Development of Stakeholder Relationships by Integrating Their Needs into Organization's Goals and Objectives

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Organizations have been defined as a "nexus of contracts". These contracts specify or imply what the organization expects from each stakeholder group to help it achieve its primary objectives and what each stakeholder expects from the organization in return for its cooperation. Within this contracting framework, one of the most important managerial functions is to establish and maintain stakeholder relationships.

Collaboration represents a new way of thinking and operating for most organizations. Slowly, internal systems and structures are changed to support this new way of being. Employees are more involved in decision making, cross-functional teams become commonplace, corporate reward system recognize the value of cooperation and group performance. The transition to a more collaborative organizations also takes place at the individual level as managers and employees grapple with old paradigms and develop new mind-sets as well as new skill sets.

Aligning internal systems and structures requires an ongoing effort. No organization will ever be completely ready for collaboration because organizational readiness is multidimensional. Senior management must visibly and consistently support stakeholder collaboration, employees must understand their role in relationship building, multiway communications systems must be accessible, and rewards and recognition must be tied to the success of stakeholder relationships, not just to short-term financial indicators.

Most organizational change efforts fail to produce expected results because business does not cope well with the emotional aspects of change. Organizations must involve their staff in creating a desirable and attainable vision and then support employees to make changes happen. Managerial tasks such as planning, budgeting, organizing, staffing, controlling, and problem solving, while important, are not the keys to successfully facilitating a strategic transformation or change process. There are various tools that can be used to help make the transition to a more collaborative organization. The success of organization depends on its ability to generate satisfaction and loyalty among organization customers, users, employees and the stakeholders.

Seeing the organization as a set of inter-related processes is particularly useful rather than fixed line hierarchy as it is necessary to maximize and utilize the whole organization. Processes describe the numerous connections that cut across the organization, the interaction of staff and departmental activity and the flow of work that actually occurs, to ultimately deliver stakeholder satisfaction.

Keywords: *organization, collaboration, stakeholder satisfaction, relationships, total quality management, stakeholder needs and interests.*

Introduction

When exploring the organization and its relationships with the stakeholders, it should be emphasized its purpose to create wealth. This is possible where everyone together operates in the name of mutual wealth (Vanagas, 2002; Liedtka, 1996). Companies create wealth for their employees in the form of compensation, working conditions, and career opportunities; for their customers in the form of product and service benefits that are worth more tan they pay for them; for investors, whether as shareholders or lenders; and for suppliers, communities, and governments

Fundamentally, an organization creates wealth by increasing its capacity to generate such benefits over time. The success is achieved if the organization in creating and distributing wealth accounts for its current global prominence and popularity as an economic and social institution (Post, 2002; Miles, 1987; Blair, 1999). The stakeholder concept of the organization implies that favorable relationships and linkages with stakeholders, both internal and external, are important assets of the firm. Indeed, they are part of its current wealth and its capacity to generate more wealth in the future.

Sveiby (1997) has developed a conception of organizational wealth that combines the value of tangible assets (less liabilities) and intangible elements to determine the total value of an organization. He classifies intangibles into three categories:

- Competence of personnel, reflected, for example, in the skill levels, job satisfaction, and retention.
- Internal structure, such as arrangements for information handling and decision making.
- External structure, such as customer and supplier relations.

Sveiby's structure categories are essentially relational, and there is also a clear connection between the competence of individuals and their ability to function within organizational units and teams. He analyzes how each set of intangible factors might explain the overall value of the organization in terms of three criteria: stability, growth/renewal, and efficiency. He proposes specific

measures and indicators for each.

Consequently the principal components of organizational wealth are these:

- The market value of physical and financial assets (less liabilities).
- The value of individually separable intangible assets, such as specific human capital, patents, and licenses.
- The value of relational assets, both internal and external, involving stakeholder linkages, collaborations, processes and reputational factors (relational assets may combine both tangible and intangible elements, as in the case of collaborative R&D projects).

Organizational wealth is enhanced whenever the value of output from operations is increased without comparable increases in resources or risks, or when resource use and/or risks are reduced without comparable reductions in the value of the output (Margolis, 2001; Hatten, 1999). In its relationships with stakeholders, the corporation may achieve these results directly – as when favorable customer relations increase brand loyalty (reducing market risk) – or indirectly, as when improved collaboration and trust within the operating environment increases productivity. It appears that both specific and general effects can be achieved when firm bases its relationships with stakeholders on mutually supportive contributions and benefits.

Through positive long-term relationships, companies identify "win-win-win" opportunities that serve organization as well as stakeholders and society. Therefore, organization's prosperity is linked to the well-being of local and global communities and of all other organization's stakeholders, including employees, suppliers, and the natural environment (Andriof et al., 2002; Atkinson, 1997). Within this context, relationships with stakeholders are seen as being inextricably linked to its mission, values, and goals.

Collaborative relationships with stakeholders can be a source of opportunity and competitive advantage. Relationships can increase an organization's stability in a turbulent environment, enhance its control over changing circumstances, and expand its capacity rather than diminish it (Svendsen, 1998). There are significant advantages to taking a more integrated, company-wide approach to identifying and building strategically important stakeholder relationships (Limerick, 1998; Beccerra, 1999). In addition to increasing organizational effectiveness and consistency of response, this kind of holistic approach also allows and organization to build on synergies that occur when positive relationships with one stakeholder group, such as local community, start to have a beneficial impact on other stakeholder group, such as customers.

Scientific problem: can stakeholder needs and interests be integrated into organization goals and positively influence its operation?

Research object: aspects of satisfaction of stakeholder needs and interests.

The goal of the paper: integration of stakeholder needs into organization's performance

Research methods: scientific and logical comparative analysis of scientific literature.

Harmonization of stakeholder needs and interests

From Total Quality Management approach a modern organization in the long run should operate so as to satisfy stakeholder needs and interest. Elaborating this idea it can be stated that the organization when striving to satisfy stakeholder needs should optimize the quality of its product or service in order to be able to satisfy other stakeholder needs and interests (Conti, 2003; Omachonu, 1997; Lengric-Hall, 2003; Gregory, 2003; Waddock, 1997).

Such Total Quality Management concept focuses the organization on all stakeholder requirements where with satisfaction of customer needs it is ensured that other stakeholder needs are not neglected. Such organizations are able to develop their performance more efficiently than those which don't follow this quality management approach. This presumption can assure empiric validity though there is still open question how to align all the needs. Even when groups develop strategy and procedures to solve conflicts in the initial phase later they experience difficulties in finding joint ground whis is of vital importance from long-term perspective. General idea and intentions emerge alongside in social process.

Johnson (2003) distinguishes these factors of successful cooperation:

Wish to work/operate together:
- share of responsibility;
- regular meetings;
- understanding that joint work is better then individual.

Strong leaders:
- support from top and other managers who take decisions.

Joint vision:
- establishment of joint and aligned goals for organizational performance and development;

Trust:
- result is not pursued at the expense of others;
- openly declared mutual support;
- unfavourable opinion is not spread.

Friendly environment for cooperation:
- openness, consideration and understanding of others;
- changes are not avoided.

Stakeholders can be engaged at different levels in the relationship process through four main forms of engagement: communication, consultation, negotiation, and cooperation.

Communication is mainly a one-way transfer of information from organization to the stakeholder audience.

Consultation and *negotiation* are both two-way processes, but the expectation of outcomes are very different. Participants in consultation expect their views to be heard and taken into account, while those in negotiations expect that mutually binding results will be the outcome.

Negotiation is a distinct form of engagement that usually arises from the contractual relationships.

Cooperation can be seen as a more mature form of engagement where both sides expect to participate actively and are committed to win-win outcomes. This distinguishes it from negotiation, which can be adversarial. Cooperative approaches often have longer term and broader perspectives than negotiations.

Successful relationships cannot be imagined without consensus building. It is important in today's interconnected society because many problems exist that effect diverse groups of people with different interests. Consensus-building processes allow a variety of people to have input into decision-making processes, rather than leaving controversial decisions up to experts or others (Pfeffer, 1998; Jones, 1995; Mitchell, 1997). In addition stakeholders always possess a wide range of understanding or perceptions of a problem. The consensus-building process helps them to establish a common understanding and framework for developing a solution that works for everyone (Mills, 2002; Freeman, 1987).

There are four primary determinants of a successful process:

1. The stakeholders must be interdependent so that none of them can achieve on their own what the group will be able to achieve through collaborating. There must be an incentive for people to work together and cooperate.
2. Participants must deal with their differences in a constructive way. That means that differences in values, needs, and interests must be recognized, worked with and respected.
3. There must be joint or group ownership of the decisions made. Participants in the consensus-building process must agree on the final decisions and be willing to implement those decisions themselves.
4. Consensus building or collaboration must be an emergent process. In other words, the decisions and outcomes of stakeholder collaboration must be carried out in a flexible way.

Consensus building guarantees that all parties' interests will be protected. This is possible because participants make final decisions themselves. Each party has a chance to make sure their interests are represented.

Identification and implementation of stakeholder needs and requirements

In the development of the relationships permanent stakeholder analysis is important in order to identify and harmonize stakeholder requirements (Peteraf, 1993; Windsor, 1999; Handy, 1997; Donaldson, 1998). It is vital to identify the critical stakeholder attributes of all key stakeholders and the relative importance of those attributes to each group. The table below gives a simple example using a weighting system:

Table 1

Evaluation of stakeholders' requirements

Stakeholders	Satisfaction attributes	Importance
Customers	▪ Consistency of product; ▪ Competively priced; ▪ Delivered on time; ▪ Product/service performance.	10 6 8 10
Employees	▪ Competitive wages; ▪ Job satisfaction; ▪ Safe working environment; ▪ Motivation.	8 10 8 8
Community	▪ Environmentally friendly; ▪ Sustainability policy.	6 9
Shareholders	▪ Return on investment; ▪ Corporately responsible; ▪ Increasing share price.	10 5 9

Having established and understood stakeholder needs and expectations, next stage is to link these to organizational goals and objectives. In deciding which objectives to set and focus upon the organization may well consider its relative strengths (which need to be maximized) and its weaknesses (that need to be improved). This review identifies which attributes are critical to improve and aid prioritization:

Table 2

Prioritization of stakeholder requirements

Stakeholders	Satisfaction attributes	Importance	Position in market	Relative need for improvement
Customers	▪ Consistency of product; ▪ Competively priced; ▪ Delivered on time; ▪ Product/service performance.	10 6 8 10	Average High Low Average	High Low High High
Employees	▪ Competitive wages; ▪ Job satisfaction; ▪ Safe working nvironment; ▪ Motivation.	8 10 8 8	Average High Average Low	Low Low Low High
Community	▪ Environmentally friendly; ▪ Sustainability policy.	6 9	Low Low	Average High
Shareholders	▪ Return on investment; ▪ Corporately responsible; ▪ Increasing share price.	10 5 9	High Average Low	Low Low High

Having prioritized and handled any enviable conflicts in the stakeholder needs, measurable objectives can be set for the organization as a whole and translated, where appropriate, into individual objectives. A normal planning process will ensure that the necessary resource, manpower, training, sales, marketing, operational etc objectives are considered and aligned.

Conclusions

The success of organization depends on its ability to generate satisfaction and loyalty among its customers, employees, suppliers, etc. Stakeholder analysis provide optimal information on the needs, wishes, and satisfaction parameters of these groups. This analysis provides the opportunity to develop and maintain organization's relation via targeted and relevant service approaches.

Stakeholder analysis may provide the answer to the following questions:

- *Customer satisfaction* – who are organization's customers, what do they want and what can be done to maintain their commitment and offer them better services?
- *Employee satisfaction* – which requirements and wishes do employees have and how to attract and keep loyal, committed, and service-minded employees?
- *Organization identity / GAP analyses* – how does the organization develop its basic values with regard to increasing the concord between image and identity and adapting it to organization customers, competitors, and employees?

Mutually defined favorite relationships with the stakeholders are a meta capacity and can turn into a form of competitive advantage. Cooperation unites brain power and opinions and leads to joint strategy in solving problems that occur. This is a process where different stakeholders with different attitude to the problems can positively explore these differences and find the solution satisfying not only one stakeholder or group.

True relationship always starts from sharing information,, defining problems or opportunities, joint work or input, which can change prepossession and allow to find and implement mutual solutions. Mutual cooperation always stimulates creative solution of the problems. It can be noticed that this process is not a way to find a compromise or dominate upon others but it is mutually defined pursue to find a solution that satisfies different stakeholders. Relationship is a creative process based on synthesis and integration of ideas and information.

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Ryšių su suinteresuotosiomis šalimis tobulinimas integruojant jų poreikius į organizacijos veiklos tikslus ir uždavinius

Santrauka

Nagrinėdami organizaciją ir jos ryšius su suinteresuotosiomis šalimis, turime minėti ir jos gebėjimą kurti gerovę. Šitai įmanoma tik dirbant organizacijoje visiems drauge bendros gerovės vardan (Vanagas, 2002; Liedtka, 1996). Firma kuria gerovę savo darbuotojams per atlyginimą, darbo sąlygas ir karjeros galimybes; savo vartotojams per gaminių ir paslaugų naudą, kuri yra didesnė nei sumokėti pinigai; investuotojams, t.y. akcininkams ar skolintojams; tiekėjams, bendruomenėms ir vyriausybėms.

Iš esmės organizacija kuria gerovę, plėsdama savo pajėgumą ir taip didindama naudą per tam tikrą laikotarpį. Organizacijos sėkmė kuriant gerovę ir paskirstant priklauso nuo jos, kaip ekonominės ir visuomeninės institucijos, užimamos padėties ir populiarumo (Post, 2002; Miles, 1987; Blair, 1999). Organizacijos suinteresuotųjų šalių modelis parodo, kad teigiami ryšiai ir sąsajos su suinteresuotosiomis šalimis (vidinėmis ir išorinėmis) firmai yra vertingas dalykas. Iš tikrųjų jos yra esamos gerovės ir naudos didinimo galimybių ateityje dalis.

Sveiby (1997) sukūrė organizacijos gerovės koncepciją, kurioje sujungia materialaus turto vertę ir nematerialiuosios elementus, kurie kartu nulemia organizacijos vertę. Autorius klasifikuoja nematerialiąsias vertybes į tris kategorijas:

- Personalo kompetenciją, kuri atsispindi turimuose įgūdžiuose, darbo pasitenkinime ir išsaugojime.
- Vidinę struktūrą, pavyzdžiui, pasirengimą valdyti informaciją ir priimti sprendimus.
- Išorinę struktūrą kaip vartotojų ir tiekėjų ryšius.

Sveiby struktūros kategorijos labiausiai susijusios su bendravimu ir rodo aiškų ryšį tarp žmogaus kompetencijos ir jo sugebėjimo funkcionuoti organizacijos padaliniuose ir grupėse. Jis analizuoja, kaip nematerialieji veiksniai gali paaiškinti visą organizacijos vertę remiantis trimis kriterijais: stabilumu, augimu (atsinaujinimu) ir efektyvumu. Jis kiekvienam jų siūlo konkrečias priemones ir rodiklius.

Taigi pagrindiniai organizacijos gerovės komponentai yra šie:

- Fizinio ir finansinio turto rinkos vertė.
- Kiekvieno atskirai nematerialaus turto vertė kaip žmogiškasis kapitalas, patentai ir licencijos.
- Savitarpio santykių, tiek vidinių, tiek išorinių, vertė, apimanti ryšius su suinteresuotosiomis šalimis, bendradarbiavimą, procesus ir reputaciją (savitarpio ryšiai gali apimti materialiuosius ir nematerialiuosius elementus, pavyzdžiui, bendradarbiavimas tyrimų, kūrimo ir vystymo (R&D) projektuose).

Savo ryšiuose su suinteresuotosiomis šalimis organizacija gali pasiekti gerų rezultatų tiesiogiai – palankūs ryšiai su vartotojais padidina jų ištikimybę prekiniams ženklams (sumažina rinkos riziką) – ar netiesiogiai, kai sklandesnis bendradarbiavimas ir pasitikėjimas darbinėje aplinkoje padidina produktyvumą (Margolis, 2001; Hatten, 1999).

Teigiamais ilgalaikiais ryšiais kompanijos identifikuoja abipusiškai naudingas galimybes, kuriančias naudą ir suinteresuotųjų šalių ir organizacijai. Šiuo požiūriu suinteresuotosios šalys ir organizacija yra neatskiriami ir viena nuo kitos priklausomi. Taip organizacijos gerovė susiejama su vietine ir globalia bendruomenėmis ir kitomis suinteresuotosiomis šalimis. Partnerystės ryšiai tampa nebeatskiriami nuo organizacijos misijos, vertybių ir tikslų (Andriof et al., 2002; Atkinson, 1997).

Partnerystės ryšių užmezgimas su visomis suinteresuotosiomis šalimis suteikia papildomų galimybių ir konkurencinį pranašumą. Tokie ryšiai didina organizacijos stabilumą šiandieninėje itin nestabilioje aplinkoje, stiprina galimybes valdyti kintamas situacijas bei didina jos našumą, kompetenciją (Svendsen, 1998). Be padidėjusio organizacijos rezultatyvumo ir ryšių darnos, šis holistinis požiūris leidžia organizacijai išgauti sinergetinį efektą, kai palankūs ryšiai su viena suinteresuotųjų šalių grupe, pvz., bendruomene, pradeda teigiamai veikti kitą suinteresuotųjų šalių grupę, pvz., vartotojus.

Tyrimo objektas: suinteresuotųjų šalių poreikių tenkinimo aspektai.

Šio darbo tikslas: suinteresuotųjų šalių poreikių integravimo į organizacijos veiklą atskleidimas.

Tyrimo metodai: mokslinė literatūros analizė, lyginimo bei apibendrinimo metodai.

Visuotinės kokybės vadybos požiūriu šiuolaikinė organizacija ilgalaikės perspektyvos plotmėje turi veikti taip, kad būtų patenkinami visų jos suinteresuotųjų šalių poreikiai ir lūkesčiai. Toliau plėtojant šią mintį galima teigti, kad organizacija, siekdama tenkinti suinteresuotųjų šalių poreikius, privalo optimizuoti savo gaminio ar paslaugos kokybę vartotojui, kad galėtų tenkinti kitų suinteresuotųjų šalių poreikius bei lūkesčius (Conti, 2003; Omachonu, 1997; Lengric-Hall, 2003; Gregory, 2003; Waddock, 1997)).

Tokia visuotinės kokybės vadybos teorija orientuoja organizacijas į suinteresuotųjų šalių reikalavimus, kur tenkinant vartotojo reikalavimus, tuo pat metu siekiama garantuoti ir kitų suinteresuotųjų šalių poreikius bei lūkesčius ir taip užtikrina optimalią kokybę visoms suinteresuotosioms šalims.

Taip orientuotos organizacijos gali daug sėkmingiau vystyti verslą nei organizacijos, neįdiegusios tokios kokybės vadybos. Tokia prielaida užtikrina empirinį validumą, tačiau lieka neišspręstas klausimas, kaip tuos poreikius suderinti.

Nors grupės išvysto strategiją ir procedūras konfliktams spręsti pradinėse formavimosi stadijose, tačiau toliau vykstanti ilga ir sunki kova ieškant bendro pagrindo yra labai svarbi ilgalaikės perspektyvos požiūriu. Bendra idėja ir bendri ketinimai gimsta kartu socialiniame procese.

Tobulinant ryšius reikalinga nuolatinė suinteresuotųjų šalių analizė pastarųjų reikalavimams identifikuoti ir jiems derinti (Peteraf, 1993; Windsor, 1999; Handy, 1997; Donaldson, 1998). Labai svarbu nustatyti svarbiausius suinteresuotųjų šalių tenkinimo požymius (reikalavimus) ir santykinę jų svarbą atitinkamai grupei. Nustačius ir supratus suinteresuotųjų šalių poreikius ir lūkesčius, kitas žingsnis būtų suderinti juos su organizacijos tikslais ir uždaviniais. Sprendžiant, kokius iškelti uždavinius ar prie kurių susitelkti, reikia apsvarstyti jų stipriąsias puses, kurias reikėtų maksimizuoti, ir silpnąsias savybes, kurias reikėtų pagerinti. Taigi nustatoma, kurie požymiai reikalauja skubaus ir išskirtinio dėmesio, suteikiami jiems prioritetai. Nustačius veiklos prioritetus ir harmonizavus suinteresuotųjų šalių poreikius, galima organizacijai iškelti konkrečius uždavinius ir prireikus jei reikia, uždaviniai sukonkretinami bei individualizuojami. Įprastinis planavimo procesas turėtų užtikrinti reikiamus išteklius, darbo jėgą, mokymą, rinkodarą ir pan.

Abipusiškai palankus organizacijos bendradarbiavimas su suinteresuotosiomis šalimis – tai metasugebėjimas, kuris yra naujų konkurentinių pranašumų forma. Bendradarbiavimas sujungia protus bei nuomones ir leidžia sukurti kolektyvinę strategiją problemoms spręsti. Tai procesas, kurio metu šalys, matančios skirtingus problemos aspektus, gali konstruktyviai išnagrinėti šiuos skirtumus ir ieškoti sprendimų, neapsiribojančių tik vienos šalies vizija. Tikras bendradarbiavimas visada prasideda nuo pasidalijimo informacija, problemos ar galimybės apibrėžimu, bendru darbu ar indėliu, o tai pakeičia išankstinį nusistatymą ir leidžia rasti ir įgyvendinti bendrus sprendimus. Bendradarbiavimas visada leidžia rasti kūrybinius problemų sprendimus. Tai nėra kompromiso ieškojimas ar kai kurių narių dominavimas virš kitų, tai – abipusiškai naudingo sprendimo ieškojimas. Bendradarbiavimas tai yra kūrybinis sprendimo ieškojimas, pagrįstas idėjų ir informacijos sinteze bei integracija.