Challenges of CSR Practices in Bangladesh: A Study on Selected Private Sector Enterprises

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Abstract

The prime objective of this study is to examine the challenges of CSR practices and remedies to overcome these. To fulfill the objectives of the study,data were collected from 23 executives of different private sector enterprises through printed questionnaires. The respondents were also interviewed wherever and whenever possible. To analyze and interpret the data, the study uses means, standard deviations, and cross-tabulation of the responses of different respondents on identical issues. An important finding of the study is that sampled companies are well-concerned regarding challenges to CSR practices. Important steps like increasing the awareness programs, governmental support, making suitable rules and regulations and ensuring their implementation, and nurturing a positive attitude towards CSR practice could be effective in removing the current challenges of the CSR practices in Bangladesh. The most important implication of the study is that the business organizations, government, policy makers, and managers may consider the findings of the study in their policy-making and business practices. Implications and future research directions are also discussed in the study.

Key Words: CSR, Challenges, Growth, Bangladesh, Economy, Impact, Private Sector Enterprises (PSEs).

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1.0 Introduction

Most of today's organizations spend a huge amount of money from their financial surpluses and invest a great deal of time and effort to satisfy their stakeholders as well as to perform the task of 'corporate social responsibility'. These activities of social responsibility facilitate the firm by providing longer survival of life, greater acceptance of products, services and firms in society, and ultimate financial benefit through greater market share. Social responsibility is defined as "the set of obligations and organization has to protect and enhance the society in which it functions" (Anderson, 1986).It is an obligation, beyond that required by the law and economics, for a firm to pursue long-term goals that are good for society (Decenzo & Robbins, 1995). Corporate Social Responsibility (CSR) includes all those claims made on an organization by the interest groups such as the community, suppliers and creditors, owners and stockholders, customers and clients, unions and government and finally employees (Reitz & Jewell, 1995). Corporate social responsibility is playing a vital role in today's business to expose sustainable competitive advantages and becoming a vital issue of regular business practices that ultimately helps to ensure the better market positioning of a firm. Social responsibility is defined as "the set of obligations an organization has to protect and enhance the society in which it functions" (Anderson, 1986).

In the era of the 21st century, all the organizations have to give much concentration on CSR practices besides the various activities of business organizations. CSR is a concept whereby companies integrate social and environmental concerns into their business activities (Julie, 2002). The CSR movement has gathered great momentum over the past years and is now regarded to be at its most prevalent (Willaims, 2005). Not only has the issue received academic attention, but it also has quickly moved up the corporate agenda (Knox, Marklan, & French, 2005).

One of the major purposes of business is to make a profit. However, the profit motive is sometimes viewed as less than virtuous because it emphasizes self-interest. Nevertheless, self-interest is not the same as selfishness, which emphasizes one's own interests at others' expense. Self-interest is simply a concern for financial reward and is arguably necessary if society is to be maximally productive and efficiently allocates its resources (Geoffrey, 2002).

Profit rewards hard work and innovation, incentives that most people need; otherwise, it would be irrational to save and invest rather than consume. Consequently, business organizations cannot operate successfully without the cooperation of the society in which it is located. The corporate world has some of the brightest minds in the world and it possesses tremendous financial resources (Ahamed, 2010). Thus, businesses should utilize some of their human and financial capital in order to "make the world a better place". According to Alimullah (2006), "Corporate Social Responsibility is one of the new dimensions in corporate management once if the focus was on financial Management". According to Bowen (1953), most of that time, people were saying that maximization of profit is the main objective of the company, but in modern times, we do not speak like that. Researchers feel that the company's corporate management's main objective is to achieve the corporate goals and incentives. CSR is for progressive companies and definitely they will look after the privileged people, the distressed people and those who don't have the capacity to survive in this society.

CSR indicates that the companies have an important social role in the various segments of the society that are directly or indirectly affected by the company Mohammad (2006). It emphasizes that the corporate entities must not exist only for the sole motive of profit but have to devote some of their precious resources and time to the well-being of society. Social responsibility of business is not a new concept in our country that has been developing gradually for two decades. In the past whenever there was famine or tidal-bore, or natural disasters, the leading businessmen of the area would literally throw open their business premises to provide food and other assistance to the needy Blyth (2005).

Corporations are necessary for economic growth and development, to the extent that the problems of society be solved by proving more and better jobs, higher income levels for more people, and a large supply of goods and services; Such organizations may be expected to halt the pollution of the environment by their industrial waste, train hard core unemployed and lean up the slums because ultimately such actions will affect the business favorably. In this circumstance, corporations act as trustees of the public interest out of self-interest. Such trusteeship may cause management to forego immediate profit for the sake of the public good and for the sake of the corporation's long-term goals and

profits. With the increasing complexities of society, the route to profit also has become more complex (Gill & Leinbach, 1983).

CSR in Bangladesh can also contribute a lot to community development. The corporate house can develop the community by creating employment, providing primary education, contributing to infrastructure development like roads and highways and addressing environmental concerns (Arif, 1990). This is more relevant to a country like Bangladesh where the government interventions in these fields augmented by corporate alliance can go a long way in developing the economy, society and environment. Business and society live together. If there is no society, there is no business and vice versa. Thus it is understood that CSR is important for the business now.

2.0 Literature Review

The term Corporate Social Responsibility (CSR) has become a buzzword in the corporate world. Social responsibility of business is now being widely recognized and emphasized for practice although its origin dates back to a long past. In today's competitive economy, CSR has been getting importance to managers for the sake of their stakeholders' changing expectations, which are incorporated into business strategy formulation. As for a common understanding, all terms speak about some basic notions of a business's role in proving some 'good' to society in the form of jobs, growth, philanthropy, law abidance, environment stewardship, rights protection, and other expectations. This study considers some of the scholarly works and thinkers who have been influential in CSR debate during the past 50 years or before and bring together fundamental thoughts in the field of CSR that have a considerable resource for contemporary business practices. This discussion is followed by an overview of major theories and models of CSR, CSR drivers and so on.

Research on Corporate social responsibility (CSR) practices in Islamic banks of Bangladesh and their findings are CSR influences an organization in deciding its ethical approaches in the corporate practices and is also important to maintain sustainable development Bhuiyan, Darda & Hossain (2021).

Another research work conducted on Regulatory influences on CSR practices within banks in an emerging economy and the findings stated that over more than two decades, the practice of voluntary CSR practices and its reporting by

firms in Bangladesh has developed and increased, but the need for regulatory guidelines for CSR practices and continues to overcome the challenges of CSR practices. Furthermore, they stated that regulation would minimize the negative behavior regarding CSR practices because there is a lack of political will, an absence of accountability and there appears to be a lack of substantive commitment to ethical conduct amongst powerful board members Khan, Bose, & Rachel (2020).

An interesting research work conducted on measuring the impact of CSR practices on brand equity in the banking industry in Bangladesh: The mediating effect of corporate image and brand awareness and the results are the banking industry in Bangladesh is now conducting business under the growing pressure to conform to every aspect of corporate social responsibility (CSR) for the welfare of their clients and society and the results of the study also demonstrated that CSR has a significant direct effect on the corporate image and brand awareness Hafez (2018).

Ahmed, Jobair & Azad (2013) conducted another research work in the same field, Corporate Social Responsibility Practices of Commercial Banks in Bangladesh: A Case Study on Southeast Bank Ltd. and the findings are CSR is being seen as the source of a new competitive edge for the banking sectors of Bangladesh. Banks of Bangladesh practice CSR not only to improve community relations but also as a source of significant commercial benefit, so all the organization should take the proper steps to remove the challenges of CSR practices as quickly as possible.

In a research work Bishawjit (2011) stated that historically CSR has been viewed as a developed country phenomenon though this is not true. Furthermore, he stated literature review and search of the website has led to believe that managers in Bangladesh and all categories of stakeholders of developing countries were also showing interest though to a lesser extent compared to developed countries, to CSR issue. In this regard, the present researcher feels interested on conducting the study on the challenges of CSR practices by private sector enterprises especially in developing countries like Bangladesh.

Post and James (1996) did a research work on 'Business and Society, Corporate strategy, Public Policy Ethics' by collecting a sample of 435 randomly and concluded that CSR means that a corporation should be held accountable for any of its actions that affect people, their communities, and their environment. It may require a company to forego some profits if its social impacts are seriously harmful to some of the corporation's stakeholders or if its funds can be used to promote a positive social good. In this work the researchers mentioned the important things what issues were good for business and society under CSR practices but it could be more specific in issues and industries. One of the most important research work done by Windsor (2001) on "The Future of Corporate Responsibility", with the aim of knowing the key issues by collecting 125 samples of business houses in different industries regarding CSR practices that could be benefited for the business house and the findings that 'business leaders have since the 1920s widely adhered to some conception of responsibility and responsiveness practices.

Ahmed and Islam (2008) conducted another research work in the same field, "CSR in the Private Sectors' to know the impact on society and the challenges of business in the CSR field and the findings are a radical change in the relationship between business and society and the various barriers faced by the different organizations regarding CSR practicing. Prime drivers of this change have been the globalization of trade, increased size and influence of companies, repositioning of government and rise in the strategic importance of stakeholder relationships, knowledge and company reputation. The relationship between companies and civil society organizations has moved from paternalistic philanthropy to a re-examination of the roles, rights and responsibilities of business in society.

Sultana (2009) conducted a research work On "Corporate Social Responsibility in Bangladesh" with the aim of discovering the impact and relationship of Business and the stakeholders by collecting 378 samples through purposive sampling and she revealed that it was the awareness that business activities have an impact on society and the consideration of that impact by firms in decision-making. The study also showed that emphasizing profits, firms are concerned with social responsibility and voluntarily engage in activities that ensure the benefits of the society and also create new business opportunities, synergies,

and private- public partnerships, connecting customers, suppliers, stakeholders and communities.

A research work conducted by Raihan (2002) on "Corporate Responsibility Practices in Bangladesh: Results from a Benchmark Study" asserted that the PSEs could play a very important role in providing social goods and services to the masses at a very competitive price. Hence the PSEs are subjected to immense social pressure. Competitiveness of corporate entities of Bangladesh can be improved by involving more emerging concerns of CSR issues. It is no more with the expectations; rather, the responses should be more efficient and effective. Though the researchers in Bangladesh are interested in this topic, research at both academic and business levels is largely absent here.

Another research work conducted by Julie (2002) on "Corporate Social Responsibility in Bangladesh: Barriers and Opportunities experienced by SMEs when undertaking CSR" and he stated that the people of business enterprises have to be convinced that the arguments placed in favor of CSR practices are exaggerated. Rather, companies are aware that they can contribute to sustainable development by managing their operations in such a way to enhance economic growth, increase competitiveness, and ensuring at the same time environmental protection and promoting social rights. Thus CSR is a concept whereby companies integrate social and environmental concerns into their business activities. This research specially has encouraged the present researcher to identify the challenges of CSR practices by the PSEs in Bangladesh.

Stoner (1997) asserted the CSR concept in the book of Management that all business organization must recognize some division of social responsibility among the various segments of the society, including government and the business community. Most managers and other people believe that both the government and the business community do have some responsibility to act in the interest of society. As the two most powerful institutions in the country, the sheer size of business and government obliges them to address problems of public concern. Both corporations and governments depend upon acceptance by the society to which they belong. Lamy (2002) conducted a research work on "The Role of Corporate Social Responsibility" by collecting a sample of 323 through convenience sampling with the key aim of identifying the key impact

of CSR in the business and he concluded that the past twenty years had seen the globalization of trade, the increased size and influence of companies, the repositioning of government and the rise in strategic importance of stakeholder relationships, knowledge and brand reputation.

Hoque (2008) conducted a research work on "Social Responsibility of Business: Bangladeshi Business Enterprises" by collecting a sample of 127 through purposive sampling with the aim of addressing the scenario of CSR and to determining some recommendations for improving the situation. He concluded that the business enterprises in Bangladesh are divided into different groups according to the size of the operation, nature of the operation, ownership pattern and effort taken for operation. In this work the researcher mentioned that in Bangladesh both public and private sector enterprises should perform social responsibilities and unfortunately he identified the businessman of Bangladesh had been ignoring those responsibilities or they had miserably failed to discharge the responsibilities. He also mentioned that the factors responsible for not being socially responsible practices were economic, political, administrative and organizational and the researcher provided some recommendations. Researchers also found that few studies on challenges of CSR practices in the context of Bangladesh are remarkably absent. These research gaps have inspired the current study. That's why the present researcher has given the concentration on PSEs of Bangladesh regarding the challenges of CSR practices.

3.0 Objectives of the Study

The prime objective of the study is to investigate the current challenges of CSR practices by private organizations in Bangladesh. The specific objectives are:

1. To identify the challenges of CSR practices faced by the private sector enterprises.
2. To identify the present status of those challenges by having a deeper insight into them.
3. To identify the ways to overcome those challenges.

4.0 Scope of the Study

The study remained concentrated on the challenges of CSR practices by some large and medium scale PSEs in Bangladesh. Twenty three (23) companies in Bangladesh from different industries were purposively selected for this study. The study mainly covered fourteen issues to investigate the challenges of CSR practices by the business houses in Bangladesh.

5.0 Methodology

This section describes the methods and procedures of developing and administering the questionnaires and data collection procedures that are used to investigate the challenges of CSR practices and other necessary answers to the related questions regarding this study.

5.1 The Sample and their Selection

The focus of the study is mainly directed to challenges of CSR practices by sampled enterprises which are mostly based on primary data. In selecting the sample for this study, purposive sampling method was used. A total of 23 business houses from different industries were selected as sample organizations for the current study. All the sample enterprises in this study are engaged in any one of the business activities including producing and selling goods, importing raw materials from abroad, offering services to the people of the society in various forms. Samples selected for the study covered Bank, Financing Company, Real Estate, Insurance, Health Care Organization, Food and Beverage, Textile, Telecom Company, Pharmaceutical Company, and Steel Mill to fulfill the objectives of the study. Most of the companies are renowned and popular to the customers and society in their respective industries among which some of them secured the leading position from the view point of market share. In selecting the sample enterprises for this study, the size and numbers of employees of the organizations were important considering factors.

5.2 Questionnaire Design, Pilot Study and Data Collection

For collecting the primary data, top/mid-level executives from sampled organizations were selected regarding challenges of CSR practices by their respective organizations. About three months' time span (from January 2019 to March 2019) was dedicated to collect primary data for this study and to serve

the purposes of this study. Before administering the final questionnaires, a pilot survey was conducted to check question design, clarity of instructions and the time taken to complete the questionnaires. To meet the objectives of the study questionnaires for the executives were developed and pre-tested. The following steps were taken in developing the questionnaires. Firstly, the questionnaire was given to six fellow researchers at different universities who commented on the design and clarity of the instrument. Finally, a participating pre-test was conducted with four participants (executives working at different organizations of different professions).

Questions were multiple choices on a five-point Likert 'scale on agreement or disagreement and the extent from highest to lowest. Twenty three executives were provided questionnaires and interviewed personally for collecting data for this study. In order to explain the relevant issues, this study is partly based on secondary information that has been obtained from different sources like websites, research articles, published journals of several universities and organizations and thesis papers. The researcher carefully studied the related text, annual reports of different organizations, and other pertinent documents regarding CSR to serve the purpose of the research.

Table-1: List of Sample Enterprises with Their Categories

Sample	Name of the Private Enterprises	Category
Sample 1	Apollo Hospital Ltd. Dhaka	Health
Sample 2	United Hospital Dhaka	
Sample 3	Robi (Axiata)	Telecommunication
Sample 4	Banglalink	
Sample 5	Grameen Phone	
Sample 6	Dutch Bangla Bank Ltd.	Banking sector
Sample 7	Standard Chartered Bank	

Sample 8	HSBC	
Sample 9	Beximco Pharmaceuticals Limited	Pharmaceuticals
Sample 10	Square Pharmaceuticals Ltd	
Sample 11	KSRM	Steel
Sample 12	Bangladesh Steel Re-rolling Mill (BSRM)	
Sample 13	Metlife	Insurance
Sample 14	Delta Life Insurance	
Sample 15	CPDL	Real Estate
Sample 16	Equity Property Management Ltd.	
Sample 17	Lanka Bangla Finance	Non-banking (Financing Sector)
Sample 18	IDLC	
Sample 19	Pran Group	Consumer Goods
Sample 20	S. Alam Group	
Sample 21	Ispahani Group	
Sample 22	KDS Textile	
Sample 23	Desh Garments	

Source: Field study

5.3 Analysis and Interpretation Tools

In this study both qualitative and quantitative techniques have been employed for the analysis and interpretation of collected data. Data have been analyzed using descriptive statistics like mean, and standard deviation to explain the

respondents' answers. The respondents' views on the issue of challenges to practicing CSR have been analyzed by using the descriptive statistics. 'Statistical Packages for Service & Solutions (SPSS) has been used to analyze the collected data in this study.

6.0 Findings and Analysis Tools

To fulfill the objectives of the study questionnaires consist of both open and closed-ended questions. Data regarding challenges towards CSR and their probable remedies were sought out from the respondents through questionnaires and interviews.

Table-2: Demographic Information of Respondents

Demographic characteristics	Mean (in years)	SD (in years)	N	%
Respondents' experience	18.30	6.27	----	----
Respondents' gender:				
Male	----	----	22	95.6
Female	----	----	1	4.4
Total	----	----	23	100
Respondents' position level:				
Top	----	----	7	30.4
Middle	----	----	16	69.6
Total	----	----	23	100
Respondents' Academic qualifications				
Masters	----	----	22	95.6
Others	----	----	1	4.4
Total	----	----	23	100.0

Source: Field Study

The average years of work experience of respondents were 18.30 with SD of 6.27. Among 23 respondents, 22 (95.6%) respondents were male and only 1 (4.4%) of them was female. There were 7 (30.4%) and 16 (69.6%) representations by the top-level and mid-Level respondents, respectively. The respondents were well educated: 22 (95.6%) had completed Masters degrees, while only 1 (4.4%) showed other higher degrees.

6.1 Descriptive Statistics of Executives' Responses Regarding Challenges towards CSR Practices

A total of 23 business houses from different industries were selected as sample organizations for the current study. Samples selected for the study covered Bank, Financing Company, Real Estate, Insurance, Health Care Organization, Food and Beverage, Textile, Telecom Industry, Pharmaceutical Company, and Steel Mill. Most of the companies are renowned and popular to the customers and society among which some of them secured the leading position from the view point of market share.

6.2 Challenges towards CSR practices

The respondents (Top & Mid-level Executives of selected enterprises) were requested to rate the different critical issues regarding challenges to CSR practices of their respective companies. A five-point Likert-scale was designed to find out their response levels regarding those issues. The scale stratifies levels as, SA= strongly agree; A= agree; N=neutral; D= disagree; SD= strongly disagree. The responses were as follows

Table-3: Frequencies of Executive Responses on Challenges of CSR Practices faced by the Enterprises

Particulars	Negative Attitude of Management					Total	WAS	SD
	SA	A	N	D	SD			
Frequency	3	5	7	7	8	3	2.60	1.33
%	10%	16.7%	23.3%	23.3%	26.7%	10%		
Particulars	**Could not Realize by the Top-Management about Importance of CSR**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	4	3	10	5	8	23	2.67	1.35
%	13.3%	10.0%	33.3%	16.7%	26.7%	100%		
Particulars	**Creates the Conflict of Interest Among the Decision Makers**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	1	8	6	8	7	23	2.60	1.22
%	3.3%	26.7%	20%	26.7%	23.3%	100		

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

From the analysis presented in Table-3, it is seen that among 23 respondents, 26.7%(8) and 23.3% (7) respondents were respectively strongly disagreed and disagreed that the negative attitude of management is one of the challenges the CSR Practices in the organizations, while 7 of the respondents remained neutral on the same issue. A significant number of respondents 8(26.7%), 7(23.3%) and 9(30%), rated their perception above the neutral point regarding all the above-mentioned issues respectively; this indicates that they agreed on these challenges of CSR practices.

Table- 4: Frequencies of Executive Responses on Challenges of CSR Practices faced by the Enterprises

Particulars	**Corporate People Do not have Enough Experience, Skills and Patience to Practice CSR**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	5	6	6	6	0	23	2.30	1.09
%	21.7%	26%	26%	26%	0%	100%		
Particulars	**Expensive**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	3	6	6	6	2	23	2.97	1.16
%	13.0%	26%	26%	26.6%	8.7%	100%		
Particulars	**Social Involvement of the Organizations is not Encouraged by Large Number of People of the Society**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	1	6	7	5	4	23	2.73	1.14
%	4.3%	26%	30.4%	21.7%	17.4%	100%		

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

From the analysis table-4 it can be seen that among 23 respondents in each response area, remarkable number of respondents 26.0% (6) mentioned their position in agree point which indicates the moderate position about the challenges of CSR Practices in their organizations, while 6(26%) ,6(26%) and 7(30.4%) respondents remained neutral on the same issues. A significant

number of respondents 8(26.7%), 7(23.3%) and 9(30%) rated their perception above the neutral point respectively regarding all the above mentioned issues which indicate respondents put their strong position in favor the challenges of CSR practices.

Table- 5: Frequencies of Executives' Responses on Challenges towards CSR Practices by the Sample Enterprises.

Particulars	**Negatively Effect of the Business Efficiency**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	2	4	9	3	5	23	2.67	1.18
%	8.7%	17.3%	39.1%	13.3%	21.7%	100%		
Particulars	**Lack of Legal Obligation by the Government**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	1	7	9	4	2	23	3.13	0.94
%	4.3%	33.3%	39.1%	17.3%	8.7%	100%		
Particulars	**Lack of Available Organizational Resources**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	1	6	9	5	2	23	3.00	0.95
%	4.3%	26%	39.1%	21.7%	8.7%	100		

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

In this table, executives of different organizations rated their companies about the challenges of CSR practices towards 'Negatively effect of the business efficiency', 'Lack of legal obligation by the government' and 'Lack of available organizational resources' by their respective organization it can be seen that, among 23 respondents equal number of respondents 9 (39.1%) agreed in 'neutral' in all three issues respectively however, not a remarkable portion of the respondents putted their opinion strongly in favor of the abovementioned issues.

Table-6: Frequencies of Executives' Responses on Challenges towards CSR Practices by the Sample Enterprises

Particulars	**Decreases the Profitability of the Organization**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	1	6	7	7	2	23	2.67	1.06
%	4.3%	26.0%	30.4%	30.4%	7.6%	100%		
Particulars	**Cannot Relate Towards the Organizational Benefits**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	2	3	9	8	1	23	2.80	0.93
%	8.6%	13.0%	39.1%	34.7%	4.3%	100%		
Particulars	**More Profit Seeking Mentality**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	3	6	8	6	0	23	3.20	0.96
%	13.0%	26.0%	34.7%	26.%	0%	100%		

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

In this analysis table-6, executives of different organizations rated their companies regarding the challenges of CSR practices 'Decreases the profitability of the organization', 'Cannot relate towards the organizational benefits' and 'More Profit seeking mentality. It is revealed that, among 23 respondents 7 (30.4%) and 9 (39.1%) agreed in 'disagree' in the first two issues and 8(34.7%) neutral for last issue respectively. From this analysis table it also seen that a significant amount of respondents, 7(30.3%) and 9(39%), put their opinion in favor of the first and 3rd issues of the challenges of CSR practices, which can be good sources for future recommendations to overcome the situation and make it in favor of CSR practices.

Table-7: Frequencies of Executives' Responses on Challenges t towards CSR Practices by the Sample Enterprises

Particulars	**Think Burdensome Works**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	3	6	5	9	0	23	3.13	1.11
%	13%	26%	21.7%	39.1%	0%	100%		
Particulars	**Lack of Government Support**					**Total**	**WAS**	**SD**
	SA	A	N	D	SD			
Frequency	5	4	11	3	0	23	3.47	1.01
%	21.7%	17.4%	47.8%	13%	0%	100%		

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

From table 7 it can be observed that almost 61% (14) and 87% (19) respondents gave their opinion opposite the disagreement level regarding both the issues to the challenges of CSR practices. This result revealed that respondents support both issues which are significantly responsible as challenges of CSR practices in their respective organizations. Furthermore, not a single person found in the issues who put their opinion in favor of strong disagreeableness, may be a good source of further recommendations to overcome the challenges of CSR practices.

Table-8: The Mean, Standard Deviations of Challenges towards CSR Practices by the Sample Enterprises.

SL	Particulars	Executives	
		Mean	SD
C1	Lack of government support	3.47	1.01
C2	More Profit-seeking mentality	3.20	0.96
C3	Lack of legal obligation by the government	3.13	0.94
C4	Think burdensome works	3.13	1.11
C5	Lack of available organizational resources	3.00	0.95
C6	Expensive	2.97	1.16
C7	Cannot relate towards the organizational benefits	2.80	0.93
C8	Social involvement of the organizations is not encouraged by large number of people in the society	2.73	1.14
C9	could not realize by the top-Management about the importance of CSR	2.67	1.35
C10	Negatively effect the business efficiency	2.67	1.18
C11	Decreases the profitability of the organization	2.67	1.06
C12	The negative attitude of management	2.60	1.33
C13	It creates a conflict of interest among the decision makers	2.60	1.22
C14	Corporate people does not have enough experience, skills and patience to practice CSR	2.30	1.09

Source: Field Study

WAS= Weighted Average Score; SD= Standard Deviation.

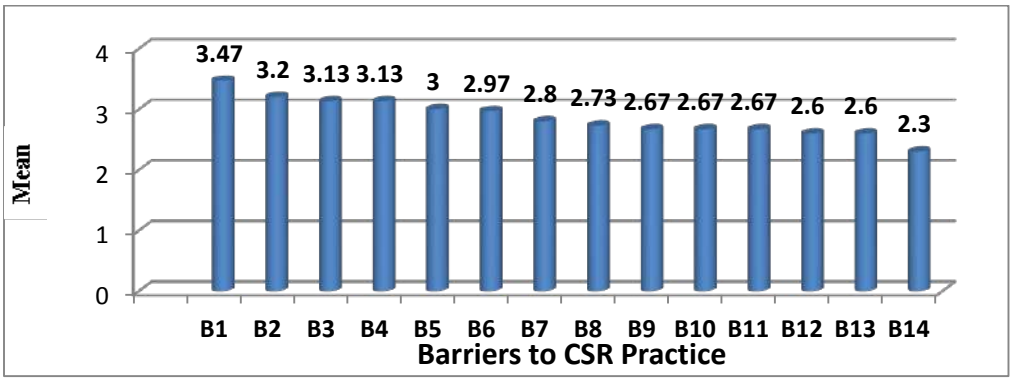


Figure: Mean of Challenges of CRS practices by the sample enterprises.

From the observation of table, the highest mean value (3.47) is found in the challenges to CSR practicing issue, 'Lack of government support'. The nearest highest (3.20) was found in case of the 'More Profit seeking mentality' issue. On the other hand, from the mean and SD table, lowest mean value (2.30) was found in the issue of 'Corporate people do not have enough experience, skills and patience to practice CSR' which indicated that executives considered this issue the lowest level which was very pragmatic from the Bangladesh industrial historical point of view.

7.0 Discussions

Regarding challenges towards CSR practices, the researcher has found that most of the executives' responses are not favorable to the given statements. It is clear to the researcher that among 14 statements regarding challenges towards CSR practicing nine issues i.e. expensive, cannot relate towards the organizational benefits, social involvement of the organizations are not encouraged by a large number of people of the society, cannot realize by the top-management about importance of CSR, negatively effect of the business efficiency, decreases the profitability of the organization, negative attitude of management, create the conflict of interest among the decision makers, and corporate people do not have enough experience- skills and patience to practice CSR, the companies think that these are not challenges to CSR practices. The sampled companies recognized mostly four issues which create challenges to practice CSR and these are lack of government support, more profit seeking

mentality, lack of legal obligation by the government and think burdensome works. One most interesting issue is that the executives are neutral about the challenges of lack of available organizational resources, which indicates a very good sign to enhance the CSR field aggressively in today's competitive environment. It has not been surprisingly noted to the researcher that the sampled companies don't think that the money involved in the CSR practices is not expensive, which can ensure the optimism in the CSR field to the growing companies. Finally, the most praising challenge to CSR practices according to the executives of sampled companies is 'lack of government support' which is not very much expected of an industrially developing country like Bangladesh. Based on analyses carried out and the findings made, the following recommendations are offered to encounter challenges of the CSR practices in the PSEs in Bangladesh and for Government to make policy and ensure the implementation regarding the same at the highest level.

1. In the year of presence competitive business field the companies of the private sector should emphasize on creating awareness of employees about environment related issues, i.e. producing safety products, managing waste efficiently, establishing water treatment plant, energy-saving technology, recycling facilities, renewable energy and more on all should be environment friendly. This is of great strategic importance in the interest of long-term survival in the market.

2. Government plays an important role in the development of the industry. In the case of CSR practices government may play an important role in ensuring the private sectors by providing special support to the industries and investors who intensively practice CSR. These may be training programs for investors to create awareness about CSR practices, technological support by research institutes for advancement of industrial environmental technology, free of cost, financial support for encouraging (tax holiday, low interest rate for credit) CSR related activities, incentives and rewards programs for CSR practitioners.

3. Another significant role can be played by the government through their institutions, by making and implementing rules and regulations in favor of

practicing CSR by all the private sector companies compulsorily in some particulars issues which must be friendly from the investors point of view, i.e. plantation, providing compulsory of profit for the wellbeing of society, green marketing etc.

4. Surely CSR practices involve cost, but it accrues more benefits to every practicing company. So the company should not consider the money involvement in the CSR field as expense; rather they must consider it as investment because CSR practices produce different types of benefits for the company i.e. direct social involvement having long-term self-interest of business, solving social problems can be financially benefited. It creates goodwill among public and businesses can be a partner with the government. So the government may nurture the investors and managers to change their attitude about CSR practice issues in a positive manner through some development programs.
5. Private sectors have to play a role to ensure the knowledgeable stakeholders of society about that to enhance the business sustainability through their CSR-related works because different studies revealed that CSR practices increase the possibility of business profitability and enhance the social image in the market place.
6. Today's world mostly depends on the availability of quality information in the right quantity and time, so the people should acquire the right information at right time which can ensure the support of long-term industrial development. On the other hand, a country's social, educational and economic development is mostly related to the cultural advancement, they should put emphasis on cultural development through their innovative long-term programs and the people should be more conscious about their culture through the education system, because without a strong culture no nation can be able to lay the foundation of their economic and social development.

7. Today's business is customer-oriented, so the companies should be aware of the customers' expectation to make their position stronger in the market. As the finding of this study indicates that company people are well-concerned regarding this issue.
8. Nurturing positive attitude toward CSR practices could be effective in removing the current challenges because research proved that CSR practices enhance the social acceptability of the business units which ensure the survivability of the business unit in the long-run.

9.0 Implications

This study mainly tries to investigate the challenges towards the CSR practices with a view to suggesting ways to encounter these challenges. The result of this study reveals some remedies to overcome the challenges of CSR practices in Bangladesh. The result of this study is relevant and informative for the private sector, government, policy-makers, the managers etc. This study was primarily conducted based on the perceptions of executives of selected private sector enterprises.Hence, their perceptions and suggestions are important to the concerned authorities of selected private enterprises, government institutions and other organizations. Policy makers can consider the factors while making related regulatory policies and framework for the enhancement of the CSR practices by the private sector. On the other hand, the authorities of the business and other institutions can appraise the findings of this study while formulating their business strategies. People of the society should be more conscious about CSR practices by the PSEs by getting proper information which provide by the regulatory bodies, which can be a real pressure to the PSEs to engage more in CSR activities.

10.0 Limitations and Directions for Future Research

The study has some limitations. In order to identify the challenges towards CSR practices by the PSEs it requires some useful tools. Although some tools and techniques for identifying the challenges to CSR practices were developed in western countries, the application of all such tools in developing countries like Bangladesh is questionable or not possible to identify in right manner. Furthermore, because of limited practices and consciousness about the

challenges to CSR practices in Bangladesh, it was really difficult to get opinions from executives of Bangladesh on most of the issues practiced in developed countries industries. Moreover, the opinion collected from the executives and employees might be biased to their own enterprises' practices. Subsequent studies could be attempted to investigate the challenges towards CSR practices by both public and private sector longitudinally. Future research would be benefited from a larger sample size, using a variety of samples. Current research did not study the public sector enterprises. Hence, research on comparative study and impacts of these two main types of public and private sector enterprises may produce more interesting results that may prove more helpful to the policymakers for taking better steps for developing the business positioning. Issues identified as challenges to CSR practices in the private enterprises and suggested issues related to overcoming these challenges may be researched distinctly for producing better results that will be more specific.

11.0 Conclusion

The economic dependency of Bangladesh over the last two to three decades has been shifting from agriculture to industrial sector. The major portion of GDP contributed by industrial sector; at the same time this sector has been contributing to the society in diverse ways. Continuously, the list of new investors and the amount of investment in this sector are increasing rapidly. The investment not only creates the employment opportunity for millions of people but also contributing to the wellbeing of society through CSR practices. For the existence of business organizations they must do CSR practices as one of their regular business activities in the long run. Both the company and government should emphasis equally on creating awareness and making rules and regulations to encounter the challenges of CSR practices. Even though the large companies are conscious about the challenges to CSR practices in Bangladesh, the small companies are not truly aware regarding CSR practices and their challenges as it brings extra costs for them. The management of these companies should consider CSR practices as a major investment rather than costs. In essence, a support and commitment from the top-management of an organization can play a vital role in practicing CSR and overcome the challenges regularly.

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