PERCEPTION OF SAI 8000 AMONG NALCO EMPLOYEES:
AN EXPLORATORY STUDY

Bhakta Bandhu Dash*
Madhumita Sahoo**

Abstract

With the changing pattern of the society, business needs are changing rapidly. The objective of business is not limited to earn profits and to accumulate more and more assets for the business enterprise. The care of employees and their working conditions, their health and safety, wages and compensation and overtime paid to employees, management systems and discriminations, freedom of association and collective bargaining, environmental issues, implementation of local, national and international laws, good corporate practices are also all becoming   the part of objectives of a responsible business. The primary purpose of the present investigation was to examine the employee awareness and implementations of Social Accountability standards at NALCO. Twenty five employees from four departments (System, Traffic & Marketing, Materials, Finance and HR & Admin) of NALCO were sampled at random for the study. In the study 16% of the participants were female employees and the rest were male employees. Hence the study adopts a 2(Sex type) X 2(Aged type) design. The results indicated that the male employees perform better and possess higher social accountability standard than the female employees except certain indicators like Child Labour and Forced Labour. Furthermore the result indicated that Middle Aged group usually possesses a sound understanding in all the Social Accountability indicators except Management System indicators.

With the changing pattern of the society, business needs are changing rapidly. The objective of business is not limited to earn profits and to accumulate more and more assets for the business enterprise. The care of employees and their working conditions, their health and safety, wages and compensation and overtime paid to employees, management systems and discriminations, freedom of association and collective   bargaining, environmental issues, implementation of local, national and international laws, and good corporate practices are also all becoming the part of objectives of a responsible business.

———————————————

*Professor, Asian School of Business Management, Bhubaneswar
**Research Scholar, Asian School of Business Management, Bhubaneswar
E-mail: bbdash@yahoo.com; bhakta.das@asbm.ac.in
Cell: +91-94373-08247

Driven by the growth of governance gaps in the global economy, a global institutional infrastructure for corporate responsibility has been proliferating in recent years (Go¨bbels & Jonker 2003, Leipziger 2003, Paine et al. 2005). Waddock's (2008) recent attempt to map the emerging institutional infrastructure for corporate responsibility reveals a variety of different standards that corporations use to 'manage' their responsibilities towards stakeholders (Go¨bbels & Jonker 2003, Rasche & Esser 2006). In their most general sense, such standards describe voluntary predefined norms and procedures for organisational behaviour with regard to social and/or environmental issues (Smith 2002: 21). Corporate responsibility standards are different from firm-specific codes of conduct as they are designed by third parties and are usually applied across industry sectors and geographic regions (Leipziger 2003). The heterogeneous landscape of standards includes initiatives such as SA 8000, Accountability 1000 (AA 1000) and the Global Reporting Initiative. Standard-setting institutions (standardisers) develop predefined norm catalogues telling organisations (adopters) which social and/or environmental issues to account for. As corporate responsibility standards are voluntary by nature, they can be described as soft law solutions. While hard law refers to legally binding and enforceable obligations, compliance with soft law is voluntary and thus not legally enforceable. Thus, corporate responsibility standards fill the numerous governance gaps for which hard law is either non-existent or is weakly enforced, for example regarding working conditions in global supply chains. As standards are voluntary, adherence is ensured either by the implementing corporation itself or by independent institutions (auditing bodies). Some standards are designed to hold corporations accountable for their doings and omissions by providing assurance mechanisms (e.g. SA 8000), while other initiatives are more broadly defined principle catalogues that offer guidance regarding acceptable behaviour without any certification of corporate practices. Although there is a common ground, corporate responsibility standards are a diverse and rapidly changing phenomenon. Because of this heterogeneous nature, my discussion focuses on the limits of one particular certification standard: SA 8000. SA 8000 is the first social accountability standard for retailers, brand companies, suppliers and other organisations to maintain universally accepted working conditions throughout global supply chains. The standard is applicable to a wide range of industry sectors and to any size of organisation (Go¨bbels & Jonker 2003, Jiang & Bansal 2003). SA 8000 defines the minimum requirements for workplace conditions that need to be met by production facilities and their suppliers. Independent audits are based on the behavioural rules defined by SA 8000. Corporations can implement SA 8000 in two ways. First, corporations operating their own production facilities

can aim to have individual facilities certified in compliance with SA 8000 through audits conducted by SAI-accredited certification bodies. Second, retailers, wholesalers and sourcing agents can sign up to the Corporate Involvement Program (CIP). The CIP helps companies to assure that goods are made under decent working conditions by seeking SA 8000 certification Following SA 8000, corporations are under obligation to actively handle all areas of social accountability that can be controlled and influenced.

Understanding SA standards:

Even though standards differ in detail and generalizations are therefore risky, our analysis brings about implications that help to put standards into perspective. Generally speaking, our discussion of implications reveals the need to start understanding standards differently by critically reflecting the possibility of standardisation in the context of corporate responsibility. Such reflections help us to come to grips with standards by recognising both the unavoidable dangers of predefining the responsibilities of corporations through standards and the need for fostering corporate responsibility through standardisation.

SA8000 is an international standard for improving working conditions. Based on the principles of thirteen international human rights conventions, it is a tool to help apply these norms to practical work-life situations. Sufficiently specific to be used to audit companies and contractors alike in multiple industries and countries, SA8000 represents a major breakthrough: it was the first auditable social standard and creates a process that is truly independent (it is neither a government project, nor dominated by any single interest group). CEPAA changes its name to Social Accountability International (SAI) to reflect the global growth of the SA8000 standard.

NALCO is among the very few Central Public Sector Undertakings having an approved peripheral development policy, under which it allocates up to 1% of its net profit every year on various development works for the socio-economic improvement of the people of peripheral areas. NALCO is committed to provide a socially accountable work environment to all employees and uphold ethical business practices by respecting employees' rights.   It shall achieve these by adopting a company-wide culture, which will help to promote: Involvement of all employees in sustenance of SA 8000 standard; Continual improvement initiatives in all social issues; Learning and training opportunities to all employees; At par to ILO standard, fulfillment of relevant statutory rules & regulations, To provide suitable rest room, subsidized food and other welfare facilities for the employees;

refresher and orientation training to employees on health and safety drinking water, codes of conduct and disciplinary procedure, CSR programme designing and implementation, etc..

Rationale and Objectives

As indicated, the research on corporate social accountability has expanded in many directions at par to the nine SA8000 indicators (Child Labour, Forced Labour, Health & Safety, Freedom of Association & Right to Collective Argument, Discrimination, Disciplinary Practices, Working Hours, Remuneration, Management System).Although the implementation part by Indian companies show the multifaceted and complexity, there is a lack of integration and process driving mechanism. Even the program that is designed for the communities are hardly accessed with respect to community need assessment as well implementing with a community partnership process.

It may be pointed out that the development specialist of the present era is emphasized on the programs at par to the corporate requirements. Consider from this angle a grate deal of empirical research is needed in Indian context taking special account to the culture, sex, community needs, and other barriers. While some of the studies on SA8000 carried out in Indian context having reviewed in this chapter that seems to be research gap.

Keeping the appropriate issues in mind the present investigation directed to achieve the following objectives:

• First, to examine the genuine and generic perception over SA8000 by the NALCO employees.

• Second, to identify the perceptual difference among men and women of NALCO with regard to SA8000.

• Finally, the study is directed to note down the perceptual difference of SA8000 among higher and lower aged NALCO employees.

An over view of the design

The present study adopts a 2 (sex type) X 2 (Age Category) design where employees from NALCO were sampled. The participants of four categories of jobs like 1. HR & Admin., 2. Finance, 3. Systems, Traffic & Marketing, and 4. Materials were individually administered on SA8000 Analysis Inventory comprising the 9 UN specified Social Accountability Indicators like Child Labour, Forced Labour, Health & Safety, Freedom of Association &

Right to Collective Bargaining, Discrimination, Disciplinary Practices, Working Hours, Remuneration and Management System.

Participants

Twenty five employees are randomly sampled for study. Out of which Twenty one male employees and four were of female employees. These employees are selected from different sect oral offices of NALCO like Corporate office, Center of training and development NALCO. Almost half of the employees (12) were of senior management level and 13 were of junior management level.

Measure

The study includes SA 8000 awareness inventory developed by Mr, Prof. Bhakta Bandhu Dash. Amiya Patnaik (Dy. General Manager, Industrial Engg. & Trainings), and Miss. Roma Rosy Mishra. This inventory presents 22 items configuration of nine basic SA 8000 indicators like "Child Labour (CL), Forced Labour (FL), Health and Safety (H & S), Freedom of association and Right to collective bargaining (FA & RCB), Discrimination (DIS), Disciplinary Practices (DIP), Working Hours (WH), Remuneration (REM), Management System(MAS).

Sample Statement on Forced Labour indicator:

1.   Company cannot force workers to do overtime work after the working hours.

2.   If a worker does over time, he should be paid for extra hours.

The ILO Abolition of Forced Labour Convention 105 (1957) provides that ILO members that have ratified the Convention undertake to suppress and not to make use of any form of forced or compulsory Labour as a means of political coercion for purposes of economic development, or as a means of Labour discipline, etc.

Sample Statement on Health and Safety:

1. It is Organisation responsibility to have adequate measure for prevention of accidents & injury to health.

2. There is provision of exit gates in case of emergency.

According to ILO 187 and UN Convention an effective system is key to the achievement of a safe and healthy workplace. In order to ensure its effectiveness, all employees should be regularly informed and trained.

Sample Statement on Freedom of association and Right to collective bargaining:

1. When law prohibits these freedoms, Organisation should facilitate parallel means of association & bargaining.

2. Workers are free to form and join trade unions.

Act. 87 (Freedom of Association) and Act.98 (Right to Organize and Collective Bargaining):Workers and employers, without distinction whatsoever, shall have the right to establish and, subject only to the rules of the Organisation concerned, to join Organisations of their own choosing without previous authorization.

Sample Statement on Discrimination:

1. The company cannot engage in support of discrimination in hiring, remuneration, promotion, training based on race, national or social origin.

2. There are procedures to avoid the occurrence of sexually coercive or abusive behavior in your Organisation.

According to ILO Conventions 100 and 111 employees shall be employed, trained, promoted and compensated solely on the basis of their job performance and they will be free from all types of indecent verbal , physical and sexual harassment and other discriminatory practices.

Sample Statement on Disciplinary Practices:

1. Any punishment to workers in the form of disciplinary action cannot be allowed.

2. Employees may appeal against the disciplinary action.

According to ILO and UN Convention when determining disciplinary measures or giving performance reviews, employer should demonstrate respect for worker's mental, emotional and physical well-being and procedures should be defined and followed for matters relating to employees performance evaluations and disciplinary action

Sample Statement on Working Hours:

1. The normal work week should not exceed 48 hours in your Organisation.

2. Your overtime work is voluntary except certain situations where overtime work is needed in order to meet short term business demand.

As per ILO Convention 1(Hours of work- Industry) he average number of hours worked per week, over the number of weeks covered by any such agreement, shall not exceed forty-eight.

Sample Statement on Remuneration:

1. Salaries should be regularly paid through Banks.

2. The Organisation has provision of disciplinary action against the person, who misbehaves with female employee

ILO Convention 131 Minimum wages shall have the force of law and shall not be subject to abatement, and failure to apply them shall make the person or persons concerned liable to appropriate penal or other sanctions.

Sample Statement on Management System:

1. The Organisation prepared a training program on SA 8000 for existing employees. According to ILO and UN Convention top management shall define in writing, in workers' own language, the company's policy for social accountability and Labour conditions.

Procedure

The study has adopted a 2*2 Research design, 4 female employees and 21 male employees from different NALCO sectoral units were randomly sampled. At the very out say a formal concept over SA8000 was given to each employee. This sort of initial contact was helpful to maintain a rapport with the employees. Later the employees for th4e study were individually administered with SA 8000 awareness inventory.

The primary purpose of the investigation is to identify and compare the Social Accountability standard 8000 across Male and Female employees, Higher Aged and Middle Aged employees, employees across Departments and Individual employees in general.

Results

The Mean ($\underline{M}$) and Standard deviation ($\underline{SD}$) for all employees is calculated on each of the SA8000 indicators like Child Labour (CL), Forced Labour (FL), Health and Safety (H&S), Freedom of association and Right to collective bargaining(FA&RCB), Discrimination (DIS), Disciplinary Practices (DIP), Working Hours (WH), Remuneration (REM), Management System (MAS) as shown by Table-1, employees were giving higher importance to the Healthy and Safety measures ($\underline{M}$ =21.8, $\underline{SD}$ = 1.7). Similarly almost all employees' rate equally to three specific SA standards like DP, WH, and REM ($\underline{M}$ =7.3, 7.4 & 7.5 respectively). Looking at the perceptual deviation employees were having higher differential opinions on disciplinary practices ($\underline{SD}$ = 1.3). However the similar trends of responses are seen among the indicators like CL, FA&RCB and DIS. But the uniqueness of the employee responses project that employees are list concern about the management system as an indicator of Social Accountability standard. As depicted in Figure-1 all the employees are manifesting almost average level of response other than the Management System Indicator. Also they are paying higher prioritization to the health and Safety indicator which is considered to be the prime concern for the employees.

Table-1: <u>M</u> and <u>SD</u> scores of NALCO employees on SAI8000 Indicators

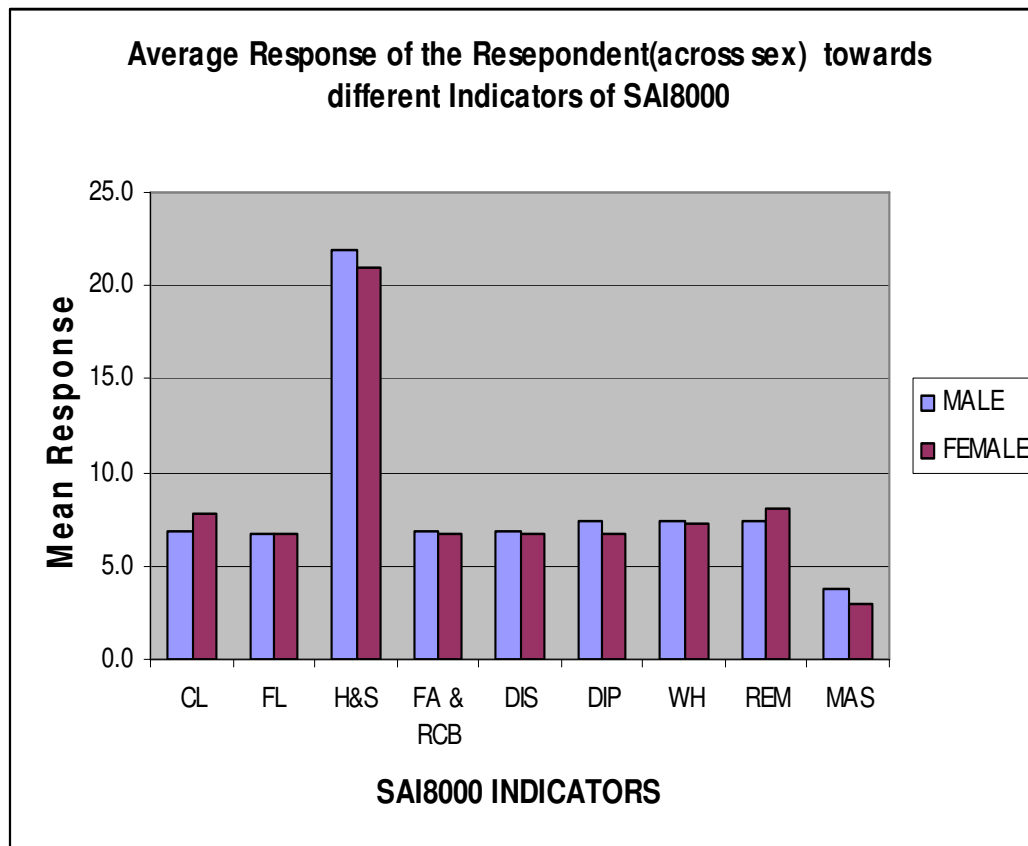| SAI8000 INDICATORS	NALCO Employees	
	<u>M</u>	<u>SD</u>
Child Labor (CL)	7.0	1.4
Forced Labor (FL)	6.7	1.4
Health & Safety (H&S)	21.8	1.7
Freedom of Association & Right to Collective Argument (FA & RCB)	6.9	1.0
Discrimination (DIS)	6.8	1.1
Disciplinary Practices (DIP)	7.3	1.3
Working Hours (WH)	7.4	0.9
Remuneration (REM)	7.5	0.9
Management System (MAS)	3.6	0.6
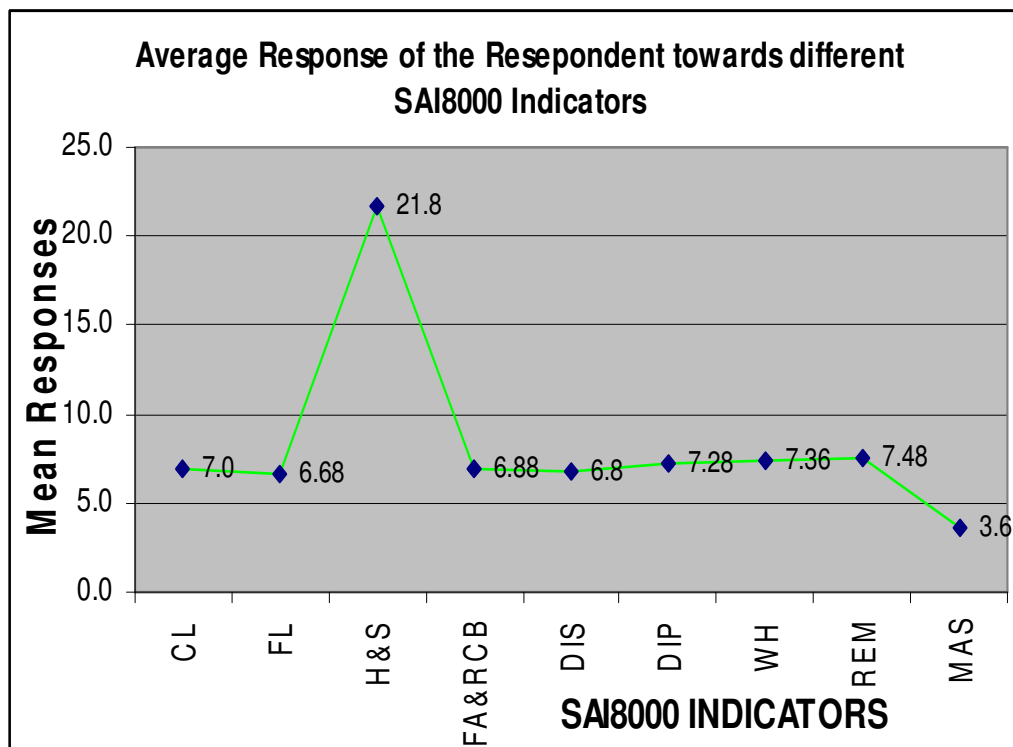
Figure-1: Average Responses of NALCO employees on SAI8000 Indicators

Also the Mean and Standard Deviation for Male and Female employees towards the perception over nine SA8000 indicators as well the different implementation strategy of NALCO with regard to nine SA indicators. From the study it is revealed that Male employees in comparison to their counterpart groups perceive high on the indicators like H&S, FA&RCB, DIS, DIP, WH and MAS (M =21.90, 6.90, 6.81, 7.38, 7.38 & 3.71 respectively). Similarly Female employees are out rating high on three specific SA indicators like CL, FL and REM. Also in the present the study it is indicated that on three specific indicators like FA&RCB, DIS, DIP, and WH employees perform almost equally in both the sexes. As is seen in Figure-2 Male employees are comparatively higher in the indicators like H & S, FA & RCB, DIS, DIP, WH and MAS than their counterpart group. Whereas female employee out right the male employees on the social accountability indicators like Child Labour and Remuneration.

Table-2: M and SD scores of Male and Female NALCO employees on SAI8000 Indicators

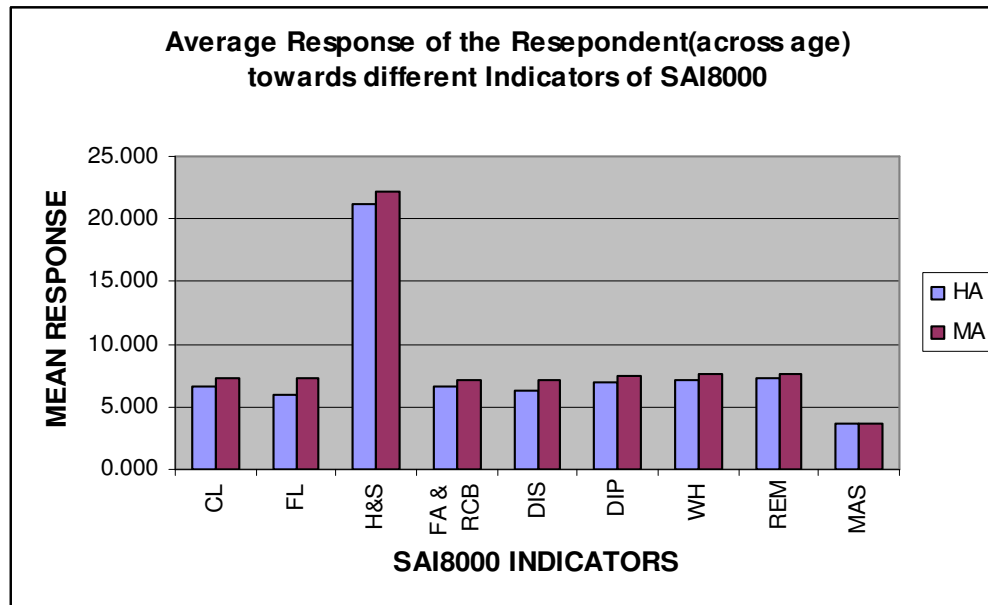| SAI8000 INDICATORS		Respondent Type	
		Male	**Female**
Child Labor (CL)	M	6.86	7.75
	SD	1.53	0.50
Forced Labor (FL)	M	6.67	6.75
	SD	1.46	1.26
Health & Safety (H&S)	M	21.90	21.0
	SD	1.76	1.63
Freedom of Association & Right to Collective Argument (FA & RCB)	M	6.90	6.75
	SD	1.09	0.50
Discrimination (DIS)	M	6.81	6.75
	SD	1.12	0.96
Disciplinary Practices (DIP)	M	7.38	6.75
	SD	1.24	1.50
Working Hours (WH)	M	7.38	7.25
	SD	0.92	0.96
Remuneration (REM)	M	7.38	8.0
	SD	1.02	0.0
Management System (MAS)	M	3.71	3.0
	SD	0.56	0.82

Figure-2: Average Responses of Male and Female NALCO employees on SAI8000 Indicators

Comparison between Higher Aged and Middle Aged employee indicate that Middle Aged employees are performing higher on all the SA 8000 indicators except Management System. Their perception over the indicators like REM, WH, DIP, DIS, FA&RCB, CL and FL is almost similar ($\underline{M}$ =7.57, 7.57, 7.50, 7.14, 7.14, 7.36 & 7.29 respectively) which indicates that their having almost similar perception over all these indicators and they almost pay equal importance to it. Only in Management System indicator Higher Aged employee out right the Middle Aged employees ($\underline{M}$ = 3.64 for HA & 3.57 for MA). As shown in Figure-3 Middle Aged Employees are out righting in all the Social Accountability indicators than the Higher Aged Employees. Whereas, in the Management System indicators, both the groups are exhibiting similar level of performance.

Table-3: <u>M</u> and <u>SD</u> scores of Higher Aged and Middle Aged NALCO employees on SAI8000 Indicators

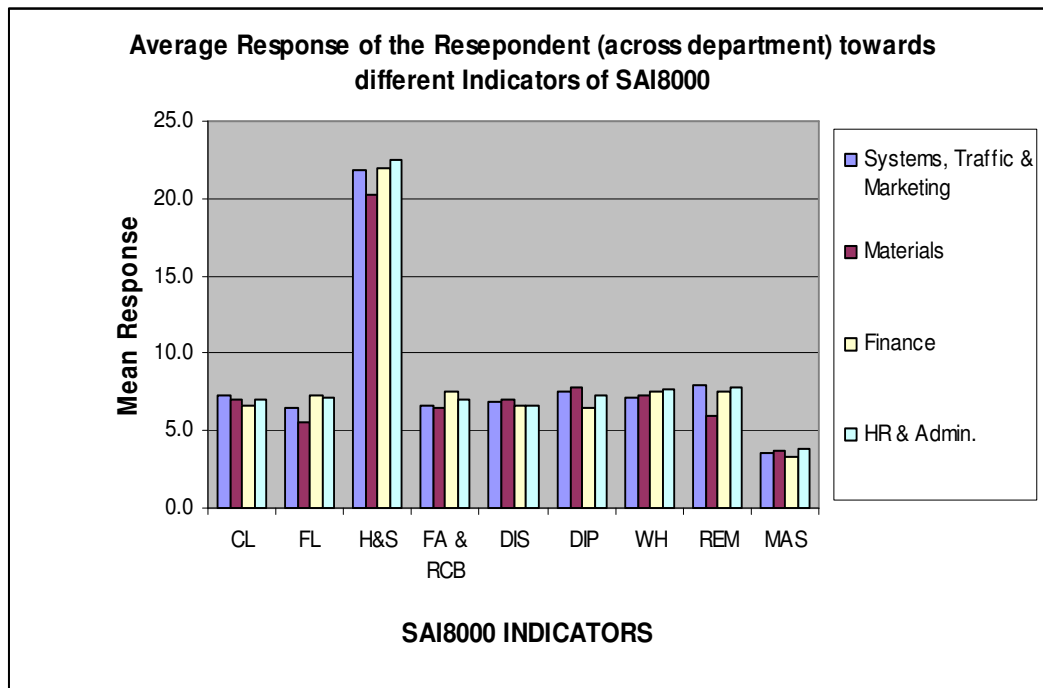| SAI8000 INDICATORS		Respondent Type	
		Higher Age	Middle Age
Child Labor (CL)	<u>M</u>	6.55	7.36
	<u>SD</u>	1.29	1.50
Forced Labor (FL)	<u>M</u>	5.91	7.29
	<u>SD</u>	1.45	1.07
Health & Safety (H&S)	<u>M</u>	21.18	22.21
	<u>SD</u>	1.94	1.48
Freedom of Association & Right to Collective Argument (FA & RCB)	<u>M</u>	6.55	7.14
	<u>SD</u>	0.82	1.10
Discrimination (DIS)	<u>M</u>	6.36	7.14
	<u>SD</u>	1.12	0.95
Disciplinary Practices (DIP)	<u>M</u>	7.00	7.50
	<u>SD</u>	1.10	1.40
Working Hours (WH)	<u>M</u>	7.09	7.57
	<u>SD</u>	1.04	0.76
Remuneration (REM)	<u>M</u>	7.36	7.57
	<u>SD</u>	1.03	0.94
Management System (MAS)	<u>M</u>	3.64	3.57
	<u>SD</u>	0.67	0.65

Figure-3: Average Responses of Higher Aged and Middle Aged NALCO employees on SAI8000 Indicators

Even the present research has extended its study on identifying the perceptual difference on SA8000 indicators across four specific departments (Systems, Traffic Marketing; Materials; Finance and HR & Admin) on NALCO. From the study it is revealed that on Child Labour dimension Systems, Traffic & Marketing employee rate high ($\underline{M}$ = 7.22) in comparison to their counterpart department employees like Materials ($\underline{M}$ = 7.00), HR & Admin ($\underline{M}$ = 7.00) and Finance ($\underline{M}$ = 6.67). In the indicator of Forced Labour Finance ($\underline{M}$ = 7.33) and HR & Admin ($\underline{M}$ = 7.17) are almost parallel with respect to their perceptual stand. Similarly in Health & Safety indicator employees of HR & Admin ($\underline{M}$ = 22.50) pay higher importance in comparison to their counterpart groups like Materials ($\underline{M}$ = 20.25), Finance ($\underline{M}$ = 22.00), and Systems, Traffic & Marketing ($\underline{M}$ = 21.78). In Freedom of association and Right to collective bargaining employees of Finance department possess a higher order ethical standard ($\underline{M}$ = 7.50) in comparison to their other counterpart groups. Similarly on the indicators of DIP and DIS employees of Material unit possess higher order ethical standards and understanding ($\underline{M}$ = 7.75 & 7.00 respectively) where the employees of Finance manifest poor value standards on the indicator of DIP ($\underline{M}$ = 6.50). Similarly employee of Finance and HR & Admin unit show lowest performance on DIS Indicator ($\underline{M}$ = 6.67). Being the employee of HR & Admin the participant are more serious over the indicator of WH ($\underline{M}$ = 7.67) where the employees of System, Traffic & Marketing unit rate extremely poor to this indicator ($\underline{M}$ = 7.11). On the indicator of REM the employee of System, Traffic & Marketing are having a high concern ($\underline{M}$ = 7.89) than the Material unit who rated extremely poor on this indicator ($\underline{M}$ = 6.00). MAS indicator HR & Admin people manifest higher performance ($\underline{M}$ = 3.83) whereas the employee of Finance unit show lowest performance on this particular indicator ($\underline{M}$ = 3.33). Figure-4 depicts that HR & Admin employees are manifesting grater performance effect on the Social Indicators like CL, FL, H & S, DIP, WH REM and MAS. Whereas, the performance of Systems, Traffic and Marketing employees exhibit almost an average performance in almost all the indicators.

Table- 4: <u>M</u> and <u>SD</u> scores of NALCO employees of various Departments
on SAI8000 Indicators

SAI8000 Indicators	D E P A R T M E N T S							
	<u>Systems, Traffic & Marketing</u>		<u>Materials</u>		<u>Finance</u>		<u>HR & Admin.</u>	
	<u>**M**</u>	<u>**SD**</u>	<u>**M**</u>	<u>**SD**</u>	<u>**M**</u>	<u>**SD**</u>	<u>**M**</u>	<u>**SD**</u>
Child Labor (CL)	7.22	1.30	7.00	0.00	6.67	2.16	7.00	1.55
Forced Labor (FL)	6.44	1.42	5.50	1.91	7.33	0.82	7.17	1.17
Health & Safety (H&S)	21.78	1.86	20.25	1.89	22.00	1.41	22.50	1.52
Freedom of Association & Right to Collective Argument (FA&RCB)	6.56	1.13	6.50	1.00	7.50	0.55	7.00	1.10
Discrimination (DIS)	6.89	1.17	7.00	0.82	6.67	1.21	6.67	1.21
Disciplinary Practices (DIP)	7.56	1.13	7.75	1.26	6.50	1.05	7.33	1.63
Working Hours (WH)	7.11	1.17	7.25	0.50	7.50	0.84	7.67	0.82
Remuneration (REM)	7.89	0.33	6.00	1.41	7.50	0.84	7.83	0.41
Management System (MAS)	3.56	0.73	3.75	0.50	3.33	0.82	3.83	0.41

Figure-4: Average Responses of NALCO employees of various Departments on SAI8000
Indicators

Discussion

Taken together the results shows that overall all the employees show almost equal level of response to the Social Accountability indicators like Child Labour, Forced Labour, Health and Safety, Freedom of association and Right to collective bargaining, Discrimination, Disciplinary Practices, Working Hours, and Remuneration. It is interesting to note down that in an average all employees manifest highest response to Health and Safety indicator and lowest responses to Management System. Again the results shows that male employees on NALCO place higher importance to the Social Accountability indicators like Health and Safety, Freedom of association and Right to collective bargaining, Discrimination, Disciplinary Practices, Working Hours and Management System. On the contrary female employees are exhibiting a grater Social Accountability awareness on Child Labour and Remuneration. But both the groups are equally weighing the indicator of Forced Labour. Looking at the Age constraint Middle Aged employees are showing all higher performance in all the indicators like Child Labour, Forced Labour, Health and Safety, Freedom of association and Right to collective bargaining, Discrimination, Disciplinary Practices, Working Hours, and Remuneration . But on the Management System indicator both the group that is Higher Aged and Middle Aged employees' manifest equal level response. Even the research analysis went on identifying the perceptual difference of responses among employees with respect to their respective departments like Systems, Traffic & Marketing, Materials, Finance and HR & Admin. Here it is noticed that HR & Admin employees are more acknowledged and more responsive toward the SA indicators like Child Labour, Health and Safety, Disciplinary Practices, Working Hour, Remuneration and Management System. Next to HR & Admin employee of Finance department are equally proficient with their responses on the indicators like Child Labour, Forced Labour, Health and Safety, Freedom of Association and Right to Collective Bargaining, Working Hours, and Remuneration. Whereas, employee of Material Unit of NALCO is comparatively less responsive in almost all the indicators other than Discrimination and Disciplinary Practice where they perform better than the other three comparative groups like System, Traffic & Marketing, Finance and HR & Admin.

The basics objective of the study was twofold. First, the purpose was to compare the perceptual difference over Social Accountability issues and among the Male and Female NALCO employees. Second, the objective was also to examine the perceptual difference among Higher Aged and Middle Aged NALCO employees. For such comparison, nine specific Social Accountability Indicators like Child Labour (CL), Forced Labour (FL),

Health and Safety (H&S), Freedom of association and Right to collective bargaining(FA&RCB), Discrimination (DIS), Disciplinary Practices (DIP), Working Hours (WH), Remuneration (REM), Management System (MAS) were considered.

The comparison indicated some interesting measures. It was shown that all employees score very high on Health & Safety measures and apparently score similar on the indicators like Child Labour, Forced Labour, Freedom of association and Right to collective bargaining, Discrimination, Disciplinary Practices, Working Hours, and Remuneration. It is also seen from the result that all employees are poor in concern over management system. From the study it is presumed that employees are having greater concern over Health & Safety practices those are implemented within and outside the Organisational setup. To their perception above all SA Indicators Health & Safety possess a higher value which needs to be taken care not only by NALCO, but also by other light minded Organisation.

As has been pointed out Male employee possess higher order understanding over the UN sanctioned Social Accountability Indicators like Health & Safety, Forced Labour, Freedom of association and Right to collective bargaining, Discrimination, Disciplinary Practices, Working Hours and Management System than their Female counter part group. Similarly, woman employees pay higher importance to the SA indicators like Child Labour and Remuneration. From this finding it can be analyzed that Male are more socially exposed than Female. Interestingly women employees probably more concern over compensations and reward practices of NALCO which is reflected on the response indicator of Remuneration. Again from the study it is indicated that Middle Aged employees superseding the Higher Aged employees in all the SA indicators except Management System where they respond equally to their Higher Aged counterpart group. This indicates those Middle Aged employees are having high concern over the Social Ethics sanction and maintain by the Organisation. Considering their level of response theses nine the aforementioned nine Social Indicators are utmost essentials all the corporate. To their point of view the corporate must have the social responsibility and commitment for the community to implement programs in line of the nine SA Indicators. Finally, the research also extended to study the perceptual difference of employee across four departments of NALCO (1- Systems, Traffic & Marketing, 2-Materials, 3- Finance and 4- HR & Admin). Considering the specific departments it is indicated that the employees of HR & Admin unit possess higher value standard in almost all the Social Accountability Indicators. Whereas the employee of Materials Unit respond poorly in all most all the indicators except two like Discrimination and Disciplinary Practices. Hence it is suggested to organize different training and

development programs for the employees of Material and Finance Unit to promote their ethical standard and understanding over Social Accountability and Social Responsibility.

Measure Implications

The study offers a number of implications, such as first overlay employees pay higher importance and understanding on Health & Safety measures. Second, Male employees outright the Female employees in almost all SA Indicators which implicates that Male are more exposed to social issues and constraint than Female. Hardly the study implicates that Middle Aged employees possess a higher order of value and understanding over the Social Commitments and Social Accountability than the Higher Ages employees. It implied that Middle Aged employees are more challenging and submissive to different Social issues and Synergies. Finally, looking at the different units of NALCO employees of Material and Finance are more technical to their own professions and less acknowledge over different development issues those are consider to be the social commitment of the corporate like NALCO.

Direction for future research

The present study has been directed to investigate an important issue. The issue involves the understanding of Social Accountability issues among employees and level of application of different social Accountability Indicators within NALCO. It is important to recognize that the investigation has employed an SA 8000 awareness inventory which is relevant in Indian socio cultural context in general and NALCO in specific. In addition, it has included nine specific Social Accountability indicators like Child Labour (CL), Forced Labour (FL), Health and Safety (H&S), Freedom of association and Right to collective bargaining(FA&RCB), Discrimination (DIS), Disciplinary Practices (DIP), Working Hours (WH), Remuneration (REM), Management System (MAS) .

The present study has surveyed only male and female employees of four units (1. Systems, Traffic & Marketing, 2. Materials, 3. Finance and 4. HR & Admin) of NALCO. The future research may be extended to include other variables like employees of different NALCO units of different of different regions in India. Also the study might be extended to other corporate in addition to NALCO. Similarly, the comparison can be under taken with respect to higher order of sampling that can present a better understanding and clarity over the issue.

References

Fieser, James (2001); *"Applied Ethics".* (In: The Internet Encyclopedia of Philosophy)

Go¨bbels, M. and Jonker, J. 2003. 'AA1000 and SA8000 compared: a systematic comparison of contemporary accountability standards'. *Managerial Auditing Journal,* 18:1, 54–58.

International Labor Organization (ILO), 1996-2009 *(*downloaded from internet) webinfo@ilo.org

Jiang, R. and Bansal, P. 2003. 'Seeing the need for ISO 14001'. *Journal of Management Studies,* 40(4), 1047–1067.

Kofi Annan (1999); *"Business and the UN: A global Compact of share4d values and principles"* (January 31, 1999) World Economic Forum, Davos, Switzerland, Reprinted in 'Vital Speeches of the day 65(9) (15 February 3. 1999):*260-61' "*

Lantos, G. P. (2001); *"The boundaries of Strategic Corporate Social Responsibility and Models of Management Morality*", in Richardson, J. E. (Ed.), Business Ethics,pp 198-203

Leipziger, D. 2001. SA 8000: *The Definitive Guide to the New Social Standard*. London: FT Prentice Hall.

Leipziger, D. 2003. *The Corporate Responsibility Code Book*. Sheffield: Greenleaf.

Paine, L.S., Deshpande´, R., Margolis, J.D. and Bettcher, K.E. 2005. 'Up to code – does your Company's code meet world-class standards?' *Harvard Business Review*, 83:12, 122–133.

Rasche, A. and Esser, D.E. 2006. 'From stakeholder management to stakeholder accountability – applying Habermasian discourse ethics to accountability research'. *Journal of Business Ethics*, 65:3,251–267.

Schendel, D. E. and Hofer, C.W. (1979); *"A new View of Business Planning"*, Strategic management, Boston,pp 12-13

Shrivastava, H. and Venkateswaran, S. (2002); "*The Business of Social   Responsibility: The Why, How and What of Corporate Social Responsibility in India,"* Partners in Change, New Delhi, India

Smith, D. 2002. *Demonstrating Corporate Values – Which Standard for your Company?* London: Institute of Business Ethics.

Waddock, S. 2008. 'Building a new institutional infrastructure for corporate responsibility'. *Academy of Management Perspectives*, 22:3, 87–108.