



Competence of managers from the perspective of corporate social responsibility: The case study

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Abstract

Sustainable enterprises development and their social responsibility determine harmonic development of entire economy, which constitutes higher priority than a profit value of single company. In the conclusion, managers who manage these companies should take into their account during their managerial activities, the good of entire society, in the same time stop to concentrate exclusively on processes leading directly to maximization of capital productivity. In the light of many analysis and conscious public opinion, this is the way the concept of business should be understood. This paper presents the results of research which the objectives were to elaborate empirical pattern of managerial staff competency profile for the organization operating in the high social responsibility sector and its comparison to the single real life case study. On the bases of the research results it is possible to conclude that managerial consciousness about social responsibility issue happens to be on the satisfactory level, but it does not mean that reality fits the pattern, especially from the perspective of singular competences like for instance honesty.

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Introduction

Today's economic environment is changing much faster than it used to (compare, for example, the development of television with the development of the Internet). Having the ability to adapt to new conditions in such a situation becomes a necessity. Especially since the processes of change themselves have also undergone a metamorphosis, as they are occurring faster and faster, and have become unpredictable. Only permanent collection of information and adaptation of the company's activities to the changing environment guarantees long-term economic success. In addition, the development of new media is responsible for a new way of distributing and collecting information (information is available everywhere and instantly). In just a few years, the new economy has taken on a completely new and revolutionary form. Expectations are so high that they have overshadowed the earlier stars of the economy. Larger scale activities such as consortiums, *joint ventures*, mergers or acquisitions, and new business effects like synergies or *shared distribution* are new features of the rapidly evolving way of doing business.

Most importantly, however, these changes are subject not only to the economic and technological environment, but also to the social environment. Hard times have come for neighborhood cafes, *cocooning*^[1] has become a concept. Gossiping with friends is now called "chatting" and is done over ICT networks using wireless telecommunications devices called tablets.

The repercussions of similar far-reaching changes in different market areas are becoming increasingly unpredictable. To overcome this uncertainty, companies increasingly need a vision for the future. Especially since such a turbulent economic environment has, as never before, both many threats and opportunities. For example, intuition and enthusiasm are no longer enough as the sole basis for marketing decisions. Today's marketing must become first and foremost creative, structured and systematic - it must not be "reaction marketing" but "proactive marketing." Companies wishing to adapt quickly and efficiently to new conditions and thus to a dynamically changing environment need above all flexible organizational structures, innovative

management systems and new-generation philosophies, such as participative management ^[2], empowerment ^[3], intrapreneurship ^[4], kaizen ^[5], or coaching ^[6]. However, whatever one may write about modern economic times, both at the macro level and from the perspective of individual economic entities, they are always a consequence of development. This is reflected in the following two areas of scientific and research interest:

- Sustainable development,
- Economic growth (Including Globalization Processes).

In general, the term "economic development" is a broader concept than "economic growth," the concept of which primarily means increasing the productivity of the human factor and maximizing profits, i.e. economic growth *sensu stricto*. The tools used to achieve these goals and prepare the ground for economic growth are mainly constantly modernized and increasingly efficient technologies and aggressive marketing ^[7].

Sustainable development, on the other hand, is understood as a long process that results in a sustainable improvement in the quality of life of present and future generations achieved by means of balancing three types of capital: economic, human and natural ^[8]. The main criterion for assessing the level of sustainable development achieved is the balance between the three previously mentioned capitals in their proper proportions, while improving the quality of life for all generations ^[9].

Based on existing definitions of sustainable development and existing global documents, pro-development areas include ^[10]:

- Human resource management,
- Natural resource management,
- Economic resource management,
- Increased awareness of values and lifestyle choices,
- Moral code built on the basis of a fixed, rather than relativistic set of values and axioms,
- Institutional solutions on which the development process depends,
- Space management.

From sustainable development to sustainable enterprise development

The issue of corporate sustainability was first raised in 1972 in Stockholm at a United Nations conference, which, however, did not result in the introduction of any specific definitions on the matter ^[11]. Generally speaking, therefore, corporate sustainability has a different specificity from general sustainability, which implies an even growth of three systems: economy, environment and society. For the sustainable development of the enterprise is understood as a process of balancing economic, environmental and social goals, while its operationalization at the level of the enterprise is extremely complicated, since the implementation of this concept involves a decrease in energy and material intensity, an increase in the productivity of environmental resources, a reduction in the level of pollution while meeting the expectations of interest groups ^[12]. Thus, the development of the enterprise, for example, takes into account such factors as justice, a sense of security, environmental protection, as well as the so-called social good - since the welfare of the individual human being (improvement of the quality of life) is at the center of its attention.

In general, the main principles of corporate sustainability can

be boiled down to the following guidelines ^[13]:

- Producing affordable real goods and services that meet customers' needs and contribute to improving their quality of life;
- Innovation and technology;
- Corporate social responsibility;
- Concern for the ecosystem;
- Sustainability and the market (production and consumption should be considered together, as they are supposed to lead to a better quality of life);
- Strive to minimize risks, primarily related to employee health and safety, but also related to responsibility for its products, services, brand, or its reputation (also related to meeting reporting and financial obligations).

Accordingly, it is possible to identify seven stages of organizational management consistent with corporate sustainability ^[14]:

- **Step 1:** Conduct a stakeholder analysis.
- **Stage 2:** Setting policies and goals for sustainable development.
- **Stage 3:** Design and execution of the implementation plan.
- **Step 4:** Develop an organizational culture that supports sustainability.
- **Stage 5:** Developing standards for sustainable development activities.
- **Stage 6:** Development of sustainability reports;
- **Stage 7:** Supporting the internal monitoring process.

And since the realization of sustainable corporate development can be promoted at the level of economic policy, it should be noted that the European Union policy has set three areas of its activity in this regard: ^[15]

- Social area, covering such areas as:
 - Taking care of safety in the workplace,
 - Protecting the health and lives of workers,
 - Building and adhering to codes of ethics,
 - Countering discrimination in the workplace,
 - Equalizing opportunities in access to education;
- Ecological area, providing directions for:
 - Increasing resource productivity through innovation,
 - Reducing the level of direct emissions of pollutants,
 - A decrease in indirect emissions as a result of the production of goods and services and their consumption,
 - Supply chain management and restructuring,
 - Raising awareness of environmental issues,
 - Application of environmental management tools;
- Economic area, reflected in, among other things:
 - Stimulating economic growth,
 - Improving human capital,
 - Determining the level and targets of public spending.
 - Stimulating regional and local economic activity.

On the other hand, from the perspective of specific activities carried out by business entities in the field of corporate sustainability philosophy, we can mention, in order of most frequently implemented, among others: ^[16]

- Implementation of policies to reduce energy consumption,
- Improving the quality of management in conjunction with social and environmental performance,

- Improving controls to promote the level of ethics and thus avoid allegations of corruption,
- An increase in the number of women and ethnic minorities among managers,
- Establish and support an ethical investment policy,
- Encouraging employees to participate in local charitable activities,
- An increase or change in the direction of *pro bono* activities,
- Incorporating issues and proposed policies on corporate sustainability into training programs,
- Use of modern information systems to support sustainability management and reporting,
- Education and awareness-raising activities aimed at stakeholders,
- Changing hiring policies in developing countries,
- Introducing new requirements for suppliers,
- A marked reduction in carbon emissions,
- Help provide free health care to the broader community,
- Adopt international rules for the preparation of reports on sustainability issues for the purpose of evaluating the results achieved,
- Support efforts to reduce social and political tensions and conflicts in countries of business.

Apparently, "it is no longer possible to rely on the assumption that the owner's personal interest will drive him towards the general good, or that personal interest and the general good can be separated, treating them as categories that have nothing in common ^[17]. On the contrary, modern times require the manager to take responsibility for the general good upon himself and to subordinate his actions to ethical norms, thereby limiting his own interest and power when their enforcement harms the general good and individual freedom ^[18].

The essence of corporate social responsibility

The origins of the corporate social responsibility (CSR) movement date back to the mid- 1990s of the twentieth century, and the title of pioneer should be given to the British cosmetics company *Body Shop* managed by Anita Roddick, who was the initiator, as well as the organizer of numerous campaigns in defense of human rights ^[19] and environmental protection ^[20] and campaigns to save whales ^[21]. On the other hand, behind the very notion of management through the prism of CSR, there are schemes of conduct for the introduction of CSR into the structure of enterprises and the implementation of the objectives of CSR, as well as the verification of its effects ^[22].

"Even those who lead lives far from factories and places of production and trade want to have a view of the enterprise's issues - for whom and why it exists. Directly or indirectly, their economic well-being depends on it. The recession makes the importance of a healthy commercial sector in the economy relevant to every home. When a company goes bankrupt, everything collapses - jobs, tax revenues, house prices, government spending. But does this mean that an enterprise is merely a wealth-creating instrument and is best left alone to do what it is supposed to do? Or does it mean that, precisely because of such social importance, it must recognize a broader responsibility than just significantly enriching its owners?" ^[23] Although many companies have implemented the CSR strategy ^[24], especially those doing

business internationally, not everyone sees the need to implement it. Nobel laureate in economics, M. Friedman, argues that "there is only one and only one kind of social responsibility on the part of the business world - to use its resources and undertake activities to increase its own profits to the extent that it is in accordance with the rules of the game. In other words - to engage in open and free competition, without deviation or fraud ^[25].

In general, however, there is a growing interest in CSR issues. This is because more and more often, business entities are taking actions that are intended to combine attention to economic interests with attention to compliance with ethical principles of responsibility towards society and the environment ^[26]. Reasons for the increase in an organization's commitment to ethical standards related to the conduct of business include ^[27]:

- Pressure from consumers,
- Recognizing the importance of employee satisfaction and striving to improve customer service,
- Appreciation for teamwork,
- The impact of state policy,
- Conscious policies of company leaders stemming from religious beliefs and social activism from their teenage years,
- Confidence achieved through a growing interest in spiritual matters and a progressive change in corporate values,
- Globalization of the economy.

"It is difficult to undermine the declarations about the selfless approach of managers and owners of many companies to social problems. However, there is no doubt that such activities affect the image of companies. They also need to be properly communicated. This is required both by their business relations, if only with shareholders, and by the need for transparency in their operations, especially of large companies. This, in turn, is demanded of them by the public, concerned about high-profile cases of fraud, data manipulation and spectacular collapses of companies such as ENRON and ARTHUR ANDERSEN ^[28]. Five main areas of corporate social responsibility are identified: ^[29]

- Eliminating or weakening the conflict of interest arising from the discrepancy between objective and subjective goals,
- Securing employee satisfaction with the work they do,
- Taking care of the welfare of their own society,
- Protecting the natural environment from destruction and striving to leave it for future generations in a condition that will enable them to continue to live with dignity,
- Taking care of the welfare of humanity.

Seven basic principles of doing business based on the CSR philosophy can also be identified: ^[30]

- Organizational integrity-from accountability to shareholders to the concept of accountability to stakeholders,
- Economic and social impact of business - towards innovation, justice and the global community,
- Business conduct - towards action based on trust ^[31],
- Respect for legal rules,
- Promoting multilateral trade,
- Respect for the environment,
- Avoiding actions contrary to the law ^[32].

Competence of the organization's management in the high social responsibility sector

Characteristics of the research subject

The company that is the research subject of this article is a company registered in 1992, based in Konopiska. The company is engaged in the maintenance of cleanliness in cities and municipalities. The company's tasks include providing solid and liquid waste collection services, cleaning buildings both outside and inside, mowing grass in summer, and clearing snow from roads and sidewalks in winter. Since 2010, the company has had its own waste sorting plant, which reduces the cost of solid waste collection, while a composting plant is still under construction^[33]. The company has its own bins and containers, which are always clearly marked with the company's name. In addition, it has about 200 specialized vehicles for the collection of solid waste (garbage trucks, cubbyholes) and liquid waste (septic tanks). The company is also equipped to handle green areas, for example, mowers, tractors, hedge cutters. The company has its own vehicle repair shop, paint shop, washing and disinfecting stations for containers, containers as well as vehicles. The company has obtained ISO certification for providing solid waste collection services^[34].

The company, so far, has established cooperation with many individual clients, other companies and local governments. The company provides services at a very high level, which is due to its qualified staff. The owner of the company invests in employees through various types of training^[35]. The company provides its services in the cities of Bytom, Będzin, Chorzów, Częstochowa, Gliwice, Miasteczko Śląskie, Piekary Śląskie, Radzionków, Świerklaniec, Świętochłowice, Zabrze, Sosnowiec, Czeladź, Dąbrowa Górnicza and Tarnowskie Góry. It also conducts its activities in the municipalities of Blachownia, Boronowo, Janów, Kalet, Kamienica Polska, Kłobuck, Klomnice, Koszęcin, Kozięgłowy, Miedzna, Mstow, Mykanowo, Myszków, Olsztyn, Poczesna, Popowo, Poraj, Rędzin, Woźnik, Wręczyca Śląska, Żarki^[36].

Actual and exemplary competencies of managers in the light of empirical studies

For the purposes of the research project, a survey was conducted in which executives of the business entity described earlier were asked first to rate the intensity of their competencies on a scale of "0" to "5," and then to propose, based on their experience, the level of the same qualities in what they believe is an ideal situation. The survey was conducted on five management employees, so it is not statistically significant. Nevertheless, since it undoubtedly

reflects a slice of reality, it has some cognitive value from the perspective of a single-case analysis. The purpose of the survey was to obtain information on the competency profile of a managerial position and managers' perceptions of the characteristics of an ideal manager. The survey included the following characteristics:

- Creativity - understood as a mental process that leads to the formation of new theories, concepts, or the combination of facts that are related to existing concepts;
- Willingness to learn and self-development - understood in terms of motivation to expand one's knowledge and willingness to educate oneself;
- Willingness to share knowledge and experience - understood in terms of willingness to pass on information and acquired knowledge and experience to colleagues,
- Teamwork skills - that is, the ability to work together as a team;
- The ability to adapt to the environment (resourcefulness) - understood as the tendency to adapt and the ability to cope with different situations;
- Versatility - understood through the prism of using one's knowledge and skills in different ways and on many levels of one's activity;
- technical skills corresponding to the function performed in the organization - that is, the formal and functional competencies necessary for the job,
- Integrity - understood as behaving in accordance with generally accepted moral and legal norms;
- Fairness - seen as impartial treatment and evaluation.
- Effectiveness - that is, an action that leads to the achievement of the intended goal.
- Communicability-understood as the ability to communicate with others.

The survey consisted of two questions, each question was accompanied by a table with the characteristics described above. Each respondent was asked to mark the intensity of each characteristic in the table with a number from "0" to "5". The number "0" meant that the trait was not present at all, and the number "5" indicated the maximum intensity of the trait. The first question asked about the intensity of one's traits, while the second question asked about the intensity of the listed traits that the ideal manager should possess. Based on the first question of the questionnaire, a profile of managerial competencies was developed using the example of a company operating in the high social responsibility sector (Table 1).

Table 1: Profile of actual competencies of organizational executives in the high social responsibility sector

L.P.	List of actual managerial competencies	The intensity of individual competencies (Number of the respondent)				
		1	2	3	4	5
1	Creativity	4	3	3	5	4
2	Willingness to learn and self- development	4	4	4	4	4
3	Willingness to share knowledge and experience	3	3	3	4	3
4	Ability to work in groups	4	4	4	4	4
5	Ability to adapt to the environment (resourcefulness)	3	4	3	5	3
6	Versatility	5	5	4	4	4
7	Technical skills appropriate to your role in the organization	4	4	3	5	4
8	Integrity	5	4	4	5	4
9	Justice	4	4	4	4	4
10	Effectiveness	4	4	4	5	3
11	Communication	5	4	4	3	3

Source: Own study.

Analyzing the data in the table, it can be deduced that the managers of this enterprise show a concerted high willingness to learn and self-development, are able to work in a team, are honest and fair to their subordinates. They also show a high degree of versatility, efficiency in action, and have a fairly high level of technical skills needed for the job. However, managers in this company should put a lot of effort and work into developing such qualities as creativity, communication with other people, they should also be more

willing to share their experience and knowledge with others and adapt more quickly to the environment. On the basis of the competency profile of organizational executives in the high social responsibility sector (Table 1), developed on the basis of data obtained from the first question of the survey, the value of its average intensity for all respondents was calculated for each studied characteristic (Table 2).

Table 2: Values of the average intensity of each characteristic of the competency profile of organizational executives in the high social responsibility sector

L.P.	List of actual managerial competencies	Average arithmetic natures individual competencies
1	Creativity	3,8
2	Willingness to learn and self-development	4,0
3	Willingness to share knowledge and experience	3,2
4	Ability to work in groups	4,0
5	Ability to adapt to the environment (resourcefulness)	3,6
6	Versatility	4,4
7	Technical skills appropriate to your role in the organization	4,0
8	Integrity	4,4
9	Justice	4,0
10	Effectiveness	4,0
11	Communication	3,8

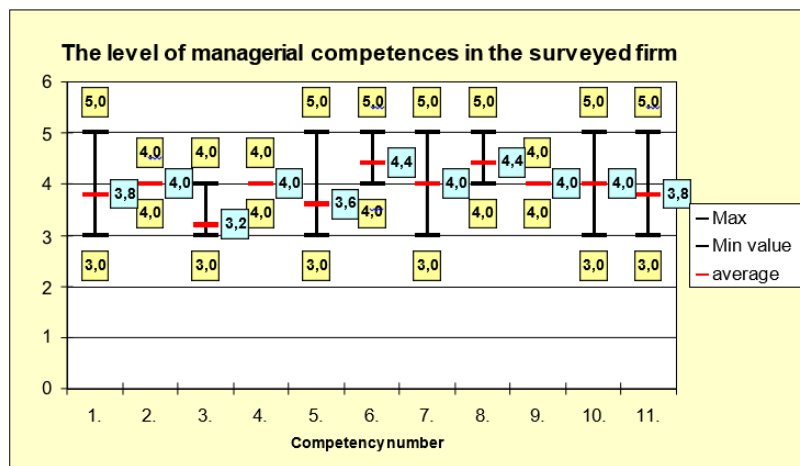
Source: own study.

As can be seen, the arithmetic mean of the individual characteristics in the competence profile of organizational executives in the high social responsibility sector ranges from 3.2 to

4.4. A detailed diagram of the saturation level of each characteristic in the competence profile (maximum and

minimum value) along with the average level of their intensity is shown in Figure 1.

In question two, respondents expressed their opinion on the qualities they believe the ideal manager of an organization in the high social responsibility sector should possess. Details of this survey are presented in Table 3.



Source: own study

Fig 1: Saturation level of each characteristic in the competency profile of organizational executives in the high social responsibility sector

Based on his analysis, it can be concluded that the ideal manager should, above all, be honest, effective and versatile. He should also be fair and creative. He or she is eager to further his or her education, possesses strong technical skills needed for his or her work, as well as adapts quickly to the environment. Less important in an ideal manager, according to respondents, are such qualities as communicativeness,

willingness to share knowledge and experience, and the ability to work in a group. Taking into account the proposal of the competence profile of the ideal manager (Table 3), developed on the basis of respondents' answers to the second question of the survey, as before, the arithmetic mean value of the intensity of the individual characteristics of the competence profile was calculated (Table 4).

Table 3: Proposed *ideal* competency profile for organizational executives in the high social responsibility sector

L.P.	List of competencies of the ideal manager	The intensity of individual competencies (Number of the respondent)				
		1	2	3	4	5
1	Creativity	3	4	4	5	5
2	Willingness to learn and self- development	5	4	3	5	4
3	Willingness to share knowledge and experience	4	3	3	2	5
4	Ability to work in groups	5	3	4	2	5
5	Ability to adapt to the environment (resourcefulness)	4	4	3	5	4
6	Versatility	4	4	4	5	4
7	Technical skills appropriate to your role in the organization	5	5	3	5	5
8	Integrity	5	5	5	5	5
9	Justice	4	5	5	3	5
10	Effectiveness	4	4	5	5	4
11	Communication	4	5	3	3	5

Source: Own study.

As can be seen from the analysis of the average intensity of the individual characteristics of the *ideal competency* profile of the manager of an organization in the high social responsibility sector, it ranges from 3.4 to 5.0. For comparison, the intensity level of the individual characteristics in the competency profile of the *ideal manager* (Table 3) was summarized, as before, along with their arithmetic mean (Table 4) and is presented in Figure 2, which shows the maximum, minimum and arithmetic mean values of the individual characteristics of the *ideal* competency profile of the manager of an organization in the high social responsibility sector. To compare, in turn, the actual competence profile of an organization manager in the high social responsibility sector with the *ideal profile*, the arithmetic averages of the intensities of the individual characteristics in the competence profiles from Tables 2 and 4 are summarized in Table 5.

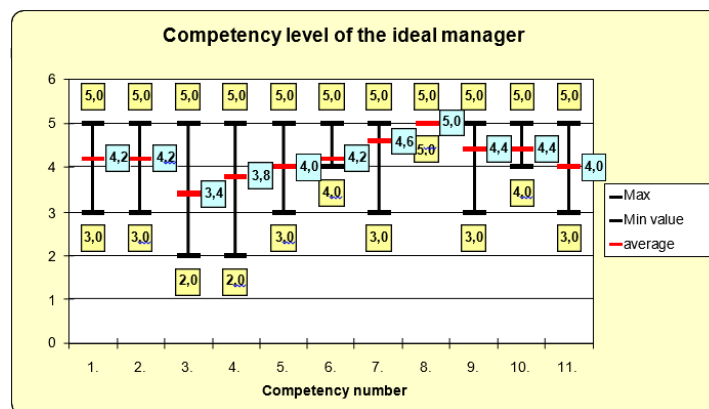
After comparing the average intensity of the individual characteristics of the *ideal* and actual competency profile of the manager of a high-social responsibility sector organization (Table 5), it can be concluded that the actual profile deviates slightly from the model profile.

It can also be concluded, based on the very simple research methodology used to analyze this particular case study, that the qualities of particular importance for the management of an organization operating in the high social responsibility sector that need to be strengthened are creativity, willingness to learn and self-development, willingness to share knowledge and experience, adaptability to the environment, technical skills appropriate to the function performed in the organization, honesty (the only maximum average score for the *ideal* profile), fairness, efficiency and communication skills.

Table 4: Values of the average intensity of the individual characteristics of the *ideal* competence profile of organizational executives in the high social responsibility sector

L.P.	List of competencies of the ideal manager	Average arithmetic natures individual competencies
1	Creativity	4,2
2	Willingness to learn and self-development	4,2
3	Willingness to share knowledge and experience	3,4
4	Ability to work in groups	3,8
5	Ability to adapt to the environment (resourcefulness)	4,0
6	Versatility	4,2
7	Technical skills appropriate to your role in the organization	4,6
8	Integrity	5,0
9	Justice	4,4
10	Effectiveness	4,4
11	Communication	4,0

Source: Own study.



Source: Own study

Fig 2: Saturation level of each characteristic of the *ideal* competency profile of organizational executives in the high social responsibility sector

Table 5: Summary of average intensity of each characteristic of the actual and *ideal* competency profile of organizational executives in the high social responsibility sector

Features of the competence profile	Actual average intensity	Ideal average intensity
Creativity	3,8	4,2
Willingness to learn and self-development	4,0	4,2
Willingness to share knowledge and experience	3,2	3,4
Ability to work in groups	4,0	3,8
Ability to adapt to the environment (resourcefulness)	3,6	4,0
Versatility	4,4	4,2
Technical skills appropriate to your role in the organization	4,0	4,6
Integrity	4,4	5,0
Justice	4,0	4,4
Effectiveness	4,0	4,4
Communication	3,8	4,0
Average:	3,9	4,2

Source: Own study

Summary

The sustainable development of enterprises and their social responsibility determines the harmonious development of the entire national economy, which is a greater good than the profit value of a single economic entity. Hence the conclusion that managers who manage these entities should take into account the welfare of society as a whole in their actions, and thus not focus solely on processes that directly lead to maximizing the productivity of capital. Corporate social responsibility can no longer be viewed in terms of an extraneous body of the organization, instead it should become an integral part of it, since dishonest behavior, whether in the near or long term, is always destructive.

According to many analysts, this is also the understanding of business that an informed public expects. Consequently, any organization without ethical principles operating legitimately cannot expect a bright future, especially with the increasing importance of CSRs in achieving market success. More than 90% of organizations listed in the Fortune 500 have codes of ethics. Codes of ethics contain an inventory of moral standards, defining patterns of employee behavior. However, it is important to remember that they are created for several reasons. Through codes of ethics, companies seek to promote and enhance their image, they want to avoid legal consequences resulting from unethical behavior, and because there is a perception that they can have a real impact on employee behavior. However, it is also true that they are created for specific purposes, for example, because of conditions imposed in a competition or simply the prevailing fashion. So, in reality, the CSR issue is rather a model of desired behavior, which "by itself", without the active involvement of managers, does not have much influence on employee behavior. Thus, it should be emphasized that ethical codes alone do not influence our behavior. It is believed that the role of managers in shaping positive behavior is significant. After all, a true leader is one who, through his behavior, including actions taken, fosters the realization of the organization's mission and vision, establishes a system of values and all that ensures success. In turn, the main organizational values include: trust, fairness, solidarity, loyalty, social capital, competence of employees and managers, and perceived integration and identification. All of these values either influence or result from the quality of human relations. Employee behavior is also influenced by the quality of life in the workplace. This is a term that refers to applied programs to improve the work environment and management methods aimed at improving the quality of

human relations. Generally speaking, quality in the workplace depends on many factors, both external and internal of a psychosocial, economic and political nature. Because of the purposeful activities of organizations, it is assumed that the quality of life in the workplace should promote the quality of work. On the other hand, from the quality of work also comes the quality of life in the organization. Thus, the quality of work depends on the very definition and perception of work. Is it a purposeful effort? Is it performed voluntarily or under compulsion? Finally, is the work performed in accordance with the principles of social responsibility?

Therefore, this article presents the results of research work aimed at presenting an empirical pattern of the competency profile of managers of organizations operating in the high social responsibility sector, and then comparing this pattern with the actual state of affairs on the basis of a single case study. Based on the results of the research work, it can be concluded that managerial awareness of social responsibility is at a satisfactory level, which does not mean that reality does not deviate from the pattern, of course, to the detriment of reality, especially in such competency areas as integrity. This, in turn, means that there is still a strong need to diagnose both the awareness itself and the activities of managers in the field of corporate social responsibility, consequently aiming to improve the quality of life for all of us.

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 17. Żemigala M. *Corporate Social Responsibility*. Wolters Kluwer Polska; Kraków: c2007.
 2. It is about employee participation plans in the capital of the company, so, for example, plans for the potential purchase of stock options, etc. (indirect participative management), or consulting, discussions about the functioning of the company, job rotation - horizontal promotion, training, personal contacts with customers seen as the key to success (direct participative management). [Cf. R. Stocki, P. Prokopowicz, G. Żmuda, *Full participation in management*. Wolters Kluwer, Kraków 2008].
 3. A term for striving to create a strong vision for the future in a company, inspiring and bringing out the best in every employee at every level. It is often characterized by the so-called "seven E's": envision (create a clear vision), educate (develop capabilities), express (allow participation and participation), enthusiasm (radiate enthusiasm and transfer it to co-workers), equip (provide the necessary tools and resources), evaluate (conduct regular debriefings and guide in the right direction) expect (set expectations for yourself and your co-worker). [Cf.: <http://mfiles.pl/pl/index.php/empowerment> (accessed March 24, 2022)].
 4. A term used to describe the stimulation of intrapreneurial entrepreneurial activities by a company's employees in order to improve the innovation of economic activities. [Cf. J. de Jong, S. Wennekers, *Intrapreneurship*.
 5. *Conceptualizing entrepreneurial employee behavior*. Scales, Zoetermeer 2008 - electronic publication: <http://www.entrepreneurship-sme.eu/pdf-ez/h200802.pdf> (accessed 18.03.2022)].
 6. Japanese philosophy of continuous improvement of company processes. [Cf: I. Masaki, *Kaizen. The key to Japan's competitive success*. MTBiznes Publishing House 2012 - promotional part of the publication in electronic form: <http://www.mtbiznes.pl/doc/kaizen-na-www.pdf> (accessed 23.03.2022)].
 7. A term meaning helping others to develop and acquire new abilities. The intended purpose is twofold, on the one hand to stimulate better performance and the desire for further development of employees, while on the other hand to serve to raise their sense of responsibility and self-awareness. [Cf.: A. Vickers, S. Bavister, *Coaching*. onepress Helion, Gliwice 2007].
 8. Cf. K. Kałuża, Quality of life in the process of globalization vs. in sustainable development, [in:] *Human capital in the process of globalization vs. in sustainable development*, ed. F. Piontek, Academy of Technology and Humanities, Wisła 2002, p. 217.
 9. Cf. F. Piontek, Constitutional principle of sustainable development and the possibility of its implementation on a state and local scale, "Environment and Development" 2000, no. 1-2, p. 22; J. Adamczyk, T. Nitkiewicz, *Programming sustainable development of enterprises*, Polskie Wydawnictwo Ekonomiczne, Warsaw 2007, p. 7. Cf. E. Piontek, W. Piontek, *Economic accounting in environmental protection*, Higher School of Economics and Administration in Bytom, Bytom 2001, p. 18.
 10. Cf. B. Piontek, Alternative concepts of realizing universality in the development process, [in:] *Human capital in the process of globalization and in sustainable development*, ed. F. Piontek, Technical and Humanities Academy, Wisła 2002, p. 65.
 11. Cf. A. Misiólek, *Education and human capital in the process of globalization vs. sustainable development*,

Footnotes

1. This is an English term for a new social trend that can be translated as celebrating domesticity - a phenomenon that sociologists see in terms of our response to the rush of the modern world. Tired of change, of having to participate in the rat race, we have difficulty finding ourselves in a reality that requires us to be constantly active, so we "hole up" at home. This is undoubtedly helped by new technologies, especially the Internet, which makes it possible to work remotely, shop and contact friends. Why leave home when we have everything we need right here? It's safe and peaceful, which is what we increasingly desire. [Cf.: <http://en.wikipedia.org/wiki/cocooning> and <http://www.meriam-webster.com/dictionary/cocooning> (accessed March 23, 2022)].

- [in:] Human capital in the process of globalization vs. sustainable development, ed. F. Piontek, Technical-Humanist Academy, Wisła 2002, p. 150.
12. Cf. J. Adamczyk, T. Nitkiewicz, (note 8), p. 8.
 13. Cf. Annual Review 2003: Reconciling the Public and Business Agendas, World Business Council for Sustainable Development, 2004, p. 12.
 14. Cf. Business Strategy for Sustainable Development: Leadership and Accountability for 90s, IISD, WBCSD Deloitte & Touche, Winnipeg 1992, p. 16.
 15. Cf. J. Adamczyk, T. Nitkiewicz, (note 8), p. 71.
 16. Cf. W. M. Grudzewski, I. K. Hejduk, A. Sankowska, M. Wańtuchowicz, Zarządzanie zaufaniem w przedsiębiorstwie, Oficyna Wolters Kluwer Polska, Kraków 2009, p. 214.
 17. P. F. Drucker, The Practice of Management, Reader-News-Academy of Economics in Krakow, Krakow 1994, p. 408.
 18. Cf. P. F. Drucker, (note 17).
 19. A campaign in defense of the Ogoni people and their leader Ken Saro-Wiwa persecuted in the wake of protests against Shell's expansion in Nigeria has reverberated around the world.
 20. The Body Shop's concern for the environment is reflected, among other things, in its use of renewable energy in its own production facilities and offices, and in bringing about a ban on animal experimentation in cosmetics industry laboratories.
 21. Cf. L. Kamiński, Corporate Communication and Business: A Practical Guide, Oficyna Wydawnicza "Branta", Bydgoszcz-Warsaw 2007, p. 90.
 22. Cf. J. Nakonieczna, Social responsibility of international enterprises, Difin, Warsaw 2008, p. 87.
 23. Ch. B. Handy, Age of Paradox: In search of the meaning of the future, ABC Publishing House, Warsaw 1996, p. 126.
 24. In the World Investment Report's (2007) list of the 100 largest transnational corporations, there is no organization that has not implemented this program before or at least started working on it.
 25. M. Friedman, The social duty of business is to multiply profits, [in:] Business Ethics: From the Classics of Modern American Thought, ed. L.V. Ryan, J. Sójka, "W drodze" Publishing House, Poznań 1997, p. 59.
 26. Cf. M. Żemigala, Corporate Social Responsibility, Wolters Kluwer Polska, Cracow 2007, pp. 10-11.
 27. Cf. M. Zemigala, (note 26), p. 93.
 28. W. M. Grudzewski *et al*, (note 16), pp. 196-197.
 29. Cf. J. Filek, Freedom and responsibility in economic activity, [in:] Ethics of business, economy and management, ed. W. Gasparski, A. Lewicka-Strzałecka, D. Miller, Publishing House of the Higher School of Humanities and Economics in Lodz, L. von Miles and T. Kotarbinski Foundation "Knowledge and Action", Lodz-Warsaw 1999, p. 118.
 30. Cf. M. Rojek-Nowosielska, Shaping Corporate Social Responsibility, Publishing House of the Oskar Lange Academy of Economics in Wroclaw, Wroclaw 2006, pp. 50-52.
 31. While accepting the validity of trade secret regulation, companies should recognize that honesty, openness, truthfulness, keeping promises and transparency in operations contribute not only to their own credibility and stability, but also to easing tensions between business entities and streamlining their transactions, especially at the international level.
 32. An enterprise must not take or give bribes or shield such activity, and should not participate in money laundering or other corrupt activities. On the contrary, it should establish cooperation with other organizations to eliminate these practices. It should not deal in drugs, weapons or materials that can be used in terrorist activities, or participate in organized crime.
 33. Cf: <http://pzom.czyst.pl/ofirmie.html> (accessed 09.06.2022).
 34. Cf: <http://www.yp.pl/firma/bracia-strach/onas.html> (accessed 08.06.2022).
 35. Cf: <http://www.l.pl/adres/bracia-strach-s-j-zaklad-oczyszczania-i-wywozu-nieczystosci.html> (accessed 07.06.2022).
 36. Cf: <http://pzom.czyst.pl/ofirmie.html> (accessed 09.06.2022).