ENVIRONMENT DEVELOPMENT IMPACT ON RESPONSIBLE ENTERPRISE POLICY DEVELOPMENT

M. Sc. Tjaša Štrukelj, Senior Lecturer and DDr. Matjaž Mulej, Emeritus Professor
University of Maribor, Faculty of Economics and Business, Razlagova ul. 14, Si–2000 Maribor, Slovenia
E-mail: tjasa.strukelj@uni-mb.si; mulej@uni-mb.si; http://www.epf.uni-mb.si

Abstract: The purpose of the presented paper is report about a research of environmental impact on the enterprise development, and the selected viewpoint is the basic information for enterprise governance and management innovation toward more responsible enterprise policy, management, and business. As results of the paper show, the enterprises should be aware of environmental information impact on their performance: the perceived opportunities turn into advantages and the perceived threats can be avoided in (due) time. Among surveyed environmental information especially important role belongs to social responsibility development information that should be taken into consideration for enterprise policy innovation.

Keywords: *corporate governance, environment, enterprise policy innovation, opportunities, threats, social responsibility*.

POMEN PROUČEVANJA OKOLJA ZA RAZVOJ ODGOVORNE POLITIKE PODJETJA

Povzetek: Namen članka je poročilo o raziskavi o vplivu okolja na razvoj podjetja; izbrano izhodišče zajema temeljne informacije za inoviranje upravljanja in vodenja podjetja v smeri k bolj družbeno odgovorni politiki podjetja, vodenju in poslovanju. Kot kažejo rezultati raziskave, se podjetja morajo zavedati vpliva informacij iz okolja na njihovo uspešnost: da zaznane priložnosti spremenijo v svoje prednosti in da se pravočasno izognejo zaznanim nevarnostim. Med raziskanimi informacijami iz okolja so še posebej pomembne informacije o razvoju družbene odgovornosti, ki naj jih podjetja upoštevajo pri inoviranju svoje politike podjetja.

Ključne besede: *upravljanje podjetja, okolje, inoviranje politike podjetja, priložnosti, nevarnosti, družbena odgovornost*.

1 Introduction

Because of the continuous changing of environmental development in all its crucial aspects, our economies need radical changes to get out of the still current 2008- (value) crisis, also through the governance and management process innovation (see Štrukelj, Mulej, 2011c; Štrukelj et al. 2012, 2012c). We agree that a new benefit for the current and coming generations should be provided through innovations (see Mulej et al., 2010a) and that the innovation of planning and management criteria must be oriented toward greater social responsibility and requisite holism (Štrukelj et al. 2012), positive values (Štrukelj, Mulej, 2011a; Štrukelj et al. 2012a), innovative/creative enterprise culture (Štrukelj, Mulej, 2011b), and credible (ethical) behaviour (Štrukelj et al., 2010; Štrukelj et al. 2012b) (also because board governance characteristics have an impact on strong environmental performance; see de Villiers et al. 2011). About social responsibility principles applying at SMEs governance and management (process) innovation see Štrukelj, Mulej, 2010a. See also Hrast, Mulej, ed., 2010, 2011; Plut, 2009. Thus we will research environmental influence perception of the enterprises, and environmental evaluating impact on enterprise development. First, we will introduce theoretical backgrounds and hypothesis we set, second, we will present results of our environment examinations research, and fourth, we will conclude with the resulting findings.

2 Theoretical backgrounds

The business environment (Oreja-Rodríguez et al. 2010: 271–272) is in the vast majority of sectors and regions more dynamic and uncertain. Therefore, an in-depth analysis of the evolution of environmental dynamism (longitudinal analysis of the environment) is essential for enterprises to be competitive. A longitudinal method for environmental scanning should include both enterprises' and environmental variables and it should consider managerial perceptions, that is the information entering the decision making process (compare ibid: 260). The governance (and management) innovation, according our opinion, is based on development of enterprise's values, culture, ethics, and other "soft" components, enterprise's performance and competitive advantages development, environmental (including market) development, and existent enterprise policy / corporate governance. Among many world-wide acknowledged models of integral management that stress the governance and/or management process we would like to expose authors Barney, Hasterly (2011), Belak (2010), Bleicher (2004), David (2011), Hinterhuber (2004), and Wheelen and Hunger (2010) that research this viewpoints.

We limited our research to environmental (including market) information impact on enterprise development. About environmental management impact on enterprise performance see Yan and Chew (2011). At our analysis we derived from MER model of integral management (see Belak, Ja., 2010; Belak, Ja., Duh, 2012) and needed innovation management, also because successful innovators bring clarity to a process often described as fuzzy and vague (Jaruzelski et al., 2012). This is easier to attain with use of the Dialectical Systems Theory (see Mulej, 1974 and onwards), considering interdependence and the law of requisite holism (see Mulej, Kajzer, 1998), than with one-sided mono-disciplinary approaches and methods. When we talk about environmental research we contain external environment analysis, including ecological, social-political (also legal and cultural), technical-technological, and economics environment, including markets. We will examine the following hypothesis: For planning/innovating of enterprise policy the information about environmental development and opportunities/threats information derived from them are fundamental, because they are directing enterprise development.

3 Environment examinations

In our confrontation with climate change, species preservation, and a planet "going off the cliff", it is what several billion people do that makes a difference: the solution – the hope of mankind, and indeed of every living thing on the planet – isn't science, politics, or activism, it's smarter economics (Wagner, 2012). Already in 1987 United Nations published the Report of the World Commission on Environment and Development (UN, 1987) in which they made an appeal "form one earth to one world" about our common future, and proposed long-term environmental strategies and way for achieving sustainable development by the year 2000, and beyond it. The importance of the environmental impacts on people and businesses has to date only increased. To define appropriate enterprise policy that avoids threats and turns its opportunities to the best, enterprises should exploit trends in all of its environments (presented in the continuation): natural – ecological environment, socio-political and other social environment, technical-technological environment, economic environment, and markets.

Ecological environment: Sustainable future (Ećimović et al., 2007) is a global need for human kind to survive. The present practices on the Earth (Ećimović, Stuhler, Dobrowolski, Vrhovšek 2008a: 17) such as: the destruction of nearly all terrestrial waters by synthetic chemicals, bio and air, (rain-induced) pollution, the destruction of air by land, sea, and air traffic, and synthetic chemicals, the destruction resulting from war, the destruction of the ozone layer, destruction of soil fertility by present agricultural practices, including erosion and desertification, global warming, and of course the explosive reproduction of humankind: all of them should be managed in a way assuring humanity's long-term sustainability on the Planet Earth. Lack of systemic thinking (Ećimović, Haw, Dobrila 2008b: 35) on the part of the most influential persons and their organizations in the contemporary world is a serious threat to the climate. The climate change, as is visible today, may lead to the end of our civilization (for different scenario analyses see Victor, 2011). Sustainable development expresses the interdependence of economy and natural environment as the two essential bases of life (see also Hamman et al., 2010). According to Ećimović et al. (2007, 2008 a, b, c), Goerner et al. (2008) and many authors referenced by them sustainable development must lead to sustainable future rather than becoming self-sufficient or even local only (see also Ećimović et al., 2002). We should seriously consider measuring of human care for nature (Šarotar Žižek et al., 2010c). See also Ećimović, Haw et al., 2012 and references in them.

About the relevance of »environmental governance« for creating »greener governance« see also study of the relationship between enterprise governance mechanisms and environmental performance (Kock et al., 2012). Authors found out (ibid: 492) that several important corporate governance mechanisms such as the board of directors, managerial incentives, the market for corporate control, and the legal and regulatory systems determine firms' environmental performance levels. These results suggest that these different governance mechanisms resolve, to some extent, the existing divergence of interests between stakeholders and managers with respect to environmental activities, and confirm that the development of the environment affects the development (and thus planning/innovating) of responsible enterprise policy. Wagner (2007: 622) found among other things that integration of environmental aspects with other managerial functions is generally positively associated with drivers of enterprises performance. For given economic, institutional and industry environments, he researched, enterprises that have innovatively implemented more integrated environmental management systems, incorporated into innovative enterprise policy that we examine here, will have better economic performance.

Socio-political and other social environment: In a society, due to its socio-political developments a lot of problems occurred (see, e.g. Palmer et al., 2012). As value/social system of the communities where the enterprise operates is one of the major forces in the (external) environment (Demirdjian, 2008), we believe that enterprises must have knowledge that more and more people / communities are aware of the social responsibility to which the contemporary world began to approach with standardization. ISO 26000 (see ISO 26000 2010: 4), in its definition of social responsibility, follows the holistic approach and includes interdependence into the seven standard core subjects, among which standard centrally classifies enterprise governance (enterprise policy), which is associated with the other six key contents towards social responsibility. Compatibility between enterprise interests (Demirdjian, 2008) and interests of their community/society should be the goal of any socially responsible enterprise.

Technical-technological environment: Bradley et al. (2011) concluded that organizations in virtually every industry are facing unprecedented pressures from many external forces. In an environment characterized by more regulatory mandates they exposed more customer demands for better products and services, and an accelerated pace of technological change. Thus large and small enterprises have to follow development of technical and technological environment (about pattern of technological innovations in small enterprises see for example Subrahmanya, 2005). Last but not least we must also take into account that the internet diminished some of the traditional barriers to entry in a number of industries (Demirdjian, 2008).

Economic environment: Enterprises must dynamically adjust to the evolution of industrial structure and macroeconomic conditions (Catte et al., 2011, Geng, 2011) that affect enterprise business opportunities, capital markets included (Figlewski et al., 2012). Obviously, not all countries have the same economic freedom. In the annual survey Economic Freedom of the World (EFW; see Gwartney et al., 2012) authors report on the degree to which public policies and institutions of countries support economic freedom. The key ingredients of economic freedom are (ibid: 1): personal choice, voluntary exchange coordinated by markets, freedom to enter and compete in markets, and protection of persons and their property from aggression by others. The EFW index measures the degree of economic freedom present in five major areas (ibid: 3): size of government, legal system and security of property rights, sound money, freedom to trade internationally, and regulation. The EFW data set provides the most comprehensive measure of the degree to which countries rely on markets rather than political decision-making to allocate resources (ibid: 2) and is, upon our opinion, hence important for the research about environment development impact on responsible enterprise policy development. For the comparison of purchasing power around the globe (price comparison, domestic purchasing power, and wage comparison) see P&E (2012).

Markets: Markets are in our view composed of sales market, supply market with resources, supply market with labour force, and supply market with capital (capital market). We will highlight some of markets aspects, those for which we find the most important nowadays. Demand may vary depending on prices, distances to the facilities, etc. (Redondo et al., 2011), especially when the goods are not essential. Taking variable demand into consideration increases the complexity of the problem and, therefore, the computational effort needed to solve it, but it may make the model more realistic. Electronic commerce weakened industries entry and exit barriers, increased price transparency, and in instant national and global markets intensified competition; the internet has created new and cheaper distribution channel (Demirdjian, 2008). Wages around the globe are incomparable (see P&E, 2012). During the past two decades (Zagorchev et al., 2011), many countries have embarked on a path of developing their financial markets, strengthening their technological base, and stabilizing their economies. Financial development and investment in information and communications technology (ICT) have significant positive impacts on GDP, during macroeconomic structural reforms.

4 Sources for enhancing social responsibility

Impacts mentioned above come from humans. Therefore their sources of information matter. About social responsibility, Kaker (2011) mentions: OECD Guidelines, Accountability 1000 (AA1000), Principles of UN Global Compact, Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI), Social Accountability 8000 (which provides basis for certification, while ISO 26000, standard of SR, does not). Thus, ISO 26000 is not the first international document standardizing human care for SR, but it is the first one introducing 'interdependence' and 'holistic approach'.

European Union finds social responsibility crucial in many documents (EU, 2011): "A number of the Europe 2020 flagship initiatives make reference to CSR: the Integrated Industrial Policy for the Globalisation Era COM(2010)614, the European Platform against Poverty and Social Exclusion COM(2010)758, the Agenda for New Skills and Jobs COM(2010)682, Youth on the Move COM(2010)477 and the Single Market Act COM(2011)206. In addition, the Innovation Union COM(2010)546 aims to enhance the capacity of enterprises to address societal challenges through innovation, and the contribution of enterprises is central to achieving the objectives of the flagship initiative "A Resource-Efficient Europe" COM(2011)21 and COM(2011)571."

Crucial importance belongs not only to knowledge, but to values, based on priciples. Principles of SR, belonging into values, culture, ethics, and norms are seven: (1) Accountability, (2) Transparency, (3) Ethical behavior[1], (4) Respect for stakeholder interests, (5) Respect for the rule of law, (6) Respect for international norms of behavior, and (7) Respect for human rights (ISO 26000 2010: 10–14). For social and economic reasons social

[1] Ethical behavior means values of honesty, equity and integrity. These values imply a concern for people, animals and the environment and a commitment to address the impact of its activities and decisions on stakeholders' interests.

responsibility means that, everybody behaves as a reliable person beyond social community requirements defined in legislation. It exposes giving up the dangerous one-sidedness in order to free all of us of its tough consequences and to attain more survival possibilities, success and well-being, in a longer term, at least. The economic, social and natural crisis showing up in 2008 results from such dangerous one-sidedness, which lacks social responsibility's crucial concepts that link all principles, core subjects and process steps in ISO 26000: (1) interdependence and (2) holistic approach. Thus, the ISO 26000 requires application of the Dialectical Systems Theory (DST) approach (Mulej, 1974 and onwards). European Union (EU, 2011) no longer allows enterprises to treat their social responsibility as a very private affair: EU requires EU member states and big companies to apply social responsibility in order to support their competitiveness, hence as a non-technological invention-innovation-diffusion process (IIDP). Gerzema and D'Antonio (2011) found empirically that customers in USA increasingly require their suppliers to be socially responsible.

5Conclusions

One must take into consideration that governance and management innovation depends on subjective viewpoints of shareholders and top managers, above all, and their ability of adaptation toward requisite holism of approach for requisite wholeness of outcomes (see Mulej, Kajzer, 1998, and Štrukelj, Mulej, 2011c). Great influence upon that comes from, among others, the environmental assessment (external scanning) we analysed: as we have seen, many surveys draw attention to the importance of the opportunities and threats arising from the environment development, and enterprises should take advantage of opportunities and they should avoid threats. For excellent (innovation of) enterprise policy enterprise governance should take into consideration also enterprise values, culture, ethics and other "soft" determinants, enterprises' research information (internal scanning or examination), and existent enterprise policy (at least one of listed development are researching Barney, Hesterly, 2011; Belak, Ja., 2010; Belak, Ja., Duh 2012; Bleicher, 2004; David, 2011; Hinterhuber, 2004; Wheelen, Hunger, 2010, etc.; they take the above systems connections into account or at least point them out). All of these viewpoints research impact on enterprise development we would like to analyses in our further scientific contributions.

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