis, correlation, and second-generation regression analysis using SPSS 25. By identifying the most critical influencing elements concerning strategic decision-making, CSR may be very beneficial in achieving the organization's aim.

The company's involvement in CSR/community development initiatives includes projects related to female empowerment, capacity building, community health & sanitation, and basic infrastructure development. The Corporations (Corporate Social Responsibility Policy) Rules, 2014 state that companies are allowed to devote up to 5% of all CSR efforts to improving the CSR skills of their personnel or those of implementing agencies.

By way of notification dated 12-09-2014, Mac modified clause 6 of the relevant regulation 4 regarding CSR activities to include administrative overhead costs as part of total CSR expenditure. As a result, administrative overhead and CSR spending will be combined to determine a 5 % maximum for capacity building.

## **10.2 Literature Review:**

Numerous terms to refer to CSR have been proposed in extensive literature. Certain examples of these are corporate social responsibility, corporate sustainability, sustainability in business, Ethics in business and in corporations (Dahlsrud (2006), Aguinis (2011), Van Maruwitz (2003)). Entrepreneurs are primarily in charge of creating and carrying out CSR initiatives, and they are motivated by individual goals in terms of their marketing strategy and in-person and online efforts (Jenkins (2004) and Spence (2007)). The structure is supported by mechanisms to identify, implement and control aspects of sustainability (Baumgartner, 2010). The structure offers a comprehensive picture of organization-wide sustainability management by integrating three organisational fundamental elements, namely organisational structure, institutional management tools, and organisational culture. The general business environment includes variables such as politics, law, economics, society, technology, and the environment, while the Porter's Five Forces model is used to analyse industry-specific factors Valentine (2010); Porter (1979, 1980). Special consideration must be given to organisational culture and innovative management systems and practices in order to maximise their success (Kekele, 1998; Kramer, 2005; Baumgartner, 2009). An organization's strategic management approach is integrated with social and environmental considerations through a sustainability strategy (Baumgartner and Ebner, 2010). It is vital to take into account all sustainability elements, their effects, and their interrelationships for a comprehensive business sustainability strategy (Baumgartner and Ebner, 2010). Various sustainability variables are based on a variety of offensive, proactive, and defensive measures; There are distinct techniques; These are illustrations of categorical and concurrent progression models by Dilick (2000), Hardteck and Praen (2001), Schaltegger (2002), Baumgartner (2009), and Baumgartner and Ebner (2010) are a few examples. In most rural areas the concept of partnership is a comprehensive financial program, organizational structure and Natural resource management, rural development, and local service provision According to Jones and Little (2000), although they also point out that activity in the private sector is regularly missing within remote regions, for rural groups to successfully fund their many cooperation programmes, private investment is a need. This frequently calls into question the legitimacy of mining firms' engagement in local affairs, further complicating the task of helping the rural community thrive (in 2001, Veiga and others).

Our capacity to enhance the standard of living for citizens in our host communities is crucial to the long-term viability of Nalco's business. In addition to obtaining governmental regulatory permission, we actively look for a "social licence" from the residents of our host towns. We think that our host community ought to be an equal partner in the development of our company. In exchange, the positive will created guarantees the success of our daily activities. Only when duties and advantages are distributed in a mutually beneficial partnership can it be said to be truly effective (Maine 2, 2007: 1). There is no mention of the community capacity building (CCB) in the literature on policy. It is increasingly widely used, particularly pertaining to urban policy, social development, with regeneration.

In fact, a UK paper from 2000 referred to community capacity building as the "new holy grail" (Thomas (2000) and Duncan (2000): 15). According to Soares (2005), any reference to civil society; is coupled with the term "capacity building." What does the phrase mean, how come this way, and is there really something unique relating to the way CCB is carried out? The UK government has extensively used its flagship New Deal for Communities (NDC) program's use of the word "community", which invests heavily in 39 disadvantaged 'communities' and claims to put these communities at the centre of regeneration' (Taylor, 2003: 124). A "spray-on" Community as a means of addressing social issues offers there is no promise of success., as one commentator puts it (Mendez, 2006: 247). In 2004, the International Community Development Organization organised a meeting where participants agreed on a wide concept of community development. Over thirty nations' representatives, primarily from Africa, Europe, North America and Central Asia came together to form the Budapest Declaration, which is significant. Developing a community is one way to strengthen societal stance. Prioritizing community action and their perspective on developing social, economic, and environmental policies aim to strengthen local communities, including geographical communities, interest or identity of communities, and groups focused on specific topics or political agendas. Their involvement along with the power of institutions and agencies, local organisations, networks, and groupings, increases people's capacity to be active citizens. Encouraging underrepresented and vulnerable communities to speak up for themselves, engaging in communication with citizens and influencing change for their communities' transformation is essential in fostering an engaged democratic process. Community development involves skills, not just habits a strong knowledge base and a solid value base are also objectives, community development is self-evident, or it seems fashionable now to describe it as a community.

In the 1990s, in both "developed" and "developing" nations, the phrase "community capacity development" has come to refer to actions that involve collaborating with local communities to encourage full involvement in political, economic, and social realms. It started to take place. Similar to the term "community," its use lacked precision, and it wasn't apparent why it should dominate discussions of public policy. The United Nations Commission on Sustainable Development's work, Agenda 21 and UNCED (1992) contain among the first persistent references to capacity development during the literary (UNDP, 1991). Some commentators claim that it originated in Europe (Kirkles MC, 2004). The definition of capacity building in the water sector has emerged which Srinivas (2005) believes is about enhancing urban regions' capacity to handle the development of human resources., and organizational, establishment of a governing and legal framework; after capacity building, Community capacity building evolved from the policy dialogue. According to Banks and Shenton (2001), this strategy was more reliant on the North American experience as a result of the Community Investment Act community-based groups' access to mentoring and training. When discussing the development of religious communities' organisational capabilities, Ahmed and others (2004: 20) make the case that this is necessary to give organisations the ability to participate more fully in societal civility, encourage inter-community harmony, and interact with the public at large. The more specific term "capacity building" is still frequently used in both North and South American development literature (eg Healy et al. (2005), Hersey (2005), James (2005), and Cabungo (2005)). According to the Commission's definition of CCB (UK Charity Commission, 2000: 3), this involves enhancing a community's members' knowledge, awareness, and capacity to identify their needs and take an active role in society.

It appears that a sizable number of studies on CSR practises in the economic and organisational contexts of Europe and America (Boyne, 1953; Vota, 1972; Carroll, 1999; Van Maruzak, 2003; Ite, 2004; Gariga and Mele, 2004; Fish, 2004; Godfrey and Hatch, 2007; Load and Gosling, 2008; Spector, 2008; Dahlsrud, 2008; Okoye, 2009; Carroll and Shabana (Danilovic et al., 2015).

Again, there are few studies in the Indian context that are available that focus on related topics (Premanik et al., 2007; Banerjee, 2001; Pal and Pal, 2001; Singh and Ahuja, 1983; Maheshwari, 1993; Batra, 1996; Hyde et al., 1997). Few studies, which concentrated primarily on a select few specific industrial configurations, sought to examine CSR holistically. In the context of listed firms in India, there is a dearth of case study-based research concentrating on expenditure towards CSR initiatives, making year-over-year comparisons, and evaluating social impact.

### **10.3 The Study's Objectives:**

- To comprehend the effectiveness of CSR from an Indian and global perspective.
- To evaluate the efficiency of the various techniques used by the companies.
- To understand the Corporate Social Responsibility (CSR) impact on capacity building in Nalco

### **10.4 Limitations of The Study:**

The date of data gathering for the study coincided with the Government of Odisha's Demonetization drive (NALCO), which was one of the study's significant drawbacks. As a result, getting the necessary response from the populace became quite challenging. Few respondents outright denied sharing their data, while the majority were too hesitant to disclose any information. This adversely impacted the response rate.

Another drawback was that a large number of respondents were unfamiliar with the definition of CSR or its scope.

### **10.5 Research Methodology:**

'Good Words, Good Thoughts and Good Deeds'.

- Zoroastrianism

#### **10.5.1 Research Design:**

The research design, which outlines the procedures for data collecting, measurement, and analysis, serves as the overall framework for the study. According to Kerlinger (1986), the research design is the strategy and framework used in an investigation to find answers to specific research questions. The plan is the general strategy or schedule for the study. It outlines the steps the researcher will take, from drafting hypotheses and their operational implications to the final data analysis.

A research design describes how the research problem is structured and the method of inquiry utilized to gather data on the connections between the problem (Kerlinger, 1986). After reading through the many literary sources, it is clear that western nations have contributed significantly to corporate social responsibility. Institutions, rules, and processes that serve as the cornerstone of corporate social responsibility in western nations are largely lacking in emerging or impoverished countries.

Descriptive narratives and case studies chosen for their convenience continue to dominate research on corporate social responsibility in developing nations. Exploratory research can make use of secondary and primary data. By highlighting the important variables, the secondary-data aids in formulating a suitable study strategy. It aids in addressing certain research issues & putting some theories to the test. Additionally, it aids in more accurate primary data interpretation. Secondary data can offer insightful information and serve as a starting point for gathering primary data. Secondary data should be handled cautiously since it could have some restrictions on relevance and accuracy. (Malhotra,2004).

**Research Model:** Independent Variable, Dependent Variable

### **10.6 Data Collection:**

Several techniques can be used in survey research to gather data, including self-administered surveys by in-person administration. In the current study, information from the 565 respondents was collected in part through a standardized questionnaire that was administered personally. Villagers near NALCO served as the responders. The researcher conducted in-person interviews with a few Villages adopted by NALCO and provided CSR benefits.

#### **Tools used for Data Collection:**

- Questionnaire
- Personal interviews
- Articles from related books, journals, periodicals, and newspapers
- Research articles, theses, and dissertations, both published and unpublished
- The website provides a variety of information on the subject.

### **10.7 Research Hypothesis**

H0: there is no significant influence of annual CSR spend on CSR by NALCO on their views about CSR

- H1: there is a significant influence of annual CSR spend on CSR by NALCO on their views about CSR
- H0: There is no meaningful connection between CSR Activities and Capacity Building at NALCO
- H2: There is a meaningful connection between CSR Activities and Capacity Building at NALCO

### 10.7.1 Ethical Considerations in The Research:

In social science research, ethical concerns are highly valued. In social science research, a number of concerns have been highlighted as crucial ethical considerations, involving participant consent, protection of their privacy and anonymity, avoidance of dishonesty, and accurate reporting (Babbie, 2009). A brief explanation of the proper care used in the current investigation is provided below.

The researcher has, to the best of his knowledge, made sure that appropriate care is used when acquiring and analyzing data. The data that have been reported are the end result of the complete analysis.

### 10.8 Analysis and Interpretation:

Profile of Respondents (Demographic)

Statistics-Reliability		
Alpha for Cronbach's	On the Basis of Standardized Items, Cronbach's Alpha	No. of Items
.838	.821	41

Item-Statistics in Summary							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	No. of Items
Item Means	2.920	1.581	4.390	2.810	2.777	.426	41
Item Variances	1.309	.590	1.914	1.325	3.246	.126	41

Table 4.1 displays Cronbach's reliability coefficients for the 41 items that make up the three components, which range from 0.580 to 0.896. Reliability is 0.838 overall.

Bartlett's Test and KMO		
Sampling adequacy as measured by Kaiser-Meyer-Olkin.		.686
Bartlett's Test of Sphericity	Chi-Square in general	226.034
	df	6
	Sig.	.000

<b>Explanation of Total Variance</b>						
Element	Preliminary Eigenvalues			Squared-load extraction summations		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.295	57.370	57.370	2.295	57.370	57.370
2	.817	20.425	77.795			
3	.580	14.494	92.289			
4	.308	7.711	100.000			

Principal Component Analysis is the extraction method.

Using a statistic called the Kaiser-Meyer-Olkin sample adequacy measure, you can determine how much of the variance in your variables is caused using underlying variables. If your data have high quantities, a factor analysis can be helpful (around 1.0).

If the number is less than 0.50, the factor analysis's findings are probably not going to be particularly useful. Bartlett's sphericity test's value for (KMO) was 0.686, which is more than 0.5.

By demonstrating that your variables are unrelated and improper for structure discovery, Bartlett's test of sphericity disproves the claim that your correlation matrix is an identity matrix.

Your data might benefit from a factor analysis, according to small significance values (0.05).

### **A. Hypothesis Testing:**

H0: there is no significant influence of annual CSR spend on CSR by NALCO on their views about CSR

H1: there is a significant influence of annual CSR spend on CSR by NALCO on their views about CSR

<b>Correlations</b>			
		<b>Awareness</b>	<b>Impact</b>
Annual CSR	Correlation by Pearson	1	.644**
	Sig. 2 tailed		.000
	N	238	238
CSR Activities	Correlation by Pearson	.644**	1
	Sig. 2 tailed	.000	
	N	238	238

\*\*At the threshold of 0.01, correlation is significant (2-tailed).

Correlation between both the annual CSR spending, and CSR activities are strongly correlated and significantly level satisfied.



**There is a significant influence of annual CSR spend on CSR by NALCO on their views about CSR**

- H0: There is no demonstrable relationship between CSR Activities and Capacity Building at NALCO
- H2: There is a demonstrable relationship between CSR Activities and Capacity Building at NALCO

Correlations			
		Awareness	Impact
CSR Activities	Correlation by Pearson	1	.644**
	Sig. 2 tailed		.000
	N	238	238
Capacity Building	Correlation by Pearson	.644**	1
	Sig. 2 tailed	.000	
	N	238	238

\*\*At the threshold of 0.01, correlation is significant (2-tailed).

Model-Summary									
Model	R	Square R	R Square Correction	Estimate's Standard Error	Change-Statistics				
					Square Change in R	Change F	df1	df2	F Change in Sig.
1	.644 <sup>a</sup>	.415	.412	5.730	.415	147.641	1	208	.000

a. Predictors: (Constant), Awareness

ANOVA <sup>a</sup>						
Model		Square Sum	df	Mean Square	F	Sig.
1	Regression	4847.887	1	4847.887	147.641	.000 <sup>b</sup>
	Residual	6829.808	208	32.836		
	Total	11677.695	209			

1. The Dependent Variable - Capacity Building  
2. The Predictors - (Constant), CSR Activities

Coefficients <sup>a</sup>						
Model		Inaccurate Coefficients		Consistent Coefficients	t	Sig.
		B	Standard Error	Beta		
1	Constant	19.563	1.571		12.452	.000
	CSR Activities	.460	.038	.644	12.151	.000

a. Dependent Variable: Capacity Building

Both analysis Regression analysis and Correlation were done for testified to the relation between CSR activities and Capacity building

- CSR activities and capacity building at NALCO are significantly correlated.

### 10.9 Conclusion:

The business has typically been seen as separate from morals and government regulations. All entities are built on the principle that power always prevails over justice. Controlling shareholder reputation, infection, and investments in co-competent resources are the key factors. It is well understood that there are ethical, legal, and financial aspects to the business. Corporate social responsibility has become increasingly popular over the past few decades, yet many experts disagree vehemently on its importance for business law and economic development. Some contend that because CSR is a relatively new and broad concept, it is difficult to define precisely what is meant by "corporate social responsibility," and that it is thus complicated to adopt and manage various programmes.

Racial, ethnic, or religious distinctions do not limit CSR. Unfortunately, concern for the community is frequently confused with socialism. Contrarily, every individual has the potential to achieve and is a valuable asset in economic activity. CSR is a philosophy and an unwritten understanding of the community. A nation's future can be enhanced by this hidden culture. If employees do not understand the goal of CSR activities or the message, initiatives are difficult to succeed. The government cannot alone improve the disadvantaged in society, and organisations need to acknowledge this. Many of the top businesses worldwide are now aware of how important it is to support socially conscious projects to promote their brands. It derives from the need to succeed and feel good about oneself and the business's commitment to social responsibility. The study of the second hypothesis, "There is a lack of sustainable development due to inefficient CSR implementation," was supported by these findings.

### 10.10 Suggestion:

The study's findings suggest that to increase the effectiveness of CSR programs; It is imperative to increase the general public's understanding of CSR. Various stakeholders, including the media, may raise awareness among society in order to highlight the great work carried out by commercial enterprises in this field. The public's perception and attitude towards corporate social responsibility programmes will change significantly as a result of this. As a result of this campaign, other corporate entities effectively join the league and address various social challenges.

Most CSR efforts and programs are implemented in metropolitan regions; thus, the poor and those in need in rural areas do not benefit from them. The businesses should carefully explore their initiatives in rural areas while concentrating on metropolitan ones.

### **10.11 Future Plans for The Research:**

The research was only focused on the NALCO, Damanjodi, to find out the impact of CSR activities on Capacity building of the poor villages near Damanjodi. Further, the study collects data from the organization's CSR activities to develop capacity building in India.

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