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## **INTEGRATING SOCIAL RESPONSIBILITY INTO BUSINESS STRATEGY AND ORGANIZATION'S CULTURE (THEORETICAL ASPECTS)**

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### **ABSTRACT**

*CORPORATE SOCIETAL RESPONSIBILITY, SUSTAINABLE DEVELOPMENT, BUSINESS STRATEGY, ORGANIZATIONAL CULTURE*

*The main concepts of corporate social responsibility and different definitions of social responsibility are considered. The Concept of sustainable development are clarified. Definition and practices of corporate social responsibility are shown and the ways of implementing the CSR into business-strategy and corporate culture.*

The concept of corporate societal responsibility (CSR) is an integral part of the statement of Sustainable development. It characterizes the function of organizations in the fight against risks at the ethical, social, environmental and economic level (Goy, 2015). According to the European Commission, The Corporate social responsibility is the concept that indicates the voluntary participation by companies of social and environmental concerns in their business activities with their stakeholders. And, according to the World Business Council for Development, it defines it as «The commitment of companies to adopt ethical behaviors and to contribute to the Economic development, while improving the quality of life of employees, their families as well as the local community and society as a whole». As per Jones (1980), explains it as being «The idea that companies beyond legal or contractual requirements have an obligation to societal actors». Based on these definitions, the following arguments are noted:

- some companies believe that social responsibility is associated with ethics or charitable actions, and some others attach it, to legal responsibility or to social conscience;
- companies voluntarily choose to commit to societal responsibility;
- this responsibility results from the positive consequences on the society itself and on others;
- it generates an additional cost to companies that practice it;
- it is the participation of societies in sustainable development. The latter notion indicates that the company is confronted with unlimited liability at the environmental, economic and social level.

Before the company implements social responsibility, it is important that it perceives its environment in a suitable way. This can be done by evaluating the skills leading to change for third party integration, by characterizing global issues and their regulatory and political implications; knowing the managerial and technical solutions that contribute to the progress of social, health and environmental processes within societies (Rose j.j., & Lepine F., 2010) .

ISO 26000, published on 1 November 2010, clarifies the integration of standards of societal responsibility, governance and ethics in a broader manner. It is not a corrective standard, but a guide to guidelines for companies and organizations. The final draft of this standard was approved by a large majority (93 %) by ISO member countries and organizations (the United States, Cuba, India, Luxembourg and Turkey voted against). It defines societal responsibility as «responsibility of an organization for the impacts of its decisions and activities on society and the Environment, translating itself as a transparent and ethical behavior that contributes to Sustainable development including the health and well-being of society, and it takes into account the expectations of the stakeholders while respecting the laws in force and is COMPATIBLE with international standards».

So, the SCR-concept includes three dimensions of social responsibility and the Sustainable development - social, economic development and protect the environment by preserving natural resources. It is divided into three parts that are assembled and attached:

- sustainable ' economic ' development: It is designed to create efficiency and economic development.
- sustainable ' social ' development: It aims to meet human needs and achieve social coherence and justice goals between people (by objection to inequality and discrimination). It contains in addition the questions of consumption, education, health, housing, culture, employment.
- sustainable 'environmental' development: It points to the protection of the ecological system as well as the development of natural resources and the environment in the long term. (Word Press, 2010).

To achieve these three dimensions, corporate social responsibility must be based on sustainable development in:

- applying and respecting the rules of good governance such as responsibility, mutual assistance, prudence, and impartiality.
- bringing the optimum between the viable, the equitable and the livable.
- taking into consideration all the present and future generations, and this, by refraining from compromising the development of future generations and giving them the right to enjoy a healthy environment.

The equation of sustainable development is therefore: sustainable = viable + equitable + livable. Through social responsibility, the company supports sustainable development

with the goal of executing today while retaining resources for future generations. It can position the company on one or more of the following items (Capron, M., 2010):

- the social: satisfaction of the primary and essential needs of individuals. It is necessary to distinguish between external social such as sponsorship, service to employees... and internal social such as working conditions, remuneration policy;
- the economy: certifying sustainable development in the long term by taking into account the quality of international economic relations and the assimilation of the costs generated by social and environmental acts. As an example: shareholder relations, customers, suppliers, corporate ethics, and governance;
- the environment: conservation of natural resources, energy savings recycling, renewable energies.

The purpose of integrating social responsibility into the company's strategy and culture is very actual and important. The socially responsible organization must ensure the work aspects integrated into the strategy so that the latter are socially and economically responsible (Mansour, 2011). Noting that this is one of the most difficult tasks for the company to accomplish. «Very few companies would be able to integrate CSR into their strategy, (Piercy N., Lane N., 2011). Indeed, there are four kinds of strategies that can be assimilated by organizations according to the inherent steps of the application of social responsibility in the enterprise:

- adversity against societal responsibility and its advocates: the company must respect social values and the law, this need resembles the notion of social responsibility;
- donations: the organization makes donations to certain projects that are not directly related to its operation. So this kind of activity judged by the company as related to social responsibility would rather be an additional burden;
- the company's challenge to external pressures or problems seeks to take socially responsible measures even if they are not related to its activities, in order to reduce the environmental and social risks threatening the organization;
- proactive attitude: the company takes care of applications that correspond to social and environmental principles, so that they become interdependent. This integration of socially responsible values into the activities of society from where its strategy is genuine and sincere. Thus, they provide the organization with a competitive advantage that would surpass the expectations of the customers and affect them through its actions. The company can therefore invest in its capacity to improve its competitiveness. This is the standard strategy for completing corporate social responsibility. «The company that wants to become responsible socially must integrate the social actions it undertakes in its strategy and show a differentiation in relation to others» (D. Rogovsky N. Dunfee T.W. 2002).

Finally, even if the company supports an additional cost by carrying out social responsibility activities, it will avoid one of the enormous risks, at internal or external level,

which Would Important consequences on it.

The problem of integrating of SCR into organization s culture must consider a first definition of culture to better explain the notion of corporate culture. «The business carries in itself an invisible quality, a certain style, a character, a way of doing things that can be more powerful than the will of such a person or official system» (Helliege D., Slocum R.N., Woodman R.W. 1993). Another definition on this topic: «Every company has its own way of doing business called» corporate culture" "(Mercier S. 2004). The culture of society is related to its behavior, whether it is ethical or not. It evolves according to the environmental changes. It turns out that it is influenced by the culture of the country where the company is located and that it depends on the societal relations established by the countries. By way of example: the countries of the South retain a mindset directed towards Community actions while Western countries support their population by developing community conduits. The company can describe its culture through a charter or any other type of statement, and this helps to lead the attitudes of employees . The application of culture differs from a society to one and sometimes it must be ethical as in the banking sector. Moreover, social responsibility is confused with the culture of the company when the latter practice socially responsible activities (Mansour, 2013).

So, the Corporate Social Responsibility today adopts a balanced approach to economic, environmental and social issues in order to benefit citizens, communities and society as a whole, beyond the simple compliance with the law. It is applied in a voluntary manner and the results of these public activities maintain accountability. Societal responsibility creates an extensive field of study, specifically when it is evaluated in terms of customer sensations. For this, the Director of the Organization must be responsible for engaging third parties among them consumers of the orientations carried out on social responsibility and its consequence on sustainable development, which helps the society to exceed the simple business connection with its customers. This forms an important issue between the organization, the purchasing decisions of the customers and their perceptions.

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## THE PARTICULARITIES OF LEARNING TECHNIQUES IN THE PROCESS OF READING

## ОСОБЕННОСТИ МЕТОДОВ ОБУЧЕНИЯ В ПРОЦЕССЕ ЧТЕНИЯ

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### ABSTRACT

*INTERACTIVE PROCESS, COMMUNICATIVE METHOD, INNOVATIVE METHODS, LEARNING TECHNIQUES, VOCABULARY, DEDUCTIVE APPROACH*

*The article deals with the particularities of learning techniques in the process of reading in order to create foreign language communicative competence. As the process*

### Аннотация

*ИНТЕРАКТИВНЫЙ ПРОЦЕСС, КОММУНИКАТИВНЫЙ МЕТОД, ИННОВАЦИОННЫЕ МЕТОДЫ, МЕТОДЫ ОБУЧЕНИЯ, СЛОВАРЬ, ДЕДУКТИВНЫЙ ПОДХОД*

*В статье рассматриваются особенности методов обучения в процессе чтения для создания коммуникативной компетенции. Поскольку процесс обу-*