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Sustainable Industrial Development by Integration of Strategic Corporate Social and Environmental Responsibility Policies: A Paradigm for Global Productivity Governance

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Abstract

Industrial development initiatives of nation states rely majorly on structured systems of production, distribution and innovation. These dimensions of sustainable industrial development practice constitute a set of solutions that are driven by social forces of change and continuity, often determined by internally and externally imposed conditions of comparative productivity and corporate objectives. In this regard, proclivities towards attainment of these corporate goals further exacerbate the need for compliance with cultural and demographic requirements which pose valid challenges and pressure on key production variables, including heightening costs of production. The resultant effect of these social conundrum is the devastation of the core element of production-land. This paper has explored issues of modern corporate governance and how it could be used to significantly address or assuage the social and environmental challenges to competing production possibilities. In furtherance of this objective, corporate citizens such as production organizations and their statutory stakeholders must articulate sustainable counter measures to production necessities that may otherwise erode the gains of modernity and civilization; by deliberate social and environmental policy formulation, implementation and reviews in line with internationally acceptable principles, protocols and conventions. The gains of this approach to ecological flow of production resources further enhances the objectives of social balance predicated on the implementation of corporate strategies incidental to socio-environmental sustainability.

Keywords- *industrial stabilization, image banking phenomenon, corporate benefits, industrial harmony, social balance, corporate inclusivity, ethical climate, organizational ethos.*

1. Introduction

Sustainable industrial development deals with the articulation and deployment of key elements of industrialization within the confines of space, time and available resources. These resources are understandably sufficient to compensate for defined lack in terms of economic limitations and conditions that are incidental to national productivity. Consequently, developing states are required to actualize a combination of productive factors in such a manner that draws impetus from known corporate social and environmental responsibility practices.

In view of the foregoing, a clear definition of *corporate social responsibility* appears illusive on the basis of its divergent approaches and applications, thus resulting a seeming deficiency of form in terms of its succinctness and indefatigability of meaning. In this vein, there is no consensus as to what constitute a universally acceptable definition of the concept, thus resulting varying definitions and perceptions.

This study shall therefore attempt to define the concept within the framework of its application in the field of *industrial administration*; where it is seen as a transactional operative tool of administrative

governance. On the basis of this limited deployment of the concept, suffice to state that international labour institutions and organizations have over the years defined the term within the precincts of corporate services organizations within defined nation states boundaries. Thus, academics and top professional administrators have also viewed the subject matter within thematic conditions of business enterprises whose interests and goals border on profits and preservation of image and corporate status. This article views this strategy as belonging to the *image banking phenomenon* where institutional goals, objectives and policies are treated as instruments for monetization of accruable corporate benefits.

In view of the foregoing understanding, Kercher¹ made crucial attempts at resolving the argument as to, whether business entities and corporations owe a duty to any other stakeholders outside their core investors and shareholders. This quest is predicated on the earlier view of Bowen² who argued that although business enterprises are for profit making, they are supposed to understudy the social implications of their business decisions; thereby taking into cognizance the impacts of their profit endeavors on the wider society. The relevance of these positions to the subject of interest is the fact that corporate social responsibility as an indirect production policy framework should be strategic in content and context in order to achieve the industrial stabilization intents required of such schemes.

The foregoing notwithstanding, Friedman³ significantly supported the *postulative* view that established the superiority of shareholders over any other stakeholder since they, as principals, hire business directors who serve as their agents in the management of the corporations and ensuring that adequate returns are generated at increasing proportions through every means possible without the *violation of the law*. In his words, "The social responsibility of business is to increase its profit or make the most money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical culture". Although Stohl *et al*⁴ and many other scholars agreed with this view, this study is of the firm opinion that the impact of such limited approach on a global industrial services scale could undermine progress in some specialized industries on the ground that:

- i) The impact of industry driven globalization efforts and the proliferation of cross border trades and offshore investments of multinational corporations has resulted increase in awareness of the rights of local stakeholders, who hitherto never knew of their relative importance in the scale of industrial activities. Thus, CSR practices has occasioned various levels of awareness in areas such as human rights violation, environmental protection, health and safety and corruption prevention, etc.
- ii) The development of frameworks that outline norms for acceptable corporate conducts by organizations such as the UN, OECD and ILO have resulted increasing efficiencies in industrial harmony.
- iii) The increasing access to information made possible by global communication networks and main stream media such as CNN, BBC, online news media, and so on, which has enabled the public to be more informed of their ability and mandates to monitor corporate activities for compliances.
- iv) Commonality of expectations by citizens of various countries with regard to minimum standards and practices expected of industrial corporations in relation to socio-economic and environmental issues, regardless of the jurisdiction in which the corporations operates.
- v) Increasing awareness of the inadequacy of current regulations and legislation with regards to CSR matters and the regulation of MNCs⁵.

In addition to the foregoing, Sir Geoffrey Chandler, Founding Chair of Amnesty International and former Senior Executive, Royal Dutch/Shell Group (2001) as quoted in Stohl *et al* defined CSR as;

'The responsibility of a company for the totality of its impact, with a need to embed society's values into its core operations as well as into its treatment of its social and physical environment. Responsibility is accepted as encompassing a spectrum-from the running of a profitable business to the health and safety of staff and the impact on the societies in which a company operates'.

It should be noted that the foregoing definitive assertion is in agreement with the views of Hartman and Painter-Morland⁶ who opined that a firm's CSR must find itself at the global stage by way of an effective Global Reporting Initiative (GRI), made in order to determine the sustainability of the firm's key performance characteristics. The position of this paper with respect to the conclusions of Hartman and Painter-Morland, is that if such reporting of the internal dynamics of an organization is transparent enough within the global arena, it launches or transforms the organization into an industrialized entity with global reach and capability. Thus, GRI is an instrument of industrial harmony by reason of the fact that a firm's conscious effort at informing its global community of stakeholders of its impacts on various aspects of its existence also makes it a *corporate citizen* within the structural framework of *corporate governance*.

Further, in order to reinforce the ideals of corporate accountability, credibility and transparency, which are the hallmarks of a dependable CSR; it is of practical necessity that a firm's social reporting procedure is made a top administrative policy mandate of that organization, since it mirrors its objectives within the scope of its spheres of influence. Consequently, voluntary standardization of reporting initiatives should be considered credible and authentic in view of the fact that they are made in compliance with certain internal measures of ethical certainty within the ambits of the firm's association with reputable international organizations and agencies, irrespective of the absence of formal regulatory structures. Thus, the central mission of this GRI initiative is: to promote an economic environment where smart stakeholders, sustainable development and good corporate citizenship coexist.

2. Corporate Social Responsibility as an Emerging Tool of Industrial Administration Practice

In view of the relevance of CSR to industrial administration and the general industrialization bid of nation states, Natufe⁷ has posited that although CSR does not have a broad characterization, it has however acquired an all-encompassing support in various international forum. Thus, institutions such as the Organization for Economic Corporations and Development (OECD) and World Business Council for Sustainable Development (WBCSD) and many others have placed reliance of effective CSR as a modern driver of *corporate industrialization processes* that are founded on the *ideals of glocalization*. Accordingly, Robertson⁸ retorted the relative importance of glocalization by defining it as the *co-presence of both universalizing and particularizing tendencies* within the global system. This imply that the dynamic segregation of events and the institutions that generate them, have resulted increasing realignments and restructuring of social interactions across time and space which has in turn created communicative dynamics, in which global events are perceived and interpreted through local cultures and perceptions and local events are up-scaled and construed through a global framework of interconnected albeit disjointed realities. Consequently, the mitigating effects of local/global media coverage on global/local conditions have begun to exert strong influences and effects on the development of CSR; resulting an industrial revolution that has exposed its weaknesses as a key index of industrialization. In this regard, the Enron episode is a case in point.⁹

Impliedly, WBCSD, has viewed corporate social responsibility as the continuing commitment by businesses to behave ethically as to contribute to economic development of their environments of impact while improving the quality of life of the workforce and their families as well as the local community and the society at large. This position of WBCSD is in line with its itemized three

fundamental and inseparable pillars of sustainable developments, which are; the *generation of economic wealth, environmental improvement and social responsibility*. In the foregoing vein, WBCSD opines that corporate social responsibility is a vital link to long term prosperity of companies and also provides the opportunity to demonstrate the human face of businesses that accentuates the necessity of interdependency. It should further be noted that when CSR is placed under an industrial scope of global emerging practice, a collective efficiency results that creates the impetus for industrially driven economic stabilization; which invariably creates the opportunity for practical partnerships and dialogue between the business entity, stakeholder communities of interests, government and allied organizations.⁷

Unarguably, this study observed that certain core values were identified by the WBCSD as integral to corporate social responsibility. These are:

- i) human rights
- ii) employee rights
- iii) environmental protection
- iv) community development.
- v) supplier relations
- vi) monitoring, and
- vii) stakeholder rights.

In line with the foregoing idea and its attendant core values, another organization that has shared in expanding the concept of corporate social responsibility and aligning it within the purview of a tool for industrialization is the OECD; which have indicated the imperative for a government-companies cumulative synergy geared towards a demonstration of corporate responsibility by jointly pursuing comprehensive environmental and socially based policies.^{7,9} In furtherance of this position, OECD have initiated and approved set of Guidelines for Multinational Enterprises, which has *inter alia* advised corporations to:

- i) contribute to economic, social and environmental progress with a view to achieving sustainable development;
- ii) respect the human rights of those affected by their activities consistent with the host government international obligations and commitment;
- iii) encourage local capacity building through close cooperation with the local community;
- iv) encourage human capital formation, in particular by creating employment opportunities and facilitating training opportunities for employees;
- v) abstain from any improper involvement in local political parties.

Further, in view of the foregoing, it has been further observed that although there is lack of uniformity in the general approach to CSR, most scholars including Aswathappa¹⁰ and Frynas¹¹ have all tended to perceive CSR as a concept that entails giving back to the society by way of unraveling latent characteristics of corporate endeavors that are relatively beneficial to the administration of industrial concerns.

Consequently, the concept of sustainable societal development by *corporate inclusivity* can be pushed beyond the *magniloquence of the corporate culture of relative actualization* if companies and industrial concerns decide to behave responsibly. A key element of corporate social responsibility in this regard, is environmental protection or sustainability; and the application of environmental friendly technologies anchored on operable natural and scientific principles of preservation. This view has incidentally resulted the term, '*corporate environmental responsibility*'. Accordingly, Mazurkiewicz¹² observed that term with relation to the significant position that the environment plays in relation to continuous human survival.

As a follow up of the foregoing views, it has been further observed by the World Business Council for Sustainable Development (WBCSD) that:

*“CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as of the local community and society at large...”*¹³

This instructive view thus requires a conscious approach for the industrial administrator whose mandate it is to both stabilize his practice and also create a social balance by integrating his environmental concern into his daily work schedule. The implication of this proposition is that while the industrial administrator strives to improve himself, he should also directly improve the environment of his work. Thus, the environment of the administrator is an integral part of his work, without which, there is no work. This understanding will not be consummate on the subject matter if the undiluted position of the European Union on the issue as stated below is not analyzed.

In the forgoing regard, the European Union stipulated that CSR is:

*“... the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large...”*¹⁴

Although this position has a divergent application when considered alongside Friedman [3] postulation, that the CSR of an organization should primarily focus on its shareholders rather than stakeholders; the industrial administrator on whose shoulders, the discharge of corporate policies are placed; should by their relative operational capability ensure that their own quality of life and those their families should be the exact quality of life that they extend to the society and their community of immediate operational impacts. This European Union view is futuristically supportive of the sustainability concerns for emerging business conglomerates that operate deep seated large scale industrial organizations with unfortunately devastating unmitigated social consequences. Proofs exist that the oil and gas industry operators in parts of Africa are not innocent of this menace to human survival.¹⁵

3. Industrial Scale Evaluation of UN Corporate Environmental Responsibility Counter Measures

In modern industrial development, corporate environmental responsibility is treated as the second face of the *societal responsibility coin*. The reasons for this environmental impact evaluation is well captured by Mazurkiewicz [12] who argued that traditionally, environmental protection has been placed within the confines of public interest; and coincidentally external to private life. In this regard, national governments in modern era have assumed principal responsibility for assuring that progressive environmental management is anchored on scientifically quantifiable measures that are specifically focused on creating and preserving safe work environments.^{16, 12}

In view of the foregoing, antithetical environmental practices of industrial concerns have been proved to be the source of devastating impoverishments and under development.¹⁰ The counter measures to these proclivities lies in the policies of public authorities; who must rise to the occasion to safe guide the public trust reposed on it. Incidental to this position, is the corporate environmental responsibility ideology which is viewed as the duty to provide for or cover the environmental implications of the company's operations, products and facilities; eliminate waste and emissions; maximize the efficiency and productivity of its resources; and minimize practices that might adversely affect the enjoyment of the country's resources by future generations.¹²

Consequent on the foregoing, the UN Brundtland Report of 1987 submitted under the aegis of the World Commission on Environment and Development (WCED) brought about the concept of sustainable development and also pointed the directions to its achievement. This report explored the immediate and remote causes of environmental degradation and unveiled the nexus between social equity, economic growth and environmental problems. It is important to note that the report developed policy directions that integrated all three areas that were defined in its findings.¹⁷ Consequently, the report established a cooperation link between environmental concerns of countries in terms of issues of development and resource application and or distribution; thus initiating processes through which nation states could approach or address their peculiar environmental concerns and those of the global environment; and defining the term sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

In the foregoing regard, this paper posits that the definition of sustainable development in the Brundtland Report as stated above, recognized the impact of technology and social organization on the limits of governmental ability to make provisions for the protection of the weak in the environment of industrial or production impact.

As a follow up on the foregoing, suffice to state that the Brundtland Report¹⁶ drew the attention of the UN to the necessity for the establishment of the UN Programme of Action on Sustainable Development. This organ of the UN would be empowered with that mandate to pursue the dictates of the Report. Incidentally, the Report resulted the Rio Summit, which held in Rio de Janeiro in 1992, and later gave rise to the establishment of the UN Commission on Sustainable Development, which is an agenda setting agency of the UN under which cooperation between industrializing nations and their production and industrial services organizations are to be reduced into active policy statements for the protection of the environment while attempts are made at increasing human comfort.

Pursuant to the foregoing, efforts were geared towards an understanding of the concept of sustainable development defined as *development that meets the needs of the present without compromising the ability of future generations to meet their own needs*; hence the concept of sustainable development according to Green¹⁷ focused attention on finding strategies to promote economic and social development alongside each other in ways that avoids environmental degradation, over exploitation or pollution.

Further, as have been opined by Mazurkiewicz, the corporate social inputs of production organizations towards their host communities, should be treated within the realms of ethical requirement on the part of businesses, as to address the negative impacts that their business activities may have on their immediate community by integrating social, economic and environmental issues into their cumulative CSR agenda and continuous programme of actions.

The deliberate efforts of the UN and national governments in this area of sustainable development go to show that productive ventures and organizations no longer have the extravagance ideology that CSR is a charitable component of their business activities. Accordingly, Mazurkiewicz, averred that the fact that partners and consumers are more likely to do business with a company who incorporated environmental and societal concerns into their budget and decisions processes, makes corporate social responsibility and its twin corporate environmental responsibility a must for industry players.

As an offshoot of the foregoing, it is important to situate the environmental threats arising and incidental to global industrial revolutions. These threats include, the depletion of natural resources without replacement, pollution without mitigation plans, climate irreversible changes, limitless threats to biodiversity, human existence and the collapse of entire ecosystems. On the basis of these realities, it is

evident that production entities' decisions and activities indicate an unambiguous and significant negative influence on the environment, irrespective of the organization's location or line of production.

Švermová [18] thus argued that those companies that change their viewpoint about environmental and social pressures and integrate sustainability conditions of operations into their business strategy will have a competitive advantage or edge over their rivals and will enjoy the benefits that sustainability offers them. Although this view has limited application and significantly intended for highly developed economies, its application in industrializing or under industrialized nations is very doubtful, since those nations are yet to experience large scale changes in their perceptions and approach to social and environmental challenges. Be that as it may, this position is further energized by Mazurkiewicz's notion that an environmental breach in one part of the globe has a corresponding ripple effect on all other parts of the globe.

Consequent on these observations, it has become very imperative for any production entity to adhere to the principles of sustainable development, which will preserve living conditions for future generations by stabilizing the environment in line with natural conditions. For instance, when organizations adhere to these ethical views of sustainability they also benefit in the long run, since such imposed conditions would enable them generate practices, systems and technologies that would enhance their corporate image, objectives and competitiveness among rivals.⁹ For instance, minimising and subsequently recycling production waste often leads to improved operational efficiency and reduced costs of production; since improvement in production conditions includes improvement in waste management and redeployment.

Instructively, a cardinal requirement of this ecofriendly policy of production, is that organizations are thus required to concentrate on activities and innovations that specifically aim at eliminating and if not possible, reducing the negative environmental impacts of their production activities.^{8,10}

In support of the foregoing positions, Švermová¹⁸ argued that sustainable development should be hinged on certain well defined environmental management tools which "are designed to facilitate the implementation of an environmental management system in enterprises". The paper contended that such tools should be deliberately designed for both large enterprises and small entrepreneurs and in any case, must complement each other as they may not be necessarily implemented completely; implying that they may also be used separately, depending on the purpose for their deployment.

Attention is further drawn to the application of such tools for the implementation and operation of a sustainable environmental management system incorporated with tools for environmental audits and evaluation. In this regard, two standardized approaches have been suggested as supported by the European Union and many other advanced countries as follows: ¹⁶

1. Implementing an EMS system according to the international standards of the ISO 14000 series (especially according to the ISO 14001 "Environmental Management" generic standard).
2. Implementing an EMS system according to the European Eco-Management and Audit Scheme (EMAS).

It should be noted that the certification for any of the foregoing measures is irrespective of the fact that the organization plans to certify an EMS to ISO 14001 or EMAS. In any or both of the situations, the certification would indicate that the organization maintains a high quality standard of environmental

sustainable practice and such quality places the organization at an advantageous platform for better business attraction from user entities and the society at large.

In view of the foregoing, Švermová advocated the establishment of a continuous improvement cycle, in the acronym “PICA cycle” and asserted that “Plan-Implementation-Control-Activity” cycle as illustrated in Fig 1 is fundamental to the deployment of both EMSs.

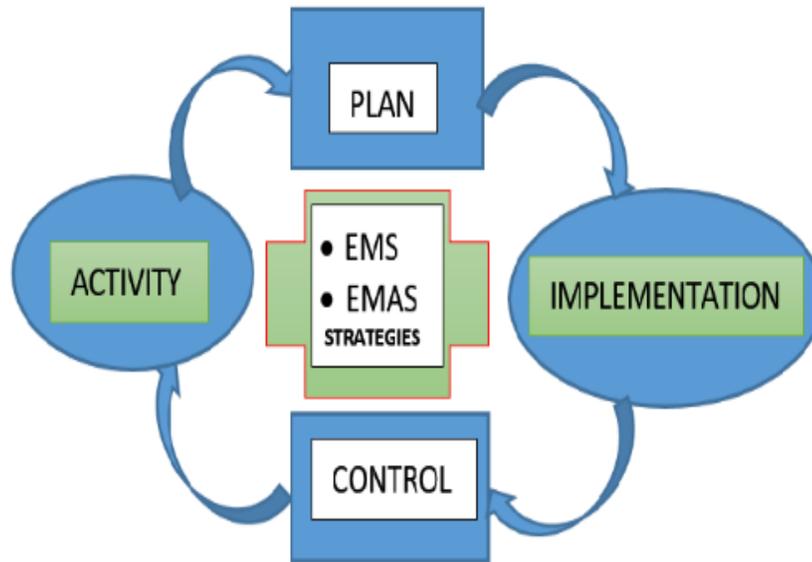


Fig. 1 EMS/EMAS Corporate Strategies

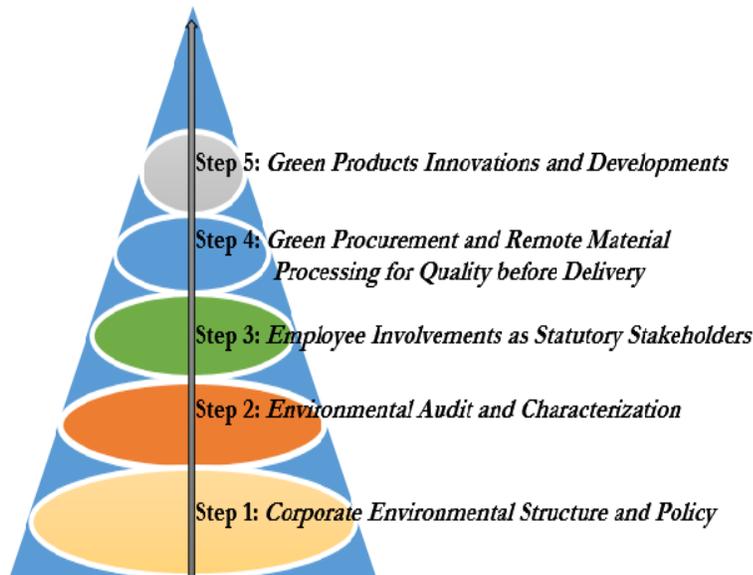


Fig. 2 Corporate steps to CS&ER Implementation

In Fig 1 above, both EMS and EMAS strategies have the same application cycles and can be jointly deployed to show high integrity of both corporate social responsibility and corporate environmental responsibility. In either application, the cycle of event remains the same and could be used by public

and private regulatory agencies to evaluate the results of the corporate practices of players in the industry.¹⁸

4. Framework of Corporate Governance for Administration of CS&ER

The paper has observed that there are key organizational factors such as size and corporate culture that determine the nature of corporate social and environmental responsibility (CS&ER) initiatives that could be implemented within an environment or location. Coincidentally, production oriented organizations are confronted by a wide range of environmental challenges that seeks to test their capacity for corporate governance.¹⁹

It should further be noted that entities that are based on retail businesses, including service oriented organizations, do not face such challenges and as such have different approach to their corporate social and environmental responsibility (CS&ER) concerns. Consequently, modern CS&ER approach rather than take the traditional approach of one facility or department at any given time; have developed holistically integrated socio-environmental responsibility concerns which are directly incorporated into the operations budget of the organization.^{10,16}

In view of the foregoing, a series of steps as shown in Fig 2, have been developed by large multinational corporations that cut across national boundaries with respect to assessment of their relative impacts on the environment of their operations. These steps include:

Step 1:

Corporate Environmental Structure and Policy:

Under this step, most organizations that are genuinely concerned with the impact of their operations on the environment do conduct regular environmental drills on the basis of corporate environmental principles and standards with key performance indices which culminate into formal structures, goals or achievement benchmarks. Since this framework deals with policy issues, the organization's intentions with respect to preservation of the environment are made out as corporate statements which specify the organization's key policy thrust with respect to the various phases of the production process.

Instructively, these policy statements with respect to the environment's conditions during the organization's operations becomes the organizations firm commitment to the process, the compliance of which determines its competitiveness among rivals. Secondly, such documents create opportunity for transparent corporate governance policy where stakeholders such as employees, community members, government authorities, etc. can be acquainted with the possible adverse effects that the organization's activities may have or impact on the environment. This means that trained industrial administrators should be at the forefront of the environmental audit and scoping exercises and consequently manage the entire CS&ER activities.

Step 2:

Environmental Audit and Characterization:

The study is of the view that any organization wishing to eliminate or reduce its impact on the environment must appreciate the dynamics of that environment by consciously gaining first hand understanding of the variables that establish that environment. The environmental understudy efforts are geared towards unraveling these dynamics and are audited with specific interest on prioritization and characterization. Thus, an effective audit would reveal the nature

and quantity of the various resources utilized by an organization, processes for the product line or facility, the types of waste and emissions generated and the waste containment or disposal management measures that best suits the organization's operations.

In line with modernity, environmental audit and characterization practices require the quantification of waste in terms of monetary values, which serves as partial production inputs and thus enables a data driven process with effective bottom-line impact analysis. Consequently, such application thus become fundamentally imperative to the administrator whose interest should go beyond energy balance in terms of *waste to wealth deployable technologies*. Considerably, this approach enables the organization to set benefit driven priorities as to how an entity can achieve the greatest return on its investments efforts that are made in compliance with its set corporate environmental preservation objectives and international best practice. In this regard, the audit processes enhance the status evaluation of the social program.

Step 3:

Employee Involvements as Statutory Stakeholders:

The administrator is to understand that when it comes to CS&ER concerns, corporate governance entails a full understanding and acceptance of the policy by all the organization's employees, and not just those whose work is incidental to the environment. In order to achieve this a variety of activities, such as in house training in forms of seminars, workshops and pep talks could be embarked on to create the needed awareness and follow-up. These exercises help employees understand the impact of their individual jobs on the environment. Thus, this understanding further helps the staff to make positive changes in the direction of the organization's policy. Instructively, some organizations create additional opportunities for incentives, rewards and recognition programs, and running projects for employees who demonstrate their commitment to the organization's environmental policy.

Step 4.

Green Procurement on Remote Material Processing for Quality before Delivery:

The study found that many organizations insist on green procurement that deals with high level of raw material treatments before purchase and supply at the organization's facility. This practice thus ensures that some stages of the production process that may likely result waste production has been handled in a more remote environment with less degradation consequences and less impact on human life. This practice has also resulted group efforts at leveraging on collective purchasing as to influence suppliers to consider alternative products or processes.

Step 5.

Green Products Innovations and Developments:

Green products are products that are conceived, manufactured and made environmentally friendly, having regard to production variables of innovation that are incidental to environmental concerns; such variables include, the control of emissions, noise, reduced health and safety risks, and reduced energy requirements.

The steps above are often attractive to the external stakeholders of the organizations with respect to CSR implementation strategies; however, it has been observed that the stages often result uncertainty as to what steps may create an adequate environment for putting the concept into proper perspective and practice. In this regard, three steps have been identified that enhance the understanding of the appropriate process to adopt. They are as follows:

- (i) engage and promote dialogue among stakeholders within the confines of their relevance;
- (ii) create partnerships and matching resources necessary for bringing voluntary initiatives to fruition;

- (iii) agree and jointly plan a systematic and monitorable program for establishing and financing voluntary initiatives.

As could be seen, these steps introduce proactivity measures that could be exploited to the advancement of effective CSR programs.

5. Corporate Culture and Management of Organizational Ethos

According to Aswathappa¹⁰, 'corporate culture is a blend of ideas, customs, traditional practices, company values, and shared meanings that help define normal behaviour for everyone who works in a firm'. In view of this assertion, it should be understood that every organization originate a culture peculiar to its objective statements and scope of activities and influence. This culture is directly or indirectly used to exercises significant influence on employee behaviours. This is what is referred to as *organizational ethos*. Thus, an organization's culture should place value on its ethical consideration in order for such organizations to succeed. The managerial capability to sustain the ethos of the organization is thus dependent on the confidence of the employees, respect for people, open communication sharing or distribution of responsibilities and benefits, care for individual employees, corporate honesty and integrity.^{10,4} At certain points, subtle hints and clues are garnered from top administration that impacts very tacit forms of acceptable behaviors and those that are not approved of. This implicit understanding among employees is called the *ethical climate* of the organization. It is thus a very powerful tool that can be used to create the values that sustain or supports the organization's corporate mission within its governance structure.

It is therefore important to note that, these ethical benchmarks can be applied to issues generating seeming dilemmas concerning individuals, organizations, or the society at large. When properly deployed, this ethical values enhances the perception of the wider public with respect to the organization's corporate culture. Hence the administrator's personal and official dispositions to issues tacitly convey the organizations sentiments and realities, which becomes the basis of public perception and assessment of the values the organization portends. The implication of this view to the industrial administrator is that the corporate culture of the organization rest squarely on his daily interactions with employee-stakeholders and society wide-stakeholders and further reinforces the organization's genuine policy or betray their pretense. Thus, the administrators are the image makers of their organizations with respect to the ideology and practice of corporate social and environmental responsibility.

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