

# CONDITIONS OF COOPERATION BETWEEN COMPANIES AND NGOs IN THE FIELD OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES: THE POLISH CASES

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## **Abstract**

*Corporate social responsibility (CSR) is becoming an increasingly popular area of activity of companies which are interested in not only the managers or owners, but also customers, suppliers, NGOs, administrative and other stakeholders groups. The analysis aim is to present CSR initiatives as part of deliberate strategy of the company, which is one of the key sources of competitive advantage in the market. The findings concern the scope of cooperation between companies and NGOs in the field of socially responsible activities. The analysis indicates that the expected form of cooperation of NGOs with small businesses is to provide financial assistance to social organizations. However, in the case of medium-sized enterprises, these expectations also apply to material support. Moreover, in the case of medium-sized enterprises a key determinant of cooperation with social organization is realization of the social objective, while small businesses are more guided by "goodness of the heart". Considerations based on the identification of scope of CSR, are pointing to the key aspects of this activity to the company, the environment and customers. Discussions were extended to the characteristics of the benefits, barriers and forms of the cooperation, as well as, there were presented the results of research in the field of forms and determinants of such cooperation. Considerations are based on secondary sources, from national and international journals, books, magazines and specialist reports.*

**Key words:** *corporate social responsibility, cooperation, non-government organization, management.*

## **Introduction**

The concept of CSR is variously understood and identified with many aspects of the business (Joyner & Payne, 2004; Holme & Watts, 2000). For some, this is a particular area of business activity, aimed at mitigating or preventing excessive interference in today's business environment, for others it means a set of tactics and activities aimed at building a positive image of the company by engaging in socially ministerial meeting objectives for the environment (natural, socio-cultural, investors, representatives of the authorities, etc.). CSR can be defined as the activities implemented by the company that go beyond the native activities (commercial implementation of the goals of the business), whose area of interest is the welfare of society. The scope of CSR may therefore include both modifications to products, taking into account the social aspirations of stakeholders, the implications in terms of staff management or care for the environment through appropriate management processes across the enterprises (McWilliams, Siegal & Wright, 2006; Brown & Dacin, 1997; Matten & Moon, 2008). The

dynamic development of the expectations of corporate social responsibility came in the second half of twentieth century, as a result of social changes (including increased customer awareness, active NGOs, raising the awareness and sensitivity to social issues, etc.). These conditions began to take into account the business strategies of companies, as a commitment to expand the economic dimension of socially acceptable and expected initiatives. Enterprises are responsible to create, maintain and increase social welfare, which is why it is the essence of CSR initiatives that are socially useful. This includes taking care of the interests of the company, employees, customers and the environment, which aims to build and/or strengthen the customer loyalty, goodwill and other stakeholder groups, social acceptance activities undertaken in the field of CSR (Nakonieczna, 2008, pp. 20-21). The first concepts of corporate social responsibility largely determined the source of responsibility, which made it more focused on the study of firms' sensitivity to social problems than the determination of the area and the subject of their responsibilities (Grzegorzewska-Ramocka, 2005, p. 17). CSR refers to companies making these activities that go beyond ordinary activities targeted to the implementation of self-interest and compliance with the law and engage in activities aimed at social good. The scope of CSR activities may therefore include both modifications of products, taking into account the social aspirations of the company's stakeholders, the implications in the management of personnel or taking care of the environment through appropriate management of processes in the enterprise (McWilliams, Siegal & Wright, 2006). CSR programs should be seen as part of a considered strategy of the company nowadays, being one of the key sources of competitive advantage in the market. In this sense, CSR can be the basis for a broader view of marketing activities of companies, which is reflected in the growing importance of the concept of social, ecological and involving marketing.

Currently, corporate social responsibility programs should be seen as part of the deliberate strategy of the company, being one of the key sources of competitive advantage in the market. In this sense, CSR can be the basis for a broader approach to marketing activities of companies, which is reflected in the rise of the concept of social, eco-friendly and engaging marketing (Porter & Kramer, 2002, pp. 56-69; Kotler, 1999, p. 26). These actions should lead - beyond satisfying the needs, desires and expectations of the target groups of customers - to care for the welfare of buyers and the public. The social marketing observes all the traditional principles of marketing, and additionally draws attention to the balance between the interests of business, consumers and the environment in which the firm operates. The main objective of the company is efficient and effective to stimulate and satisfy the needs and desires of customers while complying with the interests of the individual and society as a whole.

The essence and the source of CSR is the perception of this activity in the context of two complementary principles. The first (mercy rule) is based on the assumption that the more affluent members of society are obliged to assist the less well-off, the unemployed, the disabled, the sick and the elderly. Initially, this obligation was related directly only to individuals of a particular social stratum. The second rule (stewardship) is conceived in such a way that those who are more wealthy and businesses should understand each other only as guardians of property, not its owners. Assets entrusted to them by the society and, therefore, just have the obligation to use these resources in such a way that the public accepts it (Nakonieczna, 2008, p. 18; Stoner, Freeman & Gilbert, 1999, p. 112).

Social changes that took place in the twentieth century, mainly awareness raising and environmental and social protests in the 60s Twentieth century (Griffin, 2002, p. 64) contributed to the enrichment of understanding the responsibility of the business sector to analyzing the role and place of business in society and the purpose of their actions. It is important also created strong pressure groups in society, such as groups of environmentalists, unions and, finally, the consumers, which reduced earliest independent social enterprises a lot. There were demands with respect to certain behavior enterprises such as the so-called transparent organization

(Glass Corporation), whose decisions and actions carried out can be monitored from the outside. Companies were faced with the need to strive for social acceptance. In the last decade of the last century, there was an increase in the effectiveness of public pressure. Currently, there are four basic orientations of social movements who are interested in business enterprises: human rights, the environment rights, animal rights and consumer rights (Rok, 2004, p. 9). Today, these four trends are seen in the context of stakeholders, whose rights and needs of every company must take into account in parallel with the economic dimension. Nowadays, the European Commission, in the strategy for Europe 2020, has defined social responsibility of business as a concept, whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (European Commission, 2010).

Responsibility in the economic environment generates a huge challenge for companies. Often it is accompanied by a conflict of interest. It consists in solving the dilemma: whether the company should aim primarily to achieve business goals (according to the principle “business for business”) or see the company as part of a larger whole. These disputes are rooted in the adoption of different assumptions relating to what is the goal of economic activity but also as a means to achieve this objective (Gasparski, 2004, pp. 324-330). On the other hand, CSR activity can be seen in terms of motivation, which is accompanied by the company. These themes can be external (when identified CSR activities with the intent to increase the profits of the company) and internal (the initiative as the actual answer is taken care of the matter (Du, Bhattacharya & Sen, 2007; Ellen, Webb & Mohr, 2006).

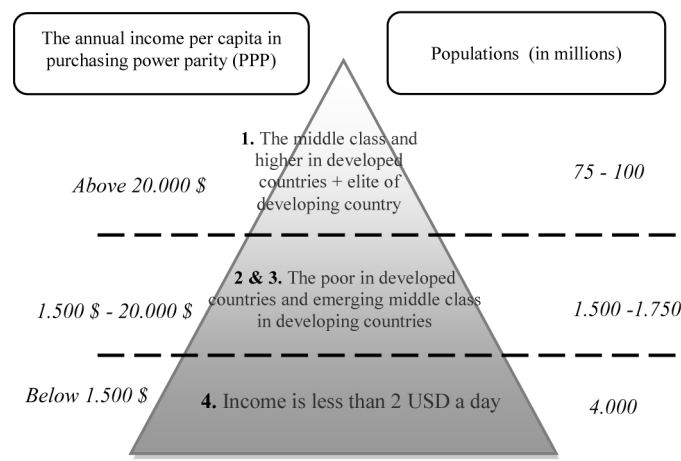
The issue of CSR includes the three points of reference: economics, philosophy and social sciences. Therefore, it causes so much controversy. These dilemmas are reflected in attempts to define social responsibility as a business sector. The importance of accountability can be grouped into three categories: ethics, economics and ecology. They are the three pillars, also called a Triple Line of Guiding (Triple Bottom Line - TBL), on which the modern concept of CSR is based (see Figure 1) (Sustainability – From Principle To Practice, 2008; Savitz & Weber, 2006, pp. 2-3). TBL concept requires companies to bear the responsibility to stakeholders, not just shareholders. In this case, the term “stakeholders” refers to anyone who feels any effect, directly or indirectly, as a result of the company. According to the theory of stakeholders, the operator should be used as a tool for coordinating stakeholder interests, instead of maximizing the profit of the shareholder (owner) (Ekins, 1992, p. 191). A theoretical model of CSR assumes that the company, focused on making effective competitive activities and development, must take into account in contemporary long-term strategy three dimensions action characterized above.

### **Responsible Business in the Context of the Prahalad’s Pyramid**

An alternative to international companies engaged in CSR policies can be so-called social pyramid. To understand how it works you should ask yourself the question: how can change the structure of the market, if the poor will cease to be treated as the burden of developed countries and begin to recognize them flexible and creative entrepreneurs and conscious consumers?

The concept of the global economic pyramid (world economic pyramid, see Figure 2) shows some regularity in the modern global economy. It can also provide a basis for socially responsible action on a large scale. At the top of the pyramid are the wealthiest, who have many possibilities of achieving a high level of income. In contrast, more than four billion people (about 72% of the population) qualifies for the fourth, the lowest level of the pyramid, living on less than two dollars a day. This new group of consumers have unlimited and unmet needs, there is so much growth opportunities for companies in these markets. At the same time exploiting the potential of this group will help to reduce poverty in developing countries.

Future prospects are also a huge market - more than four billion people - the true source of new market opportunities (it is not the richest nor the handful of consumers, nor the middle class, but billions of the poorest, who appeared on the market first time). C.K. Prahalad argues that if these poor 4 billion people will begin to notice a flexible and creative entrepreneurs and conscious consumers, then it opens up a new perspective and a new, undeveloped market space, where there is a place for new business models, technological innovation, and the field for the development of global trade. The author presents the distribution of wealth and the ability to generate revenue by using the diagram in the shape divided into three levels of the pyramid. At the top are the wealthiest inhabitants of the globe, featuring a high level of income. However, more than four billion people, or about 72% of humanity, is located on the third, the lowest level of the pyramid (the bottom of the pyramid, BOP) with the disposal of less than two dollars a day. That's the lowest level of the global economic pyramid is the most dynamic and fastest-growing new market. The potential of this market is estimated at 13 trillion USD at purchasing power parity. The key to success in these areas is, according to the author's, in-depth knowledge of the nature and needs of these groups of consumers and design a new business model, taking into account innovations concerning not only products, but also applied technologies, sales and distribution systems, as well as enable the company to use existing infrastructure and natural resources (Prahalad & Hammond, 2002; Prahalad & Hart, 2002; Prahalad, 2006).



**Figure 1: Prahalad's world economic pyramid.**

Source: Prahalad, C.K. & Hart S. (2002, pp. 54-67).

Analyzing social responsibility reports there could be identified three key benefits of CSR practices: creating demand, increased levels of innovation, improving customer relationships. Creating demand results, among others from increased transparency, e.g. in relations with suppliers, vendors and partners. Relations companies and their suppliers are formed on the basis of fair conditions of contracts, observance of terms of payment, prevention of corruption or not to use a market advantage to negotiate better prices and contracts or predatory pricing policy.

Business is one of the forms of human activity and as such should be guided by certain principles, seen as part of the builders, not destructive. Business ethics is conceived as a philosophical reflection on the ethos, or a team of virtues defining the scope of activities of people forming the world of business (Dietl & Gasparski, 1997, p. 17). It specifies labor standards within the company, relationships with customers and other business partners (stakeholders) and their role in their communities and countries in which the companies operate. Key factors

of ethics of the company are:

- honesty at every stage of business contact for both internal and external,
- responsibility for each business activity,
- respect in every business proceedings,
- determination in observance of ethics and standards in the company,
- involvement of all employees in ethical action.

A prerequisite for the effective functioning of the market economy at all levels is a certain base of common patterns in the context of ethical conduct and a minimum level of confidence, thanks to which the parties are ready to cooperate. As a result of changes in civilization and globalization processes, there are being made attempts to regulate the ethical dimension of economic activity through the creation of formal institutions.

Ethics programs are placed in businesses, because as noted, the companies exhibiting greater reliability and integrity of doing business usually have more chances to establish a profitable cooperation. Social responsibility and ethics could be seen as “two sides of the same coin” (Carroll, 1991). The implementation strategy of the company without care about the involvement of employees, responding to their expectations and clear dialogue, obviously, makes it impossible to achieve the organization’s established efficiency and is not conducive to employee productivity. Companies are forced to continually raise the competencies of their employees, in order to respond to the ever faster changing demands of customers, investors and society. The fear of the economic crisis, the loss of skilled workers, the high cost of recruitment or changes in expectations in the labor market are just a few of the key areas of risk, which are exposed to the work environment from the point of view of sustainability development and responsible business. Decisions made in companies should be associated with pre-defined combinations of values recognized and respected by all the employees of the organization. Standards of ethical behavior refer not only to the internal structures of the organization. Companies constantly reassure their consumers that their welfare and interests shall submit more than interests of company. Trust is an essential of quality sound and clear relationships. Consumer confidence in terms of a company shall mean a solid and lasting confidence that the organization will keep all professed commitments. Discussed the reliability includes 4 main characteristics: honesty, integrity, keeping promises and loyalty. Moreover, ethical behavior and actions allow to build relationships with business partners, suppliers and customers based on respect and trust, which positively affects the quality of cooperation with external partners, but also the atmosphere in the workplace. With this approach, an organization can operate in a safe and friendly business environment, which in turn predicts the long-term development.

Many researches and managers are not convinced about efficiency of socially responsible and ethical management (Bavec, 2007, 2009; Donaldson & Dunfee, 1994; Lepoutre & Heene, 2006). Ethical dimension also refers to the relevant company policy to its employees such as during the economic crisis, in order to avoid redundancies certain number of employees, there can be used the so-called work-sharing, that is, for some time to reduce wages and working time which can bring mutual benefits: company reduces the cost of employment and persists still on the market, the employee retains the workplace. In Western Europe, these activities are found relatively frequently, in some cases, even governments support financially the activities of companies, halting the rise in unemployment.

### **Business Cooperation with NGOs in the Field of CSR**

Modern enterprise planning socially responsible action should be considered in its strategy the opportunity to establish cooperation with non-governmental organizations (NGO - Non-Government Organization), whose mission is to meet the social objectives of serving the public interest. Selecting a partner for social cooperation is not straightforward



and unambiguous. The outcome of this collaboration should bring slightly different benefits to the company than expected financial results. Understanding of the issues related to running a social responsibility helps managers in creating a good relationship with your partner, and effective control agreement, to create conditions for the further development of the company, helps to create a positive image of the company (or brand of product / service) among buyers, investors, government and others. You should also pay attention to the potential benefits to the NGO. One of them may be a better understanding of the expectations of the business sector non-governmental organizations, which may result in the preparation of more effective social initiatives that could attract businesses in the future. This allows to better fit both sides of the declared mission and effective implementation of the objectives of CSR.

The main determinant of the functioning of non-governmental organizations – in addition to key business socially desirable and acceptable – is to survive and raise funds for their activities. Without external financing, the implementation of these measures may be difficult or impossible. As a result of the wrong choice business partner, cooperation may compel NGOs to take action contrary to the mission and ambitions, but providing an opportunity to raise capital for continued operation. This may consequently affect the future ability to raise funds, reputation, ability to diversify operations through cooperation and establish their legitimacy. Similarly, complex and multi-dimensional problems can accompany the business side of such cooperation, which should be considered in three areas: the environment, the level of corporate and business. At the level of the ambient range of funding non-governmental organization and a joint initiative of corporate social responsibility, the potential impact on public opinion and perception of stakeholders (customers, shareholders, investors), which in turn implies the possibility of access to capital, the amount of the share price and the perception of the image of the company. Bad decisions in choosing partners for cooperation, inadequate directions jointly undertaken activities or conflicts of interest will adversely affect the competitiveness of companies and the perceived value of the brand image to market rivals, who in their social initiatives do not have partners, NGOs and execute them alone. This type of impact can also be felt at the level of international organizations and affect the reputation of the company. At the corporate level, the board and senior management have to meet the expectations of the owners (shareholders, institutional investors) in the context of business. They are mainly interested in measurable business performance (financial, market, competitive), which are expected in the shortest time possible. Depending on the needs of stakeholders (institutional investors, customers, suppliers, units of local government, etc.) managers will strive to create a balanced image of the organization in terms of objectives, products, adopted strategy, stakeholder expectations and beliefs about the legitimacy of their adopted, socially responsible, active. Finally, the level of activity (business) managers will work towards achieving the social objectives of the company and the resulting ministerial initiatives for the environment while meeting the strategic objectives and maintaining the status quo set by the top management. Non-governmental organizations leading socially responsible initiatives with industry can enrich resources of their business partners. Indeed, NGOs are increasingly seen as a strategic organizations, guided by philanthropic mission and long-term objectives, which may be of interest by enabling them to achieve their own goals and tasks (e.g. image, social trust, commitment to customers, etc.). Achieving credibility of the company (brand) in the market recognition and creating a positive image can be done by sharing resources and skills of NGOs and businesses through cooperation in the field of corporate social responsibility initiatives. To this end, the partners must, in particular, create a strategic processes to assess the possibilities and opportunities for the environment and the environment. In deciding whether to initiate cooperation with NGOs in the social responsibility to take into account a number of important recommendations (Peterson, 2011, pp. 12-16):

- the services offered by the non-governmental organization (or coalition) are more

suited to corporate social responsibility strategy of potential partners (companies), the higher the degree of bargaining power of NGOs,

- one of the key success factors are diversification of activity, separation of common agreement's objectives and strategic management of it ,
- important is the selection of a partner on the basis of transparent criteria for the early planning of such activities in order to avoid errors choice wrong area of operation and minimize the risk of failure of cooperation,
- coalition-building companies investing in NGO organizations affects the strength of the potential investors and reduces dependence on the resources (physical and financial) from NGO services,
- it is important to maintain control over resources - this is not just money, but also knowledge management, competence, recommendations, etc.

Characterized factors certainly do not exhaust the issues taken. There can be points to many other aspects of cooperation in the field of business and NGO sector. Sample questions are worth looking for answers in the further development of scientific research and are contained in Table 1.

**Table 1. Examples areas of co-operation analysis of companies and non-governmental organizations in the field of CSR.**

Resource dependence	How can a company avoid the resource dependence of partnership with NGOs? Can co-operation be managed as a portfolio of products? Are there opportunities to socialize coalition of investors and to influence the bargaining power of NGOs? What is the optimal level of resource dependency?
Maximizing power	How Resource dependence affects the distribution of power between the partners in cooperation CSR? Does this affect the trust between the partners? How to effectively manage even distribution of forces in a partnership?
Building a coalition	Will cooperation be beneficial for both the companies and the NGO? What is its impact on the environment, the competitive position, the value of the partners? To what extent to share information, especially when the partners are competitors? What criteria should be used when choosing the coalition? What is the optimal duration of cooperation in the field of CSR?

Source: own study based on: Peterson, D.K. (2011, p. 16).

Over the twelve years (1995-2007) expenditure on CSR programs in the world increased by 324% (compared to the overall level of investments increased by 260%). It is estimated that the investment incurred in terms of social responsibility in 2008 amounted to 2.7 trillion dollars (Bielewicz, 2010, p. 5). CSR, increasingly recognized by strategic managers, opens up new investment opportunities, let's go out to new markets and meet the needs of unnoticed groups of consumers. Creating new markets at the core of the social pyramid is another element of the economic success. However, this requires going beyond the conventional forms. Commitment to sustainable development is often a source of innovation and develops cost-effective solutions. Slowly create a culture of so-called unconventional thinking: out-of-the-box thinking (Grayson, 2010, pp. 10-16). All this brings the economy to take on new challenges in a thoughtful and far-reaching.

### **Benefits, Barriers and Forms of Business Cooperation with NGO's**

Business cooperation with NGOs in the field of CSR activities can take various forms depending on the area in which the partners, the scale of the project or the reported needs and expectations. Among the most common forms of cooperation in this field should be

distinguished above all: philanthropy, sponsorship of events important to the local community, material assistance (sharing of premises, equipment), volunteering, marketing, socially engaged and strategic alliance. Various forms of cooperation generate benefits for both parties and are accompanied by significant barriers (Table 2).

**Table 2. Benefits and barriers of various forms of co-operations between companies and NGOs.**

Form of cooperation	Benefits for social organization	Benefits for companies	Barriers
Philanthropy	Improving the situation of the organization (to get funding and in kind), attracting new partners	The satisfaction of improving the situation recipients, participation in social activities, building trust and social relations, to improve the image	Lack of confidence in the business, lack of knowledge of the tools and mechanisms to establish cooperation, lack of knowledge about the needs and expectations of the business sector, the inability to create offers of cooperation by social organizations, the lack of a coherent program of action (without preconceived objectives), the lack of regulations conducive for establishing cooperation lack of experience in the field of cooperation with the business sector, the lack of know-how and practices benchmark, only treatment of the companies as a source of funds, the lack of a strategic approach to cooperation.
Sponsorship	Having funds for current operations	Promotion of company (brand), aid in the implementation of social action	
Cause Related Marketing	Sound social problem, financial aid	Building public trust and bonds of loyalty with customers by engaging them in an action to improve the image, achieving the business	
Volunteer Staff	Technical and substantive support, personnel, exchange of experience, more opportunities to help	Integration team, acting for the good of others, meeting social needs among staff, better reach the needy	
Strategic Alliance	Technical and substantive support, personnel, property, exchange of experience, participation in decisions, create social value	Synergy of activities, generating innovative solutions to build public trust, to effectively target beneficiaries of social value creation	

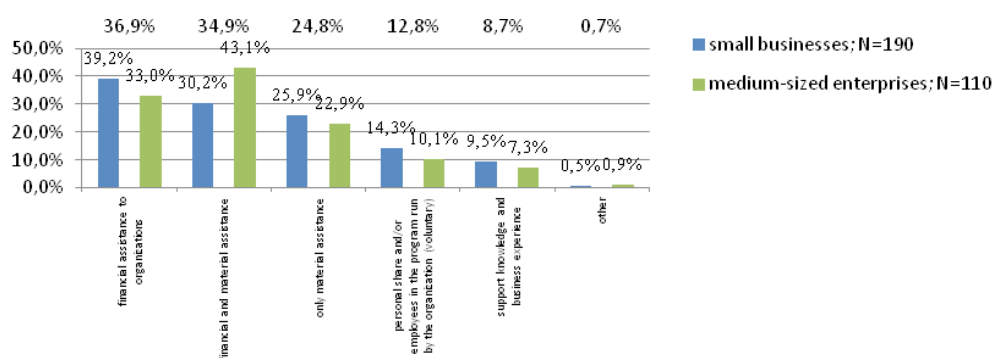
Source: own study based on: Rudnicka, A. & Reichel, J. (2011).

Sponsorship and philanthropy are the least involving of these forms. These activities consist mainly in providing financial assistance to community organizations in exchange for placing a company logo on materials promoting the project and the dissemination of the sponsor. However, this form of support may build a sense of dependence on the sponsor. The essence of it is also a matter of image. NGOs should select partners to work together carefully to avoid conflict between the venture undertaken a range of activities (for example, it can apply to a situation in which anti-alcohol campaign is sponsored by alcohol producers, and environmental campaign is carried out by company that significantly harms the environment through its core business). However, as practice shows economic social organizations increasingly expect companies to more complex forms of cooperation than ad hoc financial assistance or material. In this sense, it points to the important role of marketing socially engaged (Cause Related Marketing – CRM), as a method of linking the economic objectives of the non-business activity. This involves allocating the profits from the sale of selected products for the purpose of socially desirable and thus participation in solving specific social problems. It may also depend on their customers engagement in important social projects in order to identify the problem and the company. An interesting and popular form of involvement is so-called socially responsible. Green alliances (Green Alliances) are related partnerships between environmental NGOs and businesses, which aim to achieve the environmental goal with mutual satisfaction (Baghi,



Rubaltelli & Tedeschi, 2009, pp. 25-26; Stafford, Polonsky & Hartman, 2000, pp. 122-130). Cooperation partners work together to achieve concrete solutions to environmental benefits (e.g. reduced consumption of raw materials, the introduction of environmentally friendly products and methods of manufacture and disposal of packaging, etc.). In view of the fact that an increasing number of customers in the world expects from companies such behavior, establishing cooperation in the field of social organization can be seen as imperative to success<sup>1</sup>. It turns out that NGOs are well known environment for small and medium-sized companies. Most of the respondents have heard of 4-6 community organizations operating in their area. Frequently mentioned various types of foundations nationwide, as well as local associations. Respondents also often associate large, established media or known person organizations.

Meanwhile, almost the same percentage of small and medium-sized businesses (respectively 82% and 85.9%), of whom contacted the social organizations, have taken cooperation with them. Cooperation with civil society is judged by entrepreneurs strongly positive (almost 90% of the answers to the assessment are good and rather good). The main reason is the desire to provide support to help those in need (60%). Such motivations as advertising companies achieve some benefit for them - they are in the vast minority (indicating the level of 10%). From the perspective of the benefits, however, twice as likely to look at medium-sized companies. The most common form of cooperation is both material assistance and financing, especially for medium-sized enterprises. Cash and cash equivalents provide more small businesses, which is the opposite trend than the declared forms of support. Kind offers aid only about 1% of patients. Common forms of co-operation are also voluntary for employees and sharing of know-how. Selected results in this respect are presented in Figure 2.



Values above the graph are averages for all subjects

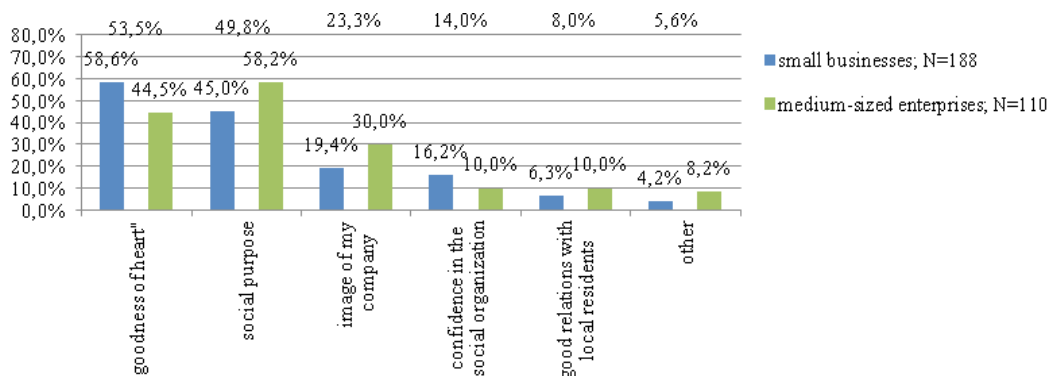
**Figure 2: Form of business co-operations with civil society organizations.**

Source: Marketing społeczny dla NGO. Jak skutecznie budować relacje z biznesem i tworzyć kampanie społeczne? (Social marketing for NGOs. How to effectively build relationships with the business community and create social campaigns?)

The main source of information about social organization for all surveyed companies online, used for this purpose more than the average small businesses. Small businesses as the most important organization in cooperation with the social point under the influence of reflex action of the heart, and the average - the implementation of a social order. For medium-sized companies they are also important for the reputation of the company. This suggests that

<sup>1</sup> The data come from a survey conducted in October 2005 by the research firm ABR SESTA commissioned by the Academy for the Development of Philanthropy in Poland and the Foundation for Social Communication. Information was collected through telephone interviews on a sample of 507 managers in small and medium-sized enterprises, randomly selected from across the Polish. See: <http://centrumklucz.pl/wp-content/uploads/Marketing-spooleczny-dla-ngo.pdf>

decisions on cooperation in small businesses are taken spontaneously, in the large - the process is more thoughtful, sometimes also focused on the benefits for the company (Figure 3).



**Figure 3: Key determinants of co-operation with social organization.**

Source: Marketing społeczny dla NGO. Jak skutecznie budować relacje z biznesem i tworzyć kampanie społeczne? (Social marketing for NGOs. How to effectively build relationships with the business community and create social campaigns?)

At the same time about 36% of small and medium-sized businesses that do not have contact so far with social organizations, declared that they would like the work to begin. Small businesses want to support community organizations in particular knowledge and experience and through personal participation of employees in the organization, or volunteering, while medium-sized companies - mainly through financial assistance. Companies that do not plan to cooperate, the main reason for lack of funds provide. When asked about the possible benefits of cooperation with civil society organizations, the respondents in both the small and medium-sized businesses, decided that it would be advertising for the company. The satisfaction of helping people mentioned it was only in the second place. Therefore, not every company is directed only to the social activities, but also the interests of their own companies. Definitely less pointed entrepreneurs improve the company's image as a benefit of social activities.

These studies indicate that small and medium-sized enterprises in Poland are and can be a partner for civil society organizations in the implementation of their activities. Much is aware of the NGO sector, both at national and local levels. A large percentage of companies are open to cooperation and support organizations in their work. The dominant motivation for turning the company in social activities is the desire to help those in need. Companies use many other forms of support tailored to their capabilities: financial, material, in-kind, volunteer and share their knowledge. Positive evaluation of the existing cooperation between SMEs and organizations can also hope that its scope and scale will still grow.

### Examples of CSR' Activities in the Practice of Polish Enterprises

Socially responsible investment is today one of the key activities of enterprises. Some investors argue that combining the economic and social objectives, leads to lower profits of both groups. The second group, in turn, believes that socially responsible companies will generate higher gains, allowing to maintain it in the long term. And this group has a long-term strategy to approach, what is so characteristic for CSR.

Ethics is associated with something uncountable and immeasurable. If a company communicates that it operates in an ethical manner, we do not know how to properly verify.

Luckily Polish companies have the opportunity to prove their ethical culture through the use of available ethical standards (increasingly they use it). The most popular standards in Poland are the ISO 26000 CSR, Global Reporting Initiative (GRI), the principles of the Global Compact and the OECD Guidelines. Polish Employers of nearly three years shall endeavor to join the Social Accountability 8000. This is the international standard and universal, so that it can be implemented in many companies of different organizational forms. The principles contained in this document is a located emphasis on a dialogue within enterprises, primarily between the employer and employees. Additionally, thanks to the dedication of attention in the document to supply chain management and collaboration with partners – this standard teaches company to look at ethics from the perspective of competitiveness and its strengths in dealing with business partners (Rózicka, 2013, p. 16). Below there are pointed some examples of ethical practices of selected companies in Polish practice (Table 4).

**Table 3. Examples of ethical practices of selected companies in Poland.**

Company name	Name of practice (the program)	Characteristic
WBK Bank	<i>General Code of Conduct</i>	A document describing the standards of ethical behavior for the whole of WBK Group. The Code applies to all employees, everyone is responsible for compliance set out in the ethical standard. All employees are required to undergo e-learning training with the Code. Leadership at all levels of management is responsible for creating a culture of ethical business organizations and to promote the highest standard of conduct (e.g. records of a confidential system for reporting irregularities).
CEMEX	<i>ETHOS – Ethics in the workplace.</i>	Specifies the key principles of ethics in the workplace and at the same time the foundations of the organizational culture of the Company. To learn the content and structure of the Code of Ethics and Business Conduct, employees take part in a special e-training. The company also works with an independent nonprofit organization, the Ethics Resource Center (ERC), which periodically examines the ethical awareness of employees (including asking for knowledge of the Code and the level of ethics in specific areas of work). Developed a tool ETHOSlinia posing employees to confidential consultations, via the website or an anonymous phone line you can get advice on the interpretation of the Code of Ethics recipes or notify its violation. Each entry is recorded and forwarded for consideration by the National Ethics Committee.
EDF Polska	<i>Code of Ethics EDF Polska S.A.</i>	Unification of ethical principles and a coherent system of communication in all companies. It contributes to the integration of employees, building a good brand and the perception of the Group as a responsible employer. Code of Ethics communicates in a clear manner the obligations of the employer and attitudes which are required from employees.
ENEA S.A.	<i>Code of Ethics of ENEA Group</i>	Distinction of corporate values: integrity, competence, responsibility and safety. Implementation of the Code is supported by training system for employees and a dedicated website.
NEUCA	<i>Implementation of the Code of Conduct of NEUCA</i>	Into the development of the Code were included all employees and business partners (pharmacists, manufacturers), who pointed out the key areas for action. Appointed spokesman on ethics, to which all employees can report suspected violations of the Code of bequests. Each signal is analyzed and, if necessary, recovery plans are developed. There was selected the team on ethics, which assists to spokesman in developing strategies of the Code popularization. Moreover, there were developed elements of internal communications - posters, flyers, post office, platonic, competition for workers.
Panas Schody	<i>Implementation of the Code of Ethics of Panas Schody</i>	This is one of the ways to create a culture of shared responsibility for the development of company employees in line with best business standards.

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Pelion S.A. <i>Code of Ethics</i>	To create a code of ethics a team of representatives from all business lines of the company was engaged, which had to take account of subsequent ethical issues relating to groups of employees. The team had also encourage consultation with employees, determine the rules, which allow the monitoring of compliance with the Code, and to assist in its implementation of subsequent lines in the business. To cooperate in the creation of the document were invited all interested employees who can express their opinions in the survey and direct talks. There was appointed spokesperson for ethics, which disseminates and promotes ethical attitudes specified in the code, adopt and consider the report of violations of the Code, and interprets its provisions and clarifies doubts.
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Source: Rózicka (2013, pp. 25-29).

From year to year arrives the number of Polish companies interested in the practical implementation of the principles of social responsibility in your area of business. Today's economic conditions mean that managers increasingly see themselves as operating between those who insist on getting more involved at the level of social responsibility, and investors are waiting to maximize profit in the short term. It is, therefore, worth considering the possibility of making the strategic dimension of CSR in the context of creating an image, acceptance and commitment to customers, building a reputation among investors and, consequently, build competitive advantage, while fully respecting all philanthropic and socially expected rules of conduct (Drewniak, 2013). Therefore, competitiveness of companies could be achieved by socially acceptable activities, rather than in unsocial and unethical manner (Vitell & Hidalgo, 2006; Bavec, 2012).

## Conclusions

Corporate social responsibility is a consequence of the relationship between business and the environment. The company as an open system, remaining in close correlation with the environment, and whose operation is based on feedback management should in shaping their strategies include socially responsible initiatives. Relationships with the environment are forcing companies to take action to shape their impact in the area of non-economic. Today's economic conditions mean that managers increasingly see themselves as operating between those who insist on getting more involved at the level of social responsibility, and investors are waiting to maximize profit in the short term. Balancing the elements of economic, environmental and social is a big challenge for any companies, especially large corporations, since their primary purpose is to generate profit. Along with the global development corporations develop non-governmental organizations and other bodies monitoring business. The larger the company, the more there is interest in these organizations. In this issue occurs the threat from the media. The image of the company is today one of its greatest assets, and the deterioration of the image translates into a decrease in revenues of enterprises, the proper management of such an important and at the same time sensitive element, which is the supply chain is becoming a priority.

The activities of enterprises in the field of CSR contribute to strengthen their competitive position. These initiatives can bring both: internal effects (impact on the company itself) and external effects (impact on the company's stakeholders). In addition, we can distinguish direct effects resulting directly from its activities, as well as indirect effects that are derived from CSR activity undertaken. The effects of these actions may be simultaneously arguments that encourage companies to change the perception of the concept of social responsibility only as a way to easily promote the business. These effects can be related, for example with:

- a more efficient and environmentally friendly processes,
- greater involvement of employees in decision-making processes and their creativity, which may result in greater satisfaction and motivation of employees,

- developing organizational innovations in the construction of competitive advantage,
- the company more credibility among business partners and the public, which allows for the development of new cooperative ties,
- easier access to external sources of capital,
- increase sales and customer loyalty.

Unfortunately, these measures are often used as another tool to promote the business through “simple” sponsoring popular social actions. However, think about corporate social responsibility in a more strategic way. Companies can operate because of a charity in order to improve competitiveness by influencing the quality of the business environment in which they operate. For example, supporting the improvement of the quality of education in the country or region, the company can get the benefits in the future in the form of skilled labor, and enhance the image. Conducting this type of initiative aligns the value of economic and social objectives and improves business (competing) prospects of companies. Through CSR, it is possible to produce social benefits far beyond the effects of the activities provided by individual donors, foundations, and even governments. This requires fundamental changes in the company thinking about important for the community (local, national or international) events and related CSR programs.

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