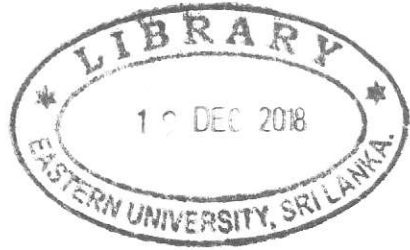


**EMPLOYEES' PERCEPTION ON EXTERNAL CSR ACTIVITIES:  
SPECIAL REFERENCE TO BANKS IN BATTICALOA DISTRICT**



**MELANI AMALANATHAN**



FCM 2037

Project Report  
Library - EUSL

**DEPARTMENT OF MANAGEMENT  
FACULTY OF COMMERCE AND MANAGEMENT  
EASTERN UNIVERSITY, SRI LANKA**

**2018**

**PROCESSED**  
Main Library, EUSL

## ABSTRACT

Corporate Social Responsibility (CSR) is expected to play a significant role in accomplishing the effectiveness of business, the betterment of society and the preservation of the environment. Previous research on CSR investigates customers' perception; however, employees' view of CSR remains largely unexplored. CSR become resources for the competitive advantage and employees' perception of CSR activities play an important role in employee attachment to their company and as well as corporate performance.

The main purpose of this study is to determine the level of employees' perceptions on external CSR activities: special reference to banks in Batticaloa district. Hence, this study examines the level of three dimensions of external CSR activities namely, corporate volunteerism related external CSR activities, corporate philanthropy related external CSR activities and environmental protection related external CSR activities to determine the overall employees' perception on external CSR activities. The study is mainly considering the primary data. The primary data were collected through closed structure questionnaire from 120 employees from Commercial Bank of Ceylon PLC, Sampath Bank PLC, Bank of Ceylon and Hatton National Bank PLC and used univariate analysis techniques in order to analyse data and find the results of study objectives.

The finding of this study revealed that employees' perception on external CSR activities in the selected Commercial Banks in Batticaloa district is in high level. Further, the dimension of environmental protection related external CSR activities have high level of contribution on employees' overall perception on external CSR activities. The implication is that not much has been done with regards to CSR activities towards employees and the study has various managerial implications for other firms and other industries.

**Keywords:** *Corporate volunteerism related external CSR activities, Corporate philanthropy related external CSR activities, External corporate social responsibility and Environmental protection related external CSR activities*

## TABLE OF CONTENTS

	<b>Page Number</b>
Ackowlegement .....	I
Abstract.....	II
Table of Contents.....	III
List of Tables .....	IX
List of Figures.....	XII
List of Abbreviation.....	XIII
<b>Chapter-1 INTRODUCTION.....</b>	<b>1 - 7</b>
1.1 Background of the Study .....	1
1.2 Problem Statement.....	3
1.3 Research Questions.....	4
1.4 Research Objectives.....	4
1.5 Significance of the Study .....	5
1.6 Scope of the Study .....	5
1.7 Chapter Organization.....	6
1.8 Chapter Summary .....	7
<b>Chapter-2 LITERATURE REVIEW.....</b>	<b>8 - 30</b>
2.1 Introduction.....	8
2.2 The Concept of CSR.....	8
2.3 Explaining the different dimensions of CSR.....	10
2.4 External CSR .....	11
2.5 Dimension of External CSR.....	12
2.5.2 Corporate Philanthropy Related External CSR activities.....	13
2.5.3 Environmental Protection related External CSR activities.....	15
2.6 Employees' Perception of External CSR.....	16
2.7 Formulation of Conceptual Framework.....	17

2.8 CSR Activities of Selected Commercial Banks for the Past Two Years (2017 & 2018) from their Annual Reports.....	18
2.8.1 Commercial Bank of Ceylon PLC (2017) .....	18
2.8.2 Sampath Bank PLC (2017) .....	20
2.8.3 Hatton National Bank (2017).....	22
2.8.4 Bank of Ceylon (2016).....	24
2.8.5 Commercial Bank of Ceylon PLC (2016) .....	25
4.8.6 Sampath Bank PLC 2016.....	26
4.8.7 Hatton National Bank PLC 2016 .....	28
2.9 Chapter Summary .....	30
<b>Chapter-3 CONCEPTUALIZATION AND OPERATIONALIZATION ....</b>	<b>31 - 38</b>
3.1 Introduction.....	31
3.2 Conceptualization .....	31
3.3 Definitions of Key Variables .....	32
3.3.1 External CSR Activities.....	32
3.3.2 Corporate Volunteerism Related External CSR Activities.....	33
3.3.2. Corporate Philanthropy related External CSR activities .....	33
3.3.3. Environmental Protection Related External CSR Activities .....	34
3.4 Operationalization.....	34
3.5 Theoretical Support for Conceptual Model: The Stakeholder Theory .....	36
3.6 Chapter Summary .....	38
<b>Chapter-4 METHODOLOGY .....</b>	<b>39 - 47</b>
4.1 Introduction.....	39
4.2 Overview of Research Design .....	39
4.3 Research Design.....	40
4.3.1 Research Philosophy .....	40
4.3.2 Research Approach .....	40

4.3.3 Research strategy .....	41
4.3.4 Time Horizon .....	41
4.4 Population and Sample .....	41
4.4.1 Population .....	41
4.4.2 Sample.....	42
4.5 Sampling distribution and Sample methods .....	42
4.6 Research Instruments .....	43
4.6.1 Corporate Volunteerism Related External CSR Activities .....	43
4.6.2 Corporate Philanthropy Related External CSR Activities .....	43
4.6.2 Environmental Protection Related External CSR Activities .....	43
4.7 Method of Data Collection.....	44
4.7.1 Part-1 .....	44
4.7.2 Part-2.....	44
4.8 Sources of Data .....	45
4.8.1 Primary Data .....	45
4.8.2 Secondary Data .....	45
4.9 Method of Data Presentation and Analysis.....	45
4.10 Method of Data Evaluation.....	45
4.10.1 Univariate Analysis.....	45
4.10.2 Mean .....	46
4.10.3 Standard Deviation.....	46
4.11 Reliability.....	47
4.12 Chapter Summary .....	47
<b>Chapter-5 DATA PRESENTATION AND ANALYSIS .....</b>	<b>48 - 75</b>
5.1 Introduction.....	48
5.2 Analysis of Reliability .....	48
5.3 Data Presentation and Analysis of Personal Information .....	49

5.3.1 Distribution of Age .....	49
5.3.2 Gender Distribution of Respondents.....	49
5.3.3 Distribution of Working Experience with the Current Bank .....	50
5.3.4 Distribution of Job Position .....	50
5.3.5 Distribution of Education Status .....	51
5.3.6 Distribution of Respondent's Banks. ....	52
5.3.7 Frequency of Age Group by Respondents' Banks.....	52
5.3.8 Frequency of Gender by Respondents' Banks.....	54
5.3.9 Frequency of Work Experience by Respondents' Banks .....	55
5.3.10 Frequency of Job Position by Respondents' Banks .....	56
5.3.11 Frequency of Education Status by Respondents' Banks.....	58
5.4 Data Presentation and Analysis of Research Information .....	59
5.4.1 Level of Perception on Corporate Volunteerism Related External CSR Activities .....	59
5.4.2 Level of Perception on Corporate Philanthropy Related External CSR Activities .....	61
5.4.3 Level of Perception on Corporate Environmental Protection Related External CSR Activities .....	65
5.4.4 Overall Perception on External CSR Activities in the Selected Commercial Banks.....	67
5.4.4.1 Overall Perception Related with Age .....	69
5.4.4.2 Overall Perception Related with Gender .....	70
5.4.4.3 Overall Perception Related with Respondent's Working Experience .....	70
5.4.4.4 Overall Perception Related with Respondent's Job Position.....	71
5.4.4.5 Overall Perception Related with Respondent's Education Status .....	72
5.4.4.6 Overall Perception Related with Respondent's Banks .....	74
5.5 Chapter Summary .....	75

<b>Chapter-6 DISCUSSION OF FINDINGS .....</b>	<b>76 - 83</b>
6.1 Introduction.....	76
6.2 Discussion of Personal Information.....	76
6.2.1 Cross Tabulation Discussion on Personal Information.....	77
6.2.1.1 Frequency of Age Group by Respondents' Banks.....	77
6.2.1.2 Frequency of Gender by Respondents' Banks.....	77
6.2.1.3 Frequency of Work Experience by Respondents' Banks .....	78
6.2.1.4 Frequency of Job Position by Respondents' Banks .....	78
6.2.1.5 Frequency of Education Status by Respondents' Banks.....	78
6.3 Discussion of Research Information .....	78
6.3.1 Discussion on Objective-One .....	78
6.3.2 Discussion on Objective-two .....	79
6.3.3 Discussion on Objective-three .....	80
6.3.4 Discussion on Objective-Four.....	81
6.3.4.1 Overall Perception Related with Age .....	82
6.3.4.2 Overall Perception Related with Gender .....	82
6.3.4.3 Overall Perception Related with Work Experience .....	82
6.3.4.4 Overall Perception Related with Job Position .....	83
6.3.4.5 Overall Perception Related with Education Status .....	83
6.3.4.6 Overall Perception Related with Respondent's Banks .....	83
6.4 Chapter Summary .....	83
<b>Chapter-7 CONCLUSION AND RECOMMENDATION.....</b>	<b>84 - 90</b>
7.1 Introduction.....	84
7.2 Conclusion of the Research Objectives .....	84
7.2.1 Conclusion of Objective One.....	84
7.2.2 Conclusion of Objective Two .....	85
7.2.3 Conclusion of Objective Three .....	85