Reimagining Mary Parker Follet's Concept of Constructive Conflict in Corporate Social Responsibility and Sustainability. A Paradigm Shift in managing principles for SDG Goals 2030

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Abstract

The paradigm shift in the core objectives of the contemporary business world has been from the profit making strategy to the environmental, ethical, and social governance. The modern CSR approach of business enterprises or multinationals is integrated and coherent with the core business strategy for addressing initiatives towards a sustainable future. An argument forwarded by the contemporary strategist in the realm of Corporate Social Responsibility (CSR) is that it hardly ever addresses system-wide sustainability challenges.

Aim

This study aims to propose that the SDGs, as a global

document, may serve as a basic framework for businesses to accomplish the fundamental purpose of equal dignity and opportunity for all. The progressive shift of sustainability as the aggregate social responsibility includes a wide range of activities like ending poverty, equal distribution of wealth, and sustainable use of lands, and so on and so forth.

Finding & Analysis

Evidence suggests that certain businesses, both public and private, operating in India have used their CSR programmes to highlight how alternative SDG actions are linked. The application of Integration and Coordination as a strategy promoted by M.P Follett for a Sustainable Millennium, combined with the core principles for 'global collaboration' or 'global sustainable aspirations' and action-oriented programmes, has resulted in a conflict of sustainability.

Keywords

Sustainable Development goals, Corporate Social Responsibility (CSR), Individual Social Responsibility (ISR), Constructive Conflict, Global Sustainable Intention (GSI).

Recent Trends in the Concept of Corporate Social Responsibility: An Overview (CSR)

Earlier, the approach of CSR and its dimensions was complicated to define, generally in terms of 'How to do good to people,' 'in what ways social evils can be addressed,' which is fundamentally based on the concept of 'alternative solutions.' Some endorsed by alleviating multi-dimensional aspects of poverty, some by providing free education or health

services to the marginalized section of the society, etc. In countries like South Africa, the majority of corporations focus on addressing the issue of apartheid in the affected regions. Social activities are, at times, based on regional or community dimensions. It also highlights another aspect by explaining the paradigm shift in which the growth and evolution of a social system are built on trans-national, socio-economic growth, and cultural values with the undulatory needs of the society. Andreas Georg Scherer and Guido Palazzo encompasses CSR as a canopy guarding all aspects of business operation including management strategies, company's code of conduct, organizational culture and various theory buildings (Williams, 2014).

Soren Kierkegaard, a Danish philosopher and an ancient theologian who wrote several pseudonymous books in 1844: Philosophical Fragments, Prefaces, The Concept of Anxiety, and completed that year up with Four Upbuilding Discourses, 1844. He believed that "every generation has its own task and need not trouble itself unduly by being everything to previous and succeeding generations." In his earlier work, he had said, "to a certain degree each generation and every individual begins his life from the beginning." In the other one, "no generation has learned to love from another; no generation can begin at any other point than the beginning." He also emphasized the idea of individual subjectivity, forcing people to develop an inner life through critical self-reflection. And said that each individual-not society or religion- is solely responsible for giving a

powerful meaning and a reason to live passionately and sincerely, or he used the term 'authentically' (McDonald, 1996). A relative comprehension of the above philosophy to a certain degree in the 21st-century that demands assigned sustainable goals (than the earlier one) out from the corporate and not just the fulfillment of MDGs or dissuaded charity.

A general understanding states that every age appeals to some urgency, which keeps rotating, earlier a persuasive CSR was incompetent charity— the period of pre-independence. The period experienced a closed economy that did not concede with market competition, undetermined about the term like mega-collaboration, Eco-entrepreneurial, Green leadership constituting overall individual growth in an organization (Jones, 1980). The onset of Liberalization Privatization and Globalized generation disseminated cut-throat industrial policies— integrating individual social responsibility for attaining higher morale. The contemporary adjustments are to 'legalize and legitimize' corporate contribution by modifying companies' rules and laws towards a continuous millennium, developing a sense of critical self-reflection, performance appraisal, governance, and ethics of sustainable living (Windsor, 2001). Researchers express a different level of understanding within the CSR dimension as a trend that many a time people wish to engage in a social activity that helps them regain or boost their morale and self-esteem. Psychologists and researchers record a pattern of behavior of these pro-social people, which gives rise to a concept analogous to CSR called Individual Social

Responsibility (ISR). We often meet people who have a communitarian attitude and are willing to engage themselves in ancillary social services. They do so to find their inner-self or true meaning for their living (Benabou & Tirole, 2010).

Higher self-esteem or motivation at work, more significant, is the chance for social contribution. For example, if a person who might be dissatisfied at work with lower self-esteem, lack of financial resources, also dissatisfied physiological needs (described by Abraham Maslow in his hierarchy of needs model) compels him to evade from responsible charitable endowment (affecting self-esteem level) belief by stating it for wealthy people only. However, this results in valuing 'self-interest' and withdrawing terms 'social' or 'sustainability' out from the responsible attitude in every individual. The ISR is treated as an essential step in evaluating employee's performance for every financial year in many companies. Such a trend has proven to be a valued capability and accomplishment for an employee within the business domain. Many corporates adopted ISR in India as a strategy to build up the employee's self-confidence, thereby making it a mandated Human Resource practice, which in turn allowed the employee to grow beyond their self-centric professionalism, profit-maximization and promotion based achievements (Shanti and Sinha, 2016).

The illustration below presents an evolving picture of CSR; commitments have been segregated generation's insistence and appeal from the businesses around the world accordingly. This contemporary role and its paradigm shift

towards the attainment of SDG 2030 document, giving the corporate operation a unified direction within a time frame, determining the Integration of CSR for global 'Sustainability,' leading to an emerging trend of calling it a new Corporate Responsibility (SCR) valuing the idea of collective strategic intention from the global businesses.

Before 1990   1990-2010   2015 onwards

Fig: 1: The changing trend from ISR-CSR-SCR as a contemporary corporate responsibility.

(Author's interpretation)

Literature Review

This paper concentrates on reviewing the currently available literature on CSR and its role in fulfilling the Sustainable Development Goals 2030. The proposed study has tried to discuss the historical background of CSR, the changing paradigm shift, and identify its inter-connectivity with action-oriented sustainability through M.P Follett's means of Coordination. The research mainly focuses on how the formation of SDGs 2030 has given a unified CSR direction promoting a sustainable value system. For this, the concept of

'Constructive Conflict of Sustainability' has been critically comprehended in the proposed study by reviewing the work called Corporate Social Responsibility: Balancing Tomorrow's Sustainability and Today's Profitability by David E. Hawkins. The book generally analyses various approaches to conflict of sustainability, a wide range of social and ethical challenges, future focuses, etc. A comprehensive view of how sustainability under the banner of CSR impacts the business community, vis-à-vis. To specify the significance of 'a strategic dimension' in the field of CSR, Corporate Social Responsibility: A Strategic Perspective by David Chandler has been taken into consideration. It aims to offer a compelling argument with the viewpoint of stakeholders to determine the strategic interests and concerns of every party involved across companies' operations.

The study seeks to structure ten defining principles to integrate CSR with the firm's strategic planning and processes. The business cases for sustainable development in the book called Making Ecopreneurs: Developing Sustainable Entrepreneurship by Michael Schaper elaborates the idea of 'Green Leadership' or 'Making Ecopreneurs' which highlights the contemporary shift in business practices along the lines of SDGs 2030, by adopting innovative eco-friendly programs, involve risk-taking activities, promote critical drivers for sustainability. The three broad segments of the book: concepts, context, and conditions, and case studies provide insightful pathways for global collective actions. The paper has critically analyzed other secondary sources, referring

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research articles, several other published books, and notable works, following a relative approach for the discussion on inter-connectivity between CSR and Sustainability in India.

Mary Parker Follett's concept of Constructive Conflict in redefining Conflict of Sustainability

As conflict—the difference—is here in the world, as we cannot avoid it, we should, I think, use it. Instead of condemning it, we should set it to work for us. Why not? The friction between the driving wheel of the locomotive and the track is necessary to haul the train. All polishing is done by friction. The music of the violin we get by friction. We left the savage state when we discovered fire by friction. We talk of the friction of mind on the mind as a good thing. So in business, too, we have to know when to try to eliminate friction and when to try to capitalize it, when to see what work we can make it do."- Mary Parker Follet.

Initially, the meaning of 'Sustainable' was very close to a continuous capacity for endurance, but in a contemporary scenario, it has become a guard or a shield held for sustenance. The conservationists bear the former sense while businesses tend towards the latter, the public and the government keep revolving around the two. More importantly, both CSR and Sustainability demonstrates the potential differences of opinion. If we fail to relocate CSR, remaining unique, then it withdraws from its fundamental nature of the operation. And if sustainability is misunderstood and deferred, combining both inaccuracies, one could get a disordered economic, political, social, and ethical structure in a society

(Fontaine, 2013).

The initial arguments or issue arise here:

·　　　A question of why sustainability should be an individual focus in the 21st century?

·　　　How are the conflicts of sustainability converted into constructive conflict?

·　　　How collective, progressive, and opportunistic individual attitudes contribute to long-term social change. Whereas, selective or coercive implementation of CSR is likely to result in social harm.

·　　　How is it to be achieved by the corporates on time and in a unified direction?

The answer to the first question is, there is no other planet for individuals to live, therefore a sustainable living approach is essential. Second, the undeniable truth is that the consumption on Earth will never decrease but could be recycled and reused more efficiently by setting realistic, sustainable goals and directions both for individuals and corporate. Third, the ability to evolve and develop a civilization again requires a similar level of consumption pattern and technological up-gradation that delivers exceptional opportunities for a sustainable future (Murray et al, 2010).

This study tries to address the last two issues, which needs specific consideration and detailed elaboration. It

suggests Integration out of the other two methods, i.e., domination and compromises, to resolve the conflict of sustainability among the various groups within the society. Power or dominance always results in one side's victory over the other. As a result, forcing or coercing others to take responsibility is a retrograde approach. Compromises are a usual way of settling down most controversies; each party gives up a little. But this unbalanced effect and ignorance cannot validate a conducive solution for long-term sustainability as an attitude.

The distinct group or parties are having a different interest in the operation, culminating in a conflict of sustainability — the organizations which are involved in trading, manufacturing providing a reasonable price, delivery, and quality to the consumers. The customers, in turn, are influencing the performance of the business, allowing a competitive market. The third group, called the government, speaks for the people and frames a structure of the operation. With the growing changes in culture and trends, a company assimilates both the needs of a general consumer, which means both the general public and the organization intensify responsibility towards community building. The positive influence of an open economy is it creates more pressure for regular competition and expansion. Employees and shareholders expect good returns for their investments, further focusing on superior performances, exploitation of maximum resources, opportunities, and constructing a conflict. It is, therefore, irrational and superficial to consider

that sustainability can be segregated exclusively under the concept of CSR for business today. The organizational changes in management towards sustainability have introduced responsible leaders (both public and private enterprises) towards attaining the prescribed achievable targets by 2030. The process of Reengineering business activity, converting it to a valuable opportunity in the conservation of resources for the future generation, reduction in waste, and technologies for recycling, makes way for a more comprehensive sustainable future (Hawkins, 2009).

Applicability of Mary Parker Follett's concept of finding constructive ways of managing conflict through Integration includes the creation of an innovative solution that penalizes no one, and that becomes the only assured platform for progressing sustainable development. She emphasized at one point that psychology has given a phrase called 'progressive integrating'; this discipline also needs the expression 'progressive differing.' Referring to what she said, CSR in India has primarily focused on 'corporate governance.' This paper acknowledges the recent change in the trend moving towards SCR, which has aggregated a 'constructive conflict of sustainability' or 'coordinated corporate governance' for attaining unified, sustainable development goals in a single direction. The term 'Social' from CSR has been forwarded to a contemporary realm of 'Sustainability,' determining the urgency of conservation of biodiversity and implication of collectivism in a social system (Mawer, 2016). The application of Integration as a method in the conflict of

sustainability, various forms of Coordination, stated by M.P Follet, must be introduced as fundamental principles of organization for a Sustainable Millennium, in this particular proposal:

1. direct contact between the responsible parties-organizations, customers and government itself who have to carry out sustainable development goals and policies, rather than hierarchical control;

2. The early communication between these responsible parties and introducing strategies for inclusive, sustainable growth, rather than a later convention that can only try to resolve the discordant policies, secure the time, cost, and effort already devoted and evolved by these isolated groups. There is a significant call for a 'collaborative community' building marching towards SDGs.

3. The reciprocal relationship of all the factors stated above. And providing equal attention to all the parties and their social responsibilities considering the heterogeneity of the variables in the sustainable social system (Follet, Metcalf set al., 2003).

> Constructive Conflict of Sustainability through Integration and Coordination

Fig:3 (Author's Interpretation)

This contemporary role of CSR in addressing the challenges of sustainability is to determine the imperative need for the Integration of Corporate Responsibility for Sustainability. There is a need to construct an indispensable discussion on sustainable value creation not just within the organization but the whole social system (through methods of Integration and Coordination, referring to the above three ways of M.P Follet).

Sustainability as a new Corporate Responsibility (SCR): Fundamentals to administer the SDGs target 2030 in the contemporary paradigm.

The disposition of CSR has a broader horizon to serve the society sustainably. But the lack of integrated direction, unified working strategies of the management, proper financial administration and transparency in operation, 'satisficing sustainable alternatives' (based on the concept of Herbert Simon's Bounded Rationality), and critical evaluation of its impact on society.

These mature set of principles in proposing the contemporary idea of sustainability as an essential Corporate Responsibilities are further elaborated below:

Unified Direction towards SDGs:

The conceptualization of a dynamic global political, economic, and social vision for the world follow up a reflection from the comprehensive document called Sustainable Development Goals. Numerous schemes and similar patterns were adopted to address the world's most significant corporate responsibility initiatives like the United Nations Climate Change Conferences, Paris Agreement 2015, the United Nation Global Combat, etc. In 2015, an upgraded model of SDGs 2030 was proposed in action.

In summary, the SDGs explicate the Millennium Development Goals (MDGs) include,

1. ways to eradicate poverty; encourage zero hunger actions etc

2. provide regular health facilities, medical awareness programs, advanced medical researches to combat deadly new viruses and diseases.

3. A collective effort for gender equality, women empowerment, equal pay for equal work to grip

Gender Sensitization in the world;

4. Quality-driven education and world-class research findings for human development;

5. Clean Water and Sanitation is an essential destinations for both economic expansion and environmental sustainability;

6. Optimum utilization of renewable resources, to secure clean and affordable energy;

7. Equal work of dignity for all to promote economic growth and sustainability;

8. Industrial growth through stressing innovation and developed infrastructure;

9. Reduce Inequalities;

10. Ensure building sustainable cities and communities;

11. Promote sustainable pattern of consumption and production;

12. Action-oriented measures to combat climate change;

13. To conserve and preserve marine resources;

14. Restoration of terrestrial ecosystems and biodiversity, encourage afforestation;

15. Effective and inclusive institution for speedy justice and promote civil society

16. Revisiting various business operations, reviving strategies to stimulate global partnership for sustainable development.

All growing corporations will have to establish a set of unified direction and procedures encompassing seventeen Sustainable Development goals on which several scholars

have put stress on this particular discourse. What will be the effects of sustainability on corporations—small-scale businesses or large multinationals? How these global businesses will cooperate with the UN bodies in accomplishing the 2030 goals— to determine the overall human development in society (Loewe, 2012).

Amartya Sen, a Nobel Laureate in Economics, states, "Growth of GNP or individual income, of course, be significant as a means to expand the freedom enjoyed by the members of the society. But freedom also depends on other arrangements such as the social and economic one (for example, facilities both for accessible education and healthcare), as well as political and civil rights (for example, the freedom for active participation in public discussion and scrutiny)." According to Sen, 'progressive development outcome is the elimination of major sources of 'unfreedom': the eradication of poverty and tyrant majority, systematic deprivation of social protection and economic opportunities, downsizing repressive state activities provoking intolerance among human and negligent public governance in-action.' Numerous examples of developing nations on CSR integration with sustainability, e.g., the overall social and environmental development of Africa has been mostly dependent on sustainable actions taken as CSR initiatives by various companies to accelerate competition and become partners in the global economy. The Triple Bottom Line (TBL) approach guide to reconciling the three essential aspects discussed above in figure 1., Economic, Social, and

Ecological Sustainability (Henriques, 2013).

International Institute for sustainable development introduces seven significant steps to achieve sustainability, comprehending 2030 target:

Stakeholder analysis perspective:

The corporations need to analyze the effects of sustainability. It is to be measured from the viewpoint of the stakeholder interests, to signify what profit and return they are getting for their investment. Regular long-term and short-term return assessment reports are required.

Development of guidelines and goals

The guidelines, rules, and regulations make any activity drive towards the goal.

Implementation of a plan

Generally, 80% of an organization's activity depends on the application of the action, assigned task-force, and mechanism to achieve prescribed goals.

Supportive company culture

The success and failure of an employee's performance largely depend upon the company's values and culture. It frames a more precise picture for attached investors, employees, and customers.

Performance Standards

A regular tool for measuring employee's achievements and recording performance transparency with advanced techniques of reporting and monitoring (Idowu & Schmidpeter et al., 2019)

Collective Sustainable Strategies

Every instruction we give, every course of action we set, every result we desire, starts with the same thing: a decision. There are those who decide to manipulate the door to fit to achieve the desired result, and there are those who start from somewhere very different. Though both courses of action may yield similar short- term results, it is what we can't see that makes long-term success more predictable for only one. The one that understood why the doors need to fit by design and not by default."- Simon Sinek (2019)

Before 2014, the economic growth rate of India among other Asian countries like china, brazil, etc., was around 9% having a favorable impact due to open market competition. Today, possibly, the growth of all developing nations is enhanced by strengthening its Information Technology (IT) sectors. Another way of continuing the extension of growth rate is to create permanent and favorable incentives for 'ecopreneurship' (more eco-friendly Entrepreneurs), leading to the rapid transformation of the business structure and making ways for a 'cooperative,' and 'collaborative' economic growth. The strategy of 'Global Collective Action,' like collaborating in terms of the policy, implementation models, cultural aspects, financial assistance, etc. and 'Global Sustainable Intention,' moving in the same long-term direction can attain SDGs. The result is a collaboratively-oriented decision- making that calls for a mature set of procedures and dedication, not for professional profits but for social buildings.

The internal forces within the organization mainly deal with the ideologies, cultural values, and strategic concerns of the business leaders who are committed and involved in social efficiency in the long-run. The external factors that can act both as pull 'strength' (power of convincing more investors, growth enabling policies) and push 'supervisory' elements (regulatory instrument, judicial activism, legislative measures, etc.), which creates pressure on the organizations administer checks and balances. It is a simple question of how comprehensive and genuine implementation of the strategy, i.e., the means through which an organization attains the ends. The key to defining the long-term strategy of sustainable development depends broadly on assessing the critical drivers for ecopreneurship who promote an understanding of the sustainable formulation, implementation mechanism, and collaborative leadership ahead.

Another critical approach would be innovating 'skills for Sustainability.' Formatting and reformatting innovation strategies to create a network working for SDGs attainment. For example, companies like Coca-Cola have proposed a model of Global Sustainable Intention or Collaborative Sustainability by collaborating with the United States of America Food and Nutrition Research Institute and Philippine Ministries of Education and Health to form a product called NutriJuice to cure iron-deficiency (anemia). It is a long-term vision to free children suffering from vital minerals and vitamin deficiency in their bodies (Stead & Stead, 2015). Similarly, states like West Bengal have ratified the notion of

'competition' with 'collaboration.' and adopted a pattern of Public-Private Partnerships (PPP) model for restructuring and reforming health investment plans and policies, quality treatment to patients, and exploring innovative medical service delivery (Policy, 2006).

Building Knowledge Capacity for Sustainability, Ethics, and Governance:

The method for innovative capacity building for ethical governance and sustainable knowledge can be understood by citing an elementary example as to how a farmer shifted from a chemical pesticide to a herbal pesticide would not be responsive to the normative affairs until the herbal solutions produce improved results for the crop harvested. The entire system changes along with the change of the product bought for consumption and its aftermath effects (for example, withdrawing the idea to employ a usual wiring system and replace it with a new eco-friendly domestic energy and heating system). A shift in the consumption pattern affecting the entire lifestyle of consumers results in steady resistance. The acknowledgment for the normative appeals is generally higher than the economic ones when the mechanisms for awareness are practiced. Companies are making efforts to build a chain of the knowledge system for ethical based governance by drawing up innovative marketing and awareness strategies revolving around three major factors influencing sustainability:

Convenience

The implications for providing the right time and right

place for consumers to believe how green offering would bring them accomplishments is foremost key. This case is especially real for organic foods, energy-saving light bulbs, and other such products. Godrej Agrovet, a company that runs eight retail outlets under Nature's Basket brand, stocks a wide range of organic and health outcomes. Sales have been growing by 15–20 percent annually.

Cost

Indian consumers pay more heed to the price of the product. One such fact is that Philips India had to cut down its cost of CFLs by seven times to let the consumers buy it. Eventually, the growth rate of the product increased by 25 percent per annum.

Concern for the environment:

The whole process of selecting a product, its consumption, and after-effects need a thorough understanding of green operations. Many organizations such as the CSE, Delhi, Center for Environmental Education, Ahmedabad, and organizations like Sristi are connected to producing values for sustainability.

Satisficing Decision-making Alternatives

Herbert Simon was such a productive thinker who highlighted (The Sciences of the Artificial - 3rd Edition 1969, first edition) the notion of 'satisficing decision' rather than 'optimizing decision,' certainly not the best alternatives but why not the optimal solution to solve any issue. He propounded a concept of ordinary decision-making that upholds more with a specific real-life based solution rather

than heroic solving of expected disagreement (Caplin et al, 2011).

Primarily, the bounded rationality approach could be understood in choosing among the alternatives available for sustainability out of the prescribed seventeen goals. The larger domain of SDGs, say suppose 'Equality,' so the fundamentals of Equality encircling segments like gender equality, equal opportunity of education, equal pay for same work, health, etc., could be chosen among a wide range of choices. The company, according to its CSR policies, can prefer among sustainable alternatives. It will somehow reduce the instances of evading CSR initiatives and social efficiency. The companies compiling the cost availability, geographical location, or other convenient rules allow them to choose 'optimal alternative' or whatever is the 'good enough' as a CSR initiative within the SDGs 2030 domain.

Developing alternatives for sustainability (pollution-reducing/ non-polluting) products and services are elucidated by citing an example of designing a zero-emission car named the Reva by the Maini group. The company has followed a pattern of making ecopreneurs and joined hands with General Motors (GM) to manufacture electric vehicles, thereby bringing more eco-friendly vehicles in the Indian market. A similar case is when Electrotherm India Ltd established Indus Elec-trans, a division to produce EVs. Indus has started manufacturing of electric two-wheelers, YO bikes at Kutch in Gujarat.

Tech Mahindra Limited (TML) is a dominant

competitor that provides solutions and services in Information, Communication, and Technology (ICT) to the world-wide customers determining   their CSR vision as "Empowerment through Education." Now withstanding the comprehensive domain of Quality Education, envisioned by SDGs 2030, specific areas such as school education, education for employment, and technical education are included in the company's CSR manifesto. These programs shall be implemented through two organizations: Tech Mahindra Foundation and Mahindra Educational Institutions. The first possible available options, out of persuasions and not manipulation, will result in fulfilling the sustainable target and exceed the overall benefits (Tech Mahindra, 2014)

The decision-making process is affected by both internal and external workforces. The most challenging activity for the management of a company is to empower the stakeholders, employees by allowing them to participate in the decision-making, maximum utilization of the current and potential talents, etc. Hence, social efficiency would prevail when a comprehensive approach of involving every component in action (Schaper, 2016)

Proper Allocation of Financial Resources

Social capability mainly depends on the green leadership command, but a crucial way to make it into action is the optimum utilization of minimum finance. The return for the investors, keeping the stakeholder's perspectives for generating revenue (in the form of money, motivation, or satisfaction) for all parties, is a challenging task. A long-term

financial strategic approach for a sustainable future needs two types of things: 1. 'grit for green,' and 2.' utilization of funds for green.' Moreover, when highlighting the sustainability-impact approach, the proper system of allocating funds and various measuring techniques is taken into account. The method of social audits and financial transparency is to assist in developing a concept called social efficiency or social sustainability.

Transparency in Operation for Sustainability

"We're living in a world characterized by exponential change. Most government organizations weren't built for this world. The movement from closed to open is one of the most important ways governments can adapt to faster change. Open government offers insight on how to get from here to there. It should be required reading for anyone who cares about the future of the public sector." —William D. Eggers.

The private firms and MNCs can determine the idea that the public (in the government sector) and customers (in the private sector) act as a central figure in all operations. As an audience, the community people work as primary for information and transparency. Technology and the Internet have given an advanced meaning to the term 'Informations' that it should always be readily available and accessible to every component in a working environment- stakeholders, staff, customers, government, media, and community as a whole. The imperative need for reforming the tools and techniques designed for supporting open government action under the slogan raised that there is a huge positive potential

for digital technologies in all business operations. For example, the creation of a site called Recovery.gov, the launch of the blog White House blog, is an inclusive initiative for welcoming open government operations in the United States of America. With pieces of information accessible to the general public at a desk, media and community aggregate innovative and creative suggestions for solving issues related to the general public/customers itself. They act as a separate think tank and feedback suppliers. The government of Utah provides more than 870 online services, such as purchasing a fishing license, renewing driver's licenses, paying taxes, etc. to citizens as well as businesses. It took years for the state government to work according to thousands of feedback provided, which made it possible to implement a 24/7 online service chat in 2003 for improvements. Businesses need transparency and digital suggestions across the country to work with accountability and manage public money efficiently (Ruma, Lathrop, et al., 2010).

Extended Discussion

A considerable discussion on the practical side of CSR has been valued by people all around the world. It is a significant aspect of powerful management (both public and private) to comprehend strategic planning for sustainable business and society simultaneously. The concept of social efficiency, constructive conflict of sustainability, or strategic corporate sustainability should be a standard integrated component of contemporary corporate social responsibility. Not only business practices and functions as to how public

managers, private investors, and entrepreneurs should perform ethically, but the governance motto should promote sustainable value creation — advocating green leadership as innate and practical knowledge to be imparted in business schools, encouraging social efficiency world-wide. The permanent individual attitude or responsibility towards the innovatory path primarily depends on evolving a culture to promote sustainability; it's adaptability and growth.

Revised sets of principles and reviving the company's long-term strategic actions into a collective diplomatic, financial, and global joint effort must concentrate on the pervasive ground of sustainable activities. The shift in the direction toward SDGs 2030 goals is marked by an inclusive approach of innovation, ethics, and governance. The first fundamental principle discussed by David Chandler, stating that business equals social progress, which reciprocates the optimum utilization of minimum available resources and enhances the overall standard of living. Human interest, in particular, dominates all other goals for which strategies are being arranged for Corporate Social Responsibility, reproducing a system by which these interests are aligned with broad themes of sustainability. Presumably, an urgency to have an internationalist perspective and not just domestic relations. A new notion of Sustainable Strategic Planning for CSR among the industries would encircle all economic, social, and environmental components ensuring global sustainable intention. Businesses are not merely profit-maximization machines but involve operations to act as a mechanism

dealing with broader purposes of life. CSR activities should enhance human development and social efficiency together, thereby leveraging sustainable development goals.

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