

The Model of Evaluation of the Impact of Corporate Social Capital on the Operation of Enterprise

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Concept of corporate social capital has gained significant attention of academicians and practitioners from different backgrounds recently. As any other form of capital (i. e. physical or human capital), social capital refers to a specific asset that yields a stream of benefits over the time. Social capital is an essential asset in contemporary business world where timely information, proactive adjustment to the market changes and flexibility are the main competitiveness factors. Social capital enables efficient cooperation, facilitates exchange of knowledge and information, lowers the costs of contracts and has many other positive impacts. But it can also become an obstacle for goal achievement or cause losses because of the improper investment or over investment. As any other asset social capital also needs considerable investments to be created and maintained. If these investments are channeled into the improper form of social capital it will not produce expected benefits but, contrarily, will cause significant costs.

Hence, the need for the means for the evaluation of corporate social capital impact that could be applied by academicians as well as practitioners occurs. Recent studies on the corporate social capital impact are concentrated on the particular impact of different types of social capital or particular conditions that determine the nature of the impact. Most scholars concentrate solely on positive or negative side of impact of social capital trying completely to reveal the broad and various nature of impact of social capital or concentrate on the particular aspects of some part of this impact. There is no attempt in scientific literature to integrate the theoretical and methodological findings on evaluation of the impact of corporate social capital in order to develop the instrument for the evaluation of aggregate impact of social capital.

Besides, the big variety of the criteria reflecting both positive and negative impact of corporate social capital is applied in scientific literature. Some of it reflects indirect impact of social capital or are overlapping. So, it causes confusion when developing the instrument for the evaluation of corporate social capital impact and shows the need to analyze and systemize it with the aim to compose the thorough but small-scale list of corporate social capital impact on the operation of enterprise evaluation criteria.

This article aims to meet the demand for the instrument for the evaluation of the aggregate impact of corpo-

rate social capital presenting the model based on the cost-benefit analysis method. Cost-benefit analysis method was chosen developing the model of evaluation of corporate social capital impact on operation of enterprise because of several reasons. First, it allows evaluating and comparing not only quantitative but also hardly measurable more intangible impact. Comparing total positive and negative impact it enables to evaluate the aggregate impact. Second, the quantitative as well as qualitative analysis methods can be applied in the boundaries of cost-benefit analysis that is essential when evaluating social capital impact as one type of analysis methods cannot entirely reveal the impact of this factor. Besides, cost-benefit analysis is not very complicated and can be easily applied by the practicing even without special economic background. These reasons allow seeing cost-benefit analysis as the efficient tool for the evaluation of corporate social capital impact on operation of enterprise.

Keywords: corporate social capital, evaluation of corporate social capital impact, cost-benefit analysis.

Introduction

There is an increasing amount of evidence showing that social capital has an impact on economic outcomes (e. g., Burt, 1992; Coleman, 2005; Putnam, 1995, 2001). Research conducted on the enterprise level indicates that social capital is an important asset particularly for small enterprises (Knoke, 1999; Nahapiet, Ghoshal 1998; Penning, Lee, van Witteloostuijn, 1998). Most scientists agree that corporate social capital is potentially productive factor that has significant influence on the efficiency of enterprise's activity but also can transform into liability if not properly constructed or used.

Most studies seek to identify what determines the character of the impact of corporate social capital, how it changes under different conditions (Bourdieu, 1985, 1992; Coleman 2005; Flora, Flora, Fey, 2004; Ostrom, 1994; Putnam, 1998, 2001; Portes, 1998; Wells, Lee, Alexander, 2005). However going too deep in to the issue the fundamental question – i.e., how to evaluate the aggregate impact of corporate social capital – is left unanswered. Most scholars concentrate only on the one side of influence of corporate social capital – positive (Bourdieu,

1985, 1992; Coleman, 2005; Putnam, 1995, 2001) or negative (Adler, Kwon, 2002; Gabbay, Leenders, 2001). But do not incorporate their methods used and findings to develop any tool for aggregate impact of social capital measurement.

Social capital still does not gain enough attention among Lithuanian scholars, especially economists. Most studies are done only in the field of sociology, economics sociology, education (Imbrasaitė, 2004; Jucevičienė, 2004; Matonytė, 2004). Some works emerge from economists (Steponavičienė, 2005, for instance) but it is obviously not enough. Thus **the scientific problem** is how to evaluate the aggregate impact of corporate social capital on the operation of enterprises does not lose its relevance. The **aim of the research** is to develop the model of evaluation of the aggregate impact of corporate social capital on the operation of enterprises. **The object of the research** is the corporate social capital. The comparative analysis of scientific literature, cost-benefit analysis and some mathematical **research methods** were applied.

To present the model of evaluation of impact of corporate social capital on the enterprise operation, some conceptual findings on corporate social capital and its impact on the operation of enterprise should be discussed at first.

The Concept of Corporate Social Capital

During the last decades concept of social capital has gained a wide interest of scholars representing various fields, especially economic and political. Because of that there is a big variety of definitions of corporate social capital presented in scientific literature. The direct equation of corporate social capital with its functions or the resources that can be obtained through it incidental for these definitions is negotiable and necessitates specifying the definition of corporate social capital. On the basis of scientific literature the definition of corporate social capital was elaborated defining **corporate social capital as deliberate use by enterprise or its members of social networks that thanks to trust, shared values / believes, norms and sanctions become the means for seeking the corporate goals**. It is clear from this definition that social network, trust and the framework of shared values / believes, norms and sanctions are the essential elements for social capital as well as corporate social capital formation. These elements alongside with three prerequisites – opportunity, motivation and ability – generate social capital.

Although most scholars list some of these above-mentioned elements as the foundation for social capital, what they mean by these elements and how they interpret the role of these elements differ. Some scholars concentrate on horizontal informal networks based on personal contacts and personal trust (Putnam, 2001), others stress formal hierarchical networks that interlink heterogeneous actors and facilitate general trust (Burt, 2000; Coleman, 2005). Coleman (2005) presents theory of closure of the network structure and argues that closed networks with dense inner contacts are conducive for shared norms and believes therefore facilitate strong interpersonal trust and

social capital. Contrarily, Burt (2000) argues that structural holes connecting otherwise unrelated networks provide unique information and cooperation opportunities therefore are more beneficial for social capital formation.

The differences in scientific views are caused by the variety of scholars' background and the complex and multiple nature of social capital. As it generates on the interaction of social networks, trust and the framework of shared values / believes, norms and sanctions alongside with three prerequisites – opportunity, motivation and ability – the formation of social capital is complicated and miscellaneous process. Output of this process will depend on the features of every element involved as well as on the conditions under what this process runs. One of the ways to classify social capital is to differentiate among the **bonding, bridging and linking social capital** (Adler, Kwon, 2002; Gabbay, Zuckerman, 1998; Knoke, 1999; Woolcock, 2001).

These three forms of social capital are based on different set of background elements and produce different outcomes. Bonding social capital generates in bonding networks that link homogenous actors. These usually share group specific values, believes and norms that are somewhat different from the rest of the society. Dense and strong inner group ties facilitate particularized trust among group members. So bonding social capital facilitates confidence, reciprocity and cooperation among group members but fail to connect different groups and its' members. Sometimes bonding social capital can even become a reason of excessive closure and dependence on network membership that in turn may cause hostility between the bonding group and rest of the society or other groups.

Bridging networks, contrarily, tie heterogeneous actors. Ties between them are weaker with a fewer commitments but characterized with a bigger variety. The values and norms of bridging networks members' are more universal and don't call for specific attributes such as nationality, religion, social class or politics. Bridging networks are built on generalized trust, *i. e.* general trust in human beings as honest and socially thinking. Consequently such kind of networks is more open and rotational. Bridging networks are less tight knit therefore are more flexible. Because of the heterogeneity of its' membership it is more difficult for partners to know each other but the bigger variety of resources, competencies and information can be exchanged. This kind of social capital is less beneficial for confidence though facilitates transmission of information, cooperation of unfamiliar partners, etc.

Linking social capital refers to the relationship between individuals and groups in different social strata in a hierarchy where different groups access power, social status and wealth. Woolcock (2001) describes linking social capital as the relationships people have with those in power. Linking social capital can be characterized with the qualities of both bonding and bridging networks. It depends on what relationship linking social capital is based. If it is friendship or kinship relationships that tie actor with those in power then linking social capital have more similarities with bonding social capital. And contrarily, if it originates as contact of earlier unfamiliar ac-

tors due reciprocity or common goals linking social capital like bridging social capital will be based on universal shared values and norms as well as generalized trust. Linking social capital enables individuals and community groups to leverage resources, ideas and information from formal institutions beyond the immediate community radius.

As the impact on operation of enterprise of bonding, bridging and linking social capital differ, it is important to identify the criteria that could be used when foreseeing the potential impact of particular corporate social capital. These are named contingencies of social capital. **Three contingencies of social capital – task, symbolic and complementary capabilities** – show that the net value of a given form of social capital depends in large on the context, and in particular on the tasks of the focal group and on its fit with environment (Adler, Kwon, 2002). Both factors will influence the relative importance of social capital's benefits and risks.

Task contingencies help explain, first, whether strong or weak ties are more valuable. According to Uzzi (2002), if the task requires trust and cooperation, embedded ties with repeated exchanges between a small numbers of partners is preferred, but if the task requires economic rationality and market competition, arm's length market relations with more numerous partners are more effective. Task-contingency view also clarifies the tension between Coleman's thesis that the closure of social network is the key source of social capital and Burt's theory favoring sparse networks with many structural holes (Baker, Obstfeld, 2006). Hansen, Podolny, Pfeffer (1999) show that the performance of relatively uncertain tasks benefits from greater tie density (closure) because closure makes actors more willing to share tacit knowledge, whereas when tasks are relatively certain, structural holes are more valuable because they allow a cost-effective way of accessing a wider range of information sources. The need for certain type of ties and other elements inherent differ during the different stages of enterprise duration. As at the start the possibility to get lacking resources and search opportunity to enter the market are more important during the development of activity the need for more close cooperation when developing new product or bigger variety of contacts for search for new opportunities or markets may occur.

Symbolic contingency covers the issues coherent for the third element of social capital, *i. e.* shared values / believes, norms and sanctions. Corporate values, beliefs, norms and sanctions inherent for the particular enterprise and the norms and beliefs in the surrounding environment influence the value of a given stock of social capital. For example, entrepreneurship may be seen as legitimate in one context whereas in another context it might be seen as opportunistic and self-seeking (Adler, Kwon, 2002). In Burt's (2000) analysis of corporate managers, he finds that entrepreneurial brokering by senior executives is perceived as legitimate and thus rewarded, but less senior managers may suffer if they engage in such activities. Similarly, Gabbay and Zuckerman (1998) found that organizational settings where norms encourage cooperation are often inhospitable to entrepreneurs, and brokering activities are less likely to be rewarded. If the particular

corporate values / believes, norms and sanctions inherent differ from those inherent in surrounding community, corporate social capital will not generate any benefit for enterprise.

In the case of complementary capabilities two dimensions are important when studying corporate social capital. First one is the associability that encompasses the social disposition and ability of reciprocity (Nahapiet, Ghoshal, 1998). The second one is the degree at what the experience and abilities that corporate player has gained during his activity can be useful in the recent and future business ties. Actor's abilities figure as complementary resources. Gabbay and Zuckerman (1998) study of an industrial design firm provides an example. New design ideas for one client often come from ideas developed in the context of work for other clients in other industries. Burt (2000) shows that a distinctive skill is needed to take advantage of the social capital created by the network of clients – the ability to combine these disparate ideas to generate new, innovative ones. For the focal firm, its own combinative capability is not constitutive of its social capital, but it is clearly a critical complementary ability.

Unlike other forms of capital, social capital resides in relations of individuals or other actors, but not in objects or individuals itself. This feature determines some **peculiarities of corporate social capital ownership and formation**. Social capital can not be owned by the one particular owner. Social capital can be build only during the communications process and only the results of communication can be possessed by partners but not the generator of these results – social capital – itself. This feature of social capital makes the formation of corporate social capital more complicated than the traditional forms of capital. Although some contacts of enterprise can be determined by its ownership form (common board, dependence to the syndicate, joint venture capital, etc) or contracted during its activity (participation in joined projects, R&D partnership or patent relationships) the biggest part of communications is initiated and held by individuals. This raises the question if corporate social capital as such exists or if it is only the sum of social capitals of employees.

Some scholars argue that social capital at meso level, *i. e.*, between enterprises, does not exist because it is individuals who keep the relationships (*e. g.*, Knoke, 1999; Putnam, 2001, etc). The other scientific stream consider both micro (individual) and meso level corporate social capital formation processes as separate but interacting (*e. g.*, Penning, Lee, 1998). The existence of corporate social capital as independent form of social capital depends on the kind of activity of enterprise – whether it is liberal professions or other activity where the individual professional dominates or whether it is conventional kind of activity such as trade, construction, etc. (Pennings, Lee, 1998). Size, hierarchical structure, duration of enterprise and other factors are also important when deciding on the priority of individual or corporate social capital at the meso level.

The conceptual issues discussed above are the essential when evaluating the impact of corporate social capital, so they have to be incorporated into the relevant model.

The Influence of Corporate Social Capital on the Operation of Enterprise

Because of the popularity the concept of corporate social capital has gained last decades among scholars and practitioners the impact of social capital is seen as very broad and confusing by the variety of assessment criteria (e. g., Baker, Obstfeld, 2006; Knoke, 1999; Nahapiet, Ghoshal 1998; Putnam, 2001). To develop the model of the evaluation of corporate social capital impact on the operation of enterprise there was the need to specialize these assessment criteria distributing it into two groups: positive impact and negative (corresponding with the benefits and costs in the cost-benefit analysis). Rejecting some overlapping and vague criteria as the result of analysis of scientific literature there were three main criteria with ten more specific sub-criteria of positive impact assessment designed (Mačerinskienė, Vasiliauskaitė, 2004; Rajangu, Mačerinskienė, Vasiliauskaitė, 2004):

- **Reduced transaction costs.** Social capital facilitates stability through long term relations and trust, thus, reducing (but not eliminating) opportunistic behavior by exchange partners. That reduces transactions costs on the specification and monitoring the operation of contracts. This type of corporate social capital benefit can be assessed by these criteria:
 - reduced time-costs of contracting and filling of contracts;
 - reduced costs of control over the implementation of the contracts;
 - reduced need for expensive legal contractual arrangements through increasing the share of verbal contracts;
 - reduced share of unfulfilled or partly fulfilled contracts.
- **Facilitates the dissemination of information, innovation and sharing of knowledge.** Because of joint problem solving, trust and dense information exchange, relationships rich in social capital stimulate interactive learning and innovations. They not only lower the costs of search, but also facilitate the exchange of tacit knowledge which is, by nature, much more difficult to communicate and to trade through market. Embedded relations reflect a social and open attitude of communicative rationality that is conducive for interactive learning, which requires durable, committed and long-term relationships. To assess this benefit of corporate social capital these more specific criteria can be applied:
 - timely supply of relevant information;
 - reduced costs of information verification;
 - more efficient sharing of tacit knowledge and skills.
- **Promoting cooperative and/or socially-minded behavior.** Cooperation is vital for the competitiveness of small enterprises that tend to lack resources to be successful in export markets, to conduct their own research, negotiate with large

banks, etc. Trustful relationships can afford these advantages. Trust and shared values, beliefs, norms and sanctions also facilitate cooperation and reciprocity making team work more efficient. More specific criteria to assess this type of benefit would be:

- more efficient cooperation on common purpose;
- mutual assistance;
- lower costs of team work.

However, besides the positive impact social capital as other forms of capital also has less desirable consequences. Six criteria for the assessment of negative impact of corporate social capital should be applied:

- **Restrictions on individual freedom, flexibility and innovation.** Strong solidarity with the group members may overvalue the actor in the relationship. Such overestimation reduces the flow of new ideas in to the group, resulting in parochialism and inertia. Long-term strong relations with the business partner can become obstacle for the business success and development as the new opportunities and more efficient methods are overlooked.
- **Excess claims on group members.** Community or group participation necessarily creates demands for conformity. The level of social control in such settings is high and also quite restrictive on personal freedoms. This is an expression of the age-old dilemma between community solidarity and individual freedom. Group or community closure may, under certain circumstances, prevent the success of business initiatives by their members. Portes (1998) notes that social capital in tight-knit communities may create free-riding problems and hinder entrepreneurship. Ongoing, strong social relationships may constrain the behavior of actors, impeding their action and attainment of goals.
- **Outflow of vital information attendant by negative outcomes for information owner.** Besides the more efficient sharing of information and knowledge social networks may also cause the outflow of vital information attendant by negative outcomes for information owner.
- **Redundant information.** Redundant ties cause the flow of redundant information that has to be sorted, analyzed and evaluated. This can require significant time, financial and human resources costs.
- **Exclusion of outsiders.** Even in groups that are not aiming at exclusion, the fact that they are ethnically or economically homogeneous can reinforce social stratification and inequality. Solidarity benefits for the lower – micro- or meso- level can have downsides for the aggregate. Strong identification with the focal group may contribute to the fragmentation of the broader whole. The same strong ties that bring benefits to members of a group commonly enable it to bar others from access. Tight group consciousness and solidarity can

be and often are accompanied by the hostility to or exclusion of other groups or individuals.

- **Costs of social capital / Irrational investment or overinvestment.** Costs of social capital mostly are overlooked in scientific literature. Building social capital requires considerable investment in establishing and maintaining relationships, and, as with any expensive investment, social capital investment may be not cost efficient in certain situation. Irrational investment or overinvestment in social capital can convert this potential asset to the liability.

These assessment criteria together with the conceptual findings discussed above were summarized as the model of the evaluation of corporate social capital impact on the operation of enterprise that is presented in the figure.

The Model of Evaluation of the Impact of Corporate Social Capital on the Operation of Enterprise

The model of the corporate social capital impact on the operation of enterprise is based on the cost-benefit analysis method that is broadly used for the evaluation of

economic as well as social and other project or decisions. The advantage of cost-benefit method is that it can be applied not only for the evaluation of tangible and measurable impact but also allows comparing the impact of such intangible and hardly measurable factors as social capital. This method also allows flexibly adjusting changing situation as the criteria reflecting cost or benefits could be reviewed and selected upon the need.

The left hand part of the picture 1 presents the fundamentals of corporate social capital. Social networks, trust and the framework of shared values / believes, norms and sanctions are the key elements for the formation of social capital. Three prerequisites – opportunity, motivation and ability – stimulate the generation of corporate social capital. As the social networks can be initiated and maintained on individual as well as corporate level, three levels – individual, group and corporate – should be considered as evaluating the impact of corporate social capital. It depends on the policy of enterprise and the nature of individual social capital, if the individual social capital will be successfully employed in the operation of enterprise and become a part of corporate social capital.

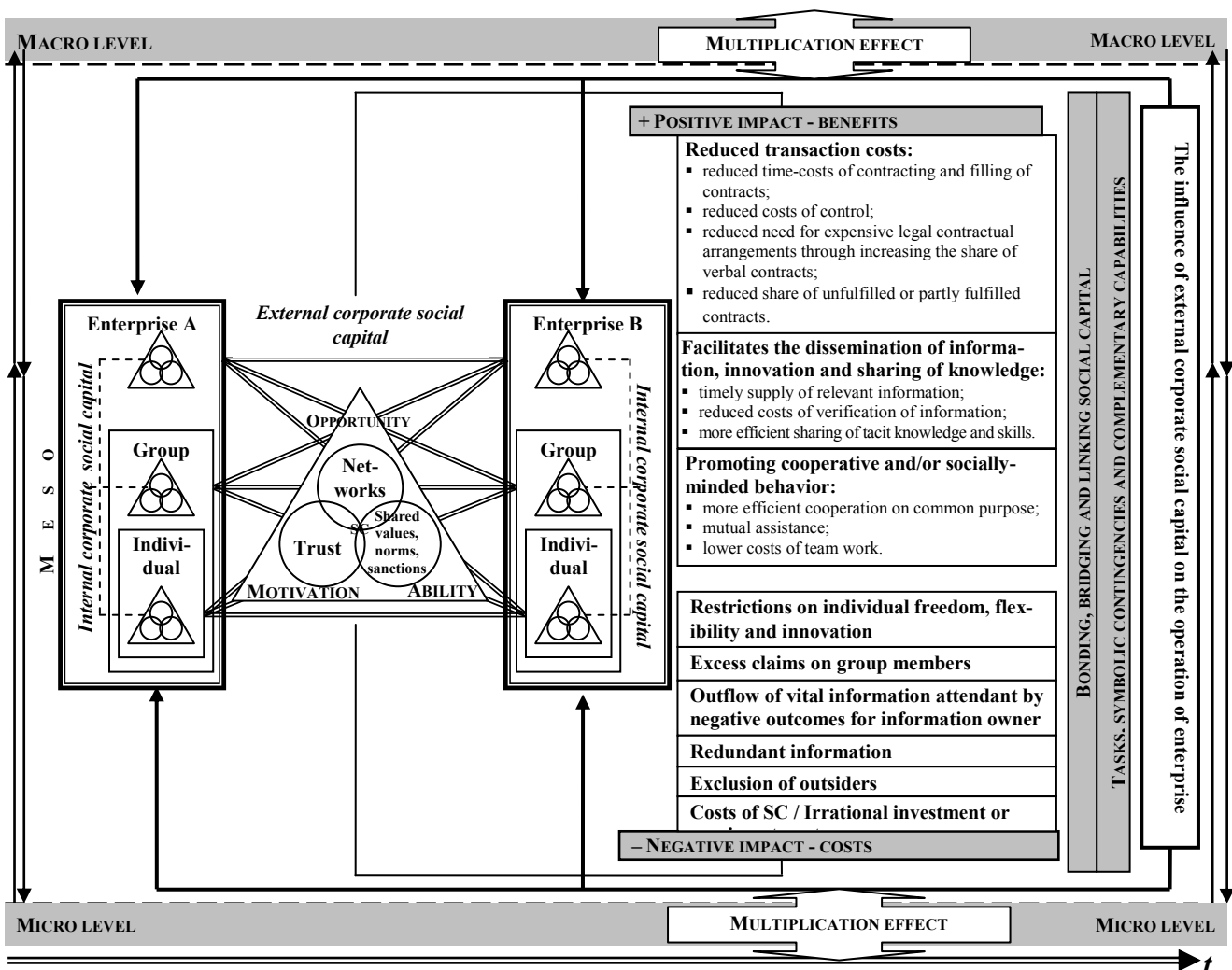


Figure. The Model of Evaluation of the Aggregate Impact of Corporate Social Capital on the Operation of Enterprise

Considering on what kind of social networks – internal or external from the perspective of enterprise – corporate social capital is based it could be analyzed as internal and external. There is no big difference in the fundamentals of evaluation of influence of corporate social capital because both are based on the same elements and prerequisites and are influenced by the same factors determining the kind of impact it generate. Some differences occur when developing the criteria of evaluation of influence as the impact of internal corporate social capital reveals more in the internal indicators such as corporate culture, *etc.* The model presented in this article is more oriented toward the evaluation of impact of external corporate social capital as the internal corporate social capital indirectly is the research object of many other sciences such as corporate culture, psychology, management, *etc.*

The right hand part of figure reflecting the model of the corporate social capital impact on the operation of enterprise shows the evaluation criteria alongside with the principles of evaluation of corporate social capital on the operation of enterprise. To assess the aggregate impact of corporate social capital on the operation of enterprise, both the positive and negative influence should be evaluated and compared. As the nature of social capital impact is determined by the three contingencies of social capital, three forms – bonding, bridging and linking – of social capital should be considered as evaluating the impact of corporate social capital on the operation of enterprise.

When evaluating the aggregate impact (I) of corporate social capital, general difference between the sum of benefits (positive impact) and sum of costs (negative impact) can be applied. To eliminate the impact of different number of criteria, both groups of criteria should be given equal total value, 1 for instance. Then the criteria of positive (B) and negative (C) impact assessment will be given certain comparative weight that will depend on the number of criteria used (see formula 1). The criteria also can be given the different weight when calculating the aggregate impact of corporate social capital. Depending on the current tasks and priorities of enterprise some criteria can be valued as more important.

$$I = \sum B_{1-3} - \sum C_{1-6} = 0,1 * B_{1,1} + 0,1 * B_{1,2} + 0,1 * B_{1,3} + 0,1 * B_{1,4} + 0,1 * B_{2,1} + 0,1 * B_{2,2} + 0,1 * B_{2,3} + 0,1 * B_{3,1} + 0,1 * B_{3,2} + 0,1 * B_{3,3} - (0,16(6) * C_1 + 0,16(6) * C_2 + 0,16(6) * C_3 + 0,16(6) * C_4 + 0,16(6) * C_5 + 0,16(6) * C_6)$$

Formula 1

where
 B = 1, 0 C = -1, when I = [-1; 1]
 B_{1,1}; B_{1,2}; B_{1,3}; B_{1,4}; B_{2,1}; B_{2,2}; B_{2,3}; B_{3,1}; B_{3,2}; B_{3,3} – benefits of corporate social capital (positive impact)
 C₁; C₂; C₃; C₄; C₅; C₆ – costs of corporate social capital (negative impact)

As the model implicates also the peculiarities of the development of corporate social capital (see the left side of the model in figure 1) it can be applied on any enterprise despite its size, type of activity or other attributes. The right hand side of the model embodies the principles of the impact of corporate social capital is evaluation – the differentiation among the types of social capital and

the contingencies of social capital.

The application of the model presented should encompass both quantitative as well as qualitative methods to assess the impact of corporate social capital in length.

Conclusions

One of the possibilities to evaluate the aggregate impact of corporate social capital on the operation of enterprise is to apply the method of cost-benefit analysis. The model developed incorporates main conceptual findings on the assessment of social capital impact. These are, first, the corporate social capital developed on the particular set of elements produces particular impact. At this point most encompassing classification is to distribute social capital into bonding, bridging and linking. Besides the types of social capital there are three contingencies – task, motive and complementary capabilities – that determine nature of the impact of social capital. Also if the aim is to develop the model applicable to enterprise of any size or hierarchical structure, the peculiarities of corporate social capital development and ownership should be kept in mind when working on its impact assessment. To make the evaluation of the impact of corporate social capital efficient the limited number of assessment criteria should be applied but at the same time these criteria have to represent the impact of corporate social capital at length. To evaluate positive and negative impact of corporate social capital three criteria (with ten more specific sub-criteria) for positive and six criteria for the negative impact were designed.

The advantage of the model presented in the article is that it can be easily adopted to any enterprise or situation. The criteria for the assessment of social capital impact can be changed as well as the comparative weight of these criteria. The application of the model does not require any significant costs or specific knowledge. The businessman, scholar or other persons concerned can easily apply it.

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Įmonės socialinio kapitalo įtakos įmonės veiklai vertinimo modelis

Santrauka

Vis gausėjantys moksliniai darbai patvirtina, kad socialinis kapitalas daro reikšmingą įtaką įmonės veiklai. Tinkamai jį naudodama, įmonė gali įgyti reikšmingą konkurencinį pranašumą, tačiau, neinvestuodama į socialinį kapitalą ar netinkamai investuodama, gali patirti ryškių nuostolių. Užsienio mokslinėje literatūroje daug dėmesio skiriama atskiriems įmonės socialinio kapitalo įtakos įmonės veiklai aspektams analizuoti ir tirti. Vis dėlto nepavyko rasti modelio, skirto *visuminei* įmonės socialinio kapitalo įtakai įmonės veiklai įvertinti. Todėl mokslinė problema, kaip įvertinti *visuminę* įmonės socialinio kapitalo įtaką įmonės veiklai, kol kas lieka neišspręsta.

Iš Lietuvos mokslininkų daugiausia dėmesio socialiniam kapitalui skiria sociologai ir ekonomikos sociologai, edukologai ir kitų sričių mokslininkai, tačiau ekonomistų socialiniam kapitalui ir įmonės įtakos veiklai dėmesio vis dar trūksta. Todėl šio straipsnio tikslas – ne tik pateikti įmonės socialinio kapitalo *visuminės* įtakos įmonės veiklai vertinimo modelį, bet ir prisidėti prie įmonės socialinio kapitalo teorijos populiarinimo tarpe Lietuvos mokslininkų.

Įmonės socialinis kapitalas šiame straipsnyje suvokiamas kaip įmonės ir jos vardu veikiančių individų sąmoningas naudojimas ryšių tinklais, kurie pasitikėjimo, bendrų įsitikinimų/vertybių, normų ir sankcijų dėka, tenkinant galimybes, motyvacijos ir gebėjimo sąlygas, tampa priemonėmis įmonės tikslui pasiekti. Kadangi įmonės socialinis kapitalas formuojasi elementų – ryšių tinklų, pasitikėjimo ir bendrų įsitikinimų/vertybių, normų ir sankcijų, komplekso pagrindu ir kiekvieno iš šių elementų – savybės gali nuolat kisti, socialinio kapitalo įtaka įmonės veiklai taip pat gali būti labai skirtinga. Atsižvelgiant į tai, formuojant įmonės socialinio kapitalo įtakos vertinimo modelį, būtina pasirinkti tokią socialinio kapitalo rūšių kvalifikacijos sistemą, kuri išsamiausiai atspindėtų galimus jo įtakos variantus. Remiantis mokslinės literatūros analize, pasirinkta trijų socialinio kapitalo rūšių klasifikacijos sistema, skiriant klijuojantį (angl. *bonding*), jungiantį (angl. *bridging*) ir įtakos (angl. *linking*) socialinį kapitalą. Šis skirstymas visapusiškiausiai atspindi galimus įmonės socialinio kapitalo įtakos skirtumus, nes minėtos trys socialinio kapitalo rūšys formuojasi skirtingomis savybėmis pasižyminčių elementų pagrindu, o dėl to šių rūšių įmonės socialinio kapitalo įtaka kardinaliai skiriasi: pavyzdžiui, daugiausia naudos teikia projektuose, kuriuose būtinas geras partnerių tarpusavio supratimas ir konfidencialumas, arba padeda ieškant naujos informacijos, partnerių, idėjų verslo plėtrai ar pan.

Kitas svarbus aspektas, į kurį būtina atsižvelgti formuojant įmonės socialinio kapitalo įtakos vertinimo modelį, yra tai, kad socialinio kapitalo formavimuisi būtinos trys sąlygos – tikslų, motyvų ir simbolių atitiktis. Tikslų atitiktis suprantamas kaip įmonės socialinio kapitalo rūšies ir jos tikslų atitiktis, t. y. ar esamas socialinis kapitalas gali būti naudingas įgyvendinant tam tikrus tikslus. Simbolių atitiktis atspindi įmonės ir jos darbuotojų pripažįstamų bendrų įsitikinimų/vertybių, normų ir sankcijų atitiktį atitinkamiems aplinkos elementams. Motyvacijos atitiktis vertinama dvejopai – kaip subjekto polinkis ir gebėjimas bendradarbiauti ir dirbti komandoje bei kaip jo įgytos patirties, gebėjimų ir kitų savybių naudingumas esamiems bei būsimiems ryšiams. Nuo šių trijų sąlygų išpildymo priklauso, kokią įtaką – teigiamą ar neigiamą – įmonės socialinis kapitalas darys įmonės veiklai. Jei esamo įmonės socialinio kapitalo sudėtis atitiks įmonės tikslus ir situaciją, jis teigiamai veiks įmonės veiklą. Tačiau jei įmonės socialinio kapitalo rūšies savybės neatitiks įmonės tikslams įgyvendinti reikalingų savybių, toks socialinis kapitalas ne tik neteiks įmonei naudos, bet bus nuostolingas ir trukdys jos efektyviai veiklai.

Vertinant įmonės socialinio kapitalo įtaką įmonės veiklai, svarbu atsižvelgti ir į tai, kad įmonės socialinis kapitalas formuojasi individo, individų grupės ir įmonės lygmens ryšių pagrindu. Kadangi socialinis kapitalas formuojasi subjekto sąveikos metu, jis, skirtingai nei kitos kapitalo rūšys, negali nuosavybės teise priklausyti ne vienam iš sąveikoje dalyvaujančių subjektų. Todėl įmonės darbuotojų ryšių pagrindu susiformavęs socialinis kapitalas nebūtinai bus naudingas įmonei. Tai priklauso nuo keleto veiksnių – įmonės veiklos rūšies, jos dydžio, hierarchinės struktūros, veiklos trukmės, organizacinės kultūros ir kt. Taigi siekiant, kad modelis visapusiškai atspindėtų įmonės socialinį kapitalą, nepriklausomai nuo formavimosi būdo, į modelį įtraukti visi trys įmonės socialinio kapitalo formavimosi lygmenys – individo, individų grupės ir įmonės.

Dėl įmonės socialinio kapitalo teorijos populiarumo ir įvairioms sritims atstovaujančių mokslininkų požiūrių skirtumų mokslinėje literatūroje pateikiama gausybė įmonės socialinio kapitalo įtakos įmonės veiklai vertinimo kriterijų. Siekiant, kad parengtas modelis kuo išsamiau atspindėtų visą galimos įmonės socialinio kapitalo įtakos įvairovę, tačiau kartu būtų ne pernelyg sudėtingas ir kompaktiškas, jo taikymas nereikalautų didelių sąnaudų, remiantis mokslinės literatūros analize, parengtas *baigtinis* įmonės socialinio kapitalo įtakos vertinimo kriterijų sąrašas, skirstant juos į dvi grupes: (1) teigiamą įmonės socialinio kapitalo įtaką (naudą) įmonės veiklai atspindintys kriterijai ir (2) neigiamą įmonės socialinio kapitalo įtaką

(kaštus) įmonės veiklai atspindintys kriterijai. Pirmąją – įmonės socialinio kapitalo sąlygojamos naudos vertinimo – kriterijų grupę sudaro dešimt kriterijų, kuriuos galima suskirstyti į tris stambesnes grupes: (1) sandorių kaštų sumažinimas (sandoriams sudaryti ir įvykdyti reikalingo laiko sutrumpinimas; sandorio vykdymo kontrolės kaštų mažinimas; rašytinių sandorių keitimas žodiniais susitarimais; neįvykdytų ar negalutinai įvykdytų sandorių dalies sumažėjimas); (2) informacijos, žinių ir inovacijų sklaidos skatinimas (aktualios informacijos gavimas laiku; laiko informacijos tikrinimui sumažėjimas; efektyvesnis žodžiais sunkiai išreiškiamų žinių ir įgūdžių „perėmimas“); (3) bendradarbiavimo ir socialiai orientuoto mąstymo skatinimas ((efektyvesnis) bendradarbiavimas siekiant bendro tikslo; savitarpio pagalba; mažesni darbo grupėje koordinavimo kaštai). Į antrąją – su įmonės socialiniu kapitalu susijusių kaštų vertinimo – kriterijų grupę – išskirti šeši kriterijai: (1) individualios subjekto pasirinkimo ir veiksmų laisvės suvaržymas, jo lankstumo ir inovatyvumo ribojimas; (2) pernelyg dideli reikalavimai grupės narių atžvilgiu; (3) informacijos „nutekėjimas“; (4) perteklinė informacija; (5) pašaliečių atstūmimas; (6) su socialiniu kapitalu susijusios sąnaudos. Įmonės socialinio kapitalo įtaka, pasitelkus šiuos kriterijus, vertinama atsižvelgiant į atskirų įmonės socialinio kapitalo rūšių – klijuojančio, jungiančio ir įtakos socialinio kapitalo – įtakos skirtumus. Palyginus minėtų dviejų kriterijų grupėmis įvertintą teigiamą ir neigiamą įmonės socialinio kapitalo įtaką, galima nustatyti, kokį visuminį poveikį – teigiamą ar neigiamą – daro įmonės socialinis kapitalas įmonės veiklai.

Visuminei *esamo* įmonės socialinio kapitalo įtakai įvertinti taikytinas įmonės socialinio kapitalo teigiamą įtaką (naudą) ir neigiamą

įtaką (kaštus) atspindinčių kriterijų įvertinimų sumų skirtumas. Skirtingų kriterijų skaičiaus įtakai eliminuoti maksimali teigiama ir neigiama įtaka prilyginama vienetui, atskiriems kriterijams suteikiant atitinkamus lygiavertčius nuo jų kiekio priklausančius lyginamuosius svorius. Priklausomai nuo įmonės veiklos rūšies ar tikslų, vertinimo kriterijams gali būti suteikiami ir skirtingi lyginamieji svoriai, reikšmingesnius įtakos aspektus atspindintiems kriterijams suteikiant didesnius lyginamuosius svorius.

Aptarti įmonės socialinio kapitalo teorijos aspektai, atspindėti parengtame įmonės socialinio kapitalo *visuminės* įtakos įmonės veiklai vertinimo, remiantis kaštų ir naudos analizės metodu, modelyje, užtikrina, kad modelis galės būti taikomas bet kuriai įmonei, nepriklausomai nuo jos dydžio, hierarchinės struktūros, veiklos rūšies, ir jo dėka maksimaliai visapusiškai bus įvertinta įmonės socialinio kapitalo visuminė įtaka įmonės veiklai. Visuminei konkrečiu laiko momentu esamo įmonės socialinio kapitalo įtakai įvertinti galima taikyti naudos ir kaštų skirtumo rodiklį. Siekiant eliminuoti skirtingo vertinimo kriterijų skaičiaus įtaką, visuminė teigiama ir neigiama įmonės socialinio kapitalo įtaka prilyginama 1, atitinkamai kiekvienam vertinimo kriterijui suteikiant lygiavertį svorį. Priklausomai nuo įmonės tikslų ir aplinkos, vertinimo kriterijams gali būti suteikiant ir skirtingi lyginamieji svoriai, tuo atskiriems įmonės socialinio kapitalo įtakos įmonės veiklai aspektams suteikiam didesnę reikšmę. Tokiu būdu modelis įgyja dar vieną privalumą, t. y. lankstumą, nes nesunkiai gali būti modifikuojamas, priklausomai nuo situacijos ir įmonės tikslų.

Raktažodžiai: *įmonės socialinis kapitalas, įmonės socialinio kapitalo įtakos vertinimas, kaštų ir naudos analizė.*

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