

# **A Study of Corporate Social Responsibility Initiatives by Cybage in Context with Infrastructure (Road Construction and Community Hall) in Select Rural Areas of Pune District**

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**Abstract:** The aim of the report is to assess the CSR projects of Cybage (Rural Upliftment Vertical) and to gauge the impact of the CSR initiatives under the aegis of CybageAsha, alongside their gap analysis. To achieve these objectives, data was collected using questionnaire and data was sought from the beneficiaries who are benefited by the CSR Projects of Cybage in their village with respect to infrastructure which includes road construction and community hall.

**Keywords:** Caybage, Road Construction and Community Hall, CSR

## **Introduction**

The concept of CSR originated in the 1950's in the USA but it became prevalent in early 1970s. At that time US had lots of social problems like poverty, unemployment and pollution. Consequently a huge fall in the prices of Dollar was witnessed. Corporate Social Responsibility became a matter of utmost importance for diverse groups demanding change in the business. During the 1980's to 2000, corporations recognized and started accepting a responsibility towards society. Corporate Social Responsibility (CSR) focuses on the wealth creation for the optimal benefit of all stakeholders - including shareholders, employees, customers, environment and society. Indian businesses have a long tradition of engaging in philanthropic and community programmes and entrepreneurs today are effectively using these principles of social business.

Cybage underlined its commitment towards the all-round development of the marginalized sections of the society by setting up CybageAsha Trust and Khusboo Charitable Trust. CybageAsha was founded in October 2005 to fulfil Cybage's moral responsibility towards the society. Through its Rural Upliftment, Community Development and Social Welfare verticals, CybageAsha meticulously conceptualizes, plans, and executes various drives in and around Pune, with exclusive involvement of dedicated CSR Team members and the support of Cybagians who volunteer for several noble causes. The Trust also collaborates with several NGOs and social service organizations to continually expand its beneficiary base.

Here are a broad range of activities conducted by CybageAsha under its Rural Upliftment verticals:

The rural-urban divide has always been the stumbling block on our country's road to development. CybageAsha understands that rural development is thus of strategic importance for national growth. Hence, development of villages gets prime focus in CybageAsha's activities. The Rural Development program is executed to improve the quality of rural life by developing the infrastructure of villages; making them self-reliant; highlighting the importance of general cleanliness and community health; and bringing about their socio-economic transformation through the participation of their own residents.

To execute this program, CybageAsha identifies a village that needs support and chalks out a high-level development plan in consultation with the Village Panchayat. Socio-economic assessment surveys are conducted with the active participation of the villagers before the development plan is executed. CybageAsha has developed role-model villages such as Karnavadi and Yewali for other NGOs and village panchayat to emulate.

Rural Development program is executed to improve the quality of rural life by developing required infrastructure for villages; making them self-reliant; highlighting the importance of general cleanliness and community health; and bringing about their socio-economic transformation through the participation of village residents.

## **Objectives of the Study**

The key objectives of the study are:

1. To find whether the Villagers/Stakeholders are happy with the infrastructure quality developed by Cybage.
2. To find out whether villagers are taking care of maintenance post-handover of the project.
3. To study how the project changed the lives of the Villagers/Stakeholders.
4. To study whether the project has been replicated by other villages.
5. To study whether there is any change in mind set of villagers after CybageAsha's presence in the village.
6. To study if any reverse migration happened because of the project.

7. To study if villagers are motivated to uplift the quality of life in their own village, as an outcome of Cybage intervention.

## **Review of Literature**

The review of literature analyses the research done to know CSR initiatives undertaken by various companies in India.

1. Pradhan S., Ranjan A., (2011), in the research paper titled “Corporate Social Responsibility in Rural Development Sector: Evidences from India”, explores Corporate Social Responsibility (CSR) practices by companies particularly in the context of rural development. This study includes CSR initiatives by fourteen public and private Indian companies/firms in the areas of livelihood, health, education, environment and infrastructure in rural India. The programs implemented by corporates are Grameen-LABS Programme by Dr. Reddys, Bharat Petroleum support programs to increase income of rural families, Health camps by SAIL, Free medicines, treatment and referral services through its mobile health units by Vedanta Aluminium Ltd., Aditya Birla Group, SAIL, Asian Paints, Satyam Computers and Coca Cola initiatives in the field of education, Ambuja Cement Ltd., Coco Cola and SAIL initiatives in the field of tree plantation, watershed management and waste management, Lupin Human Welfare and Research Foundation’s, Coco Cola initiatives in providing different infrastructural facilities. The CSR initiatives being implemented by the Indian companies for rural development had a positive impact in overall development of society and their business.
2. Sharma S., Sharma R. & Kishor J., (2013), in the research paper titled “Emerging Trends in Corporate Responsibility in India - A Descriptive Study”, states the fundamental changes in prototype of corporate social responsibility and the new innovative practices being applied for its implementation by different corporates. The paper discusses the history of CSR and advantages of CSR. It also reveals CSR initiatives taken by ONGC and Indian Oil Corporation, SAIL, BHEL, Reliance Industries, Mahindra & Mahindra, GlaxoSmithKline Pharmaceuticals, Bajaj Electricals Ltd., TCS, Infosys, ITC, Wipro and Maruti Suzuki. The paper concludes that corporates have the expertise, strategic thinking, manpower and money to facilitate wide social change and effective partnerships between corporates, NGOs and the government will place India’s social development towards tremendous growth.
3. Srivastava A., Negi G., Mishra V. & Pandey S. (2012), in the research paper titled “Corporate Social Responsibility: A Case Study Of TATA Group”, discuss concept

and scope of CSR. The research states the views of CSR by top executives of Tata Group and how the organization is committed in the improvement of quality of life of the community in which it operates with the objective of making them self-reliant. The research mentions various activities conducted by different companies like Tata Steel, TISCO, TELCO, Tata Motors, Tata Chemicals limited, Tata Tea, TCS, TQMS, etc. Through various CSR initiatives the group has reached the masses to elevate their lives, to nurture their dreams and to hone their skills justifying the statement of the founder.

## **Research Methodology**

The different steps of Research Process followed are as mentioned below:

### **Define Problem**

A Study of Corporate Social Responsibility Initiatives by Cybage in context with infrastructure (road construction and community hall) in select rural areas of Pune.

### **Research Design**

#### **Type of Research**

Empirical Research, based on observed and measured phenomena to derive knowledge from actual experience rather than from theory or belief.

### **Sample Design**

- a) Sample Frame : Yewali (Bhor Taluka), Laptalwadi (Purandar Taluka), Surwad (Velhe Taluka), Mhalwadi (Bhor Taluka), Bare Budruk (Bhor Taluka), Mavadi Supe (Purandar Taluka).
- b) Sampling Method: Stratified Random Sampling, where the samples were collected randomly from project beneficiaries residing in different villages.
- c) Sample Size: 150 (96- Internal Road/Road Construction and 54-Community Hall).

### **Data Collection**

The data was collected with the help of structured Questionnaire (relevant to each project) from the beneficiaries and stakeholders. The questionnaire included closed ended and open-ended questions. Open ended questions were asked to understand the true feelings of the Villagers with regards to Cybage initiative.

The data was collected from Cybage CSR team by means of unstructured interview and discussion.

The questionnaire for impact evaluation was prepared based on the following:

- Information shared by the CSR team during interview and discussion.
- Secondary data about the objectives and processes at CybageAsha.

## Processing and Analysing the Data

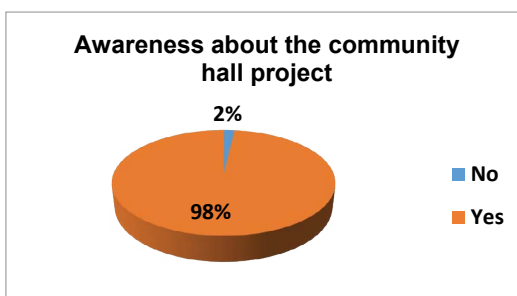
Data collected was analyzed with the help of MS Excel. Statistical tools used for the analysis include tables, graphs and charts.

## Data Analysis and Interpretation

### Awareness about Infrastructure

**Table 1:** Awareness about infrastructure

Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	4	4%	No	1	2%
Yes	92	96%	Yes	53	98%
Total	96	100%	Total	54	100%



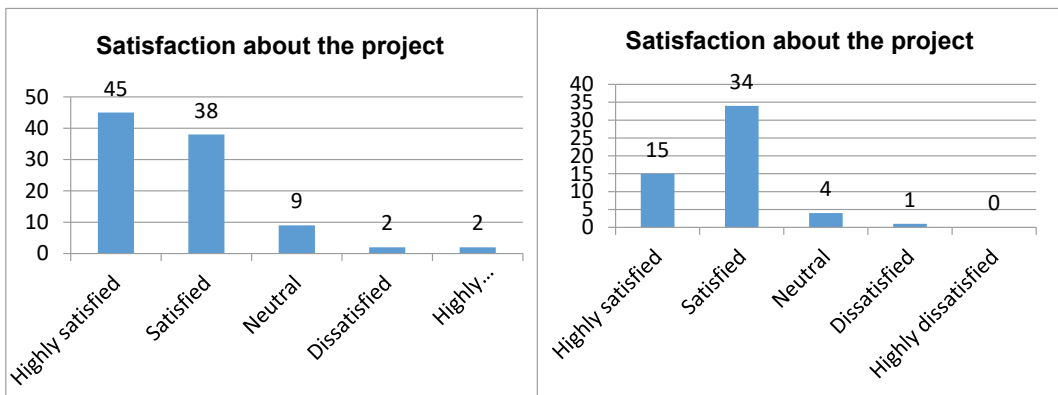
## Data Interpretation

From the above data, it can be interpreted that majority of the respondents (96%) are aware about Cybage Road Construction Project and 98% are aware about Cybage Community Hall Project.

### Satisfaction Level of Villagers

**Table 2:** Satisfaction level

Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
Highly satisfied	45	47%	Highly satisfied	15	28%
Satisfied	38	40%	Satisfied	34	63%
Neutral	9	9%	Neutral	4	7%
Dissatisfied	2	2%	Dissatisfied	1	2%
Highly dissatisfied	2	2%	Highly dissatisfied	0	0%
Grand Total	96	100%	Total	54	100%



### Data Interpretation

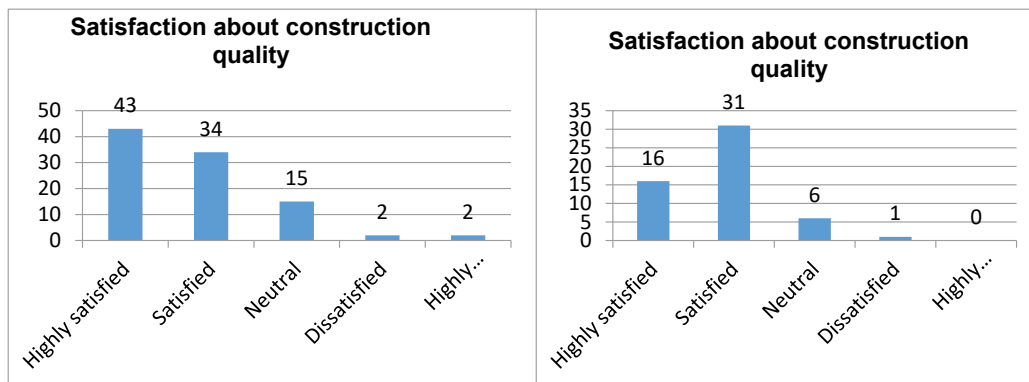
From the above data, it can be interpreted that majority of respondents (47%) are highly satisfied, 40% respondents are satisfied and just 4% are dissatisfied with the with the road construction project. Regarding Community Hall Project, 63% are satisfied, 28% respondents are highly satisfied and there is hardly any dissatisfaction about the Project.

### Construction Quality

**Table 3.** Construction quality

Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
Highly satisfied	43	45%	Highly satisfied	16	30%
Satisfied	34	35%	Satisfied	31	57%

Neutral	15	16%	Neutral	6	11%
Dissatisfied	2	2%	Dissatisfied	1	2%
Highly dissatisfied	2	2%	Highly dissatisfied	0	0%
Grand Total	96	100%	Total	54	100%



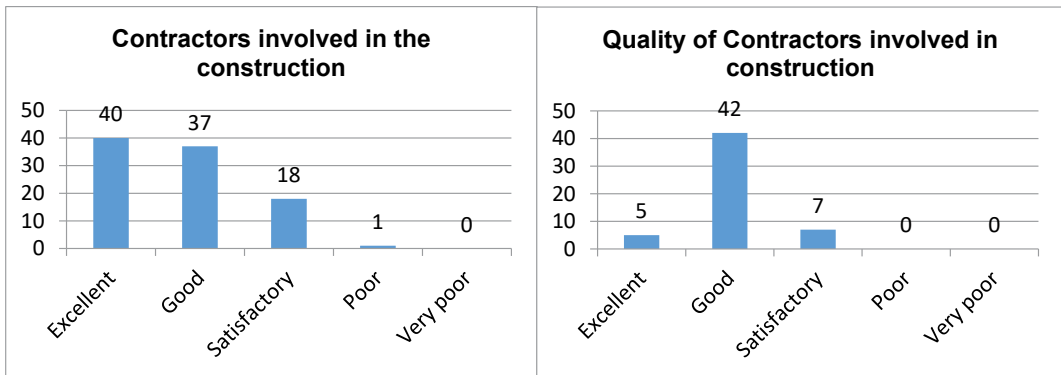
## Data Interpretation

From the above data, it can be interpreted that majority of respondents (45%) are highly satisfied with the Project, 35% respondents are satisfied and 4% have dissatisfaction about the Project.

Regarding Community Hall Project 57% are satisfied with Community Hall construction quality, 30% respondents are highly satisfied and there is hardly any dissatisfaction about the construction quality of the Project.

## Contractors Involved

Contractors involved					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
Excellent	40	42%	Excellent	5	9%
Good	37	39%	Good	42	78%
Satisfactory	18	19%	Satisfactory	7	13%
Poor	1	1%	Poor	0	0%
Very poor	0	0%	Very poor	0	0%
Grand Total	96	100%	Total	54	100%

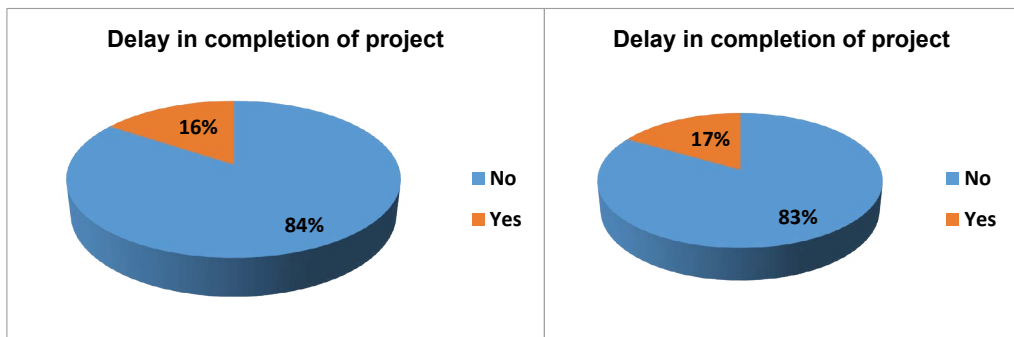


### Data Interpretation

From the above data, it can be interpreted that majority of respondents 42% felt that excellent quality contractors were involved with the road construction, 39% respondents felt that good quality contractors were involved, 19% respondents felt that quality of contractors were satisfactory and only 1% felt poor contractors were used. Regarding Community hall project 78% respondents felt contractors involved in the construction to be good, next majority (13%) finds them satisfactory and no one finds them Poor.

### Delay in Completion of Project

Delay in completion					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	81	84%	No	45	83%
Yes	15	16%	Yes	9	17%
Grand Total	96	100%	Total	54	100%





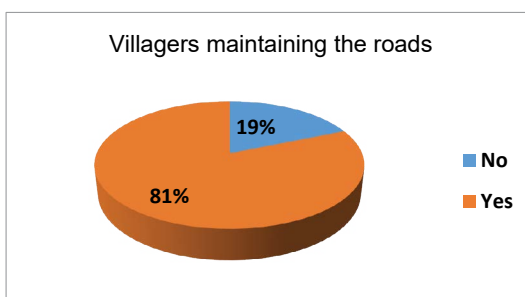
## Data Interpretation

From the above data, it can be interpreted that majority of respondents (84%) felt that there was no delay in the completion of the work while 16% felt that there was some delay in the completion of the road construction project. Regarding Community Hall project 83% find that there was no delay in completion of project, remaining (17%) find that there was a delay in completion of project.

As per few respondents, there was a delay in completion of project because the workers were not from Cybage and there was delay in getting Gram Panchayat approval.

## Maintenance of Roads Construction by Villagers: (only for road construction)

Villagers maintaining		
Road Construction		
Response	Count	Percentage
No	18	19%
Yes	78	81%
Grand Total	96	100%

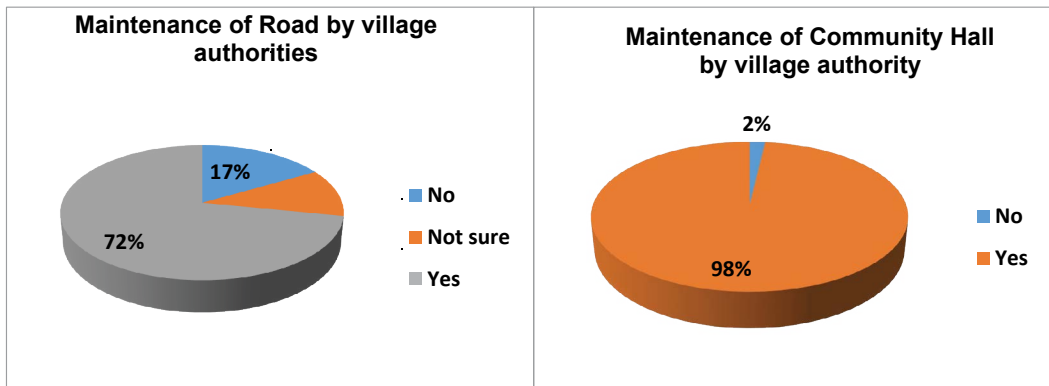


## Data Interpretation

From the above data, it can be interpreted that majority of the respondents (81%) find that there is proper maintenance of road while 19% feel the villagers are not able to maintain the roads.

## Maintenance by Village Authorities

Maintenance by village authorities					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	16	17%	No	1	2%
Not sure	11	11%	Not sure	0	0
Yes	69	72%	Yes	53	98%
Grand Total	96	100%	Total	54	100%



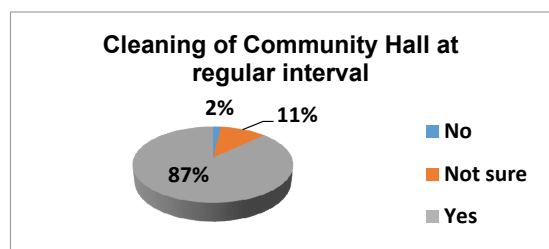
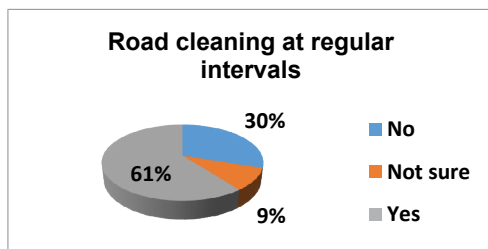
### Data Interpretation

From the above data, it can be interpreted that majority of the respondents (72%) find that the village authority has ensured proper maintenance of roads. 11% of the respondents are unsure if the roads are properly maintained by the village authority while 17% feel that the village authority has not ensured proper maintenance of roads.

From the above data, it can be interpreted that almost all the respondents (98%) find that there is proper maintenance of Community Hall by village authority.

### Cleaning at Regular Intervals

Cleaning at regular intervals					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	29	30%	No	1	2%
Not sure	9	9%	Not sure	6	11%
Yes	58	61%	Yes	47	87%
Grand Total	96	100%	Total	54	100%



### Data Interpretation

From the above data, it can be interpreted that majority of the respondents (61%) find that the roads are cleaned at regular intervals. 9% of the respondents are unsure if the roads regularly cleaned while 30% feel that the road cleaning is not done at regular intervals.

From the above data, it can be interpreted that almost all the respondents (87%) find that the cleaning of community hall is done at regular interval.

### Condition before Road Construction

Condition before road construction		
Response	Count	Percentage
Roads were not good to commute	69	72%
The road was not maintained properly	18	19%
Any other	9	9%

### Data Interpretation

From the above data, it can be interpreted that majority of the respondents (72%) find that prior to construction of road, the way was not good for commute. 19% of the respondents feel that existing roads were not properly maintained.

### Condition before Construction of Community Hall

Condition before construction of community hall		
Response	Count	Percentage
Community programs were conducted in open space	38	70%
Programs were not possible in rainy season	13	24%
Any other	17	31%

### Data Interpretation

Before the construction of community hall, people were using open spaces or Shiva Temple as reported by 38 out of 54 (70%) respondents. It was difficult to conduct any program in rainy seasons as reported by 13 out of 54 (24%) respondents.

## Benefits to the Villagers

### Road Construction

Benefits of road construction to the villagers		
Response	Count	Percentage
The roads have become good for commuting	65	68%
There is no hardship now while commuting	46	48%
Perishables can be transported easily within a short span	40	42%
Scope for business has been improved	15	16%
Accessibility to crematorium has improved	11	11%
Any other	1	1%

### Data Interpretation

From the above data, it can be interpreted that 68% respondents say that as a benefit of the road construction project, they now have roads that are good for commuting. 48% respondents say that they face no hardship while commuting, 42% respondents say that perishables can be transported easily within a short span, 15 out of 96 (16%) say that scope for business has been improved due to Road Construction Project and 11% respondents say that since the road construction, accessibility to crematorium has improved.

### Benefits of Community Hall to Villagers

Benefits of community hall to villagers		
Response	Count	Percentage
Villagers can avail the facility of community hall for household functions	25	46%
Villagers can avail community hall for social functions	39	72%
It helps to increase interaction among villagers	27	50%
Any other	2	4%

### Data Interpretation

All the social functions or gatherings are being conducted at the same community hall since the time it has been constructed, as reported by 39 out of 54 (72%) respondents. It is also sometimes used for resting for villagers. This has helped in increasing interaction among the villagers, as reported by 27 out of 54 (50%) respondents. 25 out of 54 (46%) respondents reported that as a benefit of Community Hall, they can now hold household functions in the Hall, without any worry of rain or sun.

## Changes in Lifestyle of Villagers after Project

### Response: After Road Construction Project

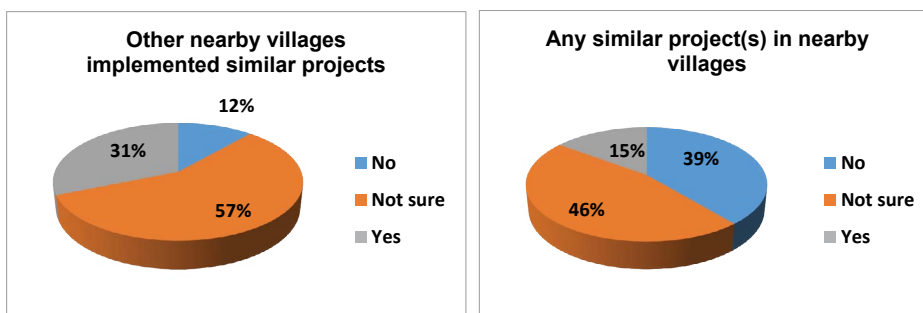
- The roads ensure easy transportation.
- Because of the construction of the roads, the village has become more clean and hygienic.
- It has become easy to commute.
- Because of the road construction, hospital has become easily accessible.
- In general, on account of easy access to places, scope of business has increased and so standard of living has increased.

### Response: After Community Hall Project

- Villagers are getting an opportunity to speak up, share or keep their views in front of everyone.
- Better and improved life style.
- Interacting with one another.
- A lot of money is being saved as they used to pay a huge amount of money for booking a hall for some purpose.
- Females can go there and have their own programmes and enjoy.

## Other nearby Villages Implemented Similar Projects

Other nearby villages implemented similar projects					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	11	12%	No	21	39%
Not sure	55	57%	Not sure	25	46%
Yes	30	31%	Yes	8	15%
Grand Total	96	100%	Total	54	100%



## Data Interpretation

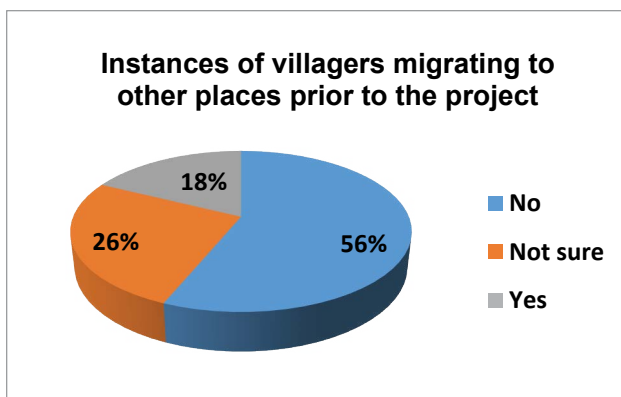
From the above data, it can be interpreted that 57% respondents are not sure if any similar project(s) have been implemented in nearby villages. 12% respondents say that no such project has been implemented in nearby villages. 31% respondents say that similar projects have been implemented in nearby villages. Some of the villages that were listed as having similar projects are Bare, Karmawadi, Berekh, Behervadi, Kasuri and Malwadi.

Reverse migration after road construction		
Response	Count	Percentage
No	56	58%
Not sure	30	31%
Yes	10	11%
<b>Grand Total</b>	<b>96</b>	<b>100%</b>

Regarding community hall 46% respondents are not sure if any similar project(s) have been implemented in nearby villages. 39% respondents say that no similar project has been implemented in any nearby village. 15% respondents say that similar projects have been implemented in nearby villages like - Pimpri, Phursungi, Shasod and Piserne.

## Instances of Villagers Migrating to other Places Prior to the Road Construction Project

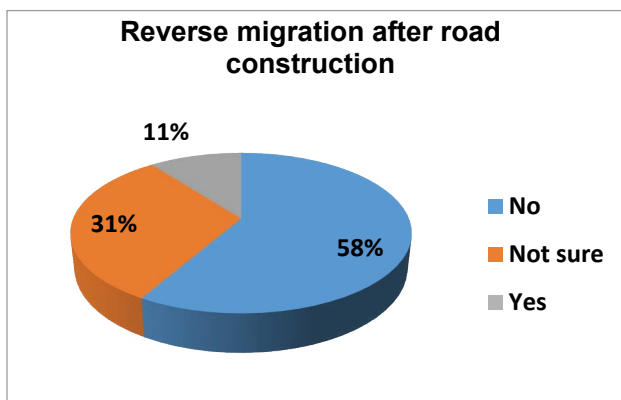
Instances of villagers migrating to other places prior to the project		
Response	Count	Percentage
No	54	56%
Not sure	25	26%
Yes	17	18%
<b>Grand Total</b>	<b>96</b>	<b>100%</b>



### Data Interpretation

From the above data, it can be interpreted that 56% respondents are saying that there are no such instances of villagers migrating to other places prior to the project. 26% respondents say that they are not sure if villagers migrated to other places prior to the project. 18% respondents say that they know of instances of villagers migrating to other places prior to the project.

### Reverse Migration after Road Construction

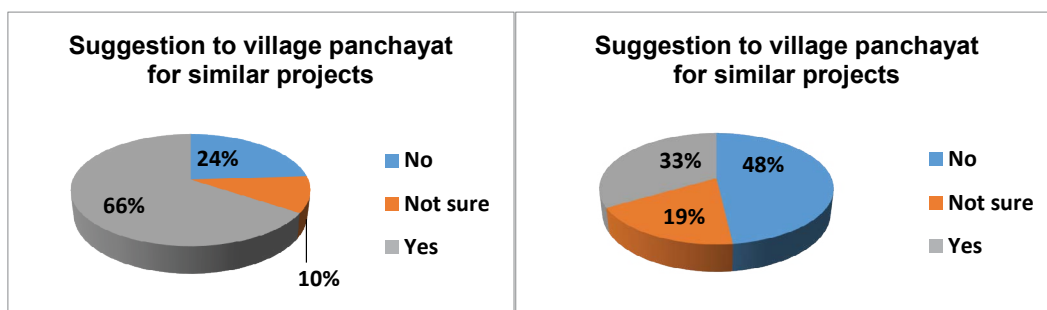


### Data Interpretation

From the above data, it can be interpreted that 58% respondents are saying that there are no such instances of villagers migrating back to the village after the project. 31% respondents say that they are not sure if villagers migrated back to the village after the project. 11% respondents say that they know of instances of villagers migrating back to the village after the project.

### Suggestion to Village Panchayat for Similar Projects

Suggestion to village panchayat for similar projects					
Road Construction			Community Hall		
Response	Count	Percentage	Response	Count	Percentage
No	23	24%	No	26	48%
Not sure	10	10%	Not sure	10	19%
Yes	63	66%	Yes	18	33%
<b>Grand Total</b>	<b>96</b>	<b>100%</b>	<b>Total</b>	<b>54</b>	<b>100%</b>



### Data Interpretation

From the above data, it can be interpreted that 66% respondents say that they have suggested their village panchayat to come up with similar projects. 24% respondents have not suggested their village panchayat to come up with similar projects. 10% respondents are not sure about this.

Regarding community hall from the above data, it can be interpreted that 48% respondents say that they have not suggested their village panchayat to come up with similar projects. 19% respondents are not sure. However, 33% respondents have suggested their village panchayat to come up with similar projects.

### What could have been done differently to maximise the impact for the beneficiaries

#### Response: Road Construction

- Need to make wider roads.
- Ensure timely check of constructed road.



- Quality of roads need to be improved.
- Provision for garbage disposal on roadside.

### **Response Related: Community Hall**

- Proper coordination between the makers and the implementers.
- A larger hall with Furniture would have served the purpose better.
- Dancing and singing classes for children must be arranged in the Community Hall during lien days.
- The size of community hall could have been bigger to accommodate a bigger crowd.

### **Findings for Road Construction**

- Majority of beneficiaries are satisfied with the initiative of road construction by Cybage.
- Majority of beneficiaries are satisfied with the contractors and their construction quality.
- Majority of respondents believe that the project was completed well in time by Cybage without delays.
- Villagers are very happy about having roads constructed and are therefore maintaining them very well.
- Majority of the respondents believe that the major problem before construction of the roads was that the roads were not good for commute and not maintained properly.
- Majority of the respondents believe that on account of the road constructions the commute has become easy and so perishables can be easily transported, scope of business has improved and accessibility to the crematorium has also improved.
- Majority of the respondents believe that the roads were cleaned at regular intervals, making the village cleaner.
- There are some respondents who felt that villagers had migrated from the village before road construction.
- Some felt that villagers had migrated back to the village post construction of roads.
- Majority of the respondents have recommended similar projects to the village panchayat after reaping benefits from the Road construction project.

## **Findings for Community Hall**

- Almost all the respondents are aware about Cybage Community Hall Project.
- Majority of respondents are satisfied with Community Hall Project.
- Majority of respondents are satisfied with Community Hall construction quality.
- Majority of respondents find contractors involved in the construction to be good.
- Majority of respondents find that there was no delay in completion of project.
- Almost all the respondents find that there is proper maintenance of Community Hall by village authority.
- Almost all the respondents find that their community hall being clean at regular interval.
- Before the construction of community hall, it was difficult to conduct any program in rainy seasons.
- All the household and social functions or gatherings are being conducted in the same community hall since the time it has been constructed.
- This project has brought better and improved life style, increase in interaction with one another and has helped in saving money.
- Few villages have at least started similar projects. Villages that implemented similar projects are - Pimpri, Phursungi and Piserne.
- One third respondents have suggested their village panchayat to come up with similar projects.

## **Recommendations for Road Construction**

- Awareness campaign must be conducted to sensitize the villagers about the need to ensure that the condition of the roads is maintained.
- On account of the weather and normal wear and tear, some damage to the roads takes place. Time to time check-up and maintenance could increase the life of the roads and offer extended benefits.
- Community monitoring of roads can also be encouraged to identify potential issues.
- Emerging sustainable practices being adopted such as recycling of slabs of cement concrete road, reclaimed asphalt pavement etc., for sustainable highway construction.

- Planting trees on either side of the road can ensure that any loss to ecology on account of road construction can be reduced.
- There is a genuine need of both-internal and external roads that must be addressed.

## Recommendations for Community Hall

- The Community Hall could be put to more effective use by encouraging village panchayat to conduct some activity classes for better learning and recreation of children and other villagers.
- The size of the Community Hall should be based upon the total population of the village because it's the tendency of the villagers to invite all the residents in the vicinity, for any specific event or celebration.
- Based on its availability, the Community Hall could be rented to the residents of nearby villages who do not have any such facility in their village.

## Conclusion

Cybage organization continues to bring about a positive change to the lives of the underprivileged through two Corporate Social Responsibility (CSR) wings, which undertake and execute meaningful educational and socio-economic drives. The villagers are happy with the CSR initiatives of road construction and community hall project. Through road construction and community hall project the lives of villagers have become easier and enriching. Such rural upliftment initiatives of Cybage will help in improving the quality of life in the present scenario and times to come.

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