



SERVICE QUALITY TOWARDS CSR PRACTICES IN MEDICAL SERVICES – A CASE STUDY OF SCCL

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Abstract

Public Sector Enterprises (PSEs) in India have been playing strategic role in the economic development both in pre-independence and post-independence era. PSEs in India were set up with the objective of achieving inclusive consequently; PSEs have been pioneers in implementing corporate social responsibility (CSR) initiatives towards community growth and development while achieving their commercial mandate. Over the years, most of the PSEs have consciously and extensively promoted CSR activities including providing employment assistance to the weaker sections, facilities to the employees & their families and contributing to the causes and activities dealing with natural disaster initiatives, community development and women empowerment. The present study is an attempt to integrate the Service Quality dimension in the Corporate Social Responsibility. The studies made by Poolthong et al.(2009), Arikan et al.(2013) and Tingchi Liu(2014) provided the base to understand the service quality dimension in CSR where Service quality acts as a mediator between company stake holders and the image of the company in the society in turn provide sustainability of company's performance in the long run. In view of this scenario, the present study focuses on the need and importance of incorporating service quality in the target areas of CSR and further focuses on the challenging areas and road ahead for CSR through effective utilization of Service quality dimension. The study covers the CSR activities implemented in public sector enterprises in general and in particular to Service quality dimension in CSR practices in Singareni Collieries Company Limited.

Key Words: 5Rs, Empowerment, Ethics, PSU, Stake Holders, Welfare.

1. Overview of Role of Public Sector Enterprises in India

Public sector enterprises (PSEs) which have been established, managed and controlled by the Government of India under the Companies Act or statutory corporations have been playing pivotal role in the economic development of the nation. The central government holding of in paid up share capital of 50 percent has provided the government to use the PSEs as an instrument for attain self-reliant economic growth and over the years, its role has been steadily increased in the sustainable progress of India. PSEs in India have been working for the following objectives.

1. Serve the broad macroeconomic objectives of higher economic growth.
2. Achieve self-sufficiency in the production of goods/services.
3. Facilitate long-term equilibrium in the balance of payments.
4. Ensure stability in prices and create benchmarks for prices of essential items.
5. Promote redistribution of income/wealth and balanced regional development.
6. Create employment opportunities

The Industrial Policy Resolutions 1948 and 1956 laid emphasis on constituting public enterprises by the Central Government for industrial development in the core sectors. As a result of the initiatives taken during the five-year plans, the role of PSEs in terms of contribution to the Indian economy has increased manifold. With the onset of economic reforms in 1991, the Government initiated a systemic shift to a more open economy with greater reliance on market forces and a larger role of the private sector including foreign investment. Accordingly, the PSEs were exposed to competition from domestic private sector companies as well as large multinational corporations. Given the competitive environment, the PSEs undertook significant initiatives for up scaling technologies and capacities in order to operate at par with the private counterparts in the liberalized economy.

Based on the Public Enterprises (PE) Surveys, more than 80 % PSEs operate in five sectors/cognate groups, namely, (1) agriculture, (2) mining, (3) manufacturing, (4) electricity, and (5) As highlighted earlier, the PSEs continue to have a dominant/significant share in several sectors/industries on account of their continued efforts towards achieving competitiveness and excellence to operate at par vis-à-vis their private sector counterpart.

2. Conceptual Overview of Corporate Social Responsibility

People and organizations need each other. Social responsibility to employees extends beyond terms and conditions of the formal contract of employment and gives recognition to the workers as a human being. Corporate social Responsibility (CSR), social and managerial practices has been recognizing momentum especially in the modern corporate era. CSR, also known as Sustainable Responsible Business (SRB), or Corporate Social Performance, is a form of corporate self-regulation integrated into a business model. Industrialization and commercialization of service sector have explored vivid avenues of



progress to a nation but at the flip side it has rooted the use of non-renewable energy sources, global warming, green house gas mission and rising levels of waste which have harmful effects to the generation coming next.

The World Business Council for Sustainable Development (WBCSD) has defined Corporate Social responsibility as ‘the commitment of business to contribute to sustainable economic development’. CSR refers to the strategies that Corporations or firms employ to conduct their business in a way that is ethical, society friendly and beneficial to community in terms of development. The European Council defines CSR as “the responsibility of enterprises for their impacts on society”. UNIDO views corporate social responsibility as a process which integrate social and environmental concerns of business operations. Corporate social responsibility is generally understood as a way through which a company achieves balance in economic, environmental and social imperatives, while at the same time addressing the expectations of shareholders and stakeholders.

3) Corporate Social Responsibility Mechanism in India

CSR in India has traditionally been seen as a philanthropic activity. But, CSR activities by the companies have been made mandatory through the introduction of amendments in Companies Act, 2013. As per the Gazette notification of Ministry of Corporate Affairs, published on 27th February, 2014, every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility Committee consisting of three or more directors, out of which at least one director shall be an independent director.

Under sub-section (3) of section 134, the company shall disclose the composition of the Corporate Social Responsibility Committee and the committee shall formulate and recommend Corporate Social Responsibility Policy to the board which shall indicate the activities to be undertaken by the Company as specified in Schedule VII and recommend the amount of expenditure to be incurred on the activities and monitor the CSR policy of the company from time to time. As per the clause 135 of Companies Act, provided that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for CSR activities. Further, if the company fails to spend much amount, the Board shall, in its report made under clause(o) of sub-section (3) of section 134, need to specify the reasons for not spending the amount.

Every company including its holding or subsidiary, and a foreign company defined under clause (42) of section 2, having its branch office or project office in India which fulfills the criteria specified in sub-section (1) of section 135 of Companies Act, 2013 shall come under the purview of CSR initiatives and need to specify disclosure of CSR activities in its official website. The Act encourages companies to spend at least 2% of their average net profit in the previous three years on CSR activities. The ministry’s draft rules, that have been put up for public comment, define net profit as the profit before tax as per the books of accounts, excluding profits arising from branches outside India.

4. Review of Literature

Linking CSR with the service quality is considered to be a relatively new attempt where very fewer researches have been done. An attempt is made to briefly review the existing literature pertaining to the service quality dimension in CSR.

Gudep and Elango (2006) focused on the service quality and customer satisfaction amongst the private, public and foreign banks in India. A well-structured questionnaire was used to collect the views of respondents across the three banking sectors. The results indicated that the foreign and the new generation private sector banks were serving the customers better.

Chawla and Singh (2008) tried to measure service quality in the life insurance sector. They specifically focused on identifying the service quality factors affecting customer satisfaction levels of the policyholders. The findings of the study revealed that the accessibility factor has a higher mean satisfaction compared with mean satisfaction of reliability and assurance factors.

Shekhar and Gupta (2008) explored customers' perspectives on the concept of relationship marketing. They attempted to understand the customers' perspective on their relationship with financial service provider and the quality of service provided by them. They focused on the customers' motivations behind engaging themselves in a relationship and the factors, which influence them in this regard.

Mengi (2009) conducted a study to compare customers' perceptions of service quality of public and private banks in Jammu. SERVQUAL scale was used to determine different dimensions of service quality, and chi-square analysis was used to understand the impact of SERVPERF (service performance) dimensions (tangibility, reliability, responsiveness, assurance



and empathy) on customer satisfaction. It was found that the customers of public sector banks are more satisfied with their service quality than those of private sector banks.

Keffas and Oulu-Briggs (2011) found that, the banks which incorporate CSR have better asset quality; capital adequacy; and are more efficient in managing their asset portfolios and capital. Rajeev Prabhakar and Sonam Mishra study on corporate social responsibility in Indian organization examined the scenario of CSR in Indian Corporate sector. The authors have concluded that the challenge for the companies is to determine a strong and innovative CSR strategy which should deliver high performance in ethical, environmental and social areas. Kalpeshkumar Gupta and Rachna Arora has studied the corporate social responsibility in central public sector enterprises of India and observed the existing corporate social responsibility practices in public sector enterprises of India. Authors have concluded that, public sector enterprises were comparatively ahead than the private sector in terms of amount spent for social responsibility activities.

Vivek's study based on the secondary data collected from annual reports of the companies revealed that majority of select companies, the amount spent on corporate social responsibility is less than 2 percent of profit after tax and no significant difference is found in the amount spent on corporate social responsibility by both public sector companies and private sector companies. Kolhe and Kho. have made study on social responsibility of coal industry and opined that increased demand for coal result in excess mining and environmental and social impacts were less treated. They have concluded that companies should have societal concern to provide jobs; invest capital and do business.

Having reviewed available literature, it is observed that most of the studies made on corporate social responsibility are conceptual and theoretical in nature. No attempt is made study to comprehensively focus on Service quality dimension in CSR pertaining to public sector enterprises. Hence, the proposed study is aimed to thoroughly examine the service quality dimension in CSR with a special focus on one of the public sector enterprises, namely Singareni Collieries Company Limited.

5. Objectives of the Study

The study mainly examines the service quality dimension in corporate social responsibility with reference to a select company which falls under Public Sector Enterprises.

1. To present the brief profile of CSR policy and implementation in Singareni Collieries Company Limited.
2. To examine the service quality in corporate social responsibility on the basis of perception of beneficiaries.
3. To suggest suitable measures for the betterment of service quality in CSR practices of the company.

6. Scope and Methodology of the Study

The study is restricted to one of the Public sector enterprises operating in the state of Telangana, namely Singareni Collieries Company Limited (SCCL). Further, the study focuses on the service quality dimension in the CSR activities being adopted by the company. The study is based on the post doctoral theses work which focused on 423 beneficiaries selected through purposive sampling method among the 4 mining districts of Telangana State. The study is based on primary and secondary data sources. The primary data is collected through questionnaire served to beneficiaries and the secondary data is collected from the CSR reports, annual reports, reports published by Ministry of Commerce and Corporate Affairs, Gazettes of Government of India, journals, internet sources and news papers.

7. Brief Profile of CSR Policy of Singareni Collieries Company Limited

The Singareni Collieries Company Limited (SCCL) has been incorporated on 23rd December, 1920 as Coal Mining and Consultancy Services Company and recognized as Government Company in 1956 when State Government (Telangana State) acquired 51 percent of share and the remaining by Government of India. The company has its headquarters at Kothagudem, Khammam District of Telangana State is spread in four districts i.e., Khammam, Warangal, Karimnagar and Adilabad. The paid up capital of the company is Rs.1733.20 crore and the company's manpower as on April,2015 is 58528. During the current year - April, 2015 the company has produced 52.54 million tonnes of coal. Company has recorded a net profit of Rs.490.44 crore¹ for the period 2014-15. The company has a history of more than one hundred and ten years since its inception.

8. CSR Policy and Implementation in SCCL

SCCL has brought economic and social benefits through its CSR initiatives well before the introduction of mandatory provisions under the Companies Act, 2013. According to the CSR policy of SCCL, the company recognized the pursuit of sustainable development as an integral part of its business, creating value for its stakeholders and building a responsible

¹ Finance reports cited in http://scclmines.com/scclnew/performance_financial.asp



future through ethical business practices and governance. The CSR activities of SCCL are in line with Schedule VII of Companies Act, 2013 which covers the areas of environment, community development and empowerment of local people. In order to achieve its mission on CSR, SCCL defined a policy of CSR where in 80 percent budget shall be spent on CSR activities in the four districts of Telangana State where coal fields are located viz., Khammam, Warangal, Karimnagar and Adilabad and the remaining 20 percent may be spent on CSR activities outside the coal mining areas of Telangana State.

With regard to implementation of CSR activities, institutional arrangement is made at board level which constitutes CSR committee of Directors, C&MD and Functional Directors. SCCL's activities under CSR are presented in the annual reports under social overhead. The policy of CSR supersedes the policy relating to Surrounding Habitats Assistance Programme (SHAPE).

The major thrust areas under CSR are identified with a view to have long term benefits to the society which include basic services (drinking water supply, sanitation etc.) health, education, livelihood and local development, and interventions for marginalized communities and other related activities. In order to achieve the specified thrust areas, SCCL initiated 8 core areas for developing trust, co-operation and contribution to local communities in four . Districts of Telangana State such as Empowerment of people, community development, environment management, rehabilitation & resettlement, SEWA, Helping hand, Ancillary Units and Beyond Mandate.

9. Service Quality in Corporate Social Responsibility

The Corporate Social responsibility once regarded as the moral of the company to respond to society's needs as they have formed, benefited hence the companies followed it as ethical responsibility to initiate CSR. But, the Companies Act, 2013 has necessitated CSR for the companies which fall under the provisions as made in Section 135. The activities as listed in Schedule VII have further made the companies to focus on select thrust areas. So far, 2 successful implementation years have been passed since the mandate in enactment has been passed. The service quality which is the core area in determining the quality of services that have been made by the companies will help to identify the gap in the service quality as determined by the end people so called beneficiaries, customers, consumers etc. for the present study, the beneficiaries are the end people who have been acquiring services under CSR mandate in the SCCL, which is a public sector company. Service quality is an effective tool for measuring the impact assessment of the services provided by SCCL as part of CSR initiatives in the 4 select districts of Telangana. Servqual model developed by Berry Zeithaml and Parasuraman is used to measure the service quality dimension in CSR by classing servqual into 5 dimensions namely tangibility, reliability, responsiveness, assurance and empathy. Under each dimension in servqual select items are considered and each item wise score is obtained through likert 5 point rating scale. Summarised results are presented below.

i) Tangibility

Tangibles are the aspects of a service that can be felt and visible. With reference to corporate social responsibility, the service providers such as trainers for unemployed, self employment facilities, training centres, equipments, physical locations such as medical service camps, hospitals will improve the quality and promptness of service thereby improving the satisfaction of beneficiaries. In order to emphasize on these medical service camps are taken into consideration, the access to avail service, convenience of camps, comfort for /hospitality, cleanliness in services, dispensing of wastage while providing services and other aspects are pooled as the aspects of tangibility. Item wise responses are recorded through likert 5 point rating scale and dimension wise mean, standard deviations are obtained and discussed here. The results generated in table reveals that the mean value of the perceptions of the beneficiaries on six dimensions of tangibility of services is greater than 3 and ranging between 3.00 and 3.73. The standard deviation is ranging between 0.28 and 0.51. More variability in the opinion of the beneficiaries is noticed in the dimension Access of Service camps and less variability is noticed in the dimension other aspects of tangibility of service quality.

Table-1, Mean and Standard Deviation of Tangibility Dimension

Sl. No	Dimension	Mean	Standard Deviations
1.	Access of service facilities	2.48	0.510
2.	Other aspects at service camps including separate sheds for men and women for treatment	3.00	0.430
3.	Comfort in availing the facilities such as drinking water, consuming medicine etc.	3.43	0.59
4.	Cleanliness in facilities	3.57	0.40
5.	Treatment of beneficiaries	3.35	0.47
6.	Availability of emergency care material	3.73	0.46
7.	Convenience of services from the home of beneficiaries	3.67	0.28

Source: Compiled from field wok



ii) Reliability

Reliability is defined as the ability to perform the promised service dependably and accurately or delivering on its promises. This dimension is critical to especially companies dealing with the beneficiaries under CSR to keep their promises and reliability is communicated to the beneficiaries implicitly. Reliability is particularly measured for the medical camps provided by SCCL in the habitats in 4 districts.

Data presented in Table-2 reveals that the mean value of the perceptions of the beneficiaries on four dimensions of reliability of services is greater than 3 and ranging between 4.40 and 3.49. The standard deviation is ranging between 0.339 and 0.649. More variability in the opinion of the beneficiaries is noticed in the dimension Concern for beneficiaries at the medical camps and less variability is noticed in the dimension Availability of medical camps aspect of reliability.

Table-2, Mean and Standard Deviation of Reliability Dimension

Sl. No	Dimension	Mean	Standard Deviations
1.	Availability of Medical camps	3.37	0.339
2.	Confidence in Medical camps	3.71	0.357
3.	Concern for Beneficiaries	3.49	0.649
4.	Behaviour of Personnel	4.40	0.603

Source: Compiled from field work

iii) Responsiveness

Responsiveness is the willingness to help beneficiaries and provide prompt service. The responsiveness dimension is concerned understanding needs and wants of the beneficiaries, convenient operating hours, individual attention to the beneficiaries, attention to problems of the beneficiaries and safety in the transactions.

Data presented in Table-3 reveals the values of mean and standard deviations of fourteen variables of responsiveness classified into three concepts as waiting time, understanding of the needs of patients and response in case of emergencies. The mean of value of these variables mentioned in Table-3 is ranging between 2.09 and 4.75. The standard deviation is ranging between 0.544 and 1.139. More variability in the opinion of the beneficiaries is noticed in the item delay in service is due to non-availability of recognised staff at the Service camps and less variability is noticed in the item waiting time for receiving care is reasonable at the Service camps.

Table-3, Mean and Standard Deviation of Responsiveness Dimension

Sl. No	Dimension	Mean	Standard Deviations
1	Waiting Time for Receiving Care is Reasonable	4.75	.544
3	Delay in Treatment is due to Long Queue	3.04	.892
4	Delay in Service is due to rigid procedures	2.28	.771
5	Delay in treatment is due to Non-availability of recognised staff	3.50	1.139
6	Delay in treatment is due to Non-availability of Doctors	3.05	1.102
7	Complaints are solved Immediately	2.09	1.017
8	Reasons for occurrence of diseases are explained	3.90	.960
9	Personnel at PHC respond immediacy during the Emergency	4.23	.667

Source: Compiled from field work

iv) Assurance

Parasuraman defined assurance as knowledge and courtesy of employees and their ability to inspire trust and confidence in the beneficiaries. Under this dimension, the services offered for medical camp/ community health centre being run by SCCL under CSR is considered. The Data presented in Table-4 reveals the values of mean and standard deviations of thirteen variables of assurance classified into four concepts as competencies of personnel, treatment procedure at the Service camps, information availability and courtesy of personnel. The mean of value of these variables mentioned is ranging between 2.06 and 4.07. The standard deviation is ranging between 0.501 and 1.21. More variability in the opinion of the beneficiaries is noticed in the item pulse rate checked by the doctors as treatment procedures at the Service camps and less variability is noticed in the item doctors behave cordially with the patients at the Service camps.



Table-4, Mean and Standard Deviation of Assurance Dimension

Sl.No.	Dimension	Mean	Std. Deviation
1	Ascertain the Qualifications of the service provider	2.06	0.916
2	Ascertain the Experience of the Doctor	2.29	0.723
3	Weight Checked	2.27	0.659
4	Blood Pressure Checked	2.95	0.78
5	Pulse Rate Checked	3.17	1.21
6	Properly Communicated	3.77	0.984
7	Staff Responded to Enquiry	3.74	0.657
8	Information available only after Soliciting	3.22	0.936
9	Information Displayed on the Notice Board	2.69	1.036
10	Doctors behave cordially with the Patients	3.93	0.501
11	Nurses behave cordially with the Patients	3.55	0.844
12	Doctor Listen to the Problems Carefully	4.07	0.722
13	Nurse Listen to the Problems Carefully	3.77	0.905

Source: Compiled from field work

v)Empathy

Empathy is defined as the caring, individualized attention the organization provides to its customer. There are several ways that empathy can be shown such as knowing customer by name, needs and preferences and needs. The empathy dimension of service quality is more relevant to the CSR as this is an emerging service phenomenon not only makes the company to follow the guidelines under CSR but also creates the long ter sustainable image among the habitats in the mining districts. Data presented in Table-5 reveals the values of mean and standard deviations of twelve variables of empathy classified into three concepts as communication with the patients, privacy of the patients and discriminative practices at Service camps. The mean of value of these variables ranging between 3.43 and 4.74. The standard deviation is ranging between 0.262 and 1.097. More variability in the opinion of the beneficiaries is noticed in the item nurses spoke with respect at the Service camps and less variability is noticed in the item attendant presence is permitted during the treatment at the Service camps.

Table-5, Mean and Standard Deviation of Empathy Dimension

Sl. No.	Dimension	Mean	Std. Deviation
1	Doctors spoke with respect	4.74	.470
2	Nurses spoke with respect	3.81	1.097
3	Pharmacist Spoke with respect	3.78	.866
4	Laboratory Staff Spoke with respect	3.66	.680
5	Doctors understand patient's message	3.43	.829
6	Attendant presence is permitted during treatment	4.02	.262
7	Privacy is respected during physical examinations	3.99	.392
8	Presence of other patients is restricted while treating one patient	3.88	.692
9	No discrimination because of illness	3.98	.354
10	No discrimination because of caste	4.09	.293
11	No discrimination because of religion	3.98	.448
12	Treated with dignity	3.85	.624

Source: Compiled from field work

vi) Comparative Analysis of Dimensions of Service Quality at Medical service camps under CSR

Having discussed about the individual dimensions that constituted service quality in medical service camps, an attempt is made to compare these dimensions with the help of mean and standard deviations of each dimension of service quality. Data presented in Table-6 reveals that the mean value of the perceptions of the beneficiaries on each dimension of service quality is ranging between 3.04 and 3.94. The standard deviation is ranging between 0.221 and 0.356. More variability in the opinion of the beneficiaries is noticed in the dimension assurance and less variability is noticed in the opinion of beneficiaries on the dimension of empathy aspect of service quality pertaining to medical services offered to beneficiaries under CSR. However, the mean value of the overall service quality is 3.36 which is slightly better than the hypothesized mean value of population defined as 3 (mean of sample = 3.36 > mean of population = 3). The opinions of beneficiaries are less variable as the standard deviation of the service quality is 0.166 which reflects less variation when compared to individual dimensions of service quality where the standard deviation of these dimensions vary between 0.221 and 0.356.



Table-6, Mean and Standard deviation of Dimensions of Service Quality

Sl. No	Dimension	Mean	Standard Deviations
1.	Tangibility	3.32	.203
2.	Reliability	3.04	.263
3.	Responsiveness	3.45	.235
4.	Assurance	3.06	.356
5.	Empathy	3.94	.221
6	Service Quality	3.36	.166

Source: Compiled from Field Study

vii) Analysis on Correlation Coefficients of Service Quality Dimensions

In order to further examine the relationship between the dimensions of service quality, the twenty one concepts which were the outcome of multiple variables are conceived as five important dimensions of service quality such as tangibility, reliability, responsiveness, assurance and empathy mentioned in literature and correlation coefficient between these dimensions of service quality is computed and presented in Table-7.

The value of correlation coefficient explains the co-variation between variables. The most common measure of correlation is the Pearson Product Moment Correlation. It shows the linear relationship between two sets of data. Correlation coefficient will always range from zero to one. If the coefficient is Zero, it indicates no co-variation. If the coefficient is ONE, it indicates perfect co-variation.

Table-7, Correlation Coefficients between the Dimensions of Service Quality-Perceptions of the Beneficiaries

Sl. No.	Service Quality Dimensions	Tangibility	Reliability	Responsiveness	Assurance	Empathy	
1	Tangibility	Pearson Correlation	1	.307**	.101*	.459**	.335**
		Sig. (2-tailed)		.000	.039	.000	.000
		N	423	423	423	423	423
2	Reliability	Pearson Correlation	.307**	1	.306**	.347**	.289**
		Sig. (2-tailed)	.000		.000	.000	.000
		N	423	423	423	423	423
3	Responsiveness	Pearson Correlation	.101*	.306**	1	.118*	.254**
		Sig. (2-tailed)	.039	.000		.015	.000
		N	423	423	423	423	423
4	Assurance	Pearson Correlation	.459**	.347**	.118*	1	.190**
		Sig. (2-tailed)	.000	.000	.015		.000
		N	423	423	423	423	423
5	Empathy	Pearson Correlation	.335**	.289**	.254**	.190**	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	423	423	423	423	423
** . Correlation is significant at the 0.01 level (2-tailed).							
* . Correlation is significant at the 0.05 level (2-tailed).							

Source: Compiled from Field Study

Data shown in Table-7 presents that the correlation coefficient between tangibility and reliability as 0.307 with p-value= 0.000, where p-value is less than =0.01. Therefore the H_0 stated that there is no correlation between tangibility and reliability rejected. It can be concluded that there is a positive ($r=0.307$) relationship between tangibility and reliability. The correlation coefficient between tangibility and responsiveness is 0.461 with p-value= 0.039, where p-value is greater than =0.01. Therefore the H_0 stated that there is no relation between tangibility and reliability is rejected. It can be concluded that there is no moderate relationship ($r=0.101$) between tangibility and reliability. The correlation coefficient between tangibility and assurance is 0.459 with p-value= 0.000, where p-value is less than =0.01. Therefore the H_0 stated that there is no relation between tangibility and assurance is rejected. It can be concluded that there is a moderate but positive ($r=0.459$) relationship between management relations and style and team style. The correlation coefficient between tangibility and empathy is 0.335 with p-value= 0.000, where p-value is less than =0.01. Therefore the H_0 stated that there is no relation between tangibility and empathy is rejected. It can be concluded that there is a moderate but positive ($r=0.335$) relationship between tangibility and empathy. The correlation coefficient between reliability and responsiveness is 0.306 with p-value= 0.000, where p-value is less than =0.01. Therefore the H_0 stated that there is no correlation between reliability and responsiveness is rejected. It



can be concluded that there is a moderate but positive ($r=0.306$) relationship between reliability and responsiveness. The correlation coefficient between reliability and assurance is 0.347 with $p\text{-value}= 0.000$, where $p\text{-value}$ is less than $=0.01$.

Therefore the H_0 stated that there is no relation between reliability and assurance is rejected. It can be concluded that there is moderate positive relationship ($r=0.347$) between reliability and assurance. The correlation coefficient between reliability and empathy is 0.289 with $p\text{-value}= 0.000$, where $p\text{-value}$ is less than $=0.01$. Therefore the H_0 stated that there is no relation between reliability and empathy is rejected. It can be concluded that there is a moderate but positive ($r=0.289$) relationship between reliability and empathy. Further, the data shown in Table-5.42 presents that the correlation coefficient between responsiveness and assurance as 0.118 with $p\text{-value}= 0.015$, where $p\text{-value}$ is greater than $=0.01$. Therefore the H_0 stated that there is no correlation between responsiveness and assurance is accepted. It can be concluded that there is a moderate but positive ($r=0.118$) relationship between responsiveness and assurance.

The correlation coefficient between responsiveness and empathy is 0.254 with $p\text{-value}= 0.000$, where $p\text{-value}$ is less than $=0.01$. Therefore the H_0 stated that there is no relation between responsiveness and empathy is rejected. It can be concluded that there is positive relationship ($r=0.254$) between responsiveness and empathy. The correlation coefficient between assurance and empathy is 0.190 with $p\text{-value}= 0.000$, where $p\text{-value}$ is less than $=0.01$. Therefore the H_0 stated that there is no correlation between assurance and empathy is rejected. It can be concluded that there is a moderate but positive ($r=0.190$) relationship between assurance and empathy.

10. Conclusions and Suggestions

For measuring the impact assessment of Corporate Social Responsibility, it is evident that service quality will act as one of the better measures which quantifies the service gap. By using 5 dimensions of Service quality towards the CSR being implemented, the results have clearly reflected the need for focus on the quality of services to be adopted under CSR. The service variability especially found in the access of medical services, customized services for males and female show the need to fulfill. With reference to reliability, the availability of medical camps at right place, right time as expected by the beneficiaries is to be adopted. The responsiveness dimension has proven that the complaint mechanism, delays in services need to be tackled. Under Assurance dimension, the qualifications, experiences of service provides including doctors, nurses are yet to provide assurance to the beneficiaries that they can benefit from the efforts of SCCL. Further, the empathy dimension has shown the need for the spirit of nurses and other personnel while dealing with the beneficiaries. The study has clearly proven that 'assurance' and 'empathy' dimensions shown more variability which need to be address. Correlation is been observed between tangibility and reliability, tangibility and assurance, tangibility and empathy and reliability and responsiveness dimension.

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