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## **ROLE OF MANAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY IN NIGERIA**

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Social responsibility is defined as the obligation and commitment of managers to take steps for protecting and improving society's welfare along with protecting their own interest. The managers must have social responsibility because of the following reasons. Corporate social responsibility (CSR) is a type of international private business self-regulation that aims to contribute to societal goals of a philanthropic, activist, or charitable nature or by engage in or support volunteering or ethically-oriented practices. While once it was possible to describe CSR as an internal organisational policy or a corporate ethic strategy, that time has passed as various international laws have been developed and various organisations have used their authority to push it beyond individual or even industry-wide initiatives. While it has been considered a form of corporate self-regulation for some time, over the last decade or so it has moved considerably from voluntary decisions at the level of individual organisations, to mandatory schemes at regional, national and international levels. But, manager's social responsibility is not free from some criticisms, such as – High Social Overhead Cost – The cost on social responsibility is a social cost which will not instantly benefit the organization. The cost of social responsibility can lower the organizational efficiency and effect to compete in the corporate world. The costs of social responsibility are transferred on to the society and the society must bear with them. The managers are best at managing business matters but they may not have required skills for solving social issues. The main objective of many organizations is profit maximization. In such a scenario the managers decisions are controlled by their desire to maximize profits for the organizations shareholders while reasonably following the law and social custom.

Social responsibility can promote the development of groups and expand supporting industries. Managers should take the opportunity to talk to their employees about CSR goals and activities during staff meetings, one on one meetings, through emails, etc. There's also an opportunity to ask employees for ideas about how the department or team can be more socially responsible.

Managers should communicate the status of CSR goals and initiatives taking place in other parts of the organization. By making CSR a part of regular conversations and communications about expectations, performance, progress and development, managers help build mind-share for CSR. I knew a manager who allowed employees to spend working hours planning or participating in corporate social and team building activities, but expected them to participate in CSR activities on their own time. You can imagine the kind of message that sent. If you want to

encourage a culture of social responsibility, your managers need to support employee participation in the activities and even allow employees to play grass roots leadership roles during working hours, without penalizing them.

While this unarguably needs to be balanced with the need to focus on the organization's primary business, and achieve assigned work goals, CSR work doesn't have to be viewed as wasted time. It too can contribute to teamwork, employee engagement, employee development, and even the organization's bottom line. While your organization may have great programs in place, like gift matching for universities, charities and non-profits, recycling, volunteering, etc., employees may not know about them, or know how to participate in them.

It's important for all managers to know what your programs are and how to take advantage of them, so they can communicate that to your employees. After all, your front line managers will almost always be your employees' first point of reference. Your managers can and should make a conscious effort to recognize, and as appropriate, reward employee contributions to corporate social responsibility. They can do this by giving employees positive feedback, publicly acknowledging contributions and activities in some way, or simply saying "thank you".

Recognition from managers always serves to encourage desired behaviors and actions and further engage employees. Finally, and perhaps most importantly, managers need to set an example and act as role models for their employees. They need to "walk the talk". They can do this by simply making their own contributions visible to their employees. But they can also do things like: build a CSR element into team building activities, like helping out a local food bank or shelter participate in company CSR activities like food drives, cancer runs/walks, Moreover turn off their computers and office lights at the end of the day Front line managers impact the work of 70-80 percent of your workforce. As such, their influence is significant. So getting them to play a role in your corporate social responsibility efforts is critical.

Nigeria is in dire need of development. Most of its public infrastructure is collapsing. The business climate is inclement and many business entities are going under. Many companies are relocating to outside of Nigeria. With an array of graft agencies, one would think corruption and nepotism would be at their lowest ebb. Thus, social, economic and environmental progress should be the panacea and expectation when companies are sited in a defined location. In fact many policy analysts are concerned about the extent to which a new CSR law would actually change lives in the communities in which the companies operate. Unless there is a radical regeneration of the society and a social rebirth, the law if passed and assented will soon become unenforceable. The issues include the practicability and enforcement of such a law, the creation of another avenue for corruption, and has any other country put in place the type of CSR law Nigeria is contemplating. It is also believed that such a law may detract from the real issues at hand since companies have practised CSR for years but still problems are rampant not only in the Niger Delta area but in every part of the country. Corporate Social Responsibility is in the interest of every business entity, but Nigeria should approach it in the context of global practices.