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SUSTAINABLE DEVELOPMENT OF ORGANIZATIONS - INNOVATIVE APPROACH AND SOCIAL RESPONSIBILITY

Issues of sustainable development of organizations are analyzed by scientists in various fields and in different contexts, highlighting the socially responsible role of stakeholders and the need to apply modern management methods and technologies to address these issues. Changes in a global environment inevitably lead to sustainability and responsibility, therefore management concepts inevitably change and overlap, are filled up with one or other problem that is under consideration. Nascimento and Pólvara, A. (2016) state that the complexity of issues concerning sustainability is increasingly carrying us from interdisciplinary appeals to transdisciplinary modes of knowledge and practice. The need to address simultaneously environmental, economic, social and cultural dimensions of sustainability has called attention to the crucial role of social sciences in working with other experts and engaging relevant stakeholders within this transdisciplinary scenario. In joint work involving designers, sociologists, engineers, anthropologists, architects, artisans, geographers, tinkers, citizens and communities, the general effort lies in integrating as many sustainability tokens as possible in our objects, such as direct connections to the needs of users, adoption of cradle-to-cradle cycles, respect for cultural beliefs and ethical norms, employment of renewable energy sources and materials, democratic and balanced engagement of stakeholders, energy efficiency, local and convivial creation, distribution and use, simplification of repair and maintenance tasks, attention to intended and unintended political consequences of artifacts, or any other guidelines that make artifacts more sustainable [6].

Scientific achievements and their application are important for solving the challenges of the future. It is offered to examine how institutions governing research and education live up to the “huge onus” placed upon them to help societies alter their own practices and “tackle, as a priority, this ‘wickedest’ of problems—how to re-found human civilization in a way that is sustainable into the longest of terms” [5,8]. The role of researchers in ensuring sustainable development was defined by Crutzen, P. J. (2002) stating that mankind will remain a major environmental force for many millennia. A daunting task lies ahead for scientists and engineers to guide society towards environmentally sustainable management during the era of the Anthropocene. This will require appropriate human behaviour at all scales, and may well involve internationally accepted, large-scale geo-engineering projects for instance to optimize climate [3]. Sustainable development can be seen as a political vision underpinned by the theory of ecological modernization. This implies four main principles:

1. First, modern science and technology is important for ecologizing the economy.

2. There is no inherent conflict between the economy and the environment, hence market instruments should be harnessed for sustainable development by internalizing externalities—economizing ecology.

3. The role of the state ought to change to become more proactive in mobilizing private actors to take initiative, such as corporate social responsibility. Corporate social responsibility depends on two distinct stylized facts concerning regulation and power. The first—institutional CSR—is institutional in nature, the other—strategic CSR—is economic and productive. The former permits and stabilizes the latter, which in turn gives rise to political compromises structuring institutional mechanisms.

4. Social movements should change from watchdogs to active participants in sustainable development. In essence, the theory of ecological modernization has developed in tandem with neoliberal ideology resulting in what several scholars call green neoliberalism.[7].

Borne (2013) claims that the increasing integration of sustainable development into governance structures as well as its proliferation in many other areas of human and environmental interaction require a closer scrutiny of what the term means and how it is being implemented. Is a dearth of research that directly attempts to address sustainable development discourses and in that case, as such there is a significant lack of guidance on how such a complex and ambiguous topic should be tackled from a methodological perspective[2].

Research over the past decade into sustainable entrepreneurship has focused on its contribution to the sustainability transformation of markets and society. Particularities of the business models of sustainable niche market pioneers have been identified in earlier research, but there is a lack of knowledge about the dynamic role of business models and their innovation as well as the challenges of business model innovation for incumbents who aim at upgrading the sustainability of their conventional business models. Looking at the challenges to business model innovation and the possible sustainability transformation pathways of small and large entrepreneurs reveals that more studies of co-evolution are needed. Further empirical and conceptual research investigating the interplay of sustainability [9]. A sustainable organization is not an automatic phenomenon and it is necessary to create the right conditions for its implementation, first of all, identifying the factors of sustainable initiatives in the organization, the management system promoting and supporting them, and continuously develop and improve these factors. The sustainability of the organization depends on the conditions created in the organization, the development of management system actions [1] and social and technological innovations in pursuance of socially responsible activities.

According to Upward and Jones (2016), business is increasingly employing sustainability practices, aiming to improve environmental and social responsibility

while maintaining and improving profitability. For many organizations, profit-oriented business models are a major constraint impeding progress in sustainability. Today organizations typically do not define their underpinning values associated with their definition of success nor measure their operations and outcomes against our definition of a successful strong sustainability business. The position of “strongly sustainable” and identifying the “possibility for flourishing” as a legitimate business goal signifies a holistic and perhaps radical turn for business (and society). It requires all stakeholders, including managers, to advance a shift towards a collective normative definition of business success appropriate to their local circumstances and shared worldviews. To be useful, any instruments for structuring and deploying the required business models must be conceptually and normatively compatible with all the knowledge we have introduced. Stakeholders (including managers) cannot be expected to learn the large body of scientific knowledge that describes and validates claims of strong sustainability. Stakeholders, including leaders and managers, will be motivated by the moral argument and the practical benefits (including improved financial viability as environmental and social constraints impinge on “business as usual”)[10].

Strongly sustainable business ontology model proposed by Upward and Jones (2016) in practice can help individual businesses and the entire system of business, including government, educators, more towards outcomes suggested as required to maintain/restore conditions conducive to human health and desirable to sustain the possibility for flourishing of all life. This is achieved by explicitly attempting compatibility with current credentialed knowledge from natural and social science rather than current social convention. As more organizations in different sectors and marketplaces implement business models aligned with this definition of success, the probability of sustaining the possibility for flourishing is greatly increased. For each of us, and indeed for all life, the likelihood of flourishing, now and in the future, depends on our ability to innovate in response to new and changed circumstances, where these circumstances are largely shaped by the unintended consequences of our own individual and collective behaviour. Human organizations, particularly businesses, are central in generating these circumstances and in creating the innovation required to take definitive, highly leveraged actions to sustain the possibility for the flourishing of human and other life on this planet forever.

The concept of social responsibility is directly linked and understood as the commitment of organizations to pursue a sustainable business, meeting not only their economic goals, but also taking into account the society (see Table 1).

Table 1. Basic elements of social responsibility [4].

Economic	Social	Environmental
Cost-effective business - profitability. Competitive goods and services. Management effectiveness. Non- transfer of the costs of your activities to other interested parties. Saving energy and energy-dissipation production elements. Financial risk management.	Caring for welfare of employees, ensuring work safety (psychological health at work). Support for staff development and motivation system. Implementation of the system of participation in decision-making. Supporting a fair dialogue with company employees. Consumer information. Promotion of cooperation with neighbors. Caring for the needs of society.	Knowledge and integral following of environmental legislation. Knowledge of the impact on the environment made by business activities (use of raw materials, environmental pollution). Ecological risk management, reduction of pollution. Constant monitoring and compliance of nature-friendly performance indicators, improvement of all business operations. Identifying the required changes and their compliance.

According to scientists, it is necessary to maintain a balance among these three elements by promoting ethical, environmental, social responsibility and ensuring the sustainable development of the organization. Social responsibility initiatives are implemented in the following areas:

1. Social responsibility in the workplace: safe and healthy workplaces for employees, the promotion of employees' awareness in this field; respect for human rights and their protection in the workplace, provision of equal work conditions for representatives of various social groups; creation of opportunities for employees for lifelong learning, self- improvement and improving others;

2. Social responsibility in society and in the community: listening to the local community needs, the reconciliation of the interests of the community and the company in a mutually beneficial way; philanthropy and voluntary participation in community and society activities and initiatives; promotion of the involvement of young people in business and professional activities, knowledge transfer and the provision of opportunities for practice;

3. Social responsibility in the environment: effective and responsible use of resources in the company's activities; the environmental protection and redevelopment of neglected areas through the development of activities; creation and production of "green" products (suitable for processing, consuming less resources in the production process, promoting more efficient use of energy and other resources);

4. Social responsibility in the market: dutiful payments based on received accounts; socially responsible marketing, not exploiting the weaknesses of individual social groups; safe products, taking into account the needs of specific individual groups (handicapped people, the youth).

To sum up, sustainable development of the organization is a reciprocal benefit

provided both to the organization that creates and develops its business and to the community (society). The coherence of all economic activities performers helps to avoid the severe economic and ecological consequences. The preconditions of a sustainable development of the organization is based on the promotion of a volatile approach and behavior in social, environmental and economic aspects: the desire to secure prosperity and take responsibility, giving others the opportunity to secure development and prosperity both now and in the future.

Sustainable development can be defined as the development philosophy based on systematic thinking, the essence of which is the fundamental laws of nature which should not be violated by a human in order to ensure the sustainability of the system and human continuity on this planet, while ensuring social justice and economic prosperity.

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