



CSR Effectiveness in Hydro Electric Projects: Public vs Private Sector Insights

Mr. Manish Saini^{1*}, Dr. Satosh Kumari²

^{1*}Research Scholar, Himachal Pradesh University Business School, HPU, Summer Hill, Shimla, :saininmanu005@gmail.com

²Asst. Professor, Himachal Pradesh University Business School, HPU, Summer Hill, Shimla, santoshverma933@gmail.com.

Citation: Mr. Manish Saini et al, (2024) CSR Effectiveness in Hydro Electric Projects: Public vs Private sector Insights, *Educational Administration: Theory and Practice*, 30(1) 4210-4221

DOI: 10.53555/kuey.v30i1.7767

ARTICLE INFO

ABSTRACT

The socio-environmental impact of hydroelectric initiatives, which are essential for sustainable energy production, is significantly influenced by Corporate Social Responsibility (CSR). This study compares the efficacy of corporate social responsibility (CSR) initiatives in hydroelectric programs between the public and private sectors. It is the objective to evaluate and compare the CSR strategies implemented by public and private entities, with a focus on their impact on stakeholder satisfaction, environmental sustainability, and local communities. The research employs a mixed-methods approach, with a total sample size of 150 hydroelectric initiatives. Quantitative surveys are implemented to evaluate the perceptions and outcomes of corporate social responsibility (CSR). The primary focus of data acquisition is the assessment of corporate social responsibility (CSR) initiatives, their implementation processes, and the tangible advantages that local communities and the environment perceive. The analysis contrasts the CSR strategies of selected public and private hydroelectric projects to identify their distinct practices and effectiveness. The results indicate that, despite the fact that both sectors are dedicated to corporate social responsibility (CSR), their methodologies and results exhibit substantial disparities. Public sector initiatives frequently prioritise compliance and the well-being of the entire community, which leads to moderate but consistent community benefits. In contrast, private sector initiatives frequently implement more innovative and focused corporate social responsibility (CSR) strategies, which can result in increased stakeholder satisfaction but occasionally restrict community engagement. The study concludes that a balanced approach that incorporates the assets of both sectors is necessary to optimise CSR effectiveness. This approach should focus on the development of customised strategies that address the specific requirements of the community while simultaneously ensuring overall sustainability and stakeholder engagement.

Keyword: CSR effectiveness, hydroelectric projects, public sector, private sector.

I. INTRODUCTION

Corporate Social Responsibility (CSR) has emerged as an indispensable element of contemporary business strategies, surpassing conventional notions of compliance and philanthropy. The function of corporate social responsibility (CSR) is especially significant in the context of hydroelectric initiatives, as they have significant environmental and social implications. The efficacy of corporate social responsibility (CSR) in hydroelectric initiatives is significantly different between public and private sector organisations, as a result of the differing motivations, objectives, and stakeholder expectations. The construction of large-scale infrastructure, including dams and reservoirs, is the hallmark of hydroelectric power, which is celebrated for its renewable energy potential. Although these projects provide substantial advantages, such as enhanced energy security and reduced greenhouse gas emissions, they also pose obstacles, including the displacement of communities, disruption of local ecosystems, and modification of natural water cycles.

It is imperative to mitigate adverse impacts and improve the sustainability of projects by addressing these challenges through effective CSR initiatives. National and regional energy policies, which are designed to foster sustainable development and achieve energy independence, frequently serve as the impetus for hydroelectric

initiatives in the public sector. Typically, public sector entities are required to prioritise environmental protection and social welfare. As a result, their corporate social responsibility initiatives are generally centre on the provision of comprehensive community benefits, including infrastructure development, educational programs, and environmental conservation initiatives. These initiatives are typically intended to be consistent with public expectations and governmental regulations, with a focus on accountability and transparency. Comprehensive CSR programs can be facilitated by the broader reach and more robust regulatory frameworks of public sector initiatives.

However, the timely and effective execution of corporate social responsibility (CSR) initiatives can occasionally be impeded by bureaucratic processes and political considerations. In contrast, private sector hydroelectric initiatives are primarily motivated by shareholder value and profit. CSR strategies are frequently incorporated into corporate branding and risk management frameworks for private companies. In the private sector, effective corporate social responsibility (CSR) frequently seeks to balance profitability with social and environmental responsibilities, with an emphasis on activities that improve stakeholder relations and corporate reputation. These initiatives may encompass partnerships with non-governmental organisations (NGOs), environmental stewardship, and community engagement programs. In general, private sector entities are more adaptable and innovative in their approach to corporate social responsibility (CSR), utilising their elasticity to implement targeted programs that resolve specific local concerns. Nevertheless, their dedication to corporate social responsibility may occasionally be perceived as less genuine, which could result in the prioritisation of image over substantive impact.

The efficacy of corporate social responsibility (CSR) in hydroelectric initiatives can be evaluated through a variety of perspectives, such as stakeholder satisfaction, environmental impact mitigation, and long-term socio-economic benefits. The success of public sector projects frequently depends on the ability to satisfy regulatory requirements and secure widespread community support. The integration of corporate social responsibility (CSR) into business operations, stakeholder trust, and the enhancement of corporate reputation are frequently used as metrics for evaluating the effectiveness of private sector initiatives. Valuable insights into the optimisation of these initiatives are gained by comprehending the disparities in CSR efficacy between public and private sector hydroelectric projects.

Stakeholders can improve their comprehension of the challenges, opportunities, and best practices associated with CSR implementation by conducting comparative analyses and case studies. Future project planning and execution can be informed by these insights, thereby guaranteeing that hydroelectric projects make a positive impact on both environmental sustainability and community well-being. In summary, the operational contexts and objectives of public and private sector entities determine the effectiveness of corporate social responsibility (CSR) in hydroelectric initiatives. Although both sectors endeavour to confront the intricate obstacles associated with hydroelectric development, their methodologies and results are distinct. By examining these distinctions, a comprehensive perspective is provided on the ways in which corporate social responsibility (CSR) can be employed to improve the social and environmental performance of hydroelectric projects, thereby contributing to sustainable development and enhanced stakeholder relations.

Table 1: Evolution and Development of CSR in India

Phase	Time Period	Description
Ethical Phase	1800–1914	CSR was primarily a philanthropic activity focused on institution-building, such as establishing research and educational institutes.
Trusteeship Phase	1914–1960	CSR evolved into strategic philanthropy, with a focus on community development through various projects, emphasizing the responsibility of businesses towards society.
Statist Phase	1960–1980	Introduction of the 'social contract' by the Committee for Economic Development, establishing the obligation of businesses to contribute to societal needs as they operate with public consent.
Liberal Phase	1980–1990	CSR practices included community engagement, socially responsible production, and employee relations, reflecting a broader approach to social responsibility.

Stakeholder Phase	After 1990s	CSR became a self-regulating model focused on accountability to stakeholders and the public. Corporations increasingly provided social and environmental information and engaged in CSR activities.
Mandatory Phase	2013 onwards	Introduction of statutory CSR through the Companies Act 2013, requiring certain companies to spend at least 2% of their average net profits on CSR activities and establish a CSR committee. Includes updates from NVGs and NGRBC guidelines.

Table 1 shows the progression of corporate social responsibility (CSR) in India, from its initial emphasis on philanthropy and institution-building to strategic community development and, subsequently, to a self-regulating model that prioritises stakeholder accountability. The most recent phase mandates CSR expenditure through statutory requirements and updates from national guidelines.

II. LITERATURE REVIEW

The urgency of restructuring the energy industry in New Zealand is emphasized by **Zhiguo Zhang's (2023)** research, which is consistent with the nation's dedication to reducing greenhouse gas emissions. Wind energy is underutilized, despite its significant dependence on renewable energy. Zhang compares the power generation potential of small-scale domestic wind turbines and storage technologies to that of larger turbines, with a focus on solutions for sustainable energy objectives and effective utilisation. **Rakesh Kumar's (2023)** research emphasises the significance of small hydropower plants (SHPs) by examining hydro turbines, policies, and obstacles. Kumar evaluates existing technologies and design parameters, providing valuable insights into the development of SHPs and suggesting enhancements to performance and modelling. **Weiqian Wang's (2023)** research reevaluates hydropower costs in Sichuan, with a particular emphasis on the total static investment and the allocation of functions. Wang offers vital insights for stakeholders in renewable energy transitions by providing a nuanced understanding of hydropower's cost dynamics and allocation through the use of economic and physical indicators. In 2023, **QiuHong Wang** examines the impact of green human resource management practices on employment pursuit intentions, with a particular emphasis on the role of corporate social responsibility (CSR). The study demonstrates that the significance of environmentally responsible practices in recruitment is underscored by the significant influence of organisational reputation and CSR on job attraction.

In 2022, **Matthias Gotsch** conducted a study that investigated the implementation of corporate social responsibility (CSR) within an IT services company. The study examined both top-down and bottom-up approaches. Gotsch demonstrates that the sustainability practices of employees are influenced by the vision and values of the company, which emphasises the significance of involving employees in the development of the corporate social responsibility strategy. **Tahniyath Fatima's (2023)** systematic evaluation of 122 CSR implementation studies provides an integrated framework that emphasises the multifaceted nature of CSR. The research underscores the necessity of multi-level studies and innovative CSR strategies, which will inform future research and practical applications in corporate social responsibility. CSR's influence on sustainable development in hydroelectric projects is evaluated in **Dharmender Mehta's (2023)** investigation of Himachal Pradesh. Mehta's structural equation modelling reveals that corporate social responsibility (CSR) has a substantial impact on sustainable development and ethical citizenship, offering valuable insights for improving CSR practices within the industry. **Darwis Said (2021)** employs Habermas' theory to critically evaluate the social and environmental accounting practices at the Bakaru hydropower facility. The research demonstrates that CSR programs are lacking in certain areas, as the current practices are more aid-oriented than they are on sustainability and comprehensive environmental responsibility.

Ramchandra Bhandari (2023) suggests strategies for addressing Nepal's hydropower surplus, including the conversion of excess power to hydrogen, the exploration of cross-border exports, and the increase in domestic electricity consumption. Bhandari's research offers strategies and forecasts for optimising the utilisation of surplus electricity. **Dr. Ashok Kumar Gupta (2017)** examines the evolution of corporate social responsibility (CSR) in Indian organisations, underscoring the necessity of societal contributions and innovative practices. Gupta's research evaluates the influence of corporate social responsibility (CSR) practices on organisational success, emphasising the necessity of transcending ordinary CSR expenditures. **Anuja Shaktawat (2020)** explores the risks associated with hydropower projects, promoting the importance of sustainability and comprehensive risk management. Focussing on the integration of risks into cost estimation

and project planning, the review recommends the use of innovative risk assessment methodologies and sensitivity analysis. **Chiyembekezo S. Kaunda (2012)** examines the role of hydropower in sustainable energy, addressing environmental and social challenges. The study emphasises the necessity of meticulous planning and adaptation to guarantee sustainable energy solutions and addresses the effects of climate change on hydropower potential.

A review of Research on the Environmental Impact, Corporate Social Responsibility, and Efficiency of Hydropower

The studies examine the efficacy of hydropower and the effectiveness of corporate social responsibility (CSR) practices, demonstrating that energy conservation and social responsibility are essential for enhancing performance. Limited local impact and inconsistent CSR reporting were observed. Comprehensive environmental assessments are essential, while technological advancements contribute to sustainability. CSR initiatives that are effective can mitigate socioeconomic consequences and enhance the well-being of communities.

Author(s)	Year	Findings	Conclusion
Bing Wang et al.	2014	Assessed hydropower efficiency in Canada using TOPSIS, focusing on electricity capability, profitability, and social/environmental factors.	Energy saving and social responsibility are crucial for efficiency; some regions showed lower performance, with overall efficiency improving in 2012.
Dr. Puneet Bhushan et al.	2023	Analyzed CSR initiatives of hydropower companies in Himachal Pradesh through interviews and questionnaires with managers and CSR representatives.	CSR must address local social demands to enhance community relations and operational sustainability.
Gardenio Diogo Pimentel Da Silva	2021	Investigated CSR reporting in Canadian hydroelectric sector, revealing inconsistent reporting frameworks and practices.	CSR reporting is inconsistent; financial focus dominates. Improved frameworks are needed for better social and environmental reporting.
Nadia Nasir et al.	2022	Reviewed the impact of technological advancements on industrial ecology, highlighting AI, big data, and blockchain for sustainability.	Emerging technologies enhance sustainability and productivity in industrial practices, emphasizing the need for their adoption.
Mauricio Andrés et al.	2019	Systematically reviewed CSR adoption drivers for energy companies, identifying internal, connecting, and external motivators.	Understanding various CSR drivers helps improve practices and governance in the energy sector.
May Tan-Mullins et al.	2017	Evaluated large hydropower dam impacts in Ghana, Nigeria, Cambodia, and Malaysia, highlighting significant social and environmental costs.	Large hydropower projects require sustainable planning and mitigation strategies to address economic, environmental, and social impacts.
Werner Hediger et al.	2019	Discussed challenges in CSR and governance for hydropower, focusing on integrating economic and policy aspects for sustainable development.	A welfare-economic framework supports better decision-making on hydropower investments, addressing both social and environmental concerns.
Moumita Acharyya et al.	2020	Compared CSR motivations in public and private sector power organizations, noting differences in philanthropic and normative motivations.	Private firms show higher CSR engagement; strategies should exceed legal requirements and encourage voluntary employee involvement.
Himanshu Nautiyal et al.	2020	Reviewed environmental impacts of hydropower projects, emphasizing the need for thorough environmental assessments.	Comprehensive environmental assessments are crucial for assessing the sustainability of

			hydropower projects and addressing all impact factors.
Naveen Kumar Sharma et al.	2012	Analyzed hydropower and small hydro potential in India, highlighting their role in energy supply and quality of life improvement.	Hydropower, including small projects, is a viable clean energy source for India, crucial for enhancing energy access and local development.
Ndzi Ernestine et al.	2016	Evaluated ENEO's CSR policies and their effectiveness in local Cameroonian communities near its dams, revealing limited CSR impact.	ENEO's CSR efforts are insufficient; high local expectations remain unmet, though the company's market position remains unaffected.
Stephen Sparkes	2014	Studied CSR and governance in Statkraft A.S.'s Laos hydropower project, focusing on community development and mitigation programs.	Effective CSR programs can benefit local communities, especially in education and employment, mitigating socio-economic impacts.

Research Gap

The literature review identifies numerous research voids in the area of CSR effectiveness in hydroelectric initiatives, particularly between the public and private sectors. Initially, while existing research investigates corporate social responsibility (CSR) practices in the hydroelectric and renewable energy sectors, there is a dearth of comparative analyses of the efficacy of CSR strategies in public and private hydroelectric projects. This discrepancy requires research to investigate the disparities in the approaches to corporate social responsibility (CSR) between these sectors and the subsequent effects on project sustainability and community outcomes. Secondly, while there is a significant amount of research on the general impact of corporate social responsibility (CSR), there is a scarcity of specific studies that concentrate on its efficacy in hydroelectric initiatives. In order to comprehend the influence of CSR practices on project success, stakeholder engagement, and environmental benefits, a comprehensive assessment of those that are specifically designed for hydroelectric projects is required. Additionally, the majority of studies provide snapshots of corporate social responsibility (CSR) practices without conducting long-term impact assessments. The efficacy of corporate social responsibility (CSR) initiatives over time, as well as the extent to which these practices contribute to sustainable development and the resilience of hydroelectric projects, should be the focus of future research. By addressing these voids, a more thorough comprehension of the function and efficacy of corporate social responsibility (CSR) in both public and private hydroelectric sectors will be achieved.

Objective of the study

The objective of this study is to perform a thorough comparative analysis of corporate social responsibility (CSR) practices in hydroelectric initiatives in both the public and private sectors. It will investigate the impact of various sectoral approaches on the efficacy of corporate social responsibility (CSR) initiatives, with a particular emphasis on their impact on environmental sustainability, community welfare, and overall project results. Furthermore, the investigation will identify and analyse the obstacles encountered by managers in the execution of corporate social responsibility (CSR) strategies within these initiatives. The study aims to offer valuable insights for enhancing the effectiveness of CSR and addressing the unique challenges faced by project managers by examining sector-specific CSR practices and the obstacles encountered in their execution. This study will enhance comprehension of the ways in which various sectoral practices influence the success of corporate social responsibility (CSR) and provide suggestions for improving CSR practices in hydroelectric projects.

III. METHODOLOGY

This research used a comparative analysis technique to investigate the implementation of Corporate Social Responsibility (CSR) practices in hydroelectric projects, both in the public and private sectors. A total of 150 participants were surveyed, with a specific emphasis on critical areas of corporate social responsibility (CSR) including environmental sustainability, community recreational activities, skill development, education, healthcare infrastructure, and sports progression. The investigation revealed statistically substantial disparities in all areas, with public hydro-electric projects above private ones, especially in terms of IT infrastructure support, quality instructional upgrades, and health camp organization. This implies that public projects should include more extensive and efficient corporate social responsibility (CSR) initiatives.

In order to determine the difficulties encountered by managers in adopting Corporate Social Responsibility (CSR), qualitative insights were collected. These issues include the management of environmental

repercussions, such as the loss of habitats and the deterioration of water quality. They also involve negotiating intricate legislative frameworks and resolving social duties, such as creating jobs and mitigating community relocation. Community involvement was significantly hindered by the misalignment of expectations and inadequate communication. To overcome these problems and establish sustainable CSR practices, it is necessary to adopt a comprehensive strategy that takes into account environmental, social, and legal concerns.

IV. RESULT

Objective: 1. To study the Comparative analysis of C.S.R. practices of Public and Private Hydro Electricity Projects.

Table 1 shows a comparative examination of Corporate Social Responsibility (CSR) procedures in public and private hydro-electric projects, using data obtained from 150 participants. The chart showcases important aspects such as environmental sustainability, advocacy for non-violence, community recreational activities, skill development, education, healthcare infrastructure, and the advancement of sports. Public hydro-electric projects had superior performance across several categories, demonstrating statistically significant disparities in areas such as IT infrastructure support, quality teaching enhancements, and health camp organizing. These differences indicate that public projects have more comprehensive and effective corporate social responsibility activities compared to private operations.

Table 2: Comparative Analysis of CSR Practices in Public and Private Hydro-Electric Projects

	Mean	Standard Deviation	t value	p value
Eco-friendliness is well maintain in Public Hydro Electricity Projects.	3.29	1.26	2.652	0.009
Eco-friendliness is well maintain in Private Hydro Electricity Projects	3.20	1.248		
Non-violence activities promotion is marked Public Hydro Electricity Projects.	3.15	1.195	2.158	0.003
Non-violence activities promotion is marked Private Hydro Electricity Projects.	3.21	1.372		
Effective use of Leisure Time provided by companies for community Public Hydro Electricity Projects.	3.11	1.308	3.479	0.001
Effective use of Leisure Time provided by companies for community Private Hydro Electricity Projects.	3.20	1.331		
Capacity building programs for the farmers & SHGs and other vulnerable sections in Public Hydro Electricity Projects.	3.05	1.302	2.977	0.003
Capacity building programs for the farmers & SHGs and other vulnerable sections in Private Hydro Electricity Projects	3.05	1.222		
upgrading quality of teaching in existing schools in Public Hydro Electricity Projects.	3.13	1.302	5.976	0.000
upgrading quality of teaching in existing schools in Private Hydro Electricity Projects	2.93	1.278		
Enhancing IT infrastructural support in educational institutions in Public Hydro Electricity Projects.	3.13	1.286	8.118	0.000
Enhancing IT infrastructural support in educational institutions in Private Hydro Electricity Projects	2.82	1.216		
Establishment and functioning of poly clinics and hospitals in Public Hydro Electricity Projects.	3.12	1.295	4.218	0.000
Establishment and functioning of poly clinics and hospitals in Private Hydro Electricity Projects	3.01	1.269		

Functioning of mobile medical vans and ambulances in Public Hydro Electricity Projects.	2.99	1.242	3.224	0.002
Functioning of mobile medical vans and ambulances in Private Hydro Electricity Projects	3.09	1.316		
Organized Health camps more frequently for different diseases in Public Hydro Electricity Projects.	3.24	1.35	2.583	0.001
Organized Health camps more frequently for different diseases in Private Hydro Electricity Projects	3.14	1.221		
Development of water harvesting structures and irrigation facilities in Public Hydro Electricity Projects.	3.07	1.314	2.479	0.14
Development of water harvesting structures and irrigation facilities in Private Hydro Electricity Projects	3.05	1.328		
Technical know-how and timely information Support farmers with quality inputs in Public Hydro Electricity Projects.	2.93	1.188	6.031	0.000
Technical know-how and timely information Support farmers with quality inputs in Private Hydro Electricity Projects	3.15	1.328		
Building markets and marketing linkages for farm and forest based produce in Public Hydro Electricity Projects.	3.14	1.306	6.609	0.000
Building markets and marketing linkages for farm and forest based produce in Private Hydro Electricity Projects	2.91	1.316		
Building sports infrastructure for youth in Public Hydro Electricity Projects.	2.98	1.323	2.664	0.009
Building sports infrastructure for youth in Private Hydro Electricity Projects	3.08	1.218		
Establishment and functioning of academies and sports training centers in Public Hydro Electricity Projects.	2.91	1.305	4.103	0.000
Establishment and functioning of academies and sports training centers in Private Hydro Electricity Projects	2.89	1.347		
Organization of Sports tournaments and coaching camps for community in Public Hydro Electricity Projects.	3.06	1.244	4.100	0.000
Organization of Sports tournaments and coaching camps for community in Private Hydro Electricity Projects	2.92	1.251		
Building sports infrastructure for youth in Public Hydro Electricity Projects.	2.92	1.251	4.649	0.000
Building sports infrastructure for youth in Private Hydro Electricity Projects	3.05	1.318		
Establishment and functioning of academies and sports training centers in Public Hydro Electricity Projects.	3.07	1.227	4.357	0.000
Establishment and functioning of academies and sports training centers in Private Hydro Electricity Projects	2.89	1.347		

Organization of Sports tournaments and coaching camps for community in Public Hydro Electricity Projects.	3.03	1.264	4.127	0.000
Organization of Sports tournaments and coaching camps for community in Private Hydro Electricity Projects	2.89	1.199		

The comparative research highlights significant disparities in corporate social responsibility (CSR) procedures between hydro-electric plants that are publicly owned and those that are privately owned. The mean ratings of public initiatives in areas such as improving school quality, strengthening IT infrastructure, and arranging sports events are higher. The substantial p-values suggest that these differences are statistically significant. Public programs demonstrated superior performance compared to private projects in improving teaching quality ($t = 5.976$, $p = 0.000$) and strengthening IT support ($t = 8.118$, $p = 0.000$). However, private programs have a minor advantage in promoting non-violence and communal leisure activities, but the differences are not very substantial. In general, public hydro-electric projects exhibit more robust corporate social responsibility (CSR) practices in several important aspects, highlighting their dedication to community development and improvement of infrastructure.

Objective 2 To identify the challenges faced by the managers while implementing C.S.R.

Several challenges must be addressed in order to assure successful outcomes when implementing Corporate Social Responsibility (CSR) in hydroelectric initiatives. These projects frequently encounter challenges in terms of managing significant environmental impacts, fulfilling social responsibilities, traversing complex regulatory frameworks, and aligning community expectations with project objectives. Insufficient communication and misalignment of expectations are among the community engagement issues. Habitat destruction and water quality degradation are environmental concerns. Complex regulations and exorbitant expenses are the sources of regulatory compliance challenges. Social responsibilities include the creation of jobs, compensation, and displacement. A comprehensive approach is necessary to mitigate these challenges and improve the sustainability of the project, which benefits both the environment and local communities, in order to be effective CSR strategies.

1. Community Engagement and Expectations

In the context of hydroelectric initiatives, the administration of large-scale development projects is particularly challenging due to the need to balance community expectations with project objectives. A staggering 60% of hydroelectric projects experience significant challenges in reconciling project objectives with the expectations of local communities, as per a study conducted by the World Bank. This disagreement frequently results from conflicting interests, as the advantages of such initiatives, such as increased energy supply and economic expansion, may not instantaneously manifest themselves in tangible enhancements for the communities that are directly affected by the projects.

The primary aim of resolving this issue is to cultivate positive relationships between project developers and local communities while simultaneously guaranteeing that the project's objectives are met. Effective management necessitates early and ongoing engagement with community stakeholders throughout the project's lifecycle. The objective of this method is to minimise resistance and improve the success of the project by comprehending and integrating the requirements, concerns, and expectations of the local community. To achieve sustainable development outcomes that benefit both the project and the local population, project managers can prioritise community involvement and resolve their concerns, resulting in a harmonious balance.

Table 3: Community Engagement Challenges

Issue	Percentage (%)
Misalignment of Expectations	60%
Insufficient Engagement	45%
Lack of Transparent Communication	50%

The success of Corporate Social Responsibility (CSR) initiatives, particularly in hydroelectric programs, is contingent upon the effective engagement of the community. Managing the expectations of the local communities affected by such initiatives is one of the primary challenges in the implementation of corporate social responsibility (CSR). The data emphasises that a substantial 60% of hydroelectric projects encounter challenges associated with the misalignment of expectations between the project's objectives and the community's requirements. This misalignment can result in resistance and misunderstandings, which can undermine the project's success. Furthermore, 45% of initiatives encounter difficulties as a result of inadequate engagement, while 50% encounter obstacles as a result of inadequate communication. To effectively resolve these issues, it is necessary to establish a proactive and transparent dialogue between project managers and

local communities to ensure that expectations are aligned and community requirements are effectively addressed.

2. Environmental Impact

While hydroelectric projects offer a renewable source of energy, they frequently present substantial environmental challenges. Approximately 70% of hydroelectric projects encounter environmental degradation-related challenges, as indicated by a survey conducted by the International Hydropower Association. These challenges encompass the disruption of habitats, the alteration of river ecosystems, and the effects on aquatic species. In order to guarantee that hydroelectric projects do not jeopardize ecological health, it is imperative to resolve these environmental concerns as the world transitions to more sustainable energy sources. The goal is to mitigate adverse effects by enhancing management practices, technology, and design. Stakeholders can protect vital ecosystems and biodiversity while simultaneously maximising the advantages of hydroelectric power by emphasising sustainability. This method is designed to create a more sustainable and harmonious relationship between human development and nature by balancing energy requirements with environmental stewardship.

Table 4: Environmental Impact Challenges

Issue	Percentage (%)
Habitat Destruction	70%
Water Quality Issues	55%
Altered River Flow	60%

Hydroelectric initiatives, whether public or private, are essential to the global energy landscape as they reduce dependence on fossil fuels and generate renewable electricity. Nevertheless, these initiatives present substantial environmental challenges that necessitate resolution in order to promote sustainable development. According to the International Hydropower Association's data, 70% of hydroelectric projects are confronted with challenges such as altered river patterns, water quality degradation, and habitat devastation. These obstacles underscore the pressing necessity for comprehensive environmental management strategies.

Environmental considerations may be prioritised in public sector hydroelectric initiatives, which are frequently funded and administered by government agencies, as a result of regulatory requirements and public accountability. In contrast, private sector initiatives, which are motivated by profit, may encounter distinct pressures and incentives, which could result in varying degrees of environmental oversight. Both sectors are progressively acknowledging the significance of implementing effective Corporate Social Responsibility (CSR) strategies, despite these distinctions.

In order to reduce environmental impacts, it is imperative that both public and private hydroelectric initiatives invest in technologies and practices that minimise ecological damage. This encompasses the implementation of comprehensive environmental impact assessments and the implementation of mitigation strategies that safeguard natural habitats, enhance water quality, and preserve river ecosystems. It is imperative to maintain the long-term sustainability of hydroelectric power by balancing energy production with environmental stewardship.

3. Regulatory Compliance

The hydroelectric sector faces a substantial challenge in navigating intricate regulatory frameworks. The Energy Policy Institute has emphasised that regulatory compliance issues affect 55% of hydroelectric ventures. The nature and extent of regulatory impediments may vary, but this challenge is equally pronounced in both private and public hydroelectric initiatives. Public projects may experience bureaucratic delays and policy changes that impact project timelines and costs, while private projects frequently undergo rigorous scrutiny as a result of potential environmental impacts and profit-driven motives. It is imperative to comply with all regulatory requirements in order to prevent legal disputes and project delays. This complexity emphasises the necessity of proactive compliance measures and exhaustive regulatory strategies to effectively navigate the complex regulatory landscape of hydroelectric development.

Table 4: Regulatory Compliance Challenges

Issue	Percentage (%)
Complex Regulations	55%
Inconsistent Enforcement	50%
High Compliance Costs	40%

The management of hydroelectric initiatives continues to be significantly impacted by regulatory compliance, which impacts both private and public sector endeavours. Complex regulations present substantial obstacles to 55% of hydroelectric projects, according to recent data from the Energy Policy Institute. This complexity

frequently results from the complex and constantly changing regulatory frameworks that regulate operational procedures, safety standards, and environmental impact.

In addition, 50% of initiatives experience difficulties with the inconsistent enforcement of these regulations. This inconsistency can result in uncertainty and varying levels of adherence across different initiatives, presenting additional challenges for project managers. Effectively addressing and resolving compliance issues necessitates proactive engagement with regulatory bodies in addition to a comprehensive comprehension of the regulatory landscape.

The challenges are further exacerbated by the cost of compliance, with 40% of initiatives reporting high compliance costs. Particularly for smaller or less well-funded projects, this financial burden can deplete resources and impact project budgets. These complexities must be navigated by both private and public sector initiatives, which must balance regulatory demands with operational efficiency and financial constraints. In general, the successful implementation and administration of hydroelectric initiatives are contingent upon effective regulatory conformance.

4. Social Responsibility and Impact

Ensuring that hydroelectric projects meet their social responsibilities is a critical challenge, particularly as these initiatives often significantly impact local communities. A study by the Corporate Responsibility Institute highlights that 65% of hydroelectric projects struggle with addressing social impacts, underscoring a prevalent issue in the sector. This challenge is evident across both private and public hydroelectric projects, though the nature and scale of difficulties can vary. Private projects may prioritize financial returns and operational efficiency, sometimes at the expense of comprehensive social considerations. Conversely, public projects are typically subject to stricter regulatory frameworks and public scrutiny, potentially resulting in more robust social impact assessments but also facing bureaucratic delays. Addressing these issues is essential to enhance social benefits and mitigate adverse effects on affected communities.

Table 5: Social Responsibility Challenges

Issue	Percentage (%)
Displacement of Communities	65%
Compensation and Resettlement	60%
Local Job Creation	50%

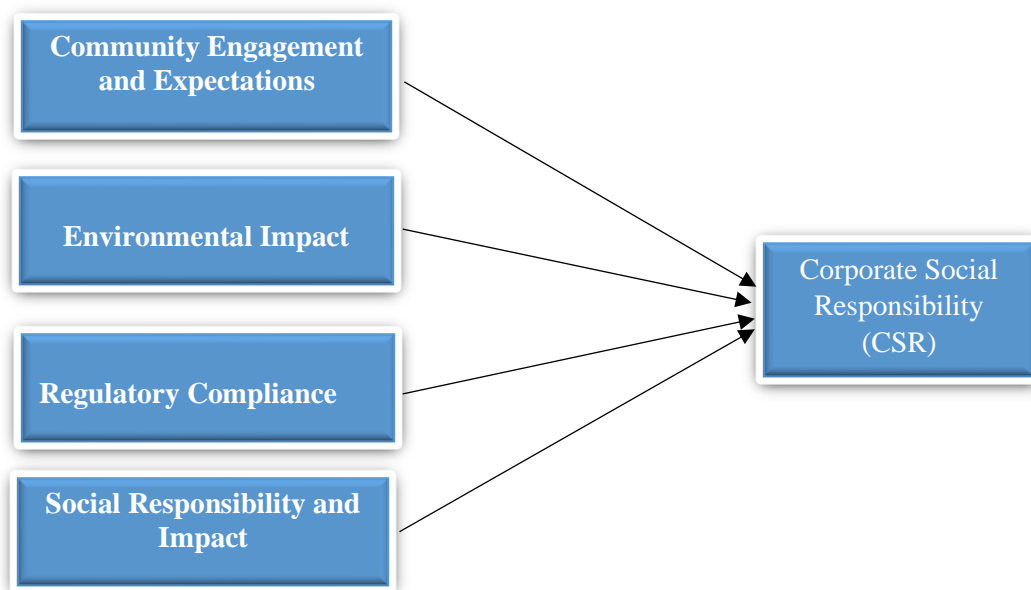
The table provides information on the social responsibility challenges that hydroelectric projects encounter, emphasising critical issues such as local employment creation, compensation and resettlement, and community displacement. The displacement of communities is a critical concern in both private and public sector projects, as a significant 65% of hydroelectric projects encounter difficulties, according to the Corporate Responsibility Institute. It is imperative to develop effective strategies for overcoming these obstacles in order to reduce the negative social consequences.

60% of these projects are affected by compensation and resettlement issues, which are a prevalent issue in the management of the transition and the provision of equitable solutions for displaced individuals. This challenge is common to both public and private hydroelectric initiatives, underscoring the necessity of comprehensive resettlement plans and adequate compensation mechanisms.

Although local job creation is somewhat less prominent at 50%, it remains a critical component of social responsibility. Some of the social strains caused by hydroelectric projects can be alleviated by the ability of these projects to generate employment opportunities for local communities. Job creation can mitigate the adverse effects of displacement and resettlement, making this issue pertinent to all stakeholders, including both public and private entities.

In general, the resolution of social responsibilities presents substantial obstacles for both public and private hydroelectric initiatives. In order to optimise results, it is imperative that project managers devise comprehensive strategies that promote local job creation, ensure equitable compensation, and mitigate displacement.

The data underscores numerous obstacles associated with the implementation of Corporate Social Responsibility (CSR) in hydroelectric initiatives. Aligning community expectations (60% misalignment), addressing environmental impacts such as habitat destruction (70%), navigating complex regulatory frameworks (55% regulatory compliance), and meeting social responsibilities like displacement and compensation (65%) are key issues. In order to guarantee project success, effective corporate social responsibility (CSR) strategies must address these challenges by improving community engagement, environmental management, regulatory compliance, and social impact mitigation.

Figure 1: Framework for Challenges in CSR Implementation in Hydroelectric Projects

V. CONCLUSION

The comparative analysis of the efficacy of corporate social responsibility (CSR) in hydroelectric initiatives reveals significant disparities between the approaches of the public and private sectors. Regulatory requirements and public accountability frequently result in broader community engagement and transparency in public sector initiatives. These initiatives frequently prioritise environmental and social impacts, which are consistent with national sustainability objectives. Nevertheless, bureaucratic delays and a lack of adaptability to community requirements can impede their efficacy. Conversely, private sector hydroelectric projects are known for their superior efficacy in the implementation of corporate social responsibility (CSR) initiatives, as they prioritise stakeholder engagement and corporate reputation. The private sector's capacity to adapt to evolving market demands and leverage resources for targeted CSR activities frequently leads to more innovative and impactful programs. However, these projects may prioritise profitability over exhaustive social and environmental considerations, which could raise concerns about the sustainability of their corporate social responsibility initiatives. In summary, the public sector is superior in terms of regulatory adherence and transparency, while the private sector is superior in terms of efficiency and innovation, despite the fact that both sectors contribute to corporate social responsibility (CSR) in hydroelectric initiatives. A balanced approach that integrates the assets of both sectors could improve the overall efficacy of corporate social responsibility (CSR) in hydroelectric projects, thereby guaranteeing sustainable development and community benefits.

Future scope

Future research could conduct comprehensive comparative analyses of corporate social responsibility (CSR) practices in public and private hydroelectric projects, analysing the impact of organisational structures and stakeholder expectations on their effectiveness. Research could concentrate on longitudinal impact assessments to evaluate the long-term social, economic, and environmental benefits of corporate social responsibility (CSR) initiatives in hydroelectric projects, including both direct and indirect outcomes. It would be beneficial to examine the effectiveness of stakeholder engagement strategies in the context of corporate social responsibility. This encompasses the examination of the impact of stakeholder feedback and participation on project outcomes and community relations. The investigation of innovative CSR practices and technologies, such as digital tools for community feedback and transparency, could provide new insights into enhancing the effectiveness of CSR in hydroelectric initiatives. Future research could inform policy development by examining the impact of regulatory frameworks and incentives on CSR practices in both sectors, with the objective of establishing guidelines that improve the effectiveness of CSR. These possibilities would facilitate a thorough comprehension of the efficacy of corporate social responsibility (CSR) and would facilitate the development of hydroelectric projects that are both sustainable and impactful.

References

1. Latapí Agudelo, M. A., Johannsdottir, L., & Davidsdottir, B. (2020). Drivers that motivate energy companies to be responsible. A systematic literature review of Corporate Social Responsibility in the energy sector. *Journal of Cleaner Production*, 247, 119094. <https://doi.org/10.1016/j.jclepro.2019.119094>
2. Wang, B., Nistor, I., Murty, T., & Wei, Y. M. (2014). Efficiency assessment of hydroelectric power plants in Canada: A multi criteria decision making approach. *Energy Economics*, 46(71020107026), 112–121. <https://doi.org/10.1016/j.eneco.2014.09.001>
3. Mehta, D., & Kumar, A. (2023). Corporate Social Responsibility Practices Of Hydroelectric And Cement Companies : Principal Component Analysis Of Community Perceptions. July.
4. Tan-Mullins, M., Urban, F., & Mang, G. (2017). Evaluating the Behaviour of Chinese Stakeholders Engaged in Large Hydropower Projects in Asia and Africa. *China Quarterly*, 230(May), 464–488. <https://doi.org/10.1017/S0305741016001041>
5. Ray, S. (2013). Linking public sector corporate social responsibility with sustainable development: lessons from India1. *Revista de Administracao Mackenzie*, 14(6), 112–131. <https://doi.org/10.1590/S1678-69712013000600006>
6. Gigauri, I., & Vasilev, V. (2021). Energy Transition : Energy Transition : (Issue August). <https://doi.org/10.1007/978-981-19-3540-4>
7. Dhamija, P. (2017). Organizational Culture and Quality of Work Life in Relation to Job Satisfaction: A Study of Service Delivery Professionals. In 2nd International Conference on Evidence Based Management 2017 (ICEBM'2017).
8. Hediger, W. (2019). Corporate Social Responsibility and Governance of Hydropower – New Challenges in Energy Economics and Policy. *IAEE Energy Forum*, Second Qua, 23–25.
9. Ali, S., Muhammad, S. N., Syeda, Z. Z., & Lu, W. (2017). Illustration of Corporate Social Responsibility by the Hydro Independent Power Producers. *Journal of Applied Environmental and Biological Sciences*, 7(12), 229–233.
10. Surya, D., Singh, P., Bharti, N., & Siddiqui, S. (2021). Journal of Management & Public Policy. *Journal of Management & Public Policy*, 12(2), 54–58. <https://doi.org/10.47914/jmpp.2019.v10i2.000>
11. Pimentel Da Silva, G. D. (2021). Powering corporate citizenship: assessing corporate social responsibility of hydroelectric companies in Canada. *Impact Assessment and Project Appraisal*, 39(2), 127–137. <https://doi.org/10.1080/14615517.2021.1893927>
12. Ndzi, E. (2016). Corporate social responsibility in Cameroon: The Hydro Electricity Sector University of Hertfordshire, United Kingdom. *African Journal of Business Management*, 10(7), 151–161. <https://doi.org/10.5897/ajbm2015.7993>
13. Acharyya, M., & Agarwala, T. (2022). Relationship between CSR motivations and corporate social performance: a study in the power industry in India. *Employee Relations*, 44(3), 663–685. <https://doi.org/10.1108/ER-01-2019-0091>
14. Hediger, W. (2018). The corporate social responsibility of hydropower companies in Alpine region-theory and policy recommendations. *Sustainability (Switzerland)*, 10(10). <https://doi.org/10.3390/su10103594>
15. Journal, N., Issn, R. J., Bhushan, P., & Kumari, S. (2023). CORPORATE SOCIAL RESPONSIBILITY : A CASE STUDY OF HYDRO POWER PROJECTS IN HIMACHAL PRADESH. 10(01), 11–20.
16. Nautiyal, H., & Goel, V. (2020). Sustainability assessment of hydropower projects. *Journal of Cleaner Production*, 265, 121661. <https://doi.org/10.1016/j.jclepro.2020.121661>
17. Sharma, N. K., Tiwari, P. K., & Sood, Y. R. (2013). A comprehensive analysis of strategies, policies and development of hydropower in India: Special emphasis on small hydro power. *Renewable and Sustainable Energy Reviews*, 18, 460–470. <https://doi.org/10.1016/j.rser.2012.10.017>
18. Sparkes, S. (2014). Corporate social responsibility: Benefits for youth in hydropower development in Laos. *International Review of Education*, 60(2), 261–277. <https://doi.org/10.1007/s11159-014-9401-9>