PECULIARITIES OF COMPETENCE IN THE CONTEXT OF SOCIAL RESPONSIBILITY

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Companies in Lithuania are actively establishing initiatives to improve their social responsibility. At the same time, there is a growing demand for competent managers who can successfully work in an organisation and take responsibility. The aim of the article is to identify the most important attributes of management by systemizing specific requirements concerning abilities of managing employees of global compact business companies' network, as provided in their work proposals.

The research involved solving these problems:

• to analyse the tendencies and extent of companies social responsibility

Introduction

Attitudes of responsible business's are increasingly emphasized in public and private sectors of countries in EU. It shows, that organisations are voluntarily considering social, ethnic and environment protection problems. It also shows, that organisations are following the principles of respect for people, society and nature in their relationships with all members of society, business and government. Companies' social responsibility (CSR) give the possibility for big and small companies to coordinate economic, social and environment protection problems with the parties concerned about it. Due to this, CSR is becoming an important concept in the European Union (EU) and the rest of the world, as it is a part of discussions about globalization, competitive ability and sustainability. On the 15th of December, 2006, the European economic and social committee (EESC) offered their official opinion on implementation of partnership of growth and employment, by which the objective of the European Union is to make Europe an example of companies social responsibilities (CSR). At the same time, there is a growing demand for competent managers who can successfully work in an organisation and take responsibility.

The aim of the research is to identify the most important attributes of management by systemizing specific requirements concerning abilities of managing employees of global compact network business companies, as provided in their work proposals.
to systemize the requirements of companies employers social responsibility for managing employes competence.

The targets of research are the requirements for managing employees competence in Global Compact network business companies' work proposals.

The research identified the initiatives of social responsibility for companies, that implemented the requirements of competence of management employees. The initiatives can be used to improve the management study programs, set to train high quality managers and to create their professional competence

**Method of research**

Research was done by following the systemical position on CSR's initiatives, which are not only coherent for meeting client's demands and gain profit, but also for meeting the expectations of employees and society; for the effect of management of company to environment. Scientific cooperation research methods were used to examine the aspects of theoretical CSR. Cases analysis and trait generalization methods were used to formulate the list of attributes of a manager, who is able to successfully work according to CSR. Cases analysis method was used to identify the peculiarity of managing competence in socially responsible companies. Work proposals of Lithuanian business companies which participate in Global Compact network to managing employes were used as a repository.

**Results of research**

CSR takes a very important part in the scientific, political and economical discussions about globalization, competitive ability and sustainability. The definitions of CSR in scientific context are interpreted by authors of different countries and periods according to different aspects: benefits, responsibility, relationships with groups of interest and the society, methods of management, protection of rights, openness, ethics and morale, environment protection problems, image, philanthropy (Vaitkevičius, Stukaitė, 2009). The commitments of socially responsible business improves not only the external image of business companies or the culture of organization to society, but also the processes that take place inside the organization, such as management of merchandise logo, morale of employees, loyalty, productivity, safety and effectiveness of work. Many research show, that implementation of socially responsible business returns in economical benefits and competitive advantage.

In political context, CSR in European Union is associated with Lisbon's economical, social and environmental protection strategy, as it seeks, that companies, which implement CSR would help with creation of workspace, improvement of operating conditions, preservation of the rights of employees, development of science and technological innovations. EU stable development strategy which was renewed at 2006 emphasizes not only previously mentioned commitments of stable development, but also consolidation of social dialogue and company's social responsibility, encour-
agement of partnership of private and public sectors, collaboration, general responsibility, preservation of productivity and consumption (ET 10917/06, 2006).

One of the most important political decisions which encouraged the development of CSR initiatives in the world was the establishment of the Global Compact network in 2000. The idea of it was introduced for the first time at the World Economic Forum in 1999. At first, the idea of CSR spread among business companies. As from 2003, non-business companies started participating in Global Compact network's activities as well. (Figure 1).

![Graph 1](image1.png)

**Figure 1.** The dynamics of new members and the general number of members of Global Compact network (Source: UN Global Compact annual review 2009)

On the spring of March, 2005 European Council acknowledged that CSR “might take the main role in preserving stable development and concurrently improving the potential and competition of innovations in Europe” (KOM(2005) 24). This improved the development of CSR's initiatives. In 2007 European Commission approved the Green book for means of market, which has political and environment protective purposes. It is emphasized in this book that current “vice of market is a situation when the “true” or social price of economical activity is completely (i.e. the wealth of environment in the form of public goods) or not fully reflected.” (KOM(2007) 140, p. 3). These international political decisions encouraged companies and organizations to value own activities more responsible. It also encouraged to value the Global Compact's principles of most important strategic attitude for different countries. (Figure 2).

According to the data of Global Compact's reports, business companies and organizations in France and Spain are the most active appliers of principles of CSR not only in Europe, but in all world (Figure 2).
Number of small and medium enterprises (SME) was increasing over the past years among the members of Global Compact. In some countries, more than half of Global Compact members are SME. However, according to Global Compact, up to 1000 members were dropped out of the network as those companies and organizations violated the main principles of CSR.

Figure 2. Business participants – top 20 countries
(Source: UN Global Compact annual review 2007, 2009)
Analyzing the data from 2006–2008 of distribution of Global compact members according to their size, the increase of the number of members, which are ranked as SME is noticeable, since employs who are working in small companies know each other more and managers are communicating with employees of all levels (Figure 3).

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\begin{align*}
\text{"FT Global 500"} & \quad \square \text{<250} \quad \square \text{>250} \\
\text{<249} & \quad \square \text{250-4999} \quad \square \text{5000-49999} \quad \square \text{>50000}
\end{align*}
\]

“FT Global 500” - Companies listed on the Financial Times “FT Global 500” list

Figure 3. Business participants by employee
(Source:UN global compact annual review 2007, 2009)

Lithuania joined Global Compact network in 2005. It made to the top 20 world countries which implement principles of CSR most actively in 2006. Despite the fact, that Lithuania has a number of companies declaring to follow the principles of CSR, at the end of 2009 only 38 companies and organizations in Lithuania were participating in Global Compacts network activities.

Recession is one of the reasons behind decrease of activeness of companies and organizations in CSR. Recession especially made a negative impact to small and medium enterprises. Recent research showed that businessmen of small enterprises for different reasons value CSR negatively (Bernatonytė ir kt., 2009). Small enterprises put survival in the first place, which slows down the rate of CSR's establishment in Lithuania's business sector, which is dominated by SME.

At current recession conditions companies social responsibility's attitude is more marginal among many countries, including Lithuania. However, socially responsible companies are a great environment to establish innovations, for creative activities, for development of support and sponsorship. Merchandise and services of socially responsible companies are more qualitative and clients value them more. They are gaining comparative advantage. For this reason, not only general abilities are being emphasized by directors of organizations while choosing employees, especially managers, but also competency evaluation criteria, such as professional self-image, initiative, critical thinking, and innovation.

Desire to learn, improve and achievement of objective are emphasized on more than twenty percent of all work proposals. It was found after analyzing work proposals of world's and Lithuania's companies which are participating in Global
Compact network and systematizing their requirements. Attributes are emphasized for department heads: systemic (28.6%), analytic (22.7%) and creative (18.6%) thinking, responsibility (16.2%), professionalism (14.4%) and other attributes which preserve successful organization of teamwork and independent decision making. According to some authors, all of previously mentioned aspects are elements of critical and systematical thinking of employees who responsible for the management of the organization. These elements help the organization to operate in competitive environment more effectively (Ramanauskas, 2006, Skaržauskienė, 2009). The opposite of modern and traditional teaching theories and manners shows up in this context. Higher education facilities tend to teach specific knowledge and skills, while employers emphasize personal skills of employees and preparation of responsible teamwork in their requirements. Study process should be orientated not to deeper knowledge acquisition, but to skills that allow to interpret theoretical knowledge in a specific situation. This requires individualization of study process by considering positions, values, skills and knowledge, which are gained by personal experience, communication, influence of mass media and study environment.

Conclusions

1. In 2006 Lithuania made between top 20 world's countries, that encourage CSR initiatives. Lithuania joined EU the same year as European Commission expressed their objective to make Europe the example of CSR.

2. Companies that participate in Global Compact network especially emphasize employers independence, creativity, responsibility and other ethnic, general and professional attributes. At the same time, demand for competent managers who can successfully work in an organization and take responsibility.

3. Systematical, analytic and creative thinking, responsibility, professionalism and other attributes, that preserves successful organization of teamwork and independent decision making are the most emphasized attributes for department heads in companies that follows principles of social responsibility.

References


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OSOBEYNOSTI MENEDJERSKIH KOMPETENCIY V KONTEKSTE KORPORATIVNOY SOCIALLYAY OTVETSTVENNOSTI

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Аннотация

Коммерческие предприятия / компании Литвы предпринимают энергичные усилия в целях укрепления своей социальной ответственности. В то же время наблюдается растущая потребность в опытных менеджерах, способных брать ответственность и успешно решать задачи компаний.

Цель статьи – идентифицировать наиболее важные качества управленческого звена, путем систематизации специфических требований к наемному управленческому персоналу компаний, относящихся к “Global Compact” инициативе, как они указаны в требованиях к кандидатам при приеме на работу.

Проанализированы масштабы реализации инициативы Глобального Договора в Литве, систематизированы требования к профессиональным качествам управленческого звена компаний, внедряющих инициативу "Глобальный Договор", как они обозначены в требованиях к кандидатам при приеме на работу.

Ключевые слова: Глобальный договор, KSO (Корпоративная социальная ответственность), профессиональные качества, социальная ответственность.