

Implementation of Social Responsibility in Public Institutions

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Abstract

Social responsibility is not a new idea. Social responsibility has never been more prominent on the corporate agenda than it is today. This article analyzed social responsibility implementation in public institutions. The research has been performed in order to understand social responsibility implementation in public institutions. Data was collected using questionnaires. This study defines that organizations, in order to ensure the sustainable development of the course, has its activities through the implementation of principles of social responsibility. This is to ensure transparency in the organizations and ethical treatment of stakeholders, international laws and norms of conduct and respect for human rights. In the context of public sector organizations Social Responsibility (SR) should be viewed as a way of conducting business which enables the creation and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices.

Key words: social responsibility, public institutions, employees.

Introduction

From a company perspective, social responsibility has acquired growing importance as it is considered a legitimate activity for the organization in the eyes of society. People aware of the significance of social responsibility (SR) influence the development of society; its activities are increasingly beginning to apply socially responsible management, consumption and investment principles. We note that in this article corporate social responsibility (CRS) and social responsibility (SR) concepts are used jointly. This is because the most used definition describing public or private organizations' responsibility is corporate social responsibility (CRS).

Socially responsible organizations not only contribute to the environment, but also make a great contribution to the society through improving living and working conditions, attracting and maintaining the best professionals, conducting a transparent business. In addition to these benefits of SR, an

organization inevitably gets significant benefits such as good image in the eyes of the society, prestige as well as competitive advantage. Socially responsible activities benefit every participant associated with the organization, including the entire staff of the organization, nature, customers. Assurance of social responsibility process helps predicting possible risks, better managing or even avoiding crises.

CSR involves multiple stakeholders, including the government, shareholders, employees, consumers, media, suppliers, NGOs, and the general public. Currently, the concept of corporate social responsibility becomes one of the essential modern management concepts. The research on social responsibility in public sector is performed by Lithuanian and foreign scientists such as: Daza, J.R.P. (2009); Cheung, Y.L., Tan, W., Ahn, H.J., Zhang, Z. (2010); Doh J.P., Guay T.R. (2006); Leonard, McAdam, (2003); Navarro J.G.C., Martinez, A.M. (2009); Štreimikienė, D., Pušinaitė, R. (2009); Runhaar, H., Lafferty, H. (2009) and others doing their research at the social responsibility theme of different types of organizations and examining various social responsibility issues.

The topic of the research is that Western organizations implement the principles of social responsibility quite extensively. It should be noted that in Lithuania the initiative of social responsibility is rather new, especially in public sector. Public organizations are just trying to introduce the principles of social responsibility in their activities.

The main questions are being raised throughout the research: How can the public sector contribute to the development of social responsibility? What example can the public sector show for business and society?

The aim of the article is to analyze the implementation of social responsibility in the public institutions.

The tasks: To analyze the social responsibility of the public institutions in theoretical aspect; To analyze implementation of social responsible areas by public

institutions; To investigate the best example of social responsibility for business and society demonstrated by public sector institutions.

Methods: literature analysis, synthesis, questionnaire, processing of obtained data by SPSS program (17.1 version).

1. Social responsibility in public institutions theoretical review

Enhancing Corporate Social Responsibility (CSR) has become an integral part of public policies for private sector development within the framework of international development cooperation. CSR thus includes all activities where companies take responsibility for their entire value chain and consider the effects on social, ecological and economic parameters in dialogue with their stakeholders. This review focuses on CSR behaviour that is explicitly induced, supported or facilitated by public sector policies (Ministry of Foreign Affairs of the Netherlands, 2013). Over the last few years, corporate social responsibility has been defined as a concept whereby companies decide voluntarily to contribute to a better society and cleaner environment. Albareda, Lozano, and Ysa (2007) note that this new voluntary framework in which CSR is defined as a reflection of how governments' capacities to regulate the actions of businesses have been transformed in relation to social and environmental issues. CSR is concerned with the relationship between companies and society and in particular, with constraining the adverse impact of corporate activity on individuals and communities as a whole (Whitehouse, 2003).

Corporate social responsibility is also described as the process by which managers of an organization think about and evolve their relationships with stakeholders for the common good, and demonstrate their commitment in this regard by adopting appropriate business processes and strategies. Doh and Guay (2006) accentuate that CSR is the notion that companies are responsible not just to their shareholders, but also to other stakeholders (workers, suppliers, environmentalists, communities, etc). CSR does not emanate directly from external demands but instead from organizationally embedded processes. These processes prompt the organization to view its relationships with stakeholders in a different perspective, which in turn influences its engagement with them (Guidelines on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises, 2013). The corporate social responsibility concept is mainly driven by large companies, even though socially responsible practices exist in all types of enterprises, public and private, including SMEs and co-operatives. According to

Cheung and others (2010) the field of corporate social responsibility can be summarized as the management of potential conflicts of interest between different stakeholders with respect to economic, environmental, social and ethical issues. Daza (2009) notes that the concept is based on the corporate social responsibility interdependence between a company and society and the variables that influence this relationship. Several interactions come into play in this sense: enterprise and governments, enterprise and ethical wealth of nations, enterprise and sustainable development, and enterprise and the competitive advantage of nations.

Nowadays, although countries develop CSR internally, they are also affected by globalization, which implies interdependence with the rest of the world. Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing "more" into human capital, the environment and the relations with stakeholders. The experience with investment in environmentally responsible technologies and business practice suggests that going beyond legal compliance can contribute to a company's competitiveness. Going beyond basic legal obligations in the social area, e.g. training, working conditions, management-employee relations, can also have a direct impact on productivity. It opens a way of managing change and of reconciling social development with improved competitiveness (Green paper, 2001). However, the purpose of "corporate social responsibility practices" will be different for each "individual" in the organization (Gao et al., 2002 from Navarro, Martinez 2009). From an employee's point of view, CSR can be conceived as an investment (the time and effort to learn) in the social activity, while CSR will be driven by institutional objectives (e.g. survival and growth) from the point of view of the management (Waldman, 2007 from Navarro, Martinez 2009). Therefore, if different stakeholders understand the goals that shape their corporate social responsibility practices, it becomes possible to see what creates the events and crisis they observe. This awareness allows them to change the source of the problem rather than just dealing with symptoms (Ackoff, 1974 from Navarro, Martinez 2009).

Public sector organizations play a critical and varied role in the Global Compact. Some have engaged directly in the initiative and are working on internalizing the principles within their strategy and operations and/or through undertaking Global Compact-related projects and initiatives. Others play a more catalytic role incentivizing or otherwise encouraging the businesses with whom they engage to become involved in the Global Compact. Some provide funding to the Global Compact Trust Fund

The 10 GC principles

Area	Principles
Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights; Make sure that they are not complicit in human rights abuses.
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; The elimination of all forms of forced and compulsory labour; The effective abolition of child labour; The elimination of discrimination in respect of employment and occupation.
Environment	Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Businesses should work against corruption in all its forms, including extortion and bribery.

Source: Runhaar H., Lafferty H. 2009.

and/or support Global Compact Networks or other Global Compact Related Activities (United national Global Compact, 2013).

The Global Compact (GC) initiated by the United Nations however seems to be more fruitful. The GC basically takes two approaches. Firstly, it prescribes a set of 10 norms for CSR related to human rights, labour, the environment, and anti-corruption, as guidelines for CSR (see Table 1). The norms are drawn from the Universal Declaration of Human Rights, the Fundamental Principles on Rights at Work from the International Labour Organisation, the Rio Declaration on Environment and Development, and The United Nations Convention Against Corruption (UNGC, 2013). Secondly, the GC offers platforms for companies and NGOs to discuss issues related to CSR development and implementation, and through interaction and co-operation, these actors can learn from each other's experiences (Runhaar H., Lafferty H. 2009).

The International Organization for Standardization, known as ISO, a strategic advisory group on CSR describes it as "a balanced approach for organizations to address economic, social and environmental issues in a way that aims to benefit people, communities and society." CSR includes consideration of such issues as (Leonard, McAdam, 2003):

- Human rights.
- Workplace and employee issues, including occupational health and safety.
- Unfair business practices.
- Organizational governance.
- Environmental aspects.

The public sector plays a crucial role in CSR development in the country. Based on various literature (World Bank, 2002; Doh, Guay, 2006), four principal roles of the public sector reflect the overall range of initiatives that can be identified: mandating, facilitating, partnering, and endorsing.

In their "mandating" role, governments at different levels must define minimum standards for business performance, embedded within the legal framework (Štreimikienė, Pušnaitė 2009). Astromskienė and Adamonienė (2009) note that compliance to corporate social responsibility principles in the public sector and in business ensures strengthening of social and environmental responsibility of enterprises and organizations, importance of accountability towards employees, consumers and society as well as good understanding of safe, innovative and promising technologies.

The most important role of public authorities in the society is leading by example, how and how much responsibility is the organization's activities. Public institutions can lead the sparing use of resources, motivating state apparatus employees responsible to carry out their functions of ensuring transparency in public procurement, making decisions, and so on. State organizations may also include business and society in the social and environmental problems, to raise awareness of CSR among consumers and investors. Foreign experience shows that most state, via its authorities, to promote social and environmental responsibility through the procurement, development of green procurement, development and application of effective, responsible resource use measures and so on (Pavyzdinis organizacijų socialinės atsakomybės diegimo planas valstybės institucijose, 2012).

2. The research methodology

The research was done to analyze the social responsibility (SR) implementation in Klaipėda county municipalities. The questionnaire was prepared with the list of six questions. With the first question respondents were asked to rate propositions associated with corporate social responsibility, where 1 point means completely agree, 5 points – strongly disagree. Also, respondents were asked

**Institutions contributing to the implementation of socially responsible areas
(1 - strongly agree, 5 - strongly disagree).**

No.	Statements	Mean	Median	Mode	Std. Deviation
1.	Orientate towards the best possible satisfaction of needs of urban population and other interested people	1,81	2,00	2	,735
2.	Provide high-quality services by increasing the quality of public services	2,08	2,00	2	,834
3.	Fully inform citizens of ongoing developments in the city	2,32	2,00	3	,973
4.	Solve citizenry complaints and disputes objectively	2,05	2,00	2	,785
5.	Create reputation of reliable institution	2,25	2,00	2	,947
6.	Protect environment by reducing any negative impact on the environment by the institution	2,34	2,00	2	,895
7.	Ensured safe and healthy (ergonomic) working conditions for employees	2,82	3,00	3	,925
8.	Fight against bribery and other forms of corruption	2,41	2,00	3	,821
9.	Ensure equal rights (no discrimination concerning age, gender, origin)	2,40	2,00	2	,907
10.	Allocate funds for philanthropy	3,26	3,00	3	,932
11.	Stimulate responsibility of employees to society	2,32	2,00	2	,897
12.	Contribute in creating a supportive environment for socially responsible business	2,84	3,00	3	,838
13.	Encourage the spread of good practice	2,80	3,00	3	,839
14.	Implement transparent and social responsible public procurement	2,22	2,00	2	,791
15.	Institution managers promote implementation of social responsibility principles	2,68	3,00	3	,928

to identify corporate social responsibility benefits in these institutions. The data of the questionnaire was processed by SPSS (Special Package for Social Science, 17.1 version) program using descriptive statistics such as frequencies command to determine percentiles, measures of central tendency (mean, median and mode), measures of dispersion (range, standard deviation). Also, data was processed by one-factorial dispersal analysis (ANOVA).

The questionnaire to municipal employees was e-mailed to maintain research ethics. We can not accurately determine the confidence limits of this survey, because we didn't receive all employee e-mail addresses, and the majority of respondents did not respond to the questionnaire. So this survey is a pilot study and 182 respondents were questioned from different municipalities in Klaipeda count.

In the research participated 15,4 percent of respondents from 18 to 30 years old, 19,2 percent 31 - 43 years old, 29,7 percent 44 - 55 years old and 35,7 percent more than 55 years old. 50,8 percent of respondent have more than thirteen years work experience, 21,2 percent of respondent have from seven to twelve year experience, 25,1 percent have from one to six year and 2,8 respondents have under one year work experience. Also in the research participated 15,4 percent respondents of top-level manager, 11,1 percent of mid-level manager, 13,3 percent of low-level manager, 40,5 percent municipality administration personnel and 18,7 percent personnel without subordinates.

3. Results of the research of Social Responsibility implementation in public institutions

The respondents were asked to mark how much the institution contributes to the implementation of socially responsible areas where 1 point means completely agree 5 points – strongly disagree. First of all, we discuss cronbach's alpha coefficient. Cronbach's alpha will generally increase as the intercorrelations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) (Gliem, Gliem 2003) provide the following rules of thumb: “ > 0.9 – Excellent, > 0.8 – Good, > 0.7 – Acceptable, > 0.6 – Questionable, > 0.5 – Poor, and < 0.5 – Unacceptable”. At this case we found that Cronbach's alpha reliability coefficient is 0,9039, and standardized item alpha is 0,9051 meaning that internal consistency of the items in the scale is excellent.

Table 2 shows mean (M), median, mode and standard deviation. The median is the numerical value separating the higher half of a data sample, a population or a probable distribution from the lower half. The mode of a set of data values is the value(s) that occurs most often. Standard deviation shows how much variation or dispersion exists from the average

**ANOVA test for the statement about contribution of institutions
to the implementation of socially responsible areas**

No.	Statements	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	Orientate towards the best possible satisfaction of needs of urban population and other interested people	$p \leq 0.05 = 0.052$	$p \leq 0.05 = 0.000$
2.	Provide high-quality services by increasing the quality of public services	$p \leq 0.05 = 0.589$	$p \leq 0.05 = 0.000$
3.	Fully inform citizens of ongoing developments in the city	$p \leq 0.05 = 0.180$	$p \leq 0.05 = 0.003$
4.	Solve citizenry complaints and disputes objectively	$p \leq 0.05 = 0.095$	$p \leq 0.05 = 0.133$
5.	Create reputation of reliable institution	$p \leq 0.05 = 0.117$	$p \leq 0.05 = 0.004$
6.	Protect environment by reducing any negative impact on the environment by the institution	$p \leq 0.05 = 0.504$	$p \leq 0.05 = 0.023$
7.	Ensured safe and healthy (ergonomic) working conditions for employees	$p \leq 0.05 = 0.160$	$p \leq 0.05 = 0.000$
8.	Fight against bribery and other forms of corruption	$p \leq 0.05 = 0.004$	$p \leq 0.05 = 0.870$
9.	Ensure equal rights (no discrimination concerning age, gender, origin)	$p \leq 0.05 = 0.003$	$p \leq 0.05 = 0.003$
10.	Allocate funds for philanthropy	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.146$
11.	Stimulate responsibility of employees to society	$p \leq 0.05 = 0.009$	$p \leq 0.05 = 0.000$
12.	Contribute in creating a supportive environment for socially responsible business	$p \leq 0.05 = 0.059$	$p \leq 0.05 = 0.002$
13.	Encourage the spread of good practice	$p \leq 0.05 = 0.010$	$p \leq 0.05 = 0.001$
14.	Implement transparent and social responsible public procurement	$p \leq 0.05 = 0.004$	$p \leq 0.05 = 0.002$
15.	Institution managers promote implementation of social responsibility principles	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.022$

(mean), or expected value. A low standard deviation indicates that the data points tend to be very close to the mean; high standard deviation indicates that the data points are spread out over a large range of values.

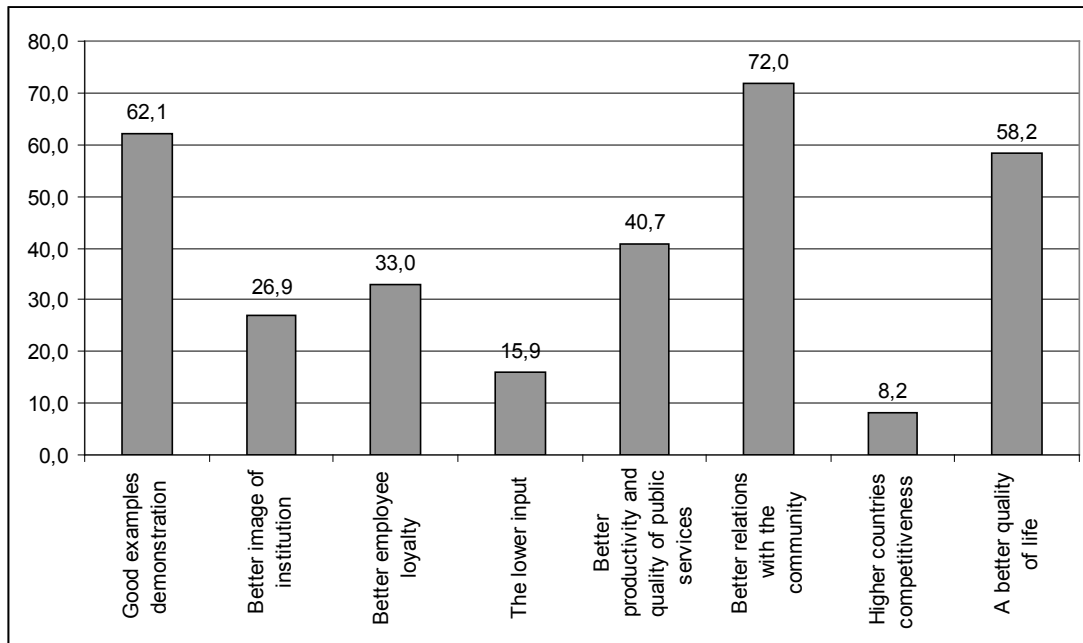
Research data shows that the Klaipeda County municipal employees agree with the statement that municipalities direct their activities towards the satisfaction of the needs of urban citizenry and other interested parties (mean 1,81); they provide high-quality services (mean 2,08); citizenry is fully informed of ongoing developments in the city (mean 2,32); citizenry complaints and disputes are solved objectively (mean 2,05); create reliable reputation of the institution (mean 2,25); protect environment by reducing any negative institution's impact on the environment (mean 2,34); fight against bribery and other forms of corruption (mean 2,41); ensure equal rights (mean 2,40); stimulate employees' responsibility to society (mean 2,32); implement transparent and socially responsible public procurement (mean 2,22). The mode for this statement is 2. Respondents partially agree (mode – 3) with following statements: ensure safe and healthy (ergonomic) working conditions for employees (mean 2,82); allocate funds for philanthropy (mean 3,26); contribute to creating a supportive environment for socially responsible business (mean 2,84); encourage the spread of good practice (mean 2,80); institutions' managers promote

implementation of social responsibility principles (mean 2,68).

It can be stated that these are the main areas of social responsibility to which municipalities have to pay more attention. These are the issues raising most discussions and they are included in „Pavyzdinis organizacijų socialinės atsakomybės diegimo planas valstybės institucijose“ (2012), the implementation of which should involve management, employees' engagement and active participation of all of them. A clear position of the municipal authority towards CSR can contribute to its promotion and implementation (by a wide range of information on responsible activities carried out; bilateral, trilateral partnerships with businesses, etc.), leading to higher urban and even to entire country's competitiveness.

In order to decide if the choice of the answer is affected by the position held by the respondent, the ANOVA test was performed to show the correlation between the variables (if the variables are statistically related and affect each other). The significance level of $p \leq 0.05$ means that the variables affect each other, the significance level of $p > 0.05$ means that the variables do not affect each other.

According to the results of ANOVA test, the choice of answers is influenced by the level of position held by and work experience of the respondent. Top-level managers compared with



1 fig. Respondents' opinion on major advantages for institutions implementing social responsibility

the lower-level and mid-level managers are most likely to agree that the institutions are fighting with different corruption forms ($p \leq 0.05 = 0.004$). Top-level managers and mid-level managers more agree that institutions ensure equal rights ($p \leq 0.05 = 0.003$); allocate funds for philanthropy ($p \leq 0.05 = 0.000$); and stimulate responsibility of employees to society ($p \leq 0.05 = 0.009$). Meanwhile, administrative staff and employees without subordinates only partially agree with the statements. Administrative staff and top-level managers more agree on the statement that institutions encourage the spread of good practice ($p \leq 0.05 = 0.010$). Meanwhile, workers without subordinates are less likely to agree that institutions promote best practice. With the statement that institutions implement transparent and socially responsible public procurement ($p \leq 0.05 = 0.004$) and that managers of institutions promote implementation of social responsibility principles ($p \leq 0.05 = 0.000$) mostly tend to agree top-level, mid-level managers and administrative staff (3 table).

Analysing the answers in accordance with work experience, we get that the longer the employee works in the institution the more he tends to agree with the statements that demonstrate the statistical interface (significant data in Table 3 in bold). This applies to respondents with work experience of more than 7 years. There was a fairly small part of respondents with working experience of up to one year. In addition, it should be emphasized that this group of respondents is hardly even aware of the activities of the company; therefore, some of their choices were opposite to the

ones with high work experience. Respondents with work experience of 1 to 6 years only partially agreed with the most of the statements.

Respondents were asked to give their opinion on the advantages for institutions implementing social responsibility. According to the opinion of respondents, the most significant advantage for institutions implementing social responsibility is better relations with the community (72,0 percent). Also, they claim that implementation of principles of social responsibility allows for demonstrating a good example to the public (62,1 percent), creating a better quality of life (58,2 percent), and increasing productivity and providing public services of better quality (40,7 percent). Less advantage for institutions implementing social responsibility comes from higher employee loyalty (33,0 percent), better image of the company (26,9 percent.), and lower cost (for example helps to reduce electrical waste and funds allocated to it) (15,9 percent). As per respondents' opinion, increasing country competitiveness is least important for such institutions (8,2 percent).

It should be mentioned that the implementation of the principles of social responsibility can significantly improve the organization's reputation and its image in the eyes of various stakeholders and increase institution's transparency and accountability, which leads to a greater public confidence in them. The role of the state is not only to create a favourable environment for the development of social responsibility, but also to show for the public institutions an example of responsible behaviour. In order to increase the

Respondents opinion in which areas public sector institutions demonstrate the best example for business and society (1 - strongly agree, 5 - strongly disagree).

No.	Statements	Mean	Median	Mode	Std. Deviation
1.	Promotion and implementation of sustainable development	2,43	2,00	2	,745
2.	Efficient use of resources	2,59	3,00	3	,910
3.	Strengthening of human resources and intellectual capital	2,73	3,00	3	,997
4.	Improving the quality of public services	2,14	2,00	2	,810
5.	Improving the organization's reputation and image	2,44	2,00	2	,848
6.	Increasing the country's competitiveness	2,93	3,00	3	,909
7.	Observing environmental requirements	2,12	2,00	2	,775
8.	Support for the poor section of the population	2,47	2,00	2	,813
9.	Equal and safe working conditions	2,43	2,00	2	,836
10.	Ethical behavior in institutions and beyond	2,24	2,00	2	,909
11.	Improvement of employees' qualification	2,35	2,00	2	,972
12.	Response to the needs of society	2,41	2,00	2	,883

transparency of public institutions and the credibility, it is necessary to earn the business and society's trust, to promote sustainable development and implementation. CSR is also an important factor to enhance employee motivation, attract and retain high-skilled workers, promote the efficient use of resources (save scarce financial resources by reducing its operating costs, such as energy, paper, fuel costs). Publicly available information about the company's social responsibility helps earning trust of society (Gudonienė, Vogulytė, 2007). It should be emphasized that clear and consistent political (and other) decisions are required from public institution; therefore, CSR is one of the tools to raise the reputation of public institutions, especially at a time when the media, the general public pays more and more attention to the facts of irresponsible activities.

The purpose of this research was to examine the opinion of municipal workers in which areas public sector institutions demonstrate the best example for business and society. In this case we found that Cronbach's alpha coefficient is 0,9342, and the standardized item alpha is 0,9355, meaning that internal consistency of the items in the scale is excellent.

Respondents state that the public sector institutions demonstrate the best example for business and society in promoting and implementing sustainable development (mean 2,43); improving the quality of public services (mean 2,14); improving the organization's reputation and image (mean 2,44); observing environmental requirements (mean 2,12); supporting poor section of the population (mean 2,47); ensuring equal and safe working conditions (mean 2,43); promoting ethical behavior in institution and beyond; raising employees' qualification (mean

2,35); and responding to the needs of the society (mean 2,41). The mode for this statement is 2. Respondents partially agree (mode – 3) with the following statements: efficient use of resources (mean 2,59); strengthening of human resources and intellectual capital (mean 2,73); and increasing the country's competitiveness (mean 2,93).

The data obtained from the survey confirmed statements expressed in the „Pavyzdinis organizacijų socialinės atsakomybės diegimo planas valstybės institucijose“ (2012) that the most important role of public institutions in the society where they can play in bringing social responsibilities in each organization is demonstration, i.e., showing an example of how and how responsible the organization's activities are. Public institutions can show the example by economically using resources, motivating employees to responsibly carry out their functions in order to ensure transparency in public procurement, making decisions, and etc. Public institutions may also involve business and society in solving social and environmental problems, and raise awareness in CSR among consumers and investors, i.e., increase the pressure by the country and its population on socially responsible activities. Foreign countries' experience shows that most of all the state through its institutions can promote socially responsible procurement, „green“ procurement, development and the application of effective and responsible use of resources, etc.

An ANOVA test showed that top-level and mid-level managers tend to completely agree with most of the statements on demonstration of the best example for business and society by public sector institutions. Employees without subordinates and the lower-level managers only partially agree with

**ANOVA test for the statements about public sector institutions demonstration
of the best example of business and society**

No.	Statements	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	Promotion and implementation of sustainable development	$p \leq 0.05 = 0.500$	$p \leq 0.05 = 0.110$
2.	Efficient use of resources	$p \leq 0.05 = 0.602$	$p \leq 0.05 = 0.211$
3.	Strengthening of human resources and intellectual capital	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.111$
4.	Improving the quality of public services	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.002$
5.	Improving the organization's reputation and image	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.000$
6.	Increasing the country's competitiveness	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.145$
7.	Observing environmental requirements	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.166$
8.	Support for the poor section of the population	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.040$
9.	Equal and safe working conditions	$p \leq 0.05 = 0.032$	$p \leq 0.05 = 0.108$
10.	Ethical behavior in institutions and beyond	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.001$
11.	Improvement of employees' qualification	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.000$
12.	Response to the needs of society	$p \leq 0.05 = 0.000$	$p \leq 0.05 = 0.039$

the statements containing visible statistical interface (Table 5 significant data in bold).

Respondents with the longer work experience tend to completely agree that public sector institutions demonstrate the best example for business and society by increasing quality of public services ($p \leq 0.05 = 0.002$); increasing the organization's reputation and improving the image ($p \leq 0.05 = 0.000$); providing support for the poor segment of the population ($p \leq 0.05 = 0.040$); promoting ethical behaviour in institution and beyond ($p \leq 0.05 = 0.001$); improving employees' qualification ($p \leq 0.05 = 0.000$); and responding to the needs of the society ($p \leq 0.05 = 0.039$). Respondents with lower work experience tend to only partially support these statements.

CSR implementation may provide valuable insights into the partnerships that create synergies between the public and private sectors and civil society capacity. In order to achieve the public policy objectives of sustainable development, corporate social responsibility can contribute to the competitiveness of the country and serve as an example of private enterprise and society.

Conclusion

In the context of public institutions Social Responsibility should be viewed as a means of conducting business which enables the creation and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices. Social responsibility is reflected through the employee's health, administrative innovation, business learning, and learning all life and environmental questions. CSR includes the

organizations responsibility to carry out such a policy and take decisions which correspond with public goals and values; to carry out such business functions which satisfy the needs of society. This means that the organization should be responsible for each activity which affects people or environment. Furthermore, social responsibility is closely linked with moral law and principles of values. Good CSR practices are essential for sustainable business. It generates long-term value to all its shareholders and other stakeholders. The most important role of public authorities in the society is leading by example and showing how and how responsible the organization's activities are. Public institutions can show the example by economically using resources, motivating employees to responsibly carry out their functions in order to ensure transparency in public procurement, making decisions, etc.

The study made it clear that institutions most of all contribute to the implementation of such socially responsible areas as orientation towards the best possible satisfaction of the needs of urban population and other interested people; providing high-quality services; objectively solving citizenry complaints and disputes; creating a reliable reputation of the institution; protecting environment by reducing any negative impact on the environment by institutions; fighting against bribery and other forms of corruption; ensuring equal rights; stimulating employees' responsibility to society; implementing transparent and socially responsible public procurement. It can be stated that these are one of the main areas of social responsibility to which municipalities have to pay more attention. The main objective of state institutions - satisfaction

of public interests by providing public services; therefore, it is important to focus on service quality improvement, performing customer surveys and striving as much as possible to exceed customer expectations. Publicity and transparency is one of the major priorities of social responsibility of public institutions; therefore, organizations should disclose information on key issues related to social and environmental responsibility, indicating the impact of institution's activities on the environment.

The survey showed that the public sector institutions demonstrate the best example for business and society in promoting and implementing sustainable development, improving the quality of public services, improving the organization's reputation and image, observing environmental requirements, supporting the poor section of the population, ensuring equal and safe working conditions, promoting ethical behavior in institution and beyond, raising employees' qualification, and responding to the needs of the society. Showing the best example includes actions such as fairness in fighting against corruption, increased transparency of state institutions in relations with external stakeholders; compliance with the principles of social responsibility when performing transparent and accountable procurement, making tenders when supplier selection criteria for selecting goods and services includes environmental or social requirements for enterprises; implementation of socially responsible management systems; and social and environmental accountability reporting and publicity. All of this leads to higher public confidence in public institutions. Sustainable, responsible and ethical business should become the value of every organization.

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Socialinės atsakomybės įgyvendinimas viešojo sektoriaus institucijose

Santrauka

Pastaruju metu visame pasaulyje išaugo susidomėjimas socialine atsakomybe (SA), jos įgyvendinimu. Žmonės, suvokdami SA reikšmę ir įtaką visuomenės raidai, savo veikloje vis labiau pradeda taikyti socialiai atsakingo valdymo, vartojimo, investavimo principus. Socialiai atsakinga organizacija ne tik prisideda prie aplinkosaugos, bet ir įneša didelį indelį į visuomenės geresnių gyvenimo sąlygų kūrimą, gerina darbuotojų darbo sąlygas, pritraukia ir išlaiko geriausius specialistus, vykdo skaidrų verslą. Be šių labai apibendrintai išvardytų SA privalumų, pati organizacija neišvengiamai gauna tokią didžiulę naudą kaip gero įvaizdžio visuomenės akyse formavimą, prestižą, konkurencinį pranašumą. Socialiai atsakingai vykdoma veikla duoda naudos kiekvienam su organizacija susijusiam dalyviui, tai apima visą organizacijos kolektyvą, gamtą ir jos klientus. Socialinės atsakomybės proceso užtikrinimas padeda nuspėti galimus pavojus ir geriau valdyti krizes arba visai jų išvengti. Pavyzdžiui, užtikrinus personalo saugą – tinkamai mokant ir instruktuojant darbuotojus ir skiriant tam lėšų, sumažėja nelaimingų atsitikimų darbo vietose. Organizacijos, norėdamos užtikrinti darnaus vystymo eigą, turi savo vykdomą veiklą įgyvendinti pasitelkiant socialinės atsakomybės principus. Tai savo ruožtu užtikrina organizacijų veiklos skaidrumą, etišką elgesį su suinteresuotais asmenimis, įstatymų ir tarptautinių elgesio normų laikymąsi bei pagarbą žmogaus teisėms. Socialinė atsakomybė dar vadinama organizacijos veiklos valdymo priemone, todėl turi būti taikoma ne tik versle, bet ir bet kurioje organizacijoje. Svarbiausias valstybės institucijų vaidmuo visuomenėje, kurį jos gali atlikti diegiant socialinės atsakomybės principus kiekvienoje organizacijoje – demonstravimas, t.y. pavyzdžio rodimas, kaip ir kiek atsakingai yra vykdoma organizacijos veikla.

Šiuo metu organizacijų socialinės atsakomybės sąvoka tampa viena esminių moderniosios vadybos sąvokų. Socialine atsakomybe domisi tiek Lietuvos, tiek užsienio mokslininkai: Daza, J.R.P. (2009); Cheung, Y.L., Tan, W., Ahn, H.J., Zhang, Z. (2010); Navarro J.G.C., Martinez, A.M. (2009); Štreimikienė, D., Pušinaitė, R. (2009); Runhaar, H., Lafferty, H. (2009), atlikdami tyrimus socialinės atsakomybės tematika įvairaus tipo organizacijose ir nagrinėdami įvairius socialinės atsakomybės klausimus. Reikėtų paminėti, kad socialinės atsakomybės klausimu Lietuvos viešojo sektoriaus institucijose pradėta domėtis visai neseniai, todėl ši tema yra aktuali.

Problematika. Vakarų šalių organizacijose socialinės atsakomybės principai yra įgyvendinami gan plačiai. Tuo tarpu Lietuvoje šia iniciatyva susidomėta neseniai, ypač – viešojo sektoriaus institucijose. Lietuvos viešojo sektoriaus organizacijos dar tik bando savo veikloje diegti socialinės atsakomybės principus. Taigi šiame darbe keliami probleminiai klausimai: kaip viešasis sektorius gali prisidėti prie socialinės atsakomybės vystymo? Kokį pavyzdį viešojo sektoriaus institucijos gali rodyti verslui ir visuomenei?

Tikslas: Išanalizuoti socialinės atsakomybės įgyvendinimą viešojo sektoriaus institucijose.

Uždaviniai: Išanalizuoti socialinę atsakomybę viešojo sektoriaus institucijose teoriniu aspektu; išnagrinėti viešųjų įstaigų socialiai atsakingų sričių įgyvendinimą; ištirti viešojo sektoriaus institucijų demonstruojamą socialinės atsakomybės tinkamiausią pavyzdį verslui bei visuomenei.

Metodai: mokslinės literatūros analizė, sintezė, sisteminimas, anketinė apklausa, duomenų apdorojimas SPSS 17.1 versija.

Tyrimas atliktas Klaipėdos rajono savivaldybėse. Anketos savivaldybių darbuotojams buvo išsiųstos elektroniniu paštu laikantis tyrimų etikos reikalavimų. Negalime tiksliai nustatyti šios apklausos patikimumo ribų, nes nepavyko gauti visų darbuotojų elektroninio pašto adresų, taip pat dauguma apklausiamųjų tiesiog neatsakė į pateiktą anketą. Šis tyrimas yra žvalgomas, jame dalyvavo 182 respondentai iš skirtingų Klaipėdos rajono savivaldybių. 15,4 proc. tyrimo dalyviu amžius yra nuo 18 iki 30 metų, 19,2 proc. – 31-43 metų, 29,7 proc. – 44-55 metų ir 35,7 proc. – daugiau nei 55 metų. 50,8 proc. apklaustųjų turi didesnę kaip 13 metų darbo patirtį, 21,2 proc. – 7-12 metų, 25,1 proc. – 1-6 ir 2,8 proc. turi mažiau nei 1 metų darbo stažą. Taip pat tyrime dalyvavo 15,4 proc. aukščiausios grandies vadovų, 11,1 proc. vidurinės ir 13,3 proc. žemiausios grandies vadovų. 40,5 proc. dalyvavusių yra administracijos darbuotojai, o 18,7 proc. darbuotojai neturi pavaldinių.

Atlikto tyrimo duomenimis atskleista, kad Klaipėdos apskrities savivaldybių darbuotojai sutinka su teiginiais, kad savivaldybių darbas orientuotas į kuo geresnį miesto gyventojų ir kitų interesantų poreikių patenkinimą, jose teikiamos kokybiškos paslaugos, objektyviai sprendžiami gyventojų skundai ir ginčai, kuriama patikimos įstaigos reputacija, tausojama aplinka (pvz. rūšiuojamos šiukšlės, taupoma elektros energija, vanduo ir pan.), užtikrinamos lygios teisės (nediskriminuojama dėl amžiaus, lyties, kilmės), skatinama įstaigos darbuotojų atskaitomybė prieš visuomenę, vykdomi skaidrūs bei socialiai atsakingi viešieji pirkimai (Moda-2). Iš dalies respondentai sutinka (Moda-3), kad gyventojams suteikiama visa informacija apie vykdomus pokyčius mieste, užtikrinamos darbuotojams saugios bei sveikos (ergonomiškos) darbo sąlygos, kovojama su kyšininkavimu, papirkinėjimu, kitomis korupcijos rūšimis, skiriama lėšų labdarai, įstaiga prisideda kuriant palankią aplinką socialiai atsakingam verslui, skatinama gerosios praktikos sklaida (šviečiama visuomenė, verslo įmonės etikos, socialinės atsakomybės, darnaus vystymosi ir kt. gerosios praktikos klausimais), įstaigos vadovai skatina socialinės atsakomybės principų įgyvendinimą (šiuo tikslu kuriami planai, vykdoma stebėseną ir pan.). Galima teigti, kad tai – vienos pagrindinių socialinės atsakomybės sričių, kurioms savivaldybės turi skirti didesnę dėmesį. Tai – daugiausiai diskusijų sulaukiantys klausimai, numatyti dokumente „Pavyzdinis organizacijų socialinės atsakomybės diegimo planas valstybės institucijose“ (2012), kurių įgyvendinimui turi būti skiriamas vadovų dėmesys, o darbuotojai turi būti įtraukti ir aktyviai dalyvauti

juos įgyvendinant. Aiški savivaldybės valdžios pozicija ĮSA srityje gali prisidėti prie jos skatinimo ir įgyvendinimo (vykdomas platus informavimas apie atsakingą veiklą, dvišalės, trišalės partnerystės projektai su verslo atstovais ir pan.), paskatinti siekti didesnio miesto, taip pat ir šalies konkurencingumo.

Tyrimu aiškintasi, kuriose srityse, savivaldybių darbuotojų nuomone, viešojo sektoriaus įstaigos demonstruoja tinkamiausią pavyzdį verslui ir visuomenei. Respondentai teigia, kad viešojo sektoriaus įstaigos demonstruoja tinkamiausią pavyzdį verslui ir visuomenei darnaus vystymosi skatinimo ir įgyvendinimo, viešųjų paslaugų kokybės didinimo, reputacijos ir įvaizdžio gerinimo, aplinkosaugos reikalavimų paisymo, paramos skurstančiai visuomenės daliai, lygių ir saugių darbo sąlygų sudarymo, etiško elgesio skatinimo institucijose ir už jų ribų, darbuotojų kvalifikacijos tobulinimo, visuomenės poreikių paisymo srityse (Moda-2). Respondentai tik dalinai sutinka su šiais teiginiais: efektyvus išteklių naudojimas, žmoniškųjų išteklių ir intelektualio kapitalo stiprinimas, didinamas šalies konkurencingumas (Moda-3).

Atlikto tyrimo duomenys tik patvirtino teiginius, išsakytus pavyzdiniame organizacijų socialinės atsakomybės diegimo plane valstybės institucijose (2012), jog svarbiausias valstybės institucijų vaidmuo visuomenėje, kurį jos gali atlikti diegiant socialinės atsakomybės principus kiekvienoje organizacijoje, yra demonstravimas, t.y. pavyzdžio rodymas, kaip ir kiek atsakingai yra vykdoma

organizacijos veikla. Valstybinės institucijos gali rodyti pavyzdį taupiai naudodamos išteklius, motyvuodamos valstybės aparate dirbančius darbuotojus atsakingai vykdyti jiems skirtas funkcijas, užtikrindamos skaidrumą viešuose pirkimuose, priimamuose sprendimuose ir t.t. Valstybės organizacijos taip pat gali įtraukti verslą, visuomenę į socialinių ir aplinkosauginių problemų sprendimą, pakelti ĮSA suvokimą tarp vartotojų ir investuotojų, t.y. padidinti bendrą šalies, jos gyventojų spaudimą socialiai atsakingos veiklos atžvilgiu. Užsienio valstybių praktika rodo, kad, per savo institucijas, gali skatinti socialinį ir aplinkosauginį atsakingumą (SAA) valstybė gali efektyviausiai skatinti per viešuosius pirkimus, plėtojant „žaliuosius“ pirkimus, kuriant ir taikant efektyvaus, atsakingo išteklių vartojimo priemones ir pan. Su socialine atsakomybe susijusių vadybos sistemų diegimas institucijose, socialinio ir aplinkosauginio atskaitingumo ataskaitų rengimas ir viešinimas sąlygoja didesnį piliečių pasitikėjimą viešojo sektoriaus institucijomis. Akcentuotina, kad socialinės atsakomybės įgyvendinimas gali suteikti vertingų išvalgų partnerystėms, kurios kurtų sinergiją tarp viešojo, privataus sektorių ir visuomenės gebėjimų. Siekiant įgyvendinti viešosios politikos tvaraus vystymo tikslus, organizacijų socialinė atsakomybė gali prisidėti prie valstybės konkurencingumo ir būti pavyzdys privačiam verslui.

Pagrindiniai žodžiai: socialinė atsakomybė, viešoji įstaiga, darbuotojai.

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