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## Corporate Social Responsibility and Employee Satisfaction – A Study of Select Refineries in Assam

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*Abstract:*
*Purpose: The objective of the paper is to study the satisfaction level of employees in two refineries of Assam on different CSR activities as well as the status of their satisfaction with job and also to examine the relationship between CSR satisfaction and job satisfaction.*
*Approach: The methodology of this paper is based on perceptual data collected through a structured questionnaire based on 7 point Likert scale as to CSR expenditure and JSS (Spector, 1997) is used for study of job satisfaction. Pearson correlation and canonical correlation is used to analyse the relationship between overall employees' satisfaction with CSR expenditure and with job.*
*Findings: A moderate relationship is found between the perceived satisfaction by the employees on CSR expenditure and their job related variables. Even all the sub variables of CSR activities seem to have a moderate relationship with each other, but in case of job satisfaction, the correlation is quite weak.*
*Research limitations: The sample is based on 10% of the total employees through convenience sampling and is based on perception.*
*Value: It will be an Addition to the related literature.*

*Keywords: Corporate Social Responsibility, Job Satisfaction, Refineries, Assam.*

## 1. Introduction

Business and society have always been closely related. The sole reason for existence of business is to serve the society by meeting and fulfilling the needs and demands of the people. The activity of a business concern has a very significant effect upon the external environment and hence it must consider and be responsible towards the society. People engage in business to earn their livelihood by providing goods and services to the society. Thus it has always been an economic activity which involves trading of goods and services for money, with the sole aim of earning profit. That's why Milton Friedman was of the view that the only responsibility of business is to do business and earn profit and not engage in any other social activity. Only people can be said to have responsibilities, business cannot be said to have responsibilities. (Friedman, 1970)

But Business being an integral part of society has to follow certain policies that would contribute to the betterment of the society. They must be socially responsible by providing right quality of goods and services, not harmful or detrimental to the society, by not cheating and by charging right price for the right commodity. These are certain responsibilities which are linked to the business and are a part and parcel of business itself. Apart from these obligations, business organizations also contribute a part of their profit by providing funds for social causes like education facilities, health system, improved infrastructure.

Thus business and society share a close relationship by serving each other. They work together alongside for a better tomorrow. Though business aims at profit maximization, but in the recent times, there has been a shift of focus towards social obligations. This change in attitude of business enterprises has led to the emergence of Corporate social responsibility (CSR).

India is a land of diverse culture, religion and hence the level of economic and social development varies from one state to the other. It is the shared responsibility of the Government and the industries to look after the local area and develop it as per the need. Assam, the gateway to North East, is a state famous for oil and tea. Out of the total 20 refineries located in India, 4 refineries are in Assam, and as per the Energy Statistics Report (2013), Assam is ranked 2nd as to have the maximum reserve of crude oil in India, 1st place being taken by Western offshore. Thus, the oil refineries of Assam have an important role to play for development of the state and community in which it operates, by actively participating in the initiatives taken up as a part of Corporate Social Responsibility (CSR). CSR, in simple words is how business is responding to the expectation of the society. Even before the emergence of this concept, CSR has been carried out by businessmen, as a sense of responsibility towards the people and society in the form of philanthropy. Andrew Carnegie was one such businessman who actually practiced CSR during his time, and believed that '*the sole purpose of being rich is to be a philanthropist*' (Carnegie, 1889). CSR has gained tremendous importance since then and now it is a part and parcel of every organisation operating in various parts of the world.

Employees', being the heart of the organisation, their active participation is encouraged in carrying out the activities of CSR. But their involvement and interests depends on the level of satisfaction that they derive from such activities. An employee's satisfaction depends on the different motivating factors as driven by Herzberg (1959) which are as follows - job itself, achievement, recognition, responsibility, advancement & growth. It is believed that satisfied employees put extra effort which leads to increased productivity. Along with job related factors, it is also the individual factors such as personality, emotions, and values which plays an important role in determining the overall satisfaction of the employees. If the values of an individual are similar to the values of the organisation in which he is working, he can relate to the organisational beliefs, which gives him a feel of belongingness towards the organisation and sense of satisfaction in relation to his job. Thus, he will be whole-heartedly working for the organisation by participating in all the activities.

It is also observed that the decisions as to making expenditure on CSR initiatives are taken by the management after involving the stakeholders in society as well as from within the organization. In the wake of initiatives taken up by the refineries in Assam to share the responsibilities of the state in meeting social expenditure it was felt to examine the satisfaction of the employees with CSR expenditure as well as with their job. Before getting into the issues, relevant literature was reviewed.

## 2. Literature Review

Though various definitions of CSR have emerged since the term was coined, the concept is still vague as it is often confused with the other terms like corporate philanthropy, business ethics, corporate community involvement, corporate citizenship, corporate social performance, etc. CSR was first discussed from an academic point of view in the year 1953 by HR Bowen in his book "*Social Responsibilities of Businessman*" (Carroll, 1979; Preston, 1975; Wartick & Cochran, 1985; Fifka, 2009). It paved way for further discussion and literature on CSR expanded with the contributions of Davis (1960; 1973); Friedman (1962, 1970); Carroll (1979; 1991; 1999); Drucker (1984); Wood (1991a; 1991b; 2010), which led to the evolution of different views and concepts. Davis (1960) viewed social responsibilities as businesses' decisions taken for reasons beyond the firm's direct economic or technical interest, whereas Friedman (1962) considered that the only responsibility of business is to earn profit and not engage in any other social activity. Carroll (1991) put forward the '*pyramid of corporate social responsibility*' which included economic, legal, ethical and philanthropic responsibility. Carroll (1979) also introduced the concept of Corporate Social Performance (CSP), a more comprehensive and descriptive term to measure the outcomes of corporate behaviour, on which Wood (1991a; 1991b; 2010); Wartick & Cochran (1985); Turban & Greening (1997); Waddock & Graves (1997); Albinger & Freeman (2000) shared similar views, contributing to the better understanding of CSP.

CSR is now a widely practiced activity in organizations all around the globe, although different countries have their own way of carrying it out depending on their social and economic factors. In India, though the CSR activities are mainly considered to be a part of national building process carried out voluntarily and in synergy with business activities (Mitra, 2012), the recent law incorporated in the Companies Act in 2013 as to 2% mandatory spending on CSR initiatives might change the entire scenario by making it a more powerful tool, for development in the coming years. Most of the Indian PSU'S have well established CSR policies wherein management decision plays the main role (Shastri & Singh, 2012) by involving employees and educating them on the values of CSR, thereby communicating the activities of CSR to the stakeholders (Verma & Swarnaraj, 2012). All Maharatna companies (Nash, 2012), FMCG companies (Khan, 2009), financial sector (Das, 2012) of India are actively involved in CSR activities.

There are only few studies (Buehler & Shetty, 1976; Khan & Atkinson, 1987; Schaefer, 2008) which have focused on the effects of CSR on various stakeholders. Studies have found out that individual personal values affect formulation and implementation of CSR policies in an organization (Hemingway & Maclagen, 2004) as it is the management who defines responsibilities in the area of social action (Buehler & Shetty,1976). Similar views were also found to hold true in the Indian context (Shastri & Singh, 2012; Verma & Swarnaraj, 2012). Rupp, Ganapathi, Aguilera, & Williams (2006) identified employees' perception and its relation to CSR. Bauman & Skitka (2012) pointed out that employees' need is related to safety, distinctiveness, belongingness which can be satisfied by certain CSR activities such as employee centred CSR, extra organisational CSR efforts, consumer centred CSR and philanthropic activities. Further, studies (Patel, 2012; Valentine & Fleischman, 2008) on CSR perception indicated that it has positive association with job satisfaction. Thus, an attempt has been made in this paper to study the relationship between CSR satisfaction and job satisfaction among the employees in an organisation.

### 2.1. Research Questions

After going through the literature review it was observed that there were only few studies in the context of studying the relationship between CSR and job satisfaction of employees. It is also evident that in this geographical area (state of Assam) of the world there has not been any study especially on the CSR initiatives of oil refineries and their employees. Hence this work is initiated to explore a basic question as to first, whether there exists any relationship between employee's satisfaction on CSR initiatives and their job satisfaction and if so what it the extent of that relationship. In order to look into these questions following objectives were set.

### 2.2. Objectives

- To study the satisfaction level of employees of Numaligarh Refinery Limited (NRL) & Bongaigaon Refinery (BGR) (of IOCL) on CSR initiatives.
- To study the level of job satisfaction of employees of NRL and BGR.
- To examine the relationship between CSR and job satisfaction.

*2.3 Hypothesis*
> *h* – Employees' Satisfaction with CSR and Employees' Job Satisfaction are correlated.

## 3. Research Methodology

The methodology of this paper is based on two types of data, factual data and perceptual data. Factual data are collected from the secondary sources such as Annual reports and other published documents of the company and such other information available from the Company website. Data as to expenditure on CSR in past 5 years (2008-09 to 2012-13) as obtained from respective refineries has been studied. NRL followed a consistent practice of categorizing CSR activities/expense under five major heads, viz., (a) Agricultural and allied activities, (b) Education, (c) Infrastructure Development, (d) Health, and (e) Promotion of arts, sports, and culture. However, the practices at BGR were found inconsistent, though in the last 2 years they also followed similar practice. In order to have uniform expense structure, the details of the activities were collected and categorized under above mentioned five categories for the purpose of consistency and comparison. These observations were gathered through a pilot survey and while designing final questionnaire for satisfaction with CSR, the activities were further sub categorized. Activity wise average was used for the purpose of analysis.

Perceptual data has been collected through a structured questionnaire based on 7 point Likert scale so far as satisfaction with CSR is concerned. CSR satisfaction refers to the satisfaction derived by the employees on the five major CSR initiatives. However, JSS (Spector, 1997) is used for study of job satisfaction, based on 6 point Likert scale. This tool tries to measure the level of job satisfaction of employees on nine variables viz., Pay, promotion, supervision, fringe benefits, Contingent rewards, Operating Conditions, co-workers, nature of work and communication. In order to see the validity of JSS the variables collected during the pilot work were compared and it was found that all the variables as identified by the employees for job satisfaction were similar to JSS. The validity of the responses was also checked and it was found to be acceptable. For the study of the job satisfaction and its comparison with CSR satisfaction the average of each variable was taken into consideration.

It was decided to take a sample of 10% of the total employees through making representative strata of Executives and Non-Executives. The questionnaires were given to the 15% employees in different departments using convenience sampling within different departments for the employees working at different levels so that no section of employees is left unrepresented. A total of 104 valid samples from NRL and 148 from BGR are studied in this work.

In order to check the reliability of the responses, Cronbach's alpha was calculated. As far as the responses for satisfaction with CSR is concerned, it was found to be 'excellent' (.920 and .897) for both the refineries. Further for JSS it was found to be 'acceptable' as it was .784 in case of NRL and .779 in BGR.

Pearson correlation was used to analyse the relationship among the sub variables of CSR and job. Canonical correlation was further used to analyse the relationship between overall employees' satisfaction with CSR and with job.

## 4. Findings and Results

*4.1. Brief outline of the sample organizations:*

### 4.1.1. Numaligarh Refinery Limited (NRL)

NRL is a public sector undertaking having "Mini Ratna" PSU Status situated in Golaghat district of Assam, primarily engaged in the business of petroleum refining and retail distribution. BPCL holds 62.92% of the company's paid up capital while Govt of Assam, Oil India Limited and Oil Industry Board are the other shareholders. It is a single operating unit with no subsidiaries. It has its own committee for carrying out CSR activities, known as Community Development and Training Committee, which comprises of eight members from various departments. They scrutinize the proposals and monitor activities ensuring proper utilisation of the budgeted amount. Out of the amount earmarked for CSR (2% of profits of previous year), NRL spends 60% for community development allocation for the people within a radius of 10 km of the refinery and 40% for the rest of Assam. They conduct a baseline survey with the help of Centre for Development and Peace Studies to identify the sectors requiring more importance and on the basis of that, the activities and the beneficiaries are identified.

### 4.1.2. Bongaigaon Refinery (BGR)

BGR previously known as Bongaigaon Refinery and Petrochemicals Limited (BRPL) was a public limited company but it became a subsidiary refinery under IOCL in the year 2009-10. The budget allocation for CSR activities is done by Refinery Headquarters (RHQ), New Delhi and is based on the guidelines received from RHQ. A baseline survey is carried out initially through TISS on the basis of which budget proposal for CSR expenditure is prepared and submitted to RHQ and allocation is given accordingly. Mostly the activities are carried out within a radius of 2 to 7 kms from the location of BGR.

| Age (in years) | NRL (*n = 104*) | *%* | BGR (n = 148) | *%* | Total (n = 252) | *%* |
|---|---|---|---|---|---|---|
| 30 and below | 17 | 16.35 | 14 | 9.46 | 31 | 12.30 |
| 31 to 40 | 40 | 38.46 | 18 | 12.16 | 58 | 23.02 |
| 41 to 50 | 27 | 25.96 | 41 | 27.70 | 68 | 26.98 |
| 51 and above | 20 | 19.23 | 75 | 50.68 | 95 | 37.70 |
| Average Age (in years) | **40.58** | | **47.59** | | **44.70** | |
| **Experience (in years)** | | | | | | |
| 5 and below | 10 | 9.62 | 16 | 10.81 | 26 | 10.32 |
| 6 to 15 | 50 | 48.08 | 20 | 13.51 | 70 | 27.78 |
| 16 to 25 | 25 | 24.04 | 36 | 24.32 | 61 | 24.21 |
| 30 and above | 19 | 18.27 | 76 | 51.35 | 95 | 37.70 |
| Average experience (in years) | **15.10** | | **22.67** | | **19.54** | |
| **Male** | 94 | 90.38 | 142 | 95.95 | 236 | 93.65 |
| **Female** | 10 | 9.62 | 6 | 4.05 | 16 | 6.35 |
| **Executive** | 53 | 50.96 | 52 | 35.14 | 105 | 41.67 |
| **Non-executive** | 51 | 49.04 | 96 | 64.86 | 147 | 58.33 |
| **Married** | 85 | 81.73 | 133 | 89.86 | 218 | 86.51 |
| **Unmarried** | 19 | 18.27 | 15 | 10.14 | 34 | 13.49 |

*Table 1: Profile of Respondents*
*Source: field work*

The respondents in both the refineries were grouped into 4 categories depending on the age and experience in the respective refineries. The minimum age of the respondents was 25 and 23 in NRL and BGR respectively, while the maximum age was 59, in both. The sample of NRL consisted of maximum number of people from the age group 31-40 whereas in BGR, the sample included more people above the age of 51. Thus, the average age of NRL came to 40.6 years and in BGR it was 49.2 years. Similar pattern was also found in the case of experience. The sample reflects the overall composition of demographic profile of employees. In NRL the size of executives and non-executives was quite similar, however in BGR the gap was more, hence the sample was drawn in the same proportion.

Table 2 explains the composition of CSR expenditure in the five major activities, for a period of five years. And it is evident from the table that the pattern of spending is similar in both the refineries, giving the first priority to the education (b) sector which includes construction of educational institutions, scholarships, provision of computers and such other facilities; followed by infrastructural development (c). Provisions of clean drinking water, sanitation, village development, construction of roads are the sub activities carried out for the development of proper infrastructure. In the first three years, BGR was spending less on it, but in the next two years, there has been a drastic rise in the amount spent on infrastructural development. As a result of which the expenses on agriculture allied activities has come down. Though health is one of the major concerns and various free medical camps are being held on a regular basis, the least amount is seen to be spent in the health sector (d).

| Activities | 2008-09 | | 2009-10 | | 2010-11 | | 2011-12 | | 2012-13 | | Average | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | NRL | BGR | NRL | BGR | NRL | BGR | NRL | BGR | NRL | BGR | NRL | BGR |
| a | 13.65 | 22.19 | 15.82 | 27.2 | 12.27 | 30.42 | 15.31 | 12.63 | 11.05 | 8.88 | **13.62** | **20.26** |
| b | 37.55 | 39.47 | 32.64 | 49.17 | 28.53 | 30.42 | 34.9 | 14.07 | 25.14 | 18.37 | **31.75** | **30.30** |
| c | 26.01 | 16.53 | 30.38 | 13.43 | 25.64 | 14.46 | 25.59 | 45.39 | 27.72 | 36.25 | **27.07** | **25.21** |
| d | 7.73 | 3.01 | 12.34 | 2.56 | 7.51 | 10.59 | 8.11 | 15.46 | 8.28 | 7.67 | **8.79** | **7.86** |
| e | 15.04 | 18.79 | 8.82 | 7.64 | 26.05 | 14.12 | 16.09 | 12.45 | 27.81 | 28.84 | **18.76** | **16.37** |
| *Source: Annual reports and other related publications of refineries* | | | | | | | | | | | | |

*Table 2: Activity Wise Expenditure (in %)*

The employees were asked to rate their level of satisfaction on a 7 point Likert scale on the five major activities and sub activities. The average of each activity along with their sub activity was calculated which is shown in Table 3. This table helps us fulfill the first objective viz., to find out the level of employees' satisfaction with CSR initiatives. The average lies between 4 to 6, which means that the employees are moderately satisfied. In NRL employees seem to be most satisfied with the expenses on education and the least on infrastructural development which is a contradiction in comparison to the expenses incurred in these activities. NRL needs to spend more on the activities for overall development of villages, road connectivity etc. Interestingly the least amount is spent on health but the satisfaction is quite high. Even in BGR the employees are more satisfied with health, and the level of satisfaction is similar for both the executives and non executives. They are least satisfied with the agriculture & allied activities.

| Variables | NRL | | | BGR | | |
|---|---|---|---|---|---|---|
| | ex | non ex | overall | ex | non ex | overall |
| **CSR satisfaction** | **53** | **51** | **104** | **52** | **96** | **148** |
| Agri-allied/Income generation activities | 4.66 | 5.01 | 4.83 | 4.74 | 4.39 | 4.51 |
| Education | 5.09 | 5.13 | 5.11 | 5.02 | 4.82 | 4.89 |
| Infrastructure Development | 4.74 | 4.62 | 4.68 | 5.31 | 5.12 | 5.19 |
| Health | 4.96 | 4.91 | 4.94 | 5.38 | 5.39 | 5.39 |
| Promotion of arts, sports, literature and culture | 4.86 | 5.00 | 4.93 | 5.24 | 5.20 | 5.21 |
| **Job satisfaction variables** | | | | | | |
| Pay | 4.22 | 4.40 | 4.31 | 4.33 | 4.51 | 4.45 |
| Promotion | 3.97 | 3.38 | 3.68 | 3.96 | 3.85 | 3.89 |
| Supervision | 4.61 | 4.41 | 4.51 | 4.82 | 4.57 | 4.66 |
| Fringe benefits | 3.85 | 4.06 | 3.95 | 4.07 | 4.14 | 4.11 |
| Contingent rewards | 3.79 | 3.39 | 3.59 | 3.61 | 3.63 | 3.62 |
| Operating Conditions | 3.22 | 2.91 | 3.07 | 2.95 | 3.17 | 3.09 |
| Co workers | 4.66 | 4.72 | 4.69 | 4.68 | 4.66 | 4.67 |
| Nature of work | 4.78 | 5.05 | 4.91 | 4.88 | 5.05 | 4.99 |
| Communication | 3.91 | 4.36 | 4.13 | 4.45 | 4.31 | 4.36 |

*Table 3: Mean of variables*
*Source: Field work responses (ex= executive nex=nonexecutive)*

In order to fulfill second objective, job satisfaction of employees was measured as per Paul Spector's JSS. Average of each variable for both the refineries is calculated and shown in the Table 4. It is seen that in both the refineries, it is the 'nature of work' that the employees are mostly satisfied with, no matter which level they belong to. Both executives and non-executives have given high scores to it. Similarly, 'operating conditions' is the least satisfied variable, having the same average in NRL and BGR. It is interesting to note that, the variables have similar averages and there is not much difference in the level of satisfaction of employees, even though they belong to different organizations.

Pearson product- moment correlation coefficient was computed to assess the relationship among the sub variables of CSR and job. And it was found that all the sub variables of CSR activities have a moderate relationship with each other and the relationship is statistically significant. But in case of job satisfaction, the correlation is quite weak, even though it is statistically significant.

Interestingly, no relationship could be established between CSR sub variables and job satisfaction variables from correlation. And this is common to both the organisation, NRL & BGR. (Table 4& 5)

| | agri | edu | infra | health | prom_arts | pay | prom | super | f_ben | conrew | opcon | coworkers | natofwork | comm |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| agri | 1 | | | | | | | | | | | | | |
| edu | .687** / .000 | 1 | | | | | | | | | | | | |
| infra | .679** / .000 | .783** / .000 | 1 | | | | | | | | | | | |
| health | .560** / .000 | .699** / .000 | .670** / .000 | 1 | | | | | | | | | | |
| prom_arts | .730** / .000 | .764** / .000 | .757** / .000 | .704** / .000 | 1 | | | | | | | | | |
| pay | .167 / .089 | .236* / .016 | .190 / .053 | .261** / .007 | .180 / .067 | 1 | | | | | | | | |
| prom | .012 / .900 | .110 / .265 | .164 / .096 | .266** / .006 | .114 / .249 | .314** / .001 | 1 | | | | | | | |
| super | .177 / .073 | .243* / .013 | .243* / .013 | .275** / .005 | .223* / .023 | .378** / .000 | .202* / .040 | 1 | | | | | | |
| f_ben | .092 / .352 | .234* / .017 | .199* / .043 | .273** / .005 | .180 / .068 | .517** / .000 | .234* / .017 | .277** / .004 | 1 | | | | | |
| conrew | -.083 / .404 | .196* / .046 | .220* / .025 | .175 / .076 | .089 / .370 | .363** / .000 | .419** / .000 | .458** / .000 | .483** / .000 | 1 | | | | |
| opcon | -.144 / .145 | -.064 / .521 | .014 / .892 | .026 / .791 | -.059 / .550 | .025 / .802 | .084 / .397 | .167 / .091 | .110 / .268 | .203* / .039 | 1 | | | |
| coworkers | -.018 / .857 | .184 / .061 | .122 / .217 | .143 / .148 | .090 / .363 | .389** / .000 | .066 / .508 | .481** / .000 | .301** / .002 | .524** / .000 | .255** / .009 | 1 | | |
| natofwork | .101 / .306 | .229* / .019 | .165 / .095 | .165 / .094 | .190 / .053 | .511** / .000 | .233* / .017 | .260** / .008 | .336** / .000 | .252** / .010 | .005 / .964 | .427** / .000 | 1 | |
| comm | .256** / .009 | .288** / .003 | .326** / .001 | .151 / .125 | .179 / .070 | .405** / .000 | -.024 / .811 | .375** / .000 | .303** / .002 | .248* / .011 | .065 / .515 | .357** / .000 | .267** / .006 | 1 |

*Table 4: NRL*

| | agri | edu | infra | health | prom_arts | pay | prom | super | f_ben | conrew | opcon | coworkers | natofwork | comm |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| agri | 1 | | | | | | | | | | | | | |
| edu | .726** .000 | 1 | | | | | | | | | | | | |
| infra | .554** .000 | .758** .000 | 1 | | | | | | | | | | | |
| health | .445** .000 | .647** .000 | .754** .000 | 1 | | | | | | | | | | |
| prom_arts | .485** .000 | .690** .000 | .791** .000 | .695** .000 | 1 | | | | | | | | | |
| pay | -.020 .813 | .175* .033 | .238** .004 | .271** .001 | .146 .077 | 1 | | | | | | | | |
| prom | .137 .097 | .228** .005 | .186* .024 | .101 .221 | .071 .393 | .180* .029 | 1 | | | | | | | |
| super | .116 .162 | .230** .005 | .269** .001 | .307** .000 | .196* .017 | .353** .000 | .055 .508 | 1 | | | | | | |
| f_ben | -.031 .712 | .069 .406 | .145 .079 | .215** .009 | .028 .732 | .468** .000 | .176* .032 | .385** .000 | 1 | | | | | |
| conrew | .159 .053 | .199* .015 | .165* .045 | .180* .028 | -.034 .686 | .380** .000 | .317** .000 | .416** .000 | .350** .000 | 1 | | | | |
| opcon | -.092 .266 | -.043 .605 | .004 .959 | -.035 .671 | -.037 .656 | .077 .350 | .050 .549 | .034 .679 | .061 .461 | .186* .024 | 1 | | | |
| coworkers | .121 .142 | .209* .011 | .183* .026 | .190* .021 | .106 .199 | .326** .000 | .142 .085 | .447** .000 | .362** .000 | .395** .000 | .064 .440 | 1 | | |
| natofwork | .066 .424 | .189* .021 | .226** .006 | .236** .004 | .183* .026 | .408** .000 | .124 .134 | .315** .000 | .323** .000 | .294** .000 | -.047 .567 | .429** .000 | 1 | |
| comm | .100 .228 | .147 .075 | .145 .078 | .206* .012 | .100 .226 | .328** .000 | -.060 .472 | .499** .000 | .384** .000 | .429** .000 | .113 .170 | .444** .000 | .326** .000 | 1 |

*Table 5: BGR*
*\*\*. Correlation is significant at the 0.01 level (2-tailed).*
*\*. Correlation is significant at the 0.05 level (2-tailed).*

The most important objective of the present work was to first find out whether there is any relationship between perceived satisfaction of employees from CSR and job satisfaction and if there is relationship then what is its nature. The same has been studied by Tamm, Eamets & Motsmees (2010); Valentine & Fleischman (2008) which showed that satisfaction from CSR activities is related with job satisfaction.

*4.2 Test of Hypothesis*
Canonical correlation gave us the correlation between the CSR satisfaction variables and job satisfaction variables. (Figure 1)
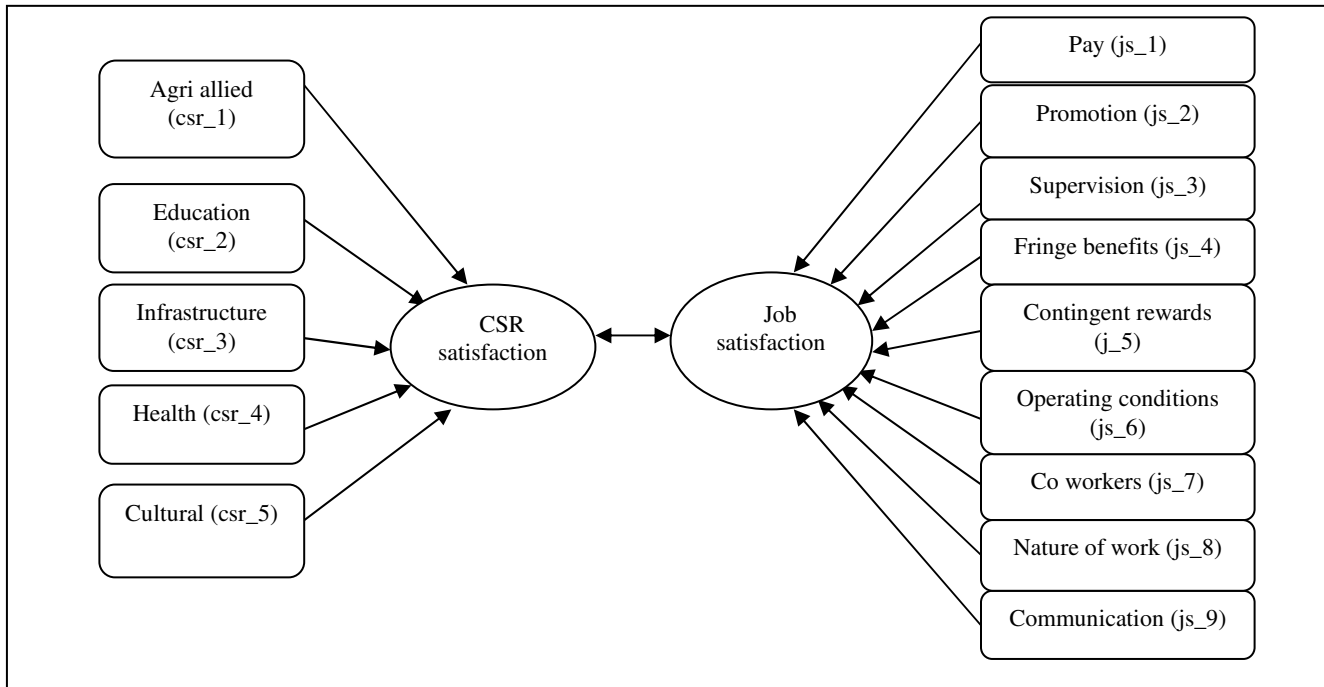
*Figure 1: Csr variables and job satisfaction variables*

This study tested a model that links (1) satisfaction on csr activities (*agri allied, education, infrastructural development, health and promotion of arts, sports, literature & culture*) with (2) *job satisfaction.* A canonical correlation analysis was conducted to evaluate the multivariate shared relationship between the two variable sets (i.e., csr activities satisfaction and job satisfaction). The analysis yielded five functions, out of which only the first function was statistically significant using the Wilks's lambda = .681 criterion, *F* (45, 1067.73) = 2.130, *p* <.001. The other functions were not found to be significant, and hence will not be interpreted. The dimension reduction analysis helped to test the hierarchal arrangement of functions for statistical significance and only Functions 1 was found statistically significant, as p < 0.05. Table 6 presents the standardized canonical function coefficients and structure coefficients for Function 1. The squared structure coefficients are also given. Looking at the Function 1 coefficients, one sees that relevant criterion variables were primarily health and infrastructure, followed by cultural activities and education. This conclusion was supported by the squared structure coefficients.

| Variables | Function 1 | | |
|---|---|---|---|
| | coefficient | structured coefficent(r^s) | (r^s)2 |
| csr_1 | 0.37 | -0.26 | 6.93% |
| csr_2 | -0.44 | -0.64 | 40.86% |
| csr_3 | -0.60 | -0.81 | 65.16% |
| csr_4 | -0.71 | -0.87 | 76.36% |
| csr_5 | 0.55 | -0.52 | 27.17% |
| Rc2(squared root) | | | 18.93% |
| js_1 | -0.26 | -0.72 | 52.52% |
| js_2 | -0.35 | -0.56 | 31.00% |
| js_3 | -0.37 | -0.72 | 52.33% |
| js_4 | -0.21 | -0.67 | 45.10% |
| js_5 | -0.13 | -0.66 | 43.25% |
| js_6 | 0.01 | -0.10 | 1.07% |
| js_7 | 0.05 | -0.49 | 23.77% |
| js_8 | -0.11 | -0.54 | 28.63% |
| js_9 | -0.16 | -0.55 | 30.49% |
| Canonical correlations | 0.44 | | |

*Table 6: Canonical Coefficient results*

Furthermore, all of these variables' structure coefficients had the same sign, indicating that they were all positively related, meaning that there is a positive relationship among the CSR satisfaction variables. Regarding the other variable set in Function 1, pay and supervision were the primary contributors, followed by fringe benefits and contingent rewards. Here also, all the variables have the same sign which means that it has a positive relation to all of csr satisfaction activities.

Similarly, both the refineries have been analyzed separately. In case of BGR and NRL also, only the first function was found significant. The results of BGR was in line with the overall results, where the main variable affecting satisfaction was health followed by infrastructure and health. But in NRL, it was infrastructural development followed by education and health. Pay was followed by contingent rewards, in case of job satisfaction variables in BGR, whereas in NRL, it was contingent rewards followed by co workers.

## 5. Conclusion

The companies have been spending their might for the social causes and when we look at the north east India we find that the oil refineries are playing very significant role in sharing the responsibility of the state through their CSR initiatives. In the present work the employees are identified as the internal beneficiaries of CSR initiatives of the refinery. However physically they might not have availed many of the schemes and benefited from the programs however their perception as to the amount spent on these initiatives is important and that drove us to find out the relationship in their satisfaction with job and with CSR expenditure. And from the results we can say that, though there exists a relationship between the satisfaction levels of the employees yet the relationship is not that strong. We also identified the variables that affected the satisfaction level in both job as well as CSR for both the refineries. It is further required that a study is undertaken to compare the satisfaction level of external beneficiaries and internal beneficiaries on CSR expenditure and that shall go a long way in helping the organisations to design their respective strategies to fulfill the aspirations of the nearby population through different initiatives. This work would certainly add to the body of literature on CSR and job satisfaction and shall guide further explorations in the given areas.

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