

CSR Practices of a Company Toward Stakeholders: The Case of Pakistan Tobacco Company (PTC)

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Abstract

The performance of the companies in corporate sector is reliant greatly on the practices of Corporate Social Responsibility (CSR); therefore in today's business environment companies are paying more attention to the sense of CSR. These companies also consider the aspects of socio-culture environment into business practices and compliance with other regulatory and ethical issues. However, it has been found that CSR is being practiced in Pakistani firms in tobacco industry because the concept is new for the emerging economies like Pakistan. The paper consists of brief study about the CSR practices on stakeholder dimension of Pakistan Tobacco Company (PTC). The basic aim of this paper is to examine that how companies engage their stakeholders in CSR activities and what is the role of stakeholders in CSR policies. This research was conducted by using a qualitative method and the case study of PTC. Data has been collected from relevant scientific articles, research books, and online resources regarding CSR and stakeholders theoretical framework while empirical data was gathered through interviews and company annual reports. However, PTC products are injurious for customers' health but their efforts for the environment and community make a good image of the company in the minds of customer and stakeholders.

Keywords: Corporate Social Responsibility (CSR), Stakeholder, Health & Safety Environment (HSE), Community Involvement, Pakistan Tobacco Company (PTC).

1. Introduction

Today, companies are voluntarily involved in social and environmental concerns in their business activities, and specially their interaction with stakeholders. The concept of corporate social responsibility (CSR) entails the company incorporate environmental and social concern in business activities. The European Commission (2001, p.5) defines CSR as a "concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment." According to the European Commission, CSR is related to the complicated issues of the company i.e. environmental, health and safety issue, relations with distributors, suppliers and consumers, and company relations with their local community. Corporate social responsibility (CSR) related to the company behavior, and their decision making is one of the vital ethical and moral issues. It's known that if a company should avoid from doing certain activities or undertake such activities, it's because of the beneficiary or harmful for the society. Such social issues deserve ethical concern of their own, lead manager in decision making and also judge the social impacts of corporate activities. Though, there are some argue such as Valor (2005, p.199), that the contribution of CSR idea is just a prompt, that through the social consideration the search of profit should be forced. According to the Branco and Rodrigues (2006) currently CSR is examining as a base for the competitive advantage and not as an end. The concept of CSR has been develop after observing the harmful to a company's profitability and to how the company as a whole benefiting in the long run (Porter and Kramer, 2002). According to historical perspective CSR was defined with different dimensions. At different stage the focus of researchers convert to different dimension. The term CSR has been conceptualized in various ways related to different ideas or views of a business role in society (Lantos, 2001). Basically these ideas or views are presented in the debates of shareholders and other stakeholders. The view which motivated the shareholders perspective is that the manager basic responsibility is to seek the interest of shareholders and other stakeholder in the best possible way, to increase the wealth h of the latter by using corporate resources (Friedman, 1998).

2. Data collection

There are different sources which may be used in case studies for information collection, such as interviews, documents, direct observations and participant observation, and use of different sources for information

gathering is the strong point for case studies. This evidence of various sources makes an opportunity for the researcher to have several measures regarding a single event and which provides more strength to the scientific study. In a case study any conclusions and findings are considered more reliable and correct when the information is gathered from different sources whereas single sourced information has no value in the research (Yin, 2003).

For data collection two sources of evidence are used i.e. first one is different documents and the other is interviews that is one of the main sources through which information may gather for case study. In case study research, usually open ended type of interviews are conducted, in which researchers are allowed to solicit the facts about the subject matter from key respondents and their view point about events. In case study research, documents are the most specific and important source through which required information may gather (Ibid).

2.1 Primary Data: There are two techniques, passive and active, through which primary data is gathered. The passive technique contains studying characteristics of the factors under study, either by personal or non-personal means. Whereas in active technique, questions are asked from the participants via personal or non-personal means (Davis, 1999).

Qualitative research involves in a broad study of a few elements and usually engages less structured questioning or observation of the participants. On the other hand quantitative research is the study in which samples and well structured survey with numbers and statistics are involved (Ibid).

Primary data the study was collected by interviewing management persons, employees of the company and from local community people in order to compare the secondary information.

2.2 Secondary Data: Secondary data is the information which was gathered before for any other research and now bring into use for the new research project. Secondary data is to be considered more important and valuable in research activities. It is an advantage for the researchers to have existing sources of data because through secondary data they may discover more aspects of related research and their methodologies. The manual and online are the two ways through which secondary data can be gathered. Manual methods comprise reports, directories, guides, indexes, etc. while online methods contain data which can be acquired from the internet. Secondary data can be gathered from two sources i.e. internal and external. Internal data is available from the organization whereas external data is acquired from different sources outside the organization (Ticehurst and Veal, 2000).

We used PTC annual reports available on company website to collect secondary information for the empirical background whereas the information regarding theoretical framework was collected from articles and journals available in the university databases i.e. Business Source Premier and Emerald.

3. Theoretical Framework

3.1 Corporate Social Responsibility: Bowen (1953) was the first who worked for social responsibility of businessman. Different researchers and practitioners have paid extraordinary attention to the idea of corporate social responsibility but Milton Friedman (1970) explained daringly the certainty and dominance of firm's self interest in involving in CSR by business companies. He stated "There is one and only one social responsibility of business-to use its resources and engage in activities designed to increase its profits as long as it stays within the rules of the game..." Contribution of civil society in the concept of corporate social responsibility has influenced different companies and organizations since 1980. Different consumer groups, trade unions, and NGOs have included different matters like the rights of local people, poisonous chemicals, child labor, tropical deforestation, and environmental deprivation in their action plans (Utting, 2005). There have been a lot of demands and expectations from different firms that they have to convince general public about the idea of social responsibility and work according to a proper procedure so that at the end society would get overall advantage (Lambin, 1997). Balance of right and responsibilities is changed due to globalization and economic liberalization and these changes eventually transform actions and attitude of organizations (Change, 2001). Due to this tendency of CSR, numerous organizations have been starting charitable programs in order to improve corporate social responsibility records (Utting, 2005). Corporate social responsibility may be considered as an organizational resource which supplies internal yield to organizations. Investments in CSR may make organizations able to build up new skills and resources, which are clearly reflected through an organization's environment, technology, formation, and human resource (Russo and Fouts, 1997). Corporate social responsibility may be helpful to develop managerial skills in a dynamic or complex structured organization when CSR is defensive because these defensive efforts demand for considerable contribution from employee, organization-wide coordination, and managerial approach of advance thinking (Hart and Shrivastava, 1995). CSR can provide help to management in growing necessary skills, procedures, and information systems, which make possible for organization to be aware of external changes, instability, and disasters (Russo and Fouts 1997). Today, corporate social responsibility is a wide concepts using in business (Enquist et al.,

2008). Bowen (1953) first time used and define the term CSR, but the discussion over business environmental responsibilities and its interaction with society still continued. But there is consensus on a CSR definition still not exist (Vogel, 2005). This broad discussion raises some questions related to both the significance of the company's structure and universal inhabitants' contents (Sethi, 1975, p.58). A broad definition of CSR presented by Prieto-Carron et al., (2006, p. 978) "... An umbrella term for a variety of theories and practices, all of which recognize the following:(a) that companies have a responsibility for their impact on society and the natural environment, sometimes beyond legal compliance and the liability of individuals; (b) that companies have a responsibility for the behavior of others with whom they do business (e.g. within supply chains); and that (c) business needs to manage its relationship with wider society, whether for reasons of commercial viability, or to add value to society". This definition is so broad and also incorporate varies ideas of CSR. This essentially defines the strategies as well as the concepts through which almost all companies voluntarily related to environmental and social anxiety in stakeholder and business processes (Enquist et al., 2008).

3.2 Dimensions of Corporate Social Responsibility: A plenty of efforts have been made to understand the concept of corporate social responsibility in order to formulate a healthy and solid definition. From 1980 to 2003, 27 authors derived and analyzed 37 different definitions of corporate social responsibility. Most of these definitions were available for public from 1998 onwards. Dahlsrud (2005, p.6) demonstrated different dimensions of corporate social responsibility i.e. stakeholders, environmental, social, economic and voluntariness. He analyzed these dimensions in his study with the help of formula and found the result in the form of dimension scores and ratios. According to his analysis both stakeholder and social dimensions were on the top with score 1213 and ratio 88, which can also be seen in the table given below (Dahlsrud, 2005).

Dimension	Score	Ratio (%)
<i>Stakeholder</i>	1213	88
<i>Social</i>	1213	88
<i>Economic</i>	1187	86
<i>Voluntariness</i>	1104	80
<i>Environmental</i>	818	59

Table 1: The dimension score and dimension ratio for each of the five dimensions in CSR definitions

Different researchers focused on stakeholder dimensions in their research during different span of times which is also shown by the dimension score and ratio in the above table that stakeholders are very important to take into consideration.

3.3 Stakeholder's theory: The most important and essential theories that made the concept of CSR stronger in global world is stakeholder theory. According to Freeman (1984, p.46) stakeholder is "any group or individual who can affect or is affected by the achievement of the organizational objectives". Freidman and Miles (2006) wrote that Freeman (1984) categorize stakeholders as shareholders, management, customers, suppliers, distributors, employees and local communities. In order to sustain the organization, it is necessary for management to build strong and affective relationship with different stakeholders group (Ambler and Wilson, 1995). Due to strong and affective relationship with stakeholders organization can easily know about the expectations of stakeholders and performance of the organization.

According to Crane and Livesey (2003), definition of Freeman (1984) means that every organization is implicated in a sequence of relationship to group of their stakeholders and every group of stakeholder has its own and unique type of expectations from the organization as well some needs. Time to time the stakeholder's expectation and needs change so organizations need to engage them in a continuous process of communication. For every organization it is very important and essential to have in touch with stakeholder which helps the organization in learning process about different group of stakeholder. Stakeholder approach is important for every business because due to that business pay attention to the interest, needs, expectations and rights of multiple stakeholders which is a useful way to make business socially responsible. Freeman (1984) also distinguished between primary and secondary stakeholders: that primary stakeholders are those whose ongoing and continuous involvement is necessary for the continued existence of the corporation like owners, management, suppliers, employees, customers and local community, and the secondary stakeholders are not so essential for the survival of the corporation but their actions or involvement in business, can considerably effect positively or negatively, these stakeholders are government, market, trade unions, NGO,s and environmentalist. Furthermore Mintzberg (1999, p.46) highlight in his research the highest influence of stakeholders on business, with the help of model. In his model he visualized his idea with the help of inner and outer circles. The most important and influential stakeholders were placed in inner circle.

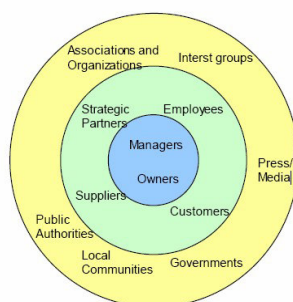


Figure 1: Identification of Stakeholders Mintzberg (1999, p. 46)

From ethical perception the strength of stakeholder theory is that it has more attention towards stakeholder rights and interest. It also strictly concern to manager-stakeholder relationship. Stakeholder theory is a managerial theory that is interconnected to business success (Mele, 2008). Due to stakeholders, corporate can easily identify the actual group of stakeholders in society to which a company have to show more attention and responsible. According to Clarkson (1995) stakeholder theory addresses the solid interest and practice, as well as envisions specific responsibility to specific people affected by corporate business practices and activities. In today's global market business environment stress on a wider range of social responsibility from businesses, corporations have to clearly communicate their routine activities of Corporate Social Responsibility to their stakeholders. According to Hopkins (2006, p.302) "business will only survive if they can show, and be evaluated to show, a clear social responsibility in their continual treatment with their stakeholder.

3.4 Role of stakeholders in Corporate Social Responsibility: In any society stakeholders for the implementation of CSR are the important components. The world now is like a corporate village, where his every action related to human rights, civil rights, social rights of workers and environmental protection are monitor and judged under various parameters. Every person associated with corporate have an important role in CSR directly or indirectly and also has the position of partner with organization in implantation of CSR. Corporations need serious efforts and effective procedures in order to activate strong coordination in all stakeholders. Sankar Sen and C.B. Bhattacharya (2001) argue in the, *Journal of Marketing Research*, that "all consumers react negatively to negative CSR information, whereas only those most supportive of the CSR issues react positively to positive CSR information" (p. 238). In order to practice responsive toward society, CSR manger should only follow the actions that are strongly supported by company's stakeholders. In many cases it was observed that without active cooperation with stakeholders, social corporate sector cannot serve some of their responsibilities to all stakeholders which are required for. Distant approach in this regard have to follow in implementing CSR activities and introduce meaningful way of exchanging ideas between all stakeholders in the country for CSR activities in order to gain maximum advantage from corporate practices. Society, costumers, consumers and media are the key stakeholders for any company among all stakeholders and their expectations, sensitivity and views about company's products or services are the motivating factor for company's success. They play a very important role in changing the perception about the company's product of services that offered. It is necessary for a company, when they are going to start CSR programs, to assess their achievement and value. Company should determine expectation of the local communities and their stakeholders toward CSR.

4. A Case of Pakistan Tobacco Company (PTC)

Pakistan Tobacco Company (PTC) is a member of British American Tobacco (BAT), which is the largest multinational tobacco group in the world; its brands are sold around the world in more than 180 nations. After the creation of Pakistan in 1947, Pakistan Tobacco Company established. Being only international company in Pakistan on is establishment, which has only one warehouse in Karachi which was capital and port city of Pakistan at that time. PTC has gained famed very fast in the hearts and mind of Pakistani people through their innovative techniques in their productions. One of its famous products which are famous around the world is Benson & Hedges, John Player Gold Leaf, Capstan, Dunhill, Gold Flake and Embassy (PTC, 2011a).

4.1 Corporate Social Responsibility in PTC: For good environmental practices, Pakistan Tobacco Company considers having an outstanding business performance. In order to be in command of their impact on environment they use 3R's presumption i.e. Reduce, Recover and Recycle. PTC main aim is to reduce CO₂ (carbon dioxide) control environment, which is badly affected. To achieve the objectives towards environmental betterment they introduce several programs in their practices and business which include: Waste management, Energy conversation, Water management and CO₂ emission (PTC, 2011b).

Environment, Health and Safety (EHS): PTC organized an appropriate way in their business practices in which employees or workers are not in danger because management uses hygienic technology, safe system for workers and make sure to provide safe and sustainable environment for employees in order to minimize the use of natural resources. All these operations are done in considering the NEQS (National Environment Quality Standards) (PTC, 2011c).

4.2 Stakeholder Milestones by PTC: Pakistan Tobacco Company claims that, they are very concern with the development of communities where they operate. In this regard, some serious community involvement actions have been taken by management in different time and different areas whenever needed related to common people and for maintenance of stakeholder's expectation toward CSR. As corporate responsibility is changing expectations of society, the way PTC deal issues of concern are somehow change from other companies. PTC believes that they don't know the right answer of any issue, and don't claim that they get everything right all the time, But if all parties are involved and help each other to find the right way for problem solving, and deal the issue with viable solutions then it will be the real opportunity to achieve expectation of community stakeholders and CSR approach (PTC, 2011b).

4.3 PTC Management: At strategic level, which included PRO and SM was that CSR is being practiced at PTC on three grounds; first is not to attract those who are non-smokers. Second is to train farmers of tobacco about best practices of tobacco farming to develop national agro-based economy environment. Third is about responsible profit by giving opportunities of employment and sharing gains with the society as well. As for product is concerned various telecom and petroleum based businesses are having negative effects on human health, environment and society as a whole but they are doing activities to reduce that affect and return the gains to the society. Similarly, PTC is planting trees, not attracting non-smokers, and has been practicing healthy farming techniques to reduce their negative affects to considerable level.

PTC has already admitted bad effects of smoking on human health. The company intention is not to convince people towards smoking but basically their objective is about doing business by providing high quality brands to those adults who have already decided to smoke. PTC accepts that smoking must be only for adults who are well aware of its hazards. It difficult for the companies to change the nature of their product but their efforts to portray a socially responsible image in the eyes of customer is a big milestone. So PTC has been involved in different community activities like planting trees on non-forested land, youth smoking prevention, mobile doctors program and learning resource centers. Meanwhile inclusion of pesticides in the tobacco is a serious problem but PTC makes sure the exclusion of this issue from the tobacco leaves by having an efficient and modernized production process for the manufacturing of cigarettes.

4.4 PTC Employees: Every corner of practice management tries their best to monitor CSR activities. Management is continuously busy to aware employees about their rights. In order to create a sustainable environment where every employee feels easy and perform well. According to PTC, CSR policies towards employee management at every aspects monitor labor conditions, listens to employee concerns, workplace environment and health issues. Safety and hygiene management system for employee shows that PTC is highly focused for the welfare of its workforce and makes efforts to reduce the causes of risks at workplace with the cooperation of each concerned individual.

4.5 Local Community: It is personal choice of everyone but if due to these smokers the company is involved in social welfare activities, then it is not so bad because the benefits from the company is not only for smokers, every person of community is reaping fruit from the company's welfare activities.

5. Case Analyses:

Freeman (1984) stated that primary stakeholders (owners, management, suppliers, employees, customers and local community) and secondary stakeholders (government, market, trade unions, NGO, s and environmentalist) both play a very important role in the success on business. Businesses have to give more attention to both of these stakeholders. According to Freeman statement it is analyzed that PTC tries to reach stakeholders need and expectations in order to achieve organizational goals. After interviewing PTC Public Relation Officer (PRO), we analyze that the company practices toward corporate social responsibility are according to stakeholders expectations, the way PTC are talking about issues of concern in any way is somehow change from other companies. they believes that we are not perfect every time during dealing any issue, but if all parties of stakeholders are involved in dealing some issue and support each other to solve the problem or deal the issue at right Way. At the time of any emergency or handling some issue PTC tries to take decisions from their stakeholders and according to their need and expectation PTC tries to deal the specific issue.

PTC arranged Health activities in Emergency response with Government departments and humanitarian

organizations. In 2005 Earth quick PTC established Rehabilitation Center in Batagram, which were facilitated by National and International NGOs. In recent “Moon Soon” flood 2010 in Pakistan, PTC arranged free medical camps in flood affected areas. PTC arranges medical camps in for long areas for deserving communities, with collaborative partners LBRT (Leyton Rehmatullah Benevolent Trust) and Merck Pakistan Ltd in normal situation.

In global market every Company promise to improve their community where they operate and try their best to establish a strong system where practices for the betterment of corporate social responsibility support and transform positively their societies and environment. Corporate social responsibility is also concerned with the growth of employees and it is administration’s responsibility to be familiar about their approach regard employee growth. Corporations must have the ability to perform in a good way on every stage even in the presence of difficulties that everyone would take interest in their activities (Welford and Frost, 2006). On the account of above statement PTC developed principles for its governance which show its high level of integrity and strong behavior toward corporate responsibility. PTC focus more on their governing structure and responsibilities, they develop a strong system in order to achieve standard environmental performance, respect human rights at every aspect, promote high level of CSR in tobacco industry and all the practices of tobacco industry should be perform in the boundaries of government policies.

Although throughout PTC history in Pakistan they every time invest in local community, helping the local community whenever they need. PTC approaches toward Environment, Health and Safety are the best for local community and present itself as a model for local companies. Its impact on local companies brings positive change within the country because local companies try to adopt its culture and approaches which strengthen the concept of CSR in the local community. PTC is very conscious about education, trainings, and empowerment of local people which indicates PTC try to be a part of community where they operate.

Since 1980 contribution in civil society, the concept of corporate social responsibility influence many corporations. Consumers, trade unions, and NGOs raise many issues like rights of local people, use of poisonous chemicals, child labor, tropical deforestation, and issue related to environment which compiles companies to change their action plans (Utting, 2005). PTC governing structure shows that PTC is famous in Pakistan for its involvement in social welfare activities like organizing sports events, tree plantation, and mobile dispensary for rural areas. PTC use 3R’s principle (Reduce, Recover and Recycle) in their practices for the betterment of environments. In order to control and reduce the CO₂ emission they introduce many environmental programs like waste management, water management, energy conversation and CO₂ emission. In order to meet expectations and needs of society, PTC takes many social issues like child labor, human rights and education in serious attention and tries to handle them socially responsible.

According to Change (2001) balance of right and responsibilities changed as a result of globalization and economic liberalization, and due to these changes organizational actions and behavior transform eventually.

Pakistan Tobacco Company has a dominated history but it grows in other areas in which it operate like corporate action, social investment, agricultural technology and researchers, marketing and innovation in new methods of distribution. PTC also uses their EHS (Environment Health and Safety) policy according to international standards which fulfill BAT (British American Tobacco) standards. In order to monitor their performance PTC use Global Reporting Initiative (GRI) due to all these activities NFEH (National Forum for Health and Education) a nongovernmental organization awarded “Environment Excellence Award” to PTC in 2006. After one year BAT also awarded "EHS Excellence Award" to PTC.

6. Conclusion

The study sheds some light on the CSR practices of PTC and it can be concluded that the behavior, actions and activities of PTC is closely dependent on social work and community involvement where they operate.

Pakistan Tobacco Company is trying to develop confidence of community in their business and practices. Although there is no such a strict rules and regulations about CSR initiatives for any company in Pakistan but PTC perform it on volunteer basis. On the other side facet of PTC initiatives toward society may be seen as, company stakeholders are receiving awareness about business processes that have impact on society and environment because the products they serve is not environment friendly and unhealthy.

It is conclude that the community is not well aware about the concept of CSR in Pakistan due to the absence of proper implementation of rules and very rare practices of local organizations towards the concept. There is no development of social norms in the country regarding smoking i.e. people usually do smoking at public places. There must be effective awareness programs for local community that provides good understanding about CSR.

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