

ORGANIZATIONAL CULTURE AND THE SOCIAL RESPONSIBILITY DEVELOPMENT IN OUR ROMANIAN COMPANIES

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Abstract: The Corporate Social Responsibility (CSR) is mentioned for the first time in Lisbon Strategy (2000), mainly by appealing to businesses able to contribute to the achievement of the ambitious objectives of the Strategy. In July 2001 the Commission published the Green Paper named "Promoting a European Framework for Corporate Social Responsibility", by which public authorities at all levels are called to "express an opinion about building a partnership in order to establish a new framework promoting Corporate Social Responsibility.

1. INTRODUCTION

Corporate Social Responsibility, or in short, CSR is the latest areas of public relations and modern management concern. The debate around the idea of "responsibility" is so old, that without it, we can not even imagine the evolution of universal development of the society.

From Stoic ethics to "ethical responsibility" of Hans Jonas (1903-1993), this idea was conceived by joining the idea of freedom, as we talk about Orthodox ethics, the Kant's ethics or about the Bergson's ideas, about the sociological positivism or neopositivism, about the personalism or emotivism. Everywhere we find the same obsessive concern: how can we think about freedom as a human freedom? In other words, how can we exercise the freedom to remain, however, within the human condition? In almost all ethical doctrines, the role of a fundamental landmark in defining freedom was assign by the responsibility

The most accessible dictionaries of philosophy and / or ethics, responsibility and freedom are defined by reference to one another, almost in a circular way. Thus, in a recently published encyclopedic dictionary of philosophy in ALL Publishing House (Philosophy AZ, 1999 and 2000), it is written: "...in fact, being free it means being able to assume all of your actions; being responsible it means to clearly assume them, to take this freedom that our actions means "

At a more general level, the assumed responsibility is to be aware and take into consideration the consequences of your acts - as their consequences for the others, as well as medium and long term consequences (in a time horizon beyond the present and immediate future). Thus, responsibility becomes a manifestation of human solidarity and involves that mental ability to overcome present timeless (hic et nunc) where the animals remain confined. It is the ultimate manifestation of socialization.

Therefore, the responsibility, as an ethical value of human work is a mark, a milestone that defines human versus inhuman, the culture and civilization versus the barbarism

2. CONTENT. RESPONSIBILITY, AS A SOCIAL VALUE

The specialists from the Harvard Business School sent us a simple message: capitalism find itself at a crossroads. The old ways of doing business works no longer. The traditional managerial roles are overpassed. And the public is fed upwith all these patterns

we are used to. It is the perfect time for a new corporate model, led by a new type of leadership model where the main value is the business creativity, a model which also means to create value for the society.

The truly visionary organizations focus on measures that align, from time to time, the company business to the society, overcoming growth made for the sake of growth. And more and more corporations recognize that the failure of short-term pressures is an unhealthy practice, and for a greater harmony, capitalism and globalization moves on from a model focused to investors to another model which includes expectations of other social co-actors such as customers, employees and other interested groups.

Only when organizations think, act and deliver according to promises they made, the trust will emerge from the ashes. Some leaders interviewed in this study identify three global trends that will mark the social responsibility, in the near future:

- a. the promotion of the technical competition on the markets, to find more sustainable solutions;
- b. the natural resources and raw materials become more and more expensive, with positive effects on the innovation;
- c. the only partnerships and alliances between NGOs, the public sector and the corporations will be able to find innovative solutions to determine the long battle for the wider benefit for the society and the environment.

Putting the social responsibility as human working task always had a great potential for legitimation. We can not say the same about other "brands" such as: reason (homo sapiens) and productive activity (fomo faber). By contrast, responsibility legitimates in the highest degree: it is not enough to be rational in order to be legitimated as a human subject, by the contrary, being responsible almost values as to be legitimated. So, there is the immense social value of the responsibility. Living in a society it means, after all, to get recognition of the others.

That is why the huge potential of legitimacy that responsibility has may confer it a social value. If we try to measure this potential, the ethical value of the responsibility becomes close to 100%. More than ever, in the today's world, the need to be legitimated acts as an affirmation of the own social responsibility through direct legitimacy, through the actions where a person or an organization prove their social responsibility - in other words, they feel bound to the fate of others and for the future - as Hans Jonas said: "we have also obligations towards beings who do not yet exist" (Principle of Responsibility, 1979).

Organizational ethics of our world (from the corporate philosophy to the corporate ethical codes) there are not a Kantian type, which descend from universal to particular; every time they will be a local product - or, to express it more clearly, a "house specialty". Its the most difficult task is to grow from the particular to universal, and to give so a sense of life to the incorporated individuals.

More and more European companies have promoted strategies on Social Responsibility (SR) as a response to social, economic and environmental pressures. Such strategies aim to send a signal to all involved companies and actors that interact with the companies: employees, employers, investors, consumers, public authorities, non governmental entities. It is estimated that such policy can improve financial strength of enterprises. The European Union introduced the concept of Social Responsibility in order to contribute to the implementation of the Lisbon set of strategic objectives; to make the Union an economic space characterized by a competitive and dynamic potential and able to ensure sustainable economic growth. The more developed and better jobs are greater ensured by the social cohesion.

Corporate Social Responsibility means a voluntary obligation assumed by the firms to act and to build a better society and a cleaner related environment. In a period

dominated by the E.U. efforts to establish common values by the promulgation of a Charter of Fundamental Rights, an increasingly large number of European companies tend to focus more clearly on Social Responsibility, which is perceived as an important part of their identity.

Therefore, the globalization should be the only way that the human kind could take to the world reintegration, to the "equalization" of the "two worlds", as we could say. But, may the globalization pass this test? If we consider the society's part as 20% versus 80% (Martin, Schumann, 1999), it means that only 20% from the population is able to work and it is enough to ensure the world economical liveliness, we can't be enough optimistic. This is another problem of Social Responsibility, both for the companies, for the governmentals and for the public entities. The poors will remain poor and the riches will be richers, and the precipice between the two worlds will be larger. By rights, the winner of the Nobel prize, Henry Kendyll, was affirming that "...if we don't stabilize the population with justice, kindness and mercy, then the nature will do it for us", this stabilization representing the biggest challenge of the globalization and for the assumed Social Responsibilities.

This perception corresponds to the expectations of citizens and so, the policymakers must be involved in the company's role to create a profoundly changing company. All these are matching with the basic message from the strategy of permanent development in Europe, agreed by the European Council at the hearing of Goteborg (June 2001), in accordance with sustainable economic growth, social cohesion and closely related to the environment .

3. CONCLUSIONS

The Social responsibility is not only a PR exercise. This statement was repeated exhaustively in the recent years. The international experts in the field of Social Responsibility try to make a distinction between genuine CSR activities and those activities strictly implemented for the promotion and marketing purposes. Corporate Responsibility has to be integrated into the management strategies, in order to reflect how the companies manages their policies to include long-term interests of the community.

What means the current economic crisis for the social commitment of companies? Depending on what items should be directed CSR to be perceived as relevant? What efforts to make in order to regain the lost confidence of the stakeholders?

We discussed with representatives of local business environment, with local authorities, to find out what were the effects of the crisis on CSR activities, in 2010 and what are the special challenges for sustainable management and commitment to the society and the environment in 2011. The answers were partially relevant, because of the lack of information, confidence and good will.

At the present, the challenging conditions for both multinational companies, as well as for the local organizations, there are a powerful presence : the pair manager/ change or leadership/ change. In the theories about managers and leaders these concept are already known : manager / transformational leader (J. Burns), manager / visionary leader (J. Collins). The concern for the leadership and change implies focussing on the leaders, but also on their subordinates, when their expectations are directed towards leaders, interpreted as pioneers, but also as a shield against the dangers arising from a disturbed environment, full of changes. It appears as an evidence that we can see: the deep employees' dependence against their leader, but the exaggerated allocation of power for the last ones. The limits of the ideal portrait of a manager, who tends to achieve leader status are related to the abandonment of a leadership practice consisting in delegation,

stimulation of the employees' independence, teamwork, and participation in the decision, to exercise power or control.

A successful organizational culture may pay particular attention to ethics. Even if the profit is an indicator of business success and in most cases, the main purpose of an economic activity, we believe that values such as honor, honesty, fairness, must be placed in first place in a manager's concerns. They provide security and business safety, reliability in the organization, stable business relationships and trust income (possibly less, but more secure income), so the ethical management may be profitable in the long terms.

No matter the starting principles, the practical conclusions are the same: intelligent and efficient pursuit of the profit requires to pay a permanent attention to internal and external public's preferences and requirements.

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