

The Impact of Corporate Social Responsibility on the Innovation Climate

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The purpose of this paper is to investigate connections between innovation climate and corporate social responsibility (CSR). The survey was conducted in Estonian, Chinese, Japanese, Russian, Slovakian, Czech, Finnish and German electric-electronic machine, retail store and machine-building enterprises.

The Schumpeterian definition (Schumpeter, 1934) of innovation states that the commercialization of all new combinations is based upon the application of any of the following: new materials and components, the introduction of new processes, the opening of new markets, and the introduction of new organizational forms. According to Janszen (2000) when a change in technology is involved it is termed an "invention" and when the business world is involved, it is an "innovation" (Janszen, 2000). Different organizations have different definitions about CSR, but there is similar ground between them (Übius & Alas 2009; Tafel-Viia & Alas 2009). Today leaders face a challenge in order to apply societal ethical standards to responsible business practice (Morimoto et al., 2005) during changes triggered by changing environment (Alas 2008; Alas et al 2009a; Alas et al 2009b; Alas et al 2010; Sepper & Alas 2008) and taking place in different cultures (Alas & Edwards 2011; Alas et al 2011). Corporate social responsibility is regarded as a crucially important issue in management nowadays (Cornelius et al., 2008; Humphreys & Brown, 2008).

The previous research study's findings of no significant differences by the entrepreneur's gender in venture innovation/risk situation, in strategies employed, and in satisfaction with performance support other recent research studies (Sonfield & Lussier, 1997).

Recent evidences showed that the relationship between organizational commitment and discretionary measures of corporate social orientation is stronger for women than for men (Peterson, 2004) and that corporate charitable behavior, which is considered to be discretionary (Carroll, 1979) is viewed more favorably by women than men (Roberts, 1993).

Linear regression analysis was done in order to analyze connections between innovation climate and corporate social responsibility. Data about three different age groups, two different genders and two different education levels were compared by means of the T-test and ANOVA-test. The total number of respondents was 6094.

The results of an empirical study show that corporate social responsibility predicts innovation climate but it depends on the employees' gender, age and education level. From this study corporate social responsibility predicts innovation climate among younger and middle age groups. One facet of corporate social responsibility – the firm performance concerning social issues predicts innovation climate among older age group. Corporate social responsibility predicts also innovation climate among men. Corporate social responsibility predicts innovation climate among respondents with high level of education. One facet of corporate social responsibility - the firm performance concerning social issues predicts innovation climate among respondents with low level of education.

Both facets of corporate social responsibility and innovation climate were rated higher among women and lower among men. Both facets of corporate social responsibility and innovation climate were rated higher among younger age group and lower among middle and older age group. There weren't big differences among respondents with low and high levels of education according to the two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents and innovation climate.

Keywords: innovation, corporate social responsibility, gender, age, education.

Introduction

The aim of this paper is to analyze connections between corporate social responsibility (CSR) and innovation climate in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises.

According to previous studies corporate charitable behavior is viewed more favorably by women than men (Roberts, 1993). Strautmanis (2007) states that life long

learning is an important condition for the facilitation of the entire concept of corporate social responsibility. According to Borger and Kruglianskas (2006) there were many evidences of a strong relationship between the adoption of a CSR strategy and an effective environmental and innovative performance.

Despite the enormous amount of theoretical writing about the connections between corporate social responsibility and innovation climate, there are relatively few empirical studies about the connections between two

facets of CSR - the firm performance concerning social issues and the firm respects the interests of agents and innovation climate and its dependence on gender, age and education level.

The authors have combined different concepts and insights into corporate social responsibility and the innovation climate as the basis for the research and have combined these theories with empirical findings collected from Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian organizations. This provides a new way of thinking about the connection between the corporate social responsibility and the innovation climate and its dependence on gender, age and education level.

ANOVA-test and linear regression analysis were used. In the current study we investigate how corporate social responsibility predicts innovation climate and how it depends on the employees' gender, age and education level.

Theoretical Framework

Innovation climate

The Schumpeterian definition (Schumpeter, 1934) of innovation states that the commercialization of all new combinations is based upon the application of any of the following: new materials and components, the introduction of new processes, the opening of new markets, and the introduction of new organizational forms.

According to Torokoff (2010) positive emotional climate is important in steering the innovation process, and Veinhardt (2010) state that innovativeness as ability and continuous readiness to re-organize and also to initiate changes, creates value-added of organization in markets.

Corporate social responsibility (CSR)

Alas and Tafel (2008) state that research about corporate social responsibility could be categorized into three categories: structural research (van Marrewijk, 2003; Wilenius, 2005), normative research (Gatewood & Carroll, 1981) and developmental research (Carroll, 1991; Schwartz & Carroll, 2003).

Corporate social responsibility comprises economic performance, social accountability and environmental management according to structural viewpoint. Different levels of social responsibility derived from the extent which a company meets the social expectations of the society, are differentiated according to normative viewpoint. Carroll's (1999) CSR model identifies four components: economic, legal, ethical and voluntary (discretionary) according to developmental viewpoint.

According to Juscius and Snieska (2008) positive attitude and support in the modern society can expect only the companies, which aim to save all universally accepted ethical standards of social behavior. Tamosiunas (2010) states that processes of corporate strategic changes take place continuously in the countries of market economy. According to Dagiliene (2010) implementation of responsible business practice may help company in creating competitive advantage, may have positive influence on its reputation, employee loyalty and employment, activity efficiency and sales volumes.

The firm performance concerning social issues

There are more investments in companies that practice and report CSR is increasing (Sleeper et al., 2006). Waddock and Graves (1997) have found positive relationship between firm's social performance and its financial performance. Orlitzky et al. (2003) state that there is a positive link between social and financial performance.

Marcel van Marrewijk (2003) has narrowed down the concept of corporate social responsibility so that it covers three dimensions of corporate action: economic, social and environmental management.

The firm respects the interests of agents

Corporate social responsibility means that companies fulfil accountability to their stakeholders by integrating social and environmental concerns in their business operations (Tanimoto, Suzuki, 2005). Companies will necessarily have to take into account cultural differences when defining their CSR policies and communicating to stakeholders in different countries (Bird & Smucker, 2007).

According to Susniene and Vanagas (2007) it is necessary to achieve a high level of stakeholder satisfaction as the most important stakeholder group is customers. According to Ruzevicius and Serafinas (2007) customers and consumers are more influenced by the image and reputation of organization in the social and environmental fields.

Connections between innovation climate and CSR

Nowadays enterprises integrate social entrepreneurship into their core activities in order to develop socially innovative products and services (Schwab, 2008).

Borger and Kruglianskas (2006) found that there were strong relationship between the adoption of CSR strategy and effective environmental and innovative performance.

Innovation climate and socio-demographic factors

The previous research study's findings of no significant differences by the entrepreneur's gender in venture innovation/risk situation, in strategies employed, and in satisfaction with performance support other recent research studies (Sonfield & Lussier, 1997).

There is a positive but weak relationship between innovation and education and gender (Awamleh, 1994). Bull et al. (1995) describe the fundamental differences between innovative entrepreneurs and "firm organizing managers" and they acknowledge that the ability to act creatively and innovatively is something that cannot be transferred easily by means of education.

Corporate social responsibility and socio-demographic factors

Recent evidences showed that the relationship between organizational commitment and discretionary measures of corporate social orientation is stronger for women than for men (Peterson, 2004). Corporate charitable behavior is viewed more favorably by women than men (Roberts, 1993). In order to make the ideas of social responsibility understandable and acceptable among the employees informal education provided by employers is beneficial (Vidnere, Strautmanis, 2006).

According to Strautmanis (2007) life long learning is an important condition for the facilitation of the entire concept of corporate social responsibility.

Based on the relevant literature authors developed the following general propositions:

P1. Corporate social responsibility predicts innovation climate among younger, middle and older age group.

P2. Corporate social responsibility predicts innovation climate among men and women.

P3. Corporate social responsibility predicts innovation climate among respondents with low and high levels of education.

Empirical Study

The sample

In order to find connections between corporate social responsibility and innovation climate, the authors conducted an empirical study in 2007-2008. The research was done in Estonia with 623 respondents, in China with 1150 respondents, in Russia with 684 respondents, in Japan with 1570 respondents, in Czech with 1110 respondents, in Finland with 239 respondents, in Germany with 113 respondents and in Slovakia with 605 respondents. The enterprises were selected in a non-random manner, as the organization registers do not have a solid basis for random sampling because only a fraction of the registered enterprises are active in Estonia, China, Japan, Russia, Czech, Slovakia, Germany and Finland. The total number of respondents was 6094.

The respondents are divided into three groups based on their age. The oldest group was formed of people older than 46 years (n=1510, 25 %). The middle group was formed of people aged between 31 and 45 years (n=2739, 45 %). The younger group was formed of people younger than 31 years (n=1845, 30 %).

Respondents were divided into two groups using their level of education. Respondents with high level of education had graduated upper or high level of education or had scientific degree (n=3370, 55 %). Respondents with low level of education had graduated obligatory or middle level of education (n=2724, 45 %). There were 3606 (59 %) men and 2488 (41 %) women in the sample.

Methodology

A standardized corporate social responsibility questionnaire comprising 19 items was developed by the Denki Ringo research group (Ishikawa et al, 2006). Scale for measuring the innovation climate was developed by the author on the basis of the innovation climate questionnaire by Ekvall et al. (1983). Items were selected, and the internal consistency or Cronbach Alpha coefficient was .70. The final version of the scale for measuring the innovation climate consisted of 14 items. Data about three different age groups, two different genders and two different education levels were compared by means of the ANOVA-test. Linear regression analysis was used to find the impact of corporate social responsibility on innovation climate. The main research question is: How does corporate social responsibility predict innovation climate?

Results

Corporate social responsibility among younger, middle and older age groups

Table 1 shows respondents opinions about the firm performance concerning social issues. The statements were rated highly among younger age group (m=3.80, sd=1.09) and lower among older age group (m=3.62, sd=1.09).

Table 1

Facet of CSR - the firm performance concerning social issues (f 1) among younger, middle and older age groups

F 1	Younger age group		Middle age group		Older age group	
	M	SD	M	SD	M	SD
1	3.90	1.02	3.96	1.02	3.82	1.13
2	3.71	1.14	3.73	1.10	3.75	1.13
3	3.90	1.38	3.74	1.02	3.67	1.12
4	3.81	1.06	3.80	1.03	3.73	1.08
5	4.01	1.37	3.91	0.97	3.88	1.09
6	4.05	0.98	3.99	0.94	3.93	1.03
7	4.10	0.96	4.05	0.94	3.97	1.01
8	4.01	1.23	3.83	1.00	3.69	1.10
9	3.58	1.08	3.43	1.08	3.32	1.08
10	3.36	1.15	3.22	1.13	3.07	1.13
11	3.41	1.17	3.17	1.13	3.03	1.11
Total	3.80	1.09	3.71	1.03	3.62	1.09

Notes: All indicators are statistically different between branches according to ANOVA-test, $p < 0.05$

Table 2 shows respondents` opinions about another facet of corporate social responsibility - the firm respects the interests of agents. The statements were rated highly among younger age group (m=3.51, sd=1.14) and lower among older age group (m=3.08, sd=1.16).

Table 2

Facet of CSR -the firm respect the interests of agents (f2) among younger, middle and older age groups

F 2	Younger age group		Middle age group		Older age group	
	M	SD	M	SD	M	SD
1	4.06	1.02	3.58	1.09	3.49	1.12
2	3.62	1.06	3.90	1.07	3.78	1.16
3	3.99	1.08	3.68	1.18	3.56	1.29
4	3.58	1.18	3.20	1.16	3.15	1.12
5	3.29	1.16	2.93	1.25	2.83	1.22
6	3.01	1.28	3.25	1.13	3.03	1.19
7	3.31	1.13	3.20	1.17	3.02	1.18
8	3.25	1.21	1.82	0.79	1.89	0.81
Total	3.51	1.14	3.19	1.11	3.08	1.16

Notes: All indicators are statistically different between branches according to ANOVA-test, $p < 0.05$

Innovation climate among younger, middle and older age groups

Table 3 shows respondents opinions about innovation climate. There are not big differences between age groups. The statements were rated highly among younger age group (m=3.30, sd=1.18) and lower among middle age group (m=3.26, sd=1.12) and old age group (m=3.27, sd=1.07).

Table 3

Innovation climate among younger, middle and older age groups

State-ments	Younger age group		Middle age group		Older age group	
	M	SD	M	SD	M	SD
1	3.40	1.00	3.30	1.01	3.34	1.02
2	4.01	1.06	4.03	1.02	4.05	1.05
3	2.65	0.57	2.65	0.59	2.68	0.58
4	3.01	1.15	2.89	1.11	2.89	1.13
5	3.09	0.98	3.08	1.00	3.05	1.01
6	3.03	1.12	3.03	1.09	2.99	1.10
7	3.26	1.06	3.11	1.03	3.13	1.03
8	3.23	1.19	3.10	1.15	3.13	1.17
9	3.41	1.10	3.42	1.07	3.42	1.08
10	2.93	1.22	3.05	1.22	3.08	1.23
11	3.37	2.77	3.30	1.10	3.32	1.10
12	3.19	1.20	3.11	2.32	3.08	1.19
13	3.63	1.08	3.55	1.08	3.55	1.08
14	3.95	0.96	4.05	0.92	4.02	0.93
Total	3.30	1.18	3.26	1.12	3.27	1.07

Notes: All indicators are statistically different between branches according to ANOVA-test, $p < 0.05$

Connections between CSR and innovation climate among younger, middle and older age groups

According to the linear regression analysis results in Table 4 corporate social responsibility predicts innovation climate in younger and middle age groups. One facet of corporate social responsibility - the firm respects the interests of agents doesn't predict innovation climate among older age group. Another facet of corporate social responsibility – the firm performance concerning social issues predicts innovation climate among older age group. The predictive power of the dependent variable – innovation climate is not so uniform and differs between different age groups. The determinant coefficient R^2 is calculated for the regression model including both facets of corporate social responsibility as independent variables.

Table 4

How does corporate social responsibility predict innovation climate among younger, middle and older age groups (according to standardized regression coefficient Beta)

	CSR	B	Beta	T	Sig.
Younger age group N=1845, $R^2 = .050$, $F(2,1168)=31,373$ $p < .000$	f 1	.038	.075	2.490	.001*
	f 2	.232	.190	6.311	.000*

	CSR	B	Beta	T	Sig.
Middle age group N=2739, $R^2 = .104$, $F(2,1579)=92,127$ $p < .000$	f 1	.297	.355	13.241	.000*
	f 2	-.099	-.093	-3.485	.000*
Older age group N=1510, $R^2 = .368$, $F(2,842)=245,53$ $p < .000$	f 1	.498	.576	17.697	.000*
	f 2	.067	.052	1.608	.108

Notes. * - coefficient statistically significant, $p < 0.01$

According to the results 36% of the variability in the innovation climate can be explained by reference to the two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents ($R^2 = .368$, $F(2,842) = 245.53$ $p < 0.00$) among older age group.

Corporate social responsibility among men and women

Table 5 shows men and women opinions about the facet of CSR - the firm performance concerning social issues. The statements were rated higher among women (m=3.91, sd=0.96) and lower among men (m=3.66, sd=1.00).

Table 5

Facet of CSR - the firm performance concerning social issues (f1) among men and women

f 1	Men		Women	
	M	SD	M	SD
1	3.93	0.96	4.06	0.92
2	3.65	1.12	3.94	1.00
3	3.70	0.99	3.96	0.95
4	3.76	1.00	3.92	1.01
5	3.88	0.93	4.08	0.93
6	3.94	0.91	4.19	0.87
7	3.99	0.93	4.24	0.84
8	3.78	0.96	4.04	0.93
9	3.39	1.02	3.68	1.03
10	3.16	1.05	3.49	1.13
11	3.12	1.06	3.46	1.16
Total	3.66	1.00	3.91	0.96

Notes: All indicators are statistically different between men and women according to ANOVA-test, $p < 0.05$

Table 6 shows men and women opinions about the facet of CSR - firm respect the interests of agents. The statements were rated higher among women (m=3.64, sd=1.09) and lower among men (m=3.48, sd=1.05).

Table 6

Facet of CSR -the firm respect the interests of agents (f 2) among men and women

f 2	Men		Women	
	M	SD	M	SD
1	4.05	0.92	4.08	0.99

f 2	Men		Women	
2	3.66	0.97	3.68	1.03
3	3.94	0.98	4.05	1.00
4	3.69	1.12	3.82	1.08
5	3.23	1.09	3.31	1.15
6	2.95	1.17	3.16	1.26
7	3.22	1.05	3.50	1.07
8	3.13	1.08	3.49	1.14
Sum	3.48	1.05	3.64	1.09

Notes: All indicators are statistically different between men and women according to ANOVA-test, $p < 0.05$

f1 – the firm performance concerning social issues
f2 - the firm respect the interests of agents

Innovation climate among men and women

Table 7 shows men and women opinions innovation climate. The statements were rated higher among women (m=3.32, sd=1.04) and lower among men (m=3.15, sd=1.06).

Table 7

Innovation climate among men and women

State-	Men		Women	
	M	SD	M	SD
1	3.31	0.99	3.32	0.98
2	4.03	1.00	4.13	0.98
3	1.35	0.58	2.62	0.62
4	2.95	1.06	2.99	1.14
5	3.05	0.97	3.14	0.98
6	2.96	1.08	2.94	1.09
7	2.89	1.01	3.14	1.05
8	3.14	1.10	3.24	1.17
9	3.44	1.04	3.51	1.07
10	3.10	1.17	2.92	1.27
11	3.31	1.02	3.35	1.13
12	3.08	1.16	3.24	1.18
13	3.54	1.02	3.71	0.06
14	3.98	0.90	4.18	0.88
Total	3.15	1.06	3.32	1.04

Notes: All indicators are statistically different between men and women according to ANOVA-test, $p < 0.05$

Connections between CSR and innovation climate among men and women

Table 8

Connections between innovation climate and CSR among men and women

		B	Beta	T	Sig.
Men N=3606 $R^2=.302$, $F(2,2126)=461,50$ $p<.000$	f 1				.000*
	f 2	.300	.424	17.602	.000*
Women N=2488 $F(2,1373)=2,9258$ $p<.050$	f 1				.166
	f 2	.113	.048	1.384	.517
		.726	.022	0.647	

* - coefficient statistically significant, $p<0,01$

According to the results 30% of the variability in the innovation climate can be explained by reference to the two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents ($R^2=.302$, $F(2,2126)=461,50$ $p<0,00$) among men. In this study corporate social responsibility doesn't predict innovation climate among women.

Corporate social responsibility among respondents with high and low levels of education

Table 9

Facet of CSR - the firm performance concerning social issues (f 1) among respondents with high and low levels of education

f 1	Low level of education		High level of education	
	M	SD	M	SD
1	3.92	0.93	4.01	0.96
2	3.78	1.02	3.75	1.13
3	3.82	0.94	3.79	1.01
4	3.79	0.97	3.84	1.03
5	3.90	0.93	3.99	0.95
6	4.01	0.89	4.05	0.92
7	4.04	0.90	4.11	0.91
8	3.88	0.93	3.88	0.98
9	3.49	0.99	3.51	1.07
10	3.28	1.02	3.29	1.14
11	3.29	1.05	3.24	1.15
Total	3.74	0.96	3.77	1.05

Notes: All indicators are statistically different between low and high education levels according to ANOVA-test, $p < 0.05$

Table 9 shows respondents opinions about the facet of CSR - firm respects the interests of agents among respondents with high and low levels of education. The difference between the respondents with low level of education (m=3.74, sd=0.96) and high level of education (m=3.77, sd=1.05) wasn't high.

Table 10

Facet of CSR - the firm respect the interests of agents (f 2) among respondents with high and low levels of education

f 2	Low level of education		High level of education	
	M	SD	M	SD
1	4.09	0.88	4.03	1.02
2	3.78	0.90	3.56	1.07
3	4.00	0.95	3.97	1.02
4	3.81	1.05	3.67	1.15
5	3.22	1.04	3.30	1.19
6	2.99	1.17	3.06	1.23
7	3.31	1.02	3.35	1.10
8	3.26	1.06	3.28	1.17
Total	3.55	1.01	3.53	1.12

Notes: All indicators are statistically different between low and high education levels according to ANOVA-test, $p < 0.05$

Table 10 shows opinions about the facet of CSR - firm respects the interests of agents among respondents with high and low levels of education. The difference between the respondents with low level of education (m=3.55, sd=1.01) and high level of education (m=3.53, sd=1.12) wasn't high.

Innovation climate among respondents with high and low levels of education

Table 11 shows respondents opinions about the innovation climate among respondents with high and low levels of education. The difference between the respondents with low level of education (m=3.17, sd=1.00) and high level of education (m=3.18, sd=1.04) wasn't high.

Table 11

Innovation climate among respondents with high and low levels of education

State-ments	Low level of education		High level of education	
	M	SD	M	SD
1	3.30	0.99	3.33	0.98
2	4.05	1.02	4.10	0.97
3	1.38	0.61	1.34	0.60
4	2.91	1.07	3.02	1.11
5	3.01	0.98	3.15	0.97
6	3.03	1.05	2.97	1.12
7	2.85	1.00	2.89	1.06
8	3.19	1.05	3.16	1.19
9	3.48	1.01	3.44	1.08
10	3.07	1.17	2.99	1.24
11	3.39	1.05	3.28	1.08
12	3.15	1.10	3.14	1.22
13	3.54	1.03	3.66	1.05
14	4.02	0.88	4.09	0.91
Total	3.17	1.00	3.18	1.04

Notes: All indicators are statistically different between low and high education levels according to ANOVA-test, $p < 0.05$

Connections between CSR and innovation climate among respondents with high and low levels of education

Table 12

Connections between innovation climate and corporate social responsibility among respondents with high and low levels of education (according to standardized regression coefficient Beta)

		B	Beta	t	Sig.
Low level of education N=2724, R ² =.007, F(2,1350)=5.2896 p<.000	f 1	.587	.110	3.022	.002*
	f 2	-.320	-.041	-1.127	.259
High level of education N=3370 R ² =.419, F(2,2195)=794.12 p<.000	f 1	.491	.586	27.095	.000*
	f 2	.107	.088	4.086	.000*

* - coefficient statistically significant, $p < 0,01$

According to the results 41% of the variability in the innovation climate can be explained by reference to the two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents (R²= .419, F(2,2195)=794,12 $p < 0,00$) among respondents with high level of education. In this study one facet of corporate social responsibility - the firm performance concerning social issues predicts innovation climate and another facet of CSR - the firm respects the interests of agents doesn't predict innovation climate among respondents with low level of education (R²= .007, F(2,1350)=5.2896 $p < 0.00$).

Conclusions

From this study corporate social responsibility predicts innovation climate but it depends on the employees` gender, age and education level. From this study corporate social responsibility predicts innovation climate among younger and middle age groups (Table 4). One facet of corporate social responsibility – the firm performance concerning social issues predicts innovation climate among older age group. Corporate social responsibility predicts also innovation climate among men (Table 8). Corporate social responsibility predicts innovation climate among respondents with high level of education (Table 12). One facet of corporate social responsibility - the firm performance concerning social issues predicts innovation climate among respondents with low level of education.

Both facets of corporate social responsibility and innovation climate were rated higher among women and lower among men. Both facets of corporate social responsibility and innovation climate were rated higher among younger age group and lower among middle and older age group. There weren't big differences among respondents with low and high levels of education according to corporate social responsibility and innovation climate.

Our findings are consistent with following studies.

Some corporate leaders now see CSR as part of their strategic management program, while others see it as a source of innovation (Allen & Husted, 2006).

As the environmental changes and demands organizations to change and adapt to new conditions, innovations are the vehicle to introduce change into outputs, structure and processes and factors at different levels – individual, organizational and environmental (Fariborz, 1991).

Summarizing the above, corporate social responsibility predicts innovation climate but it depends on the socio-demographic factors that needs to be taken into account.

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Bendrosios socialinės atsakomybės įtaka naujovių įdiegimo atmosferai

Santrauka

Šio darbo tikslas yra išnagrinėti ryšius tarp naujovių įdiegimo atmosferos ir bendrosios socialinės atsakomybės BSA (angl. *corporate social responsibility* CSR). Stebėjimas buvo atliktas Estijos, Kinijos, Japonijos, Rusijos, Slovakijos, Čekijos, Suomijos ir Vokietijos elektros ir elektroninių mechanizmų, mažmeninio pardavimo parduotuvėse ir mašinų gamybos įmonėse. Schumpeterio naujovių apibrėžime (Schumpeter, 1934) teigiama, kad visų naujų derinių komercializavimas yra pagrįstas bet kurio iš toliau paminėtų dalykų pritaikymu: naujos medžiagos ir sudėtinių dalių, naujų procesų įdiegimo, naujų rinkų atsiradimo, ir naujų organizacinių formų įdiegimo. Skirtingose organizacijose BSA apibrėžimai skirtingai traktuojami, tačiau jų esmė yra panaši. Šiandien korporacijų lyderiai, norėdami pritaikyti visuomeninius etinius standartus atsakingoje verslo praktikoje, susiduria su iššūkiais (Morimoto ir kt., 2005). Dabar bendroji socialinė atsakomybė yra neatskiriama verslo dalis ir su ja elgiamasi kaip su svarbia lemiama valdymo problema (Cornelius ir kt., 2008; Humphreys ir Brown, 2008). Naujausi tyrimai parodė, kad ryšys, analizuojant išpareigojimus organizacijai ir diskrecines bendrosios socialinės atsakomybės orientacijos priemones, tarp moterų yra stipresnis negu tarp vyrų (Peterson, 2004) ir kad į bendrą labdarinę elgesį, kuris laikomas diskreciniu (Carroll, 1979) moterys žiūri palankiau negu vyrai (Roberts, 1993). Nepaisant didžiulio kiekio teorinių darbų apie ryšius tarp bendrosios socialinės atsakomybės ir naujovių įdiegimo

atmosferos, apie ryšius tarp dviejų BSA aspektų – su socialiniais klausimais susijusios įmonės veiklos, įmonės teigiamo požiūrio į agentų interesus ir naujovių įdiegimą bei įmonės priklausomybę nuo lyties, amžiaus bei išsilavinimo lygio, beveik nėra.

Norėdami rasti ryšį tarp bendrosios socialinės atsakomybės ir naujovių įdiegimo atmosferos, autoriai 2007-2008 metais atliko empirinį tyrimą. Tyrimas buvo atliktas su 623 respondентаis Estijoje, Kinijoje su 1150 respondentu, Rusijoje su 684 respondентаis, Japonijoje su 1570 respondентаis, Čekijoje su 1110 respondентаis, Suomijoje su 239 respondентаis, Vokietijoje su 113 respondentu ir Slovakijoje su 605 respondентаis. Kompanijos buvo pasirinktos ne atsitiktinio parinkimo metodu, nes organizacijų registrai neturi tvirto pagrindo atsitiktinių pavyzdžių parinkimui, kadangi tik dalis registruotų įmonių Estijoje, Kinijoje, Japonijoje, Rusijoje, Čekijoje, Slovakijoje, Vokietijoje ir Suomijoje yra aktyviai veikiančios. Bendras respondentų skaičius buvo 6094. Pagal amžių, remiantis jų darbo patirtimi, respondentai buvo paskirstyti į tris grupes. Seniausią grupę sudarė vyresni nei 46 metų žmonės, vidutinę sudarė žmonės nuo 31 iki 45 metų ir jauniausią grupę sudarė jaunesni nei 31 metų žmonės. Pagal išsilavinimo lygį respondentai buvo padalinti į dvi grupes. Aukštą išsilavinimo lygį turintys respondentai buvo baigę aukštesnio arba aukštojo lavinimo įstaigas ar turėjo mokslinį laipsnį, o respondentai, kurių išsilavinimo lygis buvo mažas, buvo įgiję privalomąjį arba vidurinį išsilavinimą. Tyrime dalyvavo 3606 vyrai ir 2488 moterys.

Standartizuotą bendrosios socialinės atsakomybės klausimą, apimantį 19 punktų, sudarė Denki Ringo tyrimų grupė (Ishikawa ir kt, 2006). Naujovių įdiegimo atmosferos matavimo skalę sudarė autorius, remdamasis naujovių įdiegimo atmosferos klausimynu, kurį sudarė Ekvall ir kt. (1983). Buvo atrinkti punktai ir vidinio pastovumo arba Cronbach-o Alfa koeficientas buvo lygus 0,70. Galutinę naujovių įdiegimo atmosferos matavimo skalę versiją sudarė 14 punktų. Trijų skirtingų amžiaus grupių, dviejų skirtingų lyčių ir dviejų skirtingų išsilavinimo lygių duomenys buvo palyginti panaudojant ANOVA testą. Linijinės regresijos analizė buvo panaudota norint rasti statistiškai tinkamus ryšius tarp bendrosios socialinės atsakomybės ir naujovių įdiegimo atmosferos.

Anot rezultatų, bendroji socialinė atsakomybė nuspėja naujovių įdiegimo atmosferą, tačiau tai priklauso nuo darbuotojų lyties, amžiaus ir išsilavinimo lygio. Šiame tyrime bendroji socialinė atsakomybė numato naujovių įdiegimo atmosferos susidarymą tarp jauniausios ir vidutinio amžiaus grupių. Vienas bendrosios socialinės atsakomybės aspektas, t.y. su socialiniais klausimais susijusi įmonės veikla, numato naujovių įdiegimo aplinkos susidarymą vyriausio amžiaus grupėje. Bendroji socialinė atsakomybė taip pat numato naujovių įdiegimo atmosferą tarp vyrų. Bendroji socialinė atsakomybė numato naujovių įdiegimo atmosferos susidarymą tarp aukštesnio išsilavinimo lygio respondentų. Vienas bendrosios socialinės atsakomybės aspektas, su socialiniais klausimais susijusi įmonės veikla, numato naujovių įdiegimo atmosferos susidarymą tarp respondentų, turinčių žemą išsilavinimo lygį.

Abu bendrosios socialinės atsakomybės ir naujovių įdiegimo atmosferos aspektai geriau buvo vertinami tarp moterų ir prasčiau tarp vyrų. Abu bendrosios socialinės atsakomybės ir naujovių įdiegimo atmosferos aspektai geriau buvo vertinami jauniausios amžiaus grupės ir prasčiau vidutinio ir vyresnio amžiaus grupių. Nebuvo didelio skirtumo tarp žemą ir aukštą išsilavinimo lygius turinčių respondentų vertinant bendrąją socialinę atsakomybę ir naujovių įdiegimo klimatą.

Šio darbo rezultatai atitinka tolesnius tyrimus. Kai kurie korporacijų lyderiai dabar mato BSA kaip jų strateginės valdymo programos dalį, o kiti vertina ją kaip naujovių šaltinį (Allen ir Husted, 2006). Kadangi aplinka keičiasi ir reikalauja, kad organizacijos keistųsi ir prisitaikytų prie naujų sąlygų, naujovės yra priemonė įdiegti pokyčius į gamybinius pajėgumus, struktūrą ir procesus bei veiksmus (Fariborz, 1991).

Apibendrinant tai, kas parašyta anksčiau, bendroji socialinė atsakomybė numato naujovių įdiegimo atmosferos susidarymą, tačiau tai priklauso nuo socialinių – demografinių veiksnių, į kuriuos reikia atsižvelgti.

Raktažodžiai: *naujovės, bendroji socialinė atsakomybė, lytis, amžius, išsilavinimas.*

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