

RESEARCH ARTICLE

Corporate social responsibility and supply chain: A study for evaluating corporate hypocrisy with special focus on stakeholders

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Abstract

Supply chains are intended to become the essential part of this global competitive world as organizations are seeking to formulate strategized advantages. To put it differently, most of the companies are aiming to adopt new businesses and raise the competition in the global market. For this, most of the companies or organizations are choosing strategies such as corporate social responsibility and supply chain management that allow the companies to ensure financial strengthening. Moreover, stakeholders and customers have raised their concerns towards corporate social responsibility with respect to global supply chain and ensured to act in a socially responsible way. It is believed that majority of the organizations are placing high importance on implementing corporate social responsibility or CSR activities in order to enhance the whole business. The active participation of companies in CSR activities will always benefit them in terms of profit, virtues and other moral standards. Usually, corporate firms exhibit their virtues ignoring the moral standard, which eventually reveals the nature of hypocrisy. Corporate hypocrisy is a context when companies or organizations assure the public to do something in corporate social responsibility context and end up doing entirely different. Keeping this in mind, the current study aims to reveal the hidden nature of corporate hypocrisy and its effect on inner stakeholders explicitly focusing on the employees' observations on corporate hypocrisy; examine the hypocritical behaviour of the reputed firms towards the consumers, which in turn affects the supply chain globally. For this, data analysis will be carried out with consumer firms across countries. Results show that firms are completely held responsible for their behaviour eventually defaming reputation.

KEYWORDS

corporate hypocrisy, corporate reputation, corporate social responsibility, global supply chains, organizational identification

1 | INTRODUCTION

In the global context, there is no one particular definition for the term corporate social responsibility. All definitions that exist underpin the impact of business on society in a larger context. In fact, the concept of corporate social responsibility has become crucial in business. Every company has CSR policies allowing individuals active participation turning out to be socially responsible. Therefore, the introduction part of the paper will discuss broadest, narrowest and other important definitions of corporate social responsibility. CSR refers to the numerous strategies applied in any business that are ethical as well as beneficial for the societal development. The most comprehensive way of defining CSR is analysing the inter-relationship between global corporate, government bodies and the individual citizens. Basically, the relationship between corporate and society is residing or operating. Another wide definition of CSR is with respect to the relationship between corporate and stakeholders. For this reason, CSR has become an international business concept along with the global nature of the business (Coopers, 2013; Islam et al., 2019). Likewise, CSR begins to evolve in its meaning and practice as well (Sundararaj, & Rejeesh, 2021).

Corporate social responsibility as a topic has been the subject of discussion since the mid of 1950s. Earlier the definition of CSR was confined to humanitarianism and slowly shifted to business and societal relations. In other words, CSR greatly changed to fulfil the social responsibility of resolving the detected issues (Ismail, 2009). CSR is also termed as corporate responsibility or corporate citizenship takes the responsibility of the impact of activities conducted by corporates on suppliers, customers, shareholders, employees, social communities as well as their environment. The liability of organizations clearly states that the initiative granted improves the well-being of the workers, employees, families, community and society as a whole (Rejeesh, 2019; Sundararaj, 2019; Sundararaj, Muthukumar, & Kumar, 2018; Sundararaj et al., 2020; Vinu, 2016, 2019).

CSR simply aims to implement the strategies within the firms or corporate, that is, social and ethical friendly. Some of the range of CSR activities includes partnership with local communities, socially sensitive investment, developing relationship with employees, customers and their families, and getting involved in activities that aid to sustain the environment and perform conservation. Coopers (2013), in his book, defines CSR as the responsibility of enterprises for their impacts on society. Additionally, enterprises should allow the integration of ethical, environmental and social concerns of the society into their business operations and meet their needs in

collaboration with their stakeholders. Corporate social responsibility is defined by World Business Council for Sustainable Development as uninterrupted commitment of any business that aims to contribute to the economic development of a country, which thereby improves the common man's quality of life, their family, their community and society (Coopers, 2013). As claimed by United Nations Industrial Development Organizations, CSR integrates, embodies and embeds environmental and social concerns in the business activities along with the stakeholders. It is generally understood as a way to achieve balance within the environmental, social and economic activities simultaneously fulfilling the expectations of stakeholders. It directly enhances the reputation of the corporate firms and concurrently fortifies the brand. Hence from the above-discussed definitions, it can be concluded that CSR:

- Is a universal, holistic and integrated approach.
- Addresses ethical, environmental and social consequences of a business.
- Address the sound health and prosperity of all the stakeholders.
- Benefits the business with large set of corporate activities.

1.1 | CSR in India

Traditionally, CSR has been treated as a humanitarian activity firm that performs voluntarily. To date, CSR practice remains to be charitable, generous and beneficent, shifting their emphasis from educational, cultural and research aspect to the community development. Though there seems to be active and influencing noticeable trend, CSR is strictly restricted to community development identifying its global nature of sustainability. Corporate sustainability aims at the development of business, which 'meet the needs of the present without compromising the ability of future generations to meet their own needs' (Coopers, 2013). The corporate firms achieve a progress that can be economically, socially and ethically elevated. Substantially, Indian firms focus on what is acquired with profits after being produced and manufactured. Numerous organizations have acknowledged that the corporate activities conducted in an organization had a severe implication on the environmental, social and ethical progress. In the modern commercial era, majority of the organizations are found to actively participate in the welfare and prosperity of the society. Some of the observations on CSR activities have taken a view that profit is what matters on the top most layer of progress.

1.2 | Principles of CSR

The basic principles of CSR are sustainability, accountability and transparency (Crowther & Aras, 2010), which are shown in Figure 1.

1.3 | Importance of CSR

Following are the reasons considering the importance of CSR:

1. Impoverished business behaviour towards customers.
2. Unequal treatment of employees within the organization.
3. Disregard the consequences and environment of organization.

Supply chain of businesses has become the matter of concern where the companies are eager to be aware on what is happening with their suppliers and suppliers of the suppliers (Soosay, Hyland, & Ferrer, 2008). The chain of supply becomes the word of mouth where people are anxious, doubtful and fearful about the exploitation of the people. With this trend out, most of the companies take CSR to be serious and consider it a key to a successful business. In other words, organizations exhibit the responsibility of corporate behaviour (Jafari, Hejazi, & Rasti-Barzoki, 2016).

1.4 | Corporate behaviour

For successful functioning of an organization, both financially and interpersonally, corporate behaviour is crucial. Corporate behaviour includes ethical codes of conduct, legal rules and other principles of social responsibility. Not only the stakeholders but also shareholders will have adverse effect failing to follow corporate behaviour. Corporates will be sustainable only when they act ethically,

socially and morally responsible in business decisions (Aras & Crowther, 2016). In short, the components of corporate behaviour are given in Figure 2.

Corporate behaviour is crucial as it acts responsible for the behaviour of firms, stakeholders, shareholders and society. Corporates that follow corporate behaviour largely has a beneficial impact on the society (Aras & Crowther, 2016). The progress and expansion of the technological trends, economy and socio-economic demands of communities have largely persuaded the actions of the business owners. There is a high degree of competitiveness among the businesses to reach their customers and fulfil their desires (Valdez-Juárez, Gallardo-Vázquez, & Ramos-Escobar, 2018). To confront challenges within the business, companies renewed their business strategies such as incorporating social responsibility to obtain profits. Of all the innovation practices, supply chain management and corporate social responsibility are the most profitable practices for survival of business undertakings and enterprises (Valdez-Juárez et al., 2018). Furthermore, recently there has been an increasing demand for global supply chains in multinational companies where the productions are carried out using suppliers across the world. Although most of the multinational companies used CSR activities, it is observed that there are differences between firm's behaviour and the stated CSR standards. This is otherwise named as corporate hypocrisy. One such instance of corporate hypocrisy is green washing, where firms provide fallacious and deceitful evidence about the environmental aspects of products to the customers (Bowen, 2014).

The current paper is divided into various sections. The first section provides a detailed introduction related to the topic of the study, that is, corporate social responsibility. The influence of CSR practices, corporate behaviour and other factors are widely discussed in the introduction section. The next section explains the purpose of the research followed by deriving the framework of the study. In the third section, research design has been proposed. In the fourth section, literature review

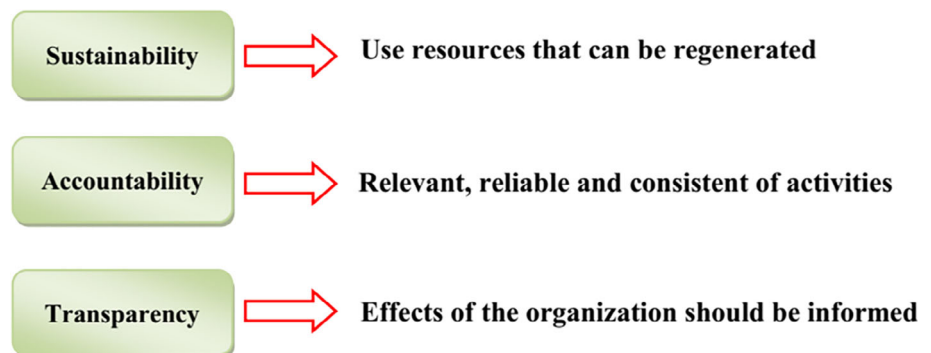


FIGURE 1 Principles of corporate social responsibility [Colour figure can be viewed at wileyonlinelibrary.com]

has been widely discussed from which conceptual framework has been deduced. The next section explains the methodology followed in the study. Section 6 of the research study provides the empirical data collected. Later the data gathered are analysed using statistics. From the analysis, conclusions derived are discussed in the conclusion part.

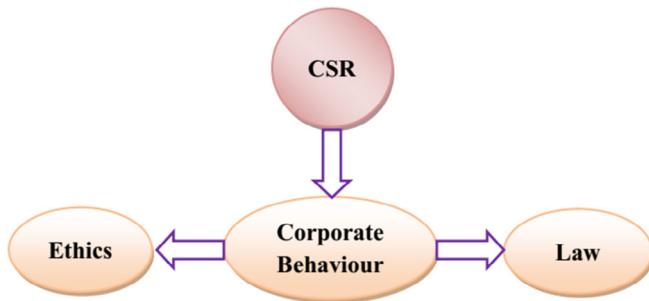


FIGURE 2 Components of corporate behaviour [Colour figure can be viewed at wileyonlinelibrary.com]

2 | PURPOSE OF THE STUDY

This paper critically analyses and explores the hidden effect corporate hypocrisy on stakeholders and employees. It also aims to explain the factors that affect the global supply chain management by considering the corporate behaviour of the organizations. The purpose of this paper is to identify the hypothetical approach of models that act significant to CSR activities and its effect on employees working behaviour. All the factors are adapted after conducting a detailed literature review on the topic. The study also explores the relationship between CSR and the supply chain in any business.

3 | RESEARCH DESIGN

The study is carried out as per the generalized framework presented in the study, which is followed by a brief discussion on the literature review, models followed by critical evaluation. The future scope of the research is also

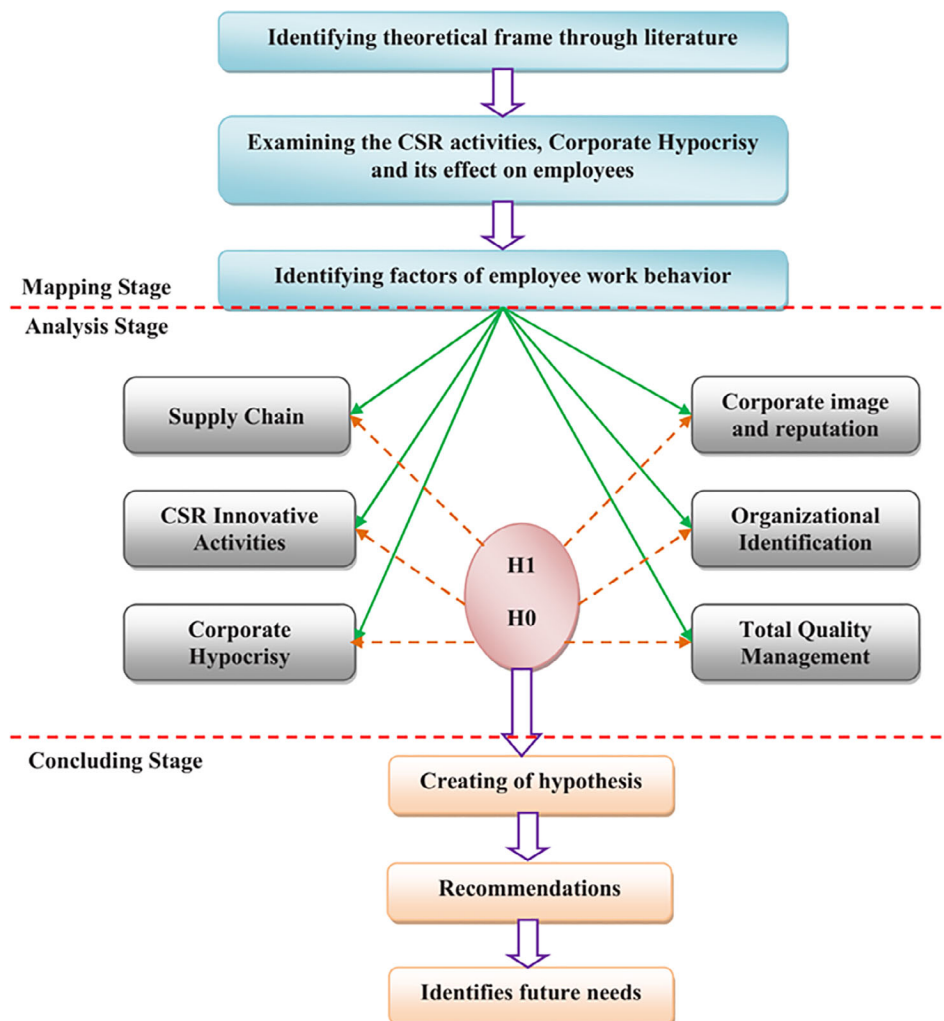


FIGURE 3 Framework of the study [Colour figure can be viewed at wileyonlinelibrary.com]

defined. Thus, the current study is created and developed in three stages, namely mapping, analysis and concluding stage. The first stage identifies the theoretical framework of the paper by analysing the already existing literature. In the second stage, different factors responsible for corporate hypocrisy and its relationship with employee's working behaviour are analysed. Later, the identified factors were used to derive hypothesis for the research. In the last stage, data collected during the three stages are compared to deduce the conclusions that are relevant for the study. The framework for the current study can be found in Figure 3.

4 | LITERATURE REVIEW

The aim of literature review is to identify, map, specify and evaluate the existing literature in a systematic manner. Moreover, it highlights the limits of existing relevant literature. A through in-depth analysis of the literature can be provided through structured literature review.

4.1 | Corporate social responsibility and supply chain

The concept of corporate social responsibility had been continuously changing and evolving since 1975. Initially, multiple research studies discussed the legal, ethical and economical aspects of corporate social responsibility. Then, factors such as safety, humanitarian feature of CSR, environmental parameter and several others have been taken into account. Successfully, the meaning of CSR had begun changing slowly, embracing all the above listed factors. Multinational companies, small-scale industries, large-scale industries and other corporate firms affirmed their social responsibility towards the society, both in commercial as well as non-commercial operations (Valdez-Juárez et al., 2018). It is also pointed out that large companies collaborate with stakeholders, as a social responsibility, integrate their environmental and social concerns during the operations, which exert its influence on supply chain. Gradually, companies began to execute CSR as a strategy, which enhanced the economic growth throughout the world. From this it can be understood that CSR is universal and can be applied in all types of firms or enterprises (Valdez-Juárez et al., 2018). Furthermore, there is a relationship between CSR and assurance or security of supplies flowing in and out of various firms, which impact the whole supply chain. In other words, the suppliers of socially responsible companies demand them to be equally socially responsible. Eventually, it achieves the goals of

implementing CSR throughout the supply chain (Valdez-Juárez et al., 2018). It is also observed that socially responsible companies were held accountable for productivity, performance and welfare of all the suppliers within the support system. By doing so, socially responsible behaviours will be transferred along with the supply chain (Aras & Crowther, 2016).

Globally, considerable notable companies emphasized on their employees and their efficiency in supply chain as the aforesaid steps upshot noteworthy results such as high customer satisfaction, huge rise in profit and sales. It is also observed that strategic CSR can shoot up positive opinion on suppliers in the supply chain and as a result improves corporate image (Aras & Crowther, 2016). The study also proposed that implementing sustainable practices in organizations has multiple benefits such as increased profits and brand image of the company. With this, most of the modern businesses have become successful (Feng, Zhu, & Lai, 2017). As a result, CSR practices turned out to be effective strategies in businesses and corporate image are significantly improved (Valdez-Juárez et al., 2018). In view of this, it is formulated that there is a significant relationship between CSR and supply chain, which can be positive, negative and neutral (McWilliams, Parhankangas, Coupet, Welch, & Barnum, 2016).

4.2 | Corporate image and reputation

The variables image or reputation is closely related to corporate social responsibility in the research paper, which explored the relationship between CSR actions on any corporate reputation (Valdez-Juárez et al., 2018). The CSR actions act critical and at the same time, it is strengthening the smooth functioning of small and medium scale enterprises. Furthermore, it adds quality, value and worth within the organization. The reputation of the firms among stakeholders hold recognized value with the inclusion of CSR practices into their processes. The study observed that competent reputation is an asset of any organization and generates profitable returns. The literature signifies that CSR results in reinforcing the brand and business image. In a nutshell, reputation or image of an organization in a considerable degree affects customer attitudes. To generate positive image and account profitability, organizations should implement socially responsible practices, initiatives and innovations. Therefore, it is concluded that positive image earns fame and profit within corporate.

Multiple researchers revealed that image becomes the part of company when innovative endeavours are perceived within the company (Usman & Vanhaverbeke, 2017).

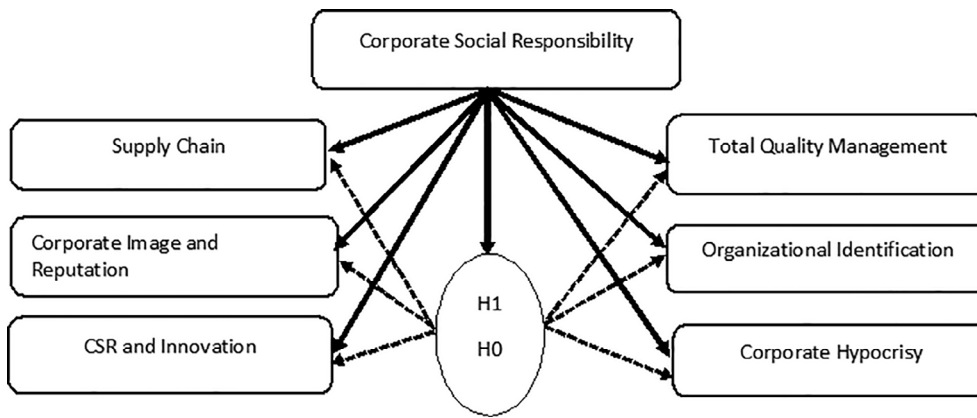


FIGURE 4 Conceptual model for the study

Another similar study conducted by Lee and Kang (2013) pointed out that customer decision on purchasing products are more focused and associated with brand image. Moreover, it is found that there is a distinct positive impact of consumer inventiveness and image. The study also declared that innovative practices increased employee engagement and thereby enhances the image of enterprises (Lee & Kang, 2013).

4.3 | CSR and innovation

Certain studies analysed the influence of CSR activities and the innovative factor implemented in the organization (Delmas and Burbano, 2011). It is stated that there is a direct relationship between CSR strategies, innovation and supply chain. Experts have continuously stated that there exists a positive relationship between the innovative actions such as increase quality, cost reduction, advanced customer services, and so on and the supply chain (Halme & Korpela, 2017). Another study conducted by Soosay et al. (2008) explained that the factors such as cooperation, integration and collaboration within the supply chain strategy necessitate innovative approaches towards performance. It is also stated that collaboration in supply chains aids to realize the advantages of innovation such as lower cost, increased quality, timed delivery, effective operations and coordination of activities. The study concluded that supply chain link enhances the image of enterprises by implementing the above-discussed innovative factors.

Recently, some researchers highlighted the close relationship between corporate reputation and innovation. Indeed, innovation brings forth profit, improves the production process and scale-up customer service. As a consequence, it is asserted that innovation in CSR practices magnifies business reputation (Usman & Vanhaverbeke, 2017).

4.4 | Organizational identification

Only very few researchers have concentrated on exploring the effects of corporate hypocrisy on the employees as well as customers. According to Lee and Seo (2017), both employee's and customer's perception on corporate value with respect to the implementation of CSR activities will be considered more genuine, authentic and legitimate internally. In line with the previous statement, it is, therefore, substantiated that it will have a positive impact on both employee's as well as customer's identification with organizations (Lee & Seo, 2017). The study also focused on explaining negative impact of corporate hypocrisy on consumer's organizational behaviour and identification as a result of their blind belief on CSR practices put forward by various enterprises.

Organizational identification is identified as any individual's sense of belongingness and oneness among the group they choose to trust. Generally, individuals tend to identify themselves with a social group they are self-inclined to. In such scenarios, organizations can meticulously draw their exertions on its employees, customers, suppliers and others. While employees identify themselves with the shape and image of the company, customers with the brand image and reputation of the company. Hence, this can be termed as social identification where the individuals can define themselves as who they are their behaviour and attitude towards the welfare of the society. Thus, organizational identification is an important factor in an individual's work life. The paper also suggested that organizations with high employee retention and fame can always be associated with organizational identification. Employees and customers tend to identify with the organizations, for instance; companies promote sustainable CSR activities that become socially responsible and subsequently improve employer–employee relationship, employee–customer relationship and eventually organization–supplier relationship.

4.5 | Corporate hypocrisy

Hypocrisy springs from clear discrepancies between words and actions to put it simply hypocrisy is described as the will to seem moral but withhold the cost of actually being so. It is generally assumed that hypocrisy originates from heterogeneous corporate practices. According to Wagner, Lutz, and Weitz (2009), corporate hypocrisy is defined as a stakeholder's beliefs that an organization fails to deliver though committed (Wagner et al., 2009). Otherwise stated, corporate hypocrisy is understood as a perceived gap between business goals and their practice towards sustainable development of supplies in and out of the business (Ha-Brookshire, 2017). It is often considered to be staggering when discordance between CSR and actual corporate behaviour continues.

Wagner et al. (2009) stated that inconsistent and incompatible corporate behaviour adversely impacts the sense of corporate hypocrisy, thereby developing pessimistic attitude towards the organization. In addition to communication, strategies opted by any company would affect corporate hypocrisy (Wagner et al., 2009). The study proposed that choosing an inoffensive way of communication, the sense of hypocrisy can be curtailed. It is also suggested that selfless CSR practices enrich employees and consumers optimistic attitude towards the firm, whereas selfish activities developed unfavourable attitude. Another study conducted by Arli, Grace, Palmer, and Pham (2017) demonstrated that corporate hypocrisy exerts a negative impact on organization's reputation on consumers. Companies not fulfilling the desires of the stakeholders, and not being socially responsible, reveal hypocritical attitude, leading to negative opinion among the consumers (Arli et al., 2017).

4.6 | Total quality management

Total quality management is considered as an important factor in maintaining the quality of supply chain within the organizations. Several studies observed that TQM enhances the performance of organizations, corporations and other small-medium scaled enterprises as well as the satisfaction of the consumers (Brammer, Hojmosse, & Marchant, 2012). TQM is defined as a set of practices aimed to improve and meet customer requirements, fulfil the desires of stakeholders, employees and closer relationships with suppliers. Quality has become the foundation for all the global firms. Recent studies stated that larger organizations will not be able to maintain, improve and enhance the quality of their services, products and processes. The smooth flow of process takes place only with the help of suppliers. The study also proposed that

employees feel more socially responsible for maintaining the quality of supply chain management in and out of the enterprises. In addition, TQM has added benefits such as customer satisfaction, higher organizational performance, employee satisfaction and supplier satisfaction (Singh, 2010). The conceptual model for the study is shown in Figure 4, while the relationship between the identified variables is provided in Figure 3, under analysis stage.

Based on the model, the current study develops the following hypothesis:

Hypothesis 1. (H1). CSR positively affects the global supply chain.

Hypothesis 1. (H0). CSR negatively affects the global supply chain.

Hypothesis 2. (H2). CSR affects positively the image and reputation of organization.

Hypothesis 2. (H0). CSR affects negatively the image and reputation of organization.

Hypothesis 3. (H3). CSR positively affects business innovation practices.

Hypothesis 3. (H0). CSR negatively affects business innovation practices.

Hypothesis 4. (H4). CSR positively affects the organizational identification of employees and customers.

Hypothesis 4. (H0). CSR negatively affects the organizational identification of employees and customers.

Hypothesis 5. (H5). Corporate Hypocrisy positively affects the business.

Hypothesis 5. (H0). Corporate Hypocrisy negatively affects the business.

Hypothesis 6. (H6). TQM positively enhances the business of organization.

Hypothesis 6. (H6). TQM negatively enhances the business of organization.

5 | METHODOLOGY

The on-going study is descriptive that conducts survey and finds out all required facts via questionnaires and

test the hypothesis and arrive at conclusion. For this, the study identifies a sample of 100 employees and suppliers from numerous sections and sub-divisions working in corporates. The study is completely based on primary and secondary data. The current study adopted questionnaire to collect the primary data. A structured questionnaire was used to collect the data from the respondent, which help to identify the various variables of corporate social responsibility within the global supply chain such as work life balance, employee satisfaction, corporate hypocrisy, CSR innovative activities, organizational identification, corporate image and reputation and total quality management. The research questionnaire included five parts. The first part consists of demographic and other work experience related questions such as gender, age, educational background, tenure, and so on. The second part refers to corporate social responsibility, which is

measured by a three-point Likert scale. The third section includes questions related to corporate hypocrisy, organizational identification which is measured by three-point Likert scale. The fourth section refers to the scale of CSR and innovation, supply chain, and total quality management to measure the corporate hypocrisy. The examples, CSR activity, corporate hypocrisy, supply chain and other variables, include the prominent needs of any individual, different perceptions of satisfying consumer's needs within an organization or firm, stakeholder's attitude towards consumers with respect to CSR and supply chain. All of these scales are mentioned on a three-point Likert scale, ranging from 'disagree' to 'agree'. The secondary data are collected from journals and other research articles. To estimate the hypothesis formulated, three-point Likert scale is used, varying from Always to Never. For checking the reliability and validity of the questionnaire, a pilot study is conducted by selecting 40 respondents. The pilot study was tested with test-retest method to check the reliability of the questionnaire. Since all the Cronbach's α coefficients for variables in pilot study exceeded .7, the reliability of this questionnaire is guaranteed (Nunnally, Knott, Duchnowski, & Parker, 1967). Prior to administration, a panel of experts in the field are invited to examine the content validity of the questionnaire. Here, the selected people defined the essential issues affecting their organizations supply chain management. Finally, all gathered information was collected to analyse and propose conclusions to the research study.

The population of the study encircled consumers, stakeholders and employers who worked at international companies and SME's in India. Sample for the current study is administered through simple random method with 100 questionnaires. India is one of the biggest and most influential countries across the world and also contributes top multinational companies and SME's across the world. The target population covered the consumers, stakeholders and employers of large organizations. The corporate sector is well known for its role as one of the biggest players in the corporate industry in India with its widespread operation throughout the country. Due to

TABLE 1 Demographic data

Age	Respondents count
<20	10
20–35 years	45
36–50 years	25
51–65 years	15
>66	5
<i>Gender</i>	<i>Respondents count</i>
Male	60
Female	40
<i>Educational qualification</i>	<i>Respondents count</i>
Illiterate	10
SSLC	10
Diploma	30
Graduate	50
<i>Income</i>	<i>Respondents count</i>
<20,000	40
20,000–40,000	20
40,000–60,000	25
60,000–80,000	10
80,000–100,000	5

TABLE 2 Respondents response

Questionnaire distribution	Count
No of participants	200
Fully completed questionnaires	150
Valid questionnaires	100
Total respondents taken for the study purpose	200

TABLE 3 Knowing corporate social responsibility

About the CSR	Respondents response rate
Through online and media	30
Through newspapers	5
Through experience	40
Through passing by	25
Total	100

this reason, the process of drawing the sampling frame is difficult. According to Heckathorn (1997), this situation is referred to hidden population where there is no definite sampling frame; therefore, the population size is unknown in this study. Since the size of the population is not identifiable, approaches that optimize the fit of the model to the given population were considered. The first sampling unit includes top most multinational companies as well as SME's and every four of them will be randomly selected from India, from different states. The second sampling unit refers to 100 stakeholders and consumers randomly selected from these eight companies. SPSS software is used to analyse the data collected. Mean, Media, *SD* and so forth are employed in the current study to analyse the data. Based on the results, the study proposes conclusions to the current study.

6 | EMPIRICAL DATA

The emphasis of this section is to present the data collected while providing questionnaires to the selected respondents. Initially, the data gathered during the survey is presented. Mainly, duration and context of the survey are discussed followed by the demographic details of the respondents. Then, the demographics of questionnaire based on employees and customers are added to finish up the division. The study was carried out for 4 weeks from May to June. The total number of respondents was 100 to whom the questionnaires were distributed via online sites. In the context of study and research, the respondents answered the questionnaire with utmost sincerity and dedication. Most importantly, respondents were asked to complete the questionnaire appropriately. In this context, the experience of the respondents was also taken into consideration. The questionnaire was

administered to 200 participants that include employees as well as customers. Out of 200 participants, 120 were obtained but 100 were valid and used for further analysis in the study. The valid responses of respondents are considered for further analysis has been recorded in Table 2. While the demographic data of the respondents are presented below in Table 1.

From Table 1, it can be inferred that majority of the respondents come under the age group of 20–35 years old followed by 36–50 years and 51–65 years, respectively. Out of 100 respondents 60 of them were male and 40 female who included both employees working in different organizations across India and customers who associate themselves with the brand image and reputation of the organizations. Besides, the income of the majority of respondents falls between 0 and 20,000. From the above statics, it can be clearly understood that majority of them working and visiting the organizations were common public and who trusted corporate firms. The following Table 2 records the responses of the questionnaires distributed among the selected respondents across India using online portals.

The questionnaires were distributed among 200 respondents including employees, suppliers and customers. Out of 200, 150 were filled and 50 of them were found incomplete. Also, out of the filled questionnaires, 100 of them were chosen to be valid and reliable after the screening process was undertaken. In other words, only 50% of the questionnaires were fully complete. Furthermore, the questionnaire had questions from all three perspectives, namely employees, suppliers and customers as well.

TABLE 4 Knowing supply chain

About supply chain	Respondents response rate	Respondents response in percentage
Through online and media	30	30%
Through newspapers	10	10%
Through experience	30	30%
Through passing by	30	30%
Total	100	100%

TABLE 5 Knowing image and reputation of organization

About image and reputation	Respondents response rate
Through newspapers	5
Through experience	30
Through passing by	25
Total	100

TABLE 6 Knowing corporate hypocrisy

About corporate hypocrisy	Respondents response rate
Through newspapers	5
Through experience	45
Through passing by	25
Total	100

TABLE 7 Knowing organizational identification

About organizational identification	Respondents response rate
Through online and media	25
Through newspapers	10
Through experience	50
Through passing by	15
Total	100

7 | DATA ANALYSIS AND INTERPRETATION

This section presents the analysis and observations of the data gathered via questionnaires. First data analysed from the questionnaires are presented in the form of a table followed by a figure and then provide a discussion and interpretation of the same. The data for the current study were collected through opinion poll. Here, the participants filled the questionnaires online and submitted their results. The opinions submitted by the participants will be analysed in statistics on a three-point Likert scale. Table 3 represents the statistical analysis of how many people are familiar with the terms corporate social responsibility and other factors selected for the purpose of the study.

7.1 | Knowing the concept of corporate social responsibility

From Table 3, it can be inferred that, out of 100 participants, 40% of them get to know about CSR practices from their personal experience. This shows the importance of fulfilling the desires of other organizations via third party or suppliers. Thirty per cent of them get to know from online sources, followed by passing by and least population get to know via newspapers.

7.2 | Knowing the concept of supply chain

From Table 4, it can be inferred that, out of 100 participants, 35% of them get to know about supply chain from their personal experience, newspapers and passing by. This shows that almost all employees, suppliers and customers understand the importance of supply chain.

7.3 | Knowing reputation of organization

From Table 5, it can be inferred that, out of 100 participants, 40% of them get to know about image and

TABLE 8 Knowing total quality management

About TQM	Respondents response rate
Through online and media	25
Through newspapers	10
Through experience	50
Through passing by	15
Total	100

reputation of organization from online sources. This shows the importance of acquiring brand image and fame for every organization out of the market. Thirty per cent of them get to know from personal experience, followed by passing by and least population get to know via newspapers.

7.4 | Knowing corporate hypocrisy

From Table 6, it can be inferred that, out of 100 participants, 45% of them get to know about corporate hypocrisy from their personal experience. This shows the importance of following organizational ethics, laws and legal rights as per the organization's policy out of the market. Twenty per cent of them get to know from online sources, followed by passing by and least population get to know via newspapers.

7.5 | Knowing organizational identification

From Table 7, it can be inferred that, out of 100 participants 50% of them get to know about organizational identification from their personal experience. This shows the importance of identifying and associating individuals with the enterprises out of the market. Twenty-five per cent of them get to know from online sources, followed by passing by and least population get to know via newspapers.

7.6 | Knowing total quality management

From Table 8, it can be inferred that, out of 100 participants, 50% of them get to know about TQM from their personal experience. This shows the importance of identifying and associating individuals with the enterprises out of the market. Twenty-five per cent of them get to know from online sources, followed by passing by and least population gets to know via newspapers.

TABLE 9 Rating scale

Rating scale	Always	Sometimes	Never
CSR positively affects the global supply chain	25	40	35
CSR affects positively the image and reputation of organization	50	30	20
CSR positively affects business innovation practices	40	30	30
CSR positively affects the organizational identification of employees and customers	45	25	30
Corporate hypocrisy positively affects the business	10	40	50
TQM positively enhances the business of organization	25	50	25

TABLE 10 Item statics

Items	Levels	
	Mean performance	Mean importance
HY1	5.12	5.31
HY2	5.06	5.26
HY3	4.72	5.18
HY4	5	5.87
HY5	5.05	5.86
HY6	5.36	5.56

Note: M = mean; SD = standard deviation; HY1 = Hypothesis 1; HY2 = Hypothesis 2; HY3 = Hypothesis 3; HY4 = Hypothesis 4; HY5 = Hypothesis 5; HY6 = Hypothesis 6.

7.7 | Rating scale

Table 9 presents the statistics analysis of rating scale selected for the purpose of the study, which is the main output of the current study. The results are analysed on the scale of one to three on a three-point Likert scale ranging from Always to Never.

Tables 10 and 11 show the opinions of the respondents on the main factors identified in the current study. The findings of the current study are given in the table below:

The current study analysed the study by focusing on employees. Suppliers and customer's perspective on six identified factors such as corporate social responsibility, innovative practices, corporate hypocrisy, organizational identification, TQM, supply chain, image and reputation of organization. The organized demographic data of the participants were also considered in the study that included age, income, gender and educational qualification. These factors helped us to understand the challenges faced in global supply chain. The results suggest that corporates need to focus on CSR practices, which

eventually increase profit, earn a brand image and reputation for the organization, employee satisfaction, and customer satisfaction and fulfil the desire of the supplies in the supply chain. Moreover, the results also indicate that most of the respondents believe that CSR practices enhance the business, thereby earning reputation in the market. At the same time, corporates, which fail to follow their standards towards the suppliers and customers, will have to face adverse consequences. Thus, it is important to have a balance of corporate behaviour, ethics and laws followed in the organizations. The current study can be seen as a commencement, and future research studies can discover how organizations frequently look for profits by implementing corporate social responsibility in their corporate practices. This study could be carried forward in many different opportunities. Quality has become the foundation for all the global firms. Recent studies stated that larger organizations will not be able to maintain, improve and enhance the quality of their services, products and processes. The smooth flow of process takes place only with the help of suppliers. Hypocrisy springs from clear discrepancies between words and actions; to put it simply, hypocrisy is described as the will to seem moral but withhold the cost of actually being so. It is generally assumed that hypocrisy originates from heterogeneous corporate practices. Companies not fulfilling the desires of the stakeholders and not being socially responsible reveal hypocritical attitude, leading to negative opinion among the consumers. Organizational identification is identified as any individual's sense of belongingness and oneness among the group they choose to trust. Generally, individuals tend to identify themselves with a social group they are self-inclined to. In such scenarios, organizations can meticulously draw their exertions on its employees, customers, suppliers and others. While employees identify themselves with the shape and image of the company, customers identify with the brand image and reputation of the company. Hence,

TABLE 11 Assessing the measures

Performance	N	Mean performance	SD	Importance	Mean importance	SD	Converted score	Importance	t-Value	Sig. value
HY1	100	5.12	0.99	HY1	3.04	0.42	5.31	0.19	-2.849	0.006
HY2	100	5.06	0.42	HY2	3.01	0.36	5.26	0.2	-3.127	0.003
HY3	100	4.72	0.55	HY3	2.96	0.63	5.18	0.46	-3.669	0
HY4	100	5	0.64	HY4	3.35	0.37	5.87	0.87	-12.601	0
HY5	100	5.05	0.94	HY5	3.35	0.46	5.86	0.81	-10.845	0
HY6	100	5.36	0.61	HY6	3.18	0.54	5.56	0.2	-2.353	0.021

this can be termed as social identification where the individuals can define themselves as who they are, their behaviour and attitude towards the welfare of the society. Thus, organizational identification is an important factor in an individual's work life. Globally, considerable notable companies emphasized on their employees and their efficiency in supply chain as the aforesaid steps upshot noteworthy results such as high customer satisfaction, huge rise in profit and sales. It is also observed that strategic CSR can shoot up positive opinion on suppliers in the supply chain and as a result improves corporate image.

8 | CONCLUSION

The present article aimed to propose and test corporate social responsibility that describes both negative and positive consequences of deceitful suppliers on the local corporates. Global supply chains integrate business relationships that affect business enterprises as well as consumers belonging from various nations and cultural backgrounds. Keeping this in mind, the present study examined the practices of corporate social responsibility, which relatively impacts the supply chain management with special reference to stakeholders and business entities. The results of the study indicated that CSR practices enhances and improves innovation, image and reputation of the organization. Besides, CSR practices will increase the profit of an organization. Furthermore, the study explored that corporate hypocrisy definitely has a negative impact on organization and its supply chain.

DATA AVAILABILITY STATEMENT

Data sharing is not applicable to this article as no new data were created or analyzed in this study.

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How to cite this article: Tiwari M, Tiwari T, Sam Santhos S, Mishra L, MR R, Sundararaj V. Corporate social responsibility and supply chain: A study for evaluating corporate hypocrisy with special focus on stakeholders. *Int J Fin Econ*. 2021; 1–13. <https://doi.org/10.1002/ijfe.2483>