Inzinerine Ekonomika-Engineering Economics, **2011, 22(5), 534-543**

Corporate Social Responsibility in Forming Corporate Image

Regina Virvilaite, Ugne Daubaraite

Kaunas University of Technology
Laisves av. 55, LT-44309, Kaunas, Lithuania
e-mail: regina.virvilaite@ktu.lt, ugne.daubaraite@gmail.com

crossref http://dx.doi.org/10.5755/j01.ee.22.5.972

This article analyses the impact corporate social responsibility has on corporate image, basing the findings theoretically and empirically.

The first part of this article focuses on a theoretical concept of corporate social responsibility. The authors analyze different definitions of corporate social responsibility, review chronological development of this concept and reveal similarities between different definitions. Positive and negative positions towards corporate social responsibility are presented and compared.

The second part of this article reveals the theoretical concept of corporate image and the constituting factors. After discussing different definitions of corporate image, concluding remarks are made. The authors of this article discuss the topicality of corporate image management subsequently and name the factors that form corporate image, laying out the basis to manage particular factors.

The first two parts of this paper provide a theoretical basis for further discussion. The third part of this article outlines insights for causality between corporate social responsibility and corporate image as well as links between the two. Concluding the reviewed literature and the newest empirical data, it is noted that corporate social responsibility has positive impact on corporate image. Positive impact can be seen through various phenomena: positive consumer attitude, positive word of mouth, etc.

Theoretical studies lay the basis for creating a structural model of corporate social responsibility impact on corporate image, which presents the impact corporate social responsibility has on corporate image. In addition to previously discussed theoretical concepts, three factors forming corporate image (corporate marketing communications, corporate social responsibility and consumer demographic characteristics) are detailed. Structural model is based on LeBlanc (1995), van Riel, Balmer (1997) and Chattananon, Lawley (2007) models. Newly proposed structural model links earlier models into one single system.

The new structural model is thoroughly examined using empirical research and the importance of each constituting factor is defined. The results of the empirical research reveals that corporate social responsibility has positive impact on corporate image though it is not the most important factor. Surprisingly none of demographic characteristics determines consumer attitude towards corporate image. The results of empirical research and literature studies allow to draw the conclusions and raise proposals.

Keywords: *corporate social responsibility, levels of corporate social responsibility, corporate image, corporate identity, corporate individuality.*

Introduction

Scientists and marketing professionals emphasize the importance of corporate social responsibility (CSR) in consumer's decision making process. Due to the fact that social responsibility is becoming more popular on global scale, CSR is seen as crucial in creating attractive corporate image (CI), providing competitive advantage and differentiation, leading to business success emphasizing actuality of the chosen topic.

Ailawadi et al. (2011), Green, Peloza (2011), Lindgreen, Swaen (2010), Banyte, Brazioniene, Gadeikiene (2010), Yeo, Youssef (2010), Lizarraga (2010), Spitzeck (2009), Malmelin, Hakala (2009), Herstein, Mitki, Jaffe (2008), Chattananon et al. (2007), Visser (2006), Sciulli, Bebko (2005), Flavian, Guinaliu, Torres (2005), van der Heyden, van der Rijt (2004), Abratt, Mofokeng (2001), Moir (2001), Teng Fatt et al. (2000), van Heerden, Puth (1995), LeBlanc, Nguyen (1995) and others agree that CSR is an important factor constituting CI. It is crucial to emphasize that a lack of theoretical and empirical researches on causality between CSR and CI provide the scientific problem examined in this article.

The aim of this article is to theoretically ground and empirically examine the importance of CSR on CI in Lithuania. The subject of the research is CSR and factors constituting CI.

Research methods used: systematic and comparative scientific literature analysis, empirical quantitative research.

The concept of social responsibility in marketing theory

Ailawadi et al. (2011), Green, Peloza (2011), Gineitiene, Ziogelyte (2010), Lindgreen, Swaen (2010), Banyte, Brazioniene, Gadeikiene (2010), Galbreath (2009), Vaitkevicius, Stukaite (2009), Robins (2008), Meehan et al. (2006), Visser (2006), Ward, Lewandowska (2006), van der Heyden, van der Rijt (2004) emphasize that the concept of CSR is a subject to further discussion since there is no widely accepted definition. Early CSR definitions focused on corporate activities that were not implied by economic or legal requirements. Lindgreen, Swaen (2010) argue that lately an increasing number of companies start socially

responsible activities; however it is not clear how it should be defined. The changing attitudes of consumers regarding environmental protection, ecology, social responsibility and the change of consumption habits force companies to look for new alternatives of activities where the main principles of corporate social responsibility would be integrated (Banyte, Brazioniene, Gadeikiene, 2010).

The attention to CSR has not subsided for recent decade. CSR gradually becomes a concurrent part of modern companies' activity, which stimulates a number of factors: alternation of consumers' wishes and demand, changes of suppliers' attitudes and requirements, pressure on legislators and principles, new expectations of employees, changing scale of social values (Juscius, Snieska, 2008).

Wood (1991) defines CSR as company's self-regulation. Carroll (1991) argues the activities and decisions taken by a socially responsible company are at least partially determined by non-economic and non-legal reasons.

Lizarraga (2010), Spitzeck (2009), van der Heyden, van der Rijt (2004), Barnes (2001), McWilliams, Siegel (2001) agree the well-being of society in the long run is especially important for a socially responsible company.

Baker (2008), Hay, Stavins, Vietor (2005) emphasize that CSR is a permanent pattern of business activities aimed at fulfilling and exceeding legal and governmental expectations, ensuring employee safety and health as well as improving the well being of the local community.

CSR is engagement to improve the well-being of society, comply with ethical, moral and environmental norms, foster relationships with stakeholders (Vaitkevicius, Stukaite, 2009).

According to David, Gallego (2009), socially responsible company meets the legal requirements and *does more than expected* by investing in human resource management, environmental protection technologies, etc. In addition to creating CSR these investments provide the company with competitive advantages.

World Business Council for Sustainable Development provides the most universal definition of CSR: it is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.

Scientific literature provides different names for the concept of CSR (Robins, 2008, Meehan et al., 2006; Balmer, Greyser, 2006; Visser, 2006). Meehan et al. (2006) separate 3 factors constituting CSR and note they should be implemented together in order to achieve full CSR: ethical and social commitments, connections with partners in the value network and consistency of behavior.

Meehan et al. (2006), van der Heyden, van der Rijt (2004) emphasize that failure to meet ethical and social commitments damages CI because consumers prefer products of socially responsible companies and partners seek for long term mutually useful relations with socially responsible companies. Consistency of behavior is seen through company's ability to meet its declared values and choose partners. Failure in behavior consistency raises consumer dissatisfaction and criticism towards the company.

Dagiliene (2010), McWilliams, Siegel (2001) state that CSR can be seen through company's decision to use latest HRM programs, turn to in vitro tests, reduce pollution and waste. Lizarraga (2010) adds that CSR contains support for social funds, events promoting social equality and well being as well.

CSR is an objective for any given company regardless its business sector. CSR can be divided into obligatory and voluntary, however, both types provide company with a tool for improving CI, reputation and trust (Matkeviciene, 2010).

All the discussed ideas may be rounded up using CSR models. Carroll (1991) created the first widely accepted CSR model. Later scientists provided their interpretations of Carroll's pyramid of CSR, e.g., Lantos (2002) bases his classification of CSR types on Carroll's classification (see Table 1).

Table 1

Comparison of Carroll's and Lantos' social responsibility classification

Carroll's classification	Lantos's classification
1. *Economic responsibility:* being profitable, creating good and safe working conditions, providing quality products.	1. *Ethical responsibility:* obligatory meeting economic, legal and ethical commitments of a company.
2. *Legal responsibility:* complying with laws and regulations.	
3. *Ethical responsibility:* conducting business in moral, just, transparent manner.	
4. *Philanthropic responsibility:* voluntarily supporting social movements, investing in well being of society in long term.	2. *Altruistic responsibility:* philanthropic responsibility focused on improving the well being of society.
	3. *Strategic responsibility:* philanthropic responsibility focused on company's positive publicity.

Carroll (1991) defines CSR as hierarchy of 4 responsibility levels: economic, legal, ethical and philanthropic components. Lantos (2002) defines 3 responsibility types: ethical, altruistic and strategic responsibility levels.

As seen in Table 1, Lantos (2002) defined ethical responsibility embodies Carroll's (1991) economic, legal and ethical responsibilities. Lantos (2002) replaces Carroll's (1991) term "philanthropic responsibility" with "altruistic responsibility" and adds strategic social responsibility to his classification.

Lantos (2002) argues that if company implements strategic social responsibility, it achieves positive publicity, improves its CI, receives other benefits. This is why Lantos (2002) states that companies implement CSR in order to benefit from it, not to help stakeholders.

Pomering, Johnson (2009), Robins (2008), Ward, Lewandowska (2006), Lantos (2002), Boulstridge, Carrigan (2000) note that companies might act in a socially responsible manner in their favor: to shape society's attitude towards the company, form positive CI. Boulstridge, Carrigan (2000) note that CSR correlates with company's profitability and business environment is hostile towards socially irresponsible companies. Pomering, Johnson (2009), van der Heyden, van der Rijt (2004) agree with before mentioned motives for implementing CSR and emphasize

that companies are under societal or governmental pressure to take up CSR. Lindgreen, Swaen (2010) sum up that companies might take up CSR for various reasons and expect different outcomes: CSR might be an aim, it might be used to protect and enforce current position, CSR might also be used to express altruism.

Sibao, Guaer (2009) emphasize that CSR depends on company's management and their belief in importance of CSR because this area is not strictly defined or regulated. However, Carroll (1991) argues that the key of CSR is morality.

As mentioned above, Carroll (1991) defines 4 types of CSR. The most important is economic components (responsibility), every company must comply with legal norms. Company's commitment to conduct business ethically is expressed through just and fair activities towards its stakeholders. Philanthropic responsibility is seen through support to community projects and investments into its well being. The distinguishing feature between philanthropy and ethical responsibilities is that the former are not expected in an ethical or moral sense. Communities desire firms to contribute their money, facilities and employee time to humanitarian programs or purposes, but they do not regard the firms as unethical if they do not provide the desired level. Carroll (1991) emphasizes the hierarchy of different CSR levels.

Ward, Lewandowska (2006), Zairi (2000) argue that different levels of CSR can be achieved and implemented at the same time.

Zairi (2000) emphasizes that society sees economic and legal social responsibilities as self-explanatory and raise higher expectations for company's ethical and philanthropic responsibilities. Van der Heyden, van der Rijt (2004) agree and note that the importance of and society's expectations towards philanthropy will rise in the future.

In conclusion, the concept of CSR is not defined clearly; different authors emphasize different aspects of CSR. Regardless the fact that some authors question the altruism behind CSR, the mainstream state that CSR is caused not by pragmatic reasons. Most often discussed levels of CSR are presented systematically in Carroll's (1991) model. According to it, the most important condition for socially responsible business is to meet economic and legal expectations because they provide the basis for further ethical and philanthropic responsibilities.

The concept of CI

When constituting CI, the most important goal is to form positive attitude towards the company among present and potential consumers. CI is comprised of creating a positive corporate personality, marketing communications and channels as well as constant feedback from the target audience.

Worcester (2009), Pina et al. (2006), Meehan et al. (2006), Flavian, Guinaliu, Torres (2005), Abratt, Mofokeng (2001), Teng Fatt et al. (2000), Stuart (1997) and others emphasize the importance of creating and managing CI. These authors agree that CSR has positive impact on CI.

Lizarraga (2010), Pina et al. (2006), van Heerden, Puth (1995) state that positive CI provides company with individual features that lead to brand recognition, improve consumer and employee loyalty as well as corporate reputation.

Christensen, Askegaard (2001), Flavian, Guinaliu, Torres (2005), Chattananon, Lawley (2007) state that CI is the understanding about the company by any stakeholder. CI is determined by the elements provided by controllable and uncontrollable sources of information.

Worcester (2009) notes that CI consists of product image, brand image and brand consumer image.

Yeo, Youssef (2010) state that CI is a source of competitive advantage: due to the fact that CI can only be formed over a long time, it becomes difficult to imitate. Besides CI creates consumer trust and deters competitors from entering the market.

Pina et al. (2006) emphasize that positive CI can raise sales, customer loyalty, attract new investors and employees.

LeBlanc, Nguyen (1995) note that CI is dynamic and it can change because of particular events, shifts in consumer's environment or his personality. Rindell, Edvardsson, Strandvik (2010) state that CI can be divided into image-in-use and image heritage. Image heritage is based on consumer past experience and created by consumer himself. Image-in-use is the result of company's image forming activities. CI must be reviewed constantly and updated according to public opinion, beliefs and values (Herstein, Mitki, Jaffe, 2008). Wei (2002) states that company which is able to change, is seen as innovative, open and becomes exceptional in its markets. Rindell, Edvardsson, Strandvik (2010), Flavian, Guinaliu, Torres (2005), LeBlanc, Nguyen (1995) state that the longer the interaction between company and consumer, the stronger consumer's CI.

Leblanc, Nguyen (1995) define 5 elements which constitute CI: corporate identity, individuality, physical environment, service offering and contact personnel.

Corporate identity contains company's name, logo, exceptional features, pricing, the quality and quantity of advertising. Malmelin, Hakala (2009), Chattananon, Lawley (2007), Wei (2002), van Riel, Balmer (1997), Stuart (1997), LeBlanc, Nguyen (1995), van Heerden, Puth (1995) and other authors emphasize the importance of defining CI and corporate identity. Wei (2002) states that CI is the impression stakeholders have towards the company, while corporate identity is the set of facts defining company, its aims and culture.

Physical environment is comprised of environment aesthetics, lighting, condition of furniture, buildings and other company's property. LeBlanc, Nguyen (1995) state that esthetic environment increases consumer satisfaction and raises CI. Chattananon, Lawley (2007), Stuart (1997), LeBlanc, Nguyen (1995) emphasize that room decorations, lighting and other features can be used to communicate CI to the consumers.

Contact personnel are exceptionally important in forming consumer attitude towards company and its products, forming CI. Personnel should be friendly, courteous, caring, competent and of attractive appearance (LeBlanc, Nguyen, 1995). Contact personnel can have negative impact on CI if they dissatisfy customers by bad mood, poor attitude (van Heerden, Puth, 1995).

Service offering contains variety of services, service availability and service processes.

Corporate individuality consists of corporate philosophy, values and culture, strategic management, mission and objectives. Abratt, Mofokeng (2001) state that corporate individuality forms corporate identity, which forms CI. Spitzeck (2009) emphasizes that corporate individuality is formed by CSR elements such as protection of human rights, reducing pollution, etc. According to van Riel, Balmer (1997) corporate individuality contains quality, integrity, value for money, technical innovation, social responsibility, service, reliability and imagination. Perfect corporate individuality is formed if all the aspects are kept at same development level.

Yeo, Youssef (2010), Abratt, Mofokeng (2001), Teng Fatt et al. (2000) emphasize that CI is influenced by information provided by the company itself and other groups. CI is studied from two perspectives: company's and consumer's. The approach of company is directed towards improvement of marketing activities while consumer's approach is based on his interpretation of CI and brand equity state that a crucial feedback exists: stakeholders are influenced by company's image forming actions and they form CI in their environment.

To sum up, CI is a complex concept, which covers corporate identity, individuality and marketing communications. CI is influenced by planned and accidental activities of the company. CSR is part of company's individuality. Individuality forms CI meaning CSR has influence on CI.

Expression of CSR in constituting CI

Ailawadi et al. (2011), Lindgreen, Swaen (2010), Lizarraga (2010), Erickson (2009), Akotia (2009), Ward, Lewandowska (2006), Flavian, Guinaliu, Torres (2005), van der Heyden, van der Rijt (2004), Chattananon (2003), Hoeffler, Keller (2002), Teng Fatt et al. (2000) state that company which cares about well being of society, environmental protection is seen favorably in comparison with a company which does not. Lizarraga (2010) notes that an increasing number of companies strive to express their CSR in order to improve their CI.

CI influences corporate reputation. CI is due to one's sudden associations of a company, whereas reputation is deep, settled over a period of time belief in a company's abilities to act in one or another way (Smailiene, Jucevičius, 2009). CSR has positive impact on corporate economic performance, revenue growth, CI and reputation improvement and customer loyalty as well as relationship with all stakeholders (Navickas, Kontautiene, 2011).

In addition to forming attractive corporate reputation, CSR gives consumer a chance to feel he is making a right decision by choosing particular product (Green, Peloza, 2011). Positive image empowers the company to attract new customers and increase stakeholders' trust in the company (Flavian, Guinaliu, Torres, 2005).

Lindgreen, Swaen (2010), Chattananon, Lawley (2007), Ward, Lewandowska (2006) emphasize that image of a socially responsible company creates and strengthens competitive advantages, improves brand reliability, enforces CI, raises customer loyalty, creates emotional bond between the company and consumers.

Yeo, Youssef (2010) note that CI comprises factual (output, financial results) and emotional (CSR, corporate personality) factors meaning CSR influences CI.

The results of global research by Edelman (2010) show that importance of CSR is increasing in consumer decision making process. It is extremely important to emphasize that CSR is becoming more and more important in emerging markets. Teng Fatt et al. (2000) note that consumer expectations and requirements have increased: consumers expect a company to be a citizen and a part of local community. 86% of consumers believe that CSR is as important as other business' everyday operations, 2/3 of consumers think that companies should support various societal and causal initiatives (Edelman, 2010). Socially responsible manner to conduct business should be the new business standard (Chattananon, 2003).

Ailawadi et al. (2011), Green, Peloza (2011), Lizarraga (2010), Chattananon (2003), Moir (2001), Christensen, Askegaard (2001) stress that socially responsible companies earn positive image in the society due to the fact that they gain more mass media attention, form positive employee attitude towards the company.

CSR influences CI but the lack of empirical research leaves the strength of causality unidentified.

CSR in forming CI: the structural model

It is agreed that CSR has positive impact on attractive CI. Ailawadi et al. (2011), Lindgreen, Swaen (2010), Lizarraga (2010), Chattananon, Lawley (2007), Hoeffler, Keller (2002), Boulstridge, Carrigan (2000) emphasize that if consumers see a company as socially responsible their attitude towards company's products become positive as well as their intention for repeated purchasing increases.

Chattananon, Lawley (2007) note that CI is formed by:

1. corporate marketing communications;
2. corporate social responsibility;
3. consumer demographic characteristics.

Corporate marketing communications. Chattananon, Lawley (2007), Chattananon (2003), Balmer, Gray (2000) divide marketing communications into 3 types: primary, secondary and tertiary. Balmer, Gray (2000) note that primary communications embody the product, organizational behavior, employee working conditions, service standards and direct communication with consumer. Both the consumer and the company can ignite primary communications. Secondary communications include visual identity and formal communications: advertisings, PR, sales promotion. Secondary are mass communications (Chattananon, Lawley, 2007). Tertiary communications consist of word of mouth, information in the mass media and its interpretations, information provided by competitors (Balmer, Gray, 2000). Tertiary communication is initiated and spread by uncontrollable sources (Stuart, 1997).

CSR. Chattananon, Lawley (2007) note that CSR is recognized via CSR symbolism, organizational behavior and CSR communication. Symbolism represents visual identity: logos, names, other elements. Information

concerning CSR is communicated on 3 levels: primary, secondary and tertiary.

Demographic characteristics. Chattananon, Lawley (2007) accentuate that consumer demographic characteristics are of great importance when forming CI. The most important characteristics are: gender, age, education level, income level and marital status. Women have more positive attitude towards socially responsible companies in comparison with men (Ndubisi, 2006). Consumers holding higher education and higher income level have more positive attitude towards socially responsible companies in comparison with those of lower education and income levels. Chattananon, Lawley (2007) state that no conclusion can be made about the impact of age group and marital status on consumer's attitude towards socially responsible companies.

The analysis of scientific literature showed that CSR has positive impact on favorable consumer attitude towards a socially responsible company and its products.

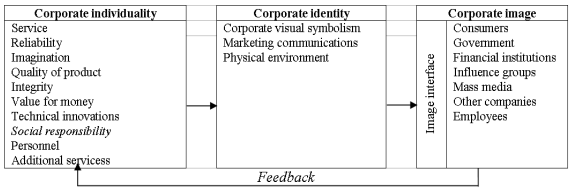

Figure 1. Corporate social responsibility in forming corporate image

The expression of CSR in forming CI was not examined before. Figure 1 represents consequent system of LeBlanc, Nguyen (1995), van Riel, Balmer (1997), Chattananon, Lawley (2007) models. This structural model accentuates that CSR is an important factor influencing and forming CI.

The novelty of this structural model is based on the causality between CSR and CI. Model represents the direction of it and takes into consideration company's purposeful CI forming activities as well as stakeholders' assessments and translations of it in their environment.

Results of the quantitative research and discussion

The aim of the research: to determine the impact of corporate individuality and identity elements on CI and define the role of CSR in forming CI.

The problem of the research: scientific literature studies reveal that CSR influences CI, authors agree that CSR has a positive impact on CI but the lack of theoretical and empirical researches on the subject is still significant.

Hypotheses:

H1: The most important source of information about CSR is the people around respondent.

H2: Elements of corporate individuality influence CI.

H3: Elements of corporate identity influence CI.

H4: CSR influences CI.

H5: Demographic characteristics influence consumers' attitude towards CSR.

Quantitative research was carried out in Lithuania using virtual questionnaire. 181 correctly filled out questionnaires were collected.

The research reveals that the more important CSR is to the respondent, the more he is inclined to think that society understands CSR as an important factor in a decision-making process.

When asked about personal case, respondents name CSR as an important factor determining their decision (40.27% respondents). When evaluating the importance of CSR in the society, only 24.25% respondents chose the answer "important". Mostly the respondents believe that the society does not care about the CSR (46.96% chose answer "not important"). These results show that respondents are inclined to believe that even though they care about CSR, the society does not give it an important role.

The results reveal that only the elements of ethical social responsibility ("company recognizes and respects new or evolving ethical norms adopted by society" and "company prevents ethical norms from being compromised in order to achieve corporate goals") were not evaluated as completely unimportant.

The respondents were unanimous concerning legal and ethical social responsibility (all the elements were evaluated with st. deviation < 1). The results reveal that economic and philanthropic social responsibilities are the least important levels: basing it on Carroll's (1991) levels of CSR, Lithuanian pyramid of CSR breaks down in this hierarchy:

1. ethical components (mean evaluation is 4.206 points);
2. legal components (3.964 points);
3. philanthropic components (3.79 points);
4. economic components (3.206 points).

The most important elements influencing CSR are the following ones: performing in a manner consistent with societal mores and ethical norms, being a law-abiding corporate citizen, assisting voluntarily the projects enhancing community's well being. The least important elements are maximizing profits per share, being as profitable as possible.

In order to find the difference between CSR components which are important to respondents personally and how the respondents see components' importance in society, respondents were asked to rank them (see Table 2).

Table 2

Hierarchy of corporate social responsibility types: personal and societal cases

Place	CSR types' importance personally	CSR types' importance in Lithuania
1 (most important)	Ethical	Economic
2	Legal	Legal
3	Philanthropic	Ethical
4 (least important)	Economic	Philanthropic

As seen in Table 2, the most important components of CSR are ethical and legal, less important are philanthropic and economic. It is crucial to emphasize that Carroll's pyramid of CSR is valid in Lithuanian society.

The research reveals that the most important source of information about CSR is the employees of the company: their behavior, word of mouth. Mean evaluation of this source is 4.18 points (see Table 3).

The respondents claim that the least important sources of information are company's advertisements and its seminars and trainings. As seen in Table 3, evaluation of these sources is unanimous (st. deviation > 1) which means that some respondents understand and admit the influence of these sources while the majority might not know or refuse to admit these sources are influential.

Table 3

Importance of different information sources in forming corporate image

	Min	Max	Mean	Std. dev
Company's employees	1	5	4,18	0,847
People around the respondent	1	5	4,07	0,943
Visit to the company or its representatives in order to buy products	1	5	3,86	0,893
Events organized by the company	1	5	3,85	0,897
Articles, reports about the company	1	5	3,72	0,974
Company's website	1	5	3,64	0,913
Seminars, trainings organized by the company	1	5	3,6	1,015
Company's advertisement	1	5	3,6	1,058

The research reveals that the respondents were not unanimous when evaluating the importance of visual symbolism (st. dev.=1.025) and attractiveness of contact personnel (st. dev=1.02) in forming CI. The findings show that the most important factor in forming CI is the quality of services (mean evaluation=4.71, max=5), respondents were unanimous (st. dev.=0.679).

The structural model defines corporate identity as corporate visual symbolism, physical environment and marketing communications. Respondents agree that marketing communications are very important in forming CI (mean evaluation=3.97, max=5), physical environment is less important (3.59 points) and the least important is the visual symbolism (3.59 points). Overall evaluation of corporate identity is 3.7 points revealing corporate identity is of less importance in forming CI in comparison with corporate individuality.

The most important elements constitute corporate individuality. It is important that CSR is not seen as a very important element in forming CI. The most important elements of corporate individuality are: quality of service, quality of product and reliability of the company.

Overall evaluation of corporate individuality equals 4.155 points (max=5) which makes it the most important factor forming CI. Feedback in this model represents the word of mouth given by the people around the particular respondent. Feedback is an important factor evaluated at 4.04 points. Corporate identity is the least important factor evaluated at 3.7 points. Elements of corporate identity are ranked in this order:

1. Corporate marketing communications;
2. Physical environment;
3. Visual symbolism.

Thorough analysis of demographic characteristics revealed that groups do not differ statistically nor does the relation between respondent's characteristics and his belief in importance of CSR exist.

Gender. Most of the women (40.10%) claim that they pay attention to CSR when choosing a product. Most of the men (41.00%) do not know or are unable to name the importance of CSR in their decision making process.

Age. CSR is the most important for 36-45 yrs old respondents, 40.00% of them chose answer "important". Most respondents under 18 yrs old (60.00%) claimed CSR is an important factor determining their decision: this age group is especially open to new ideas, various information sources; they are influenced by education or promotional activities.

Level of education. A similar part of secondary education (46.2%), higher education (44.4%) and MA (44.3%) degree holding respondents admitted their decisions are influenced by CSR. It is not clear if higher education correlates with more attention towards CSR.

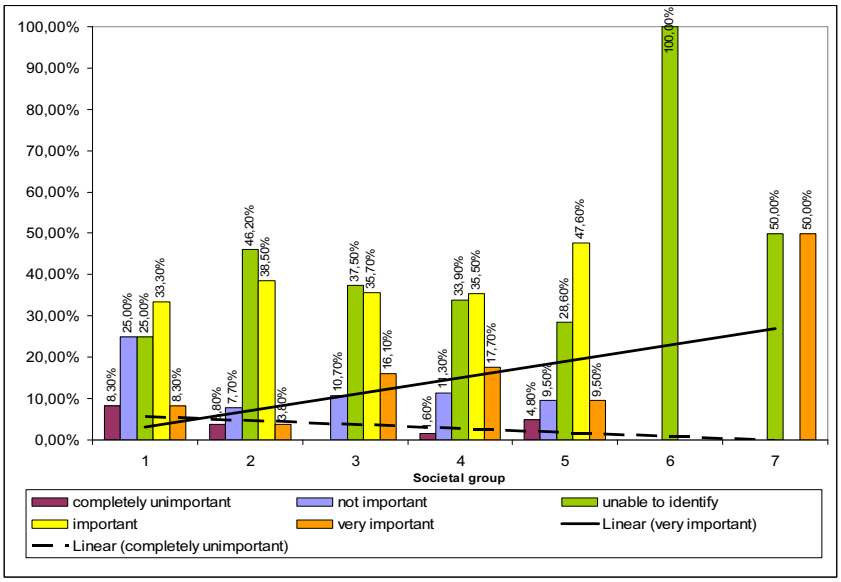

Figure 3. Importance of corporate social responsibility in different societal and income level groups

Marital status. The research reveals that CSR is the more important to single respondents.

Number of children. The most of respondents with children (40.00%) do not know or are unable to name the importance CSR has in their decision making process. The most of respondents who do not have children (37.20%) claim CSR to be an important factor determining their decisions.

Employment status shows no consistent pattern in relation with CSR.

Identification with particular societal group according to one's status and income level. Two extreme answers "completely unimportant" and "very important" are represented by linear trends (see Figure 3).

The higher status and income level group (group No.1 is at the lowest societal level) the respondent identifies oneself with, the more important CSR is in his decision making process. On the other hand, the higher status and income level group, the less he is inclined to name CSR as completely unimportant factor.

Experience of living abroad. Respondents who have lived abroad for 3 months or more define CSR as more important factor in comparison with respondents who do not have this experience.

Frequency of abroad travels. Most of respondents who travel abroad often or very often define CSR as an important factor influencing their decision making process (both groups chose answer "important" more often than 40.00%). Respondents who rarely travel abroad do not know or are unable to name the importance of CSR.

The research reveals that corporate identity, corporate individuality and feedback have different influence in forming CI. The empirical research reveals the importance of every factor under Lithuanian economic and societal conditions (see Figure 4).

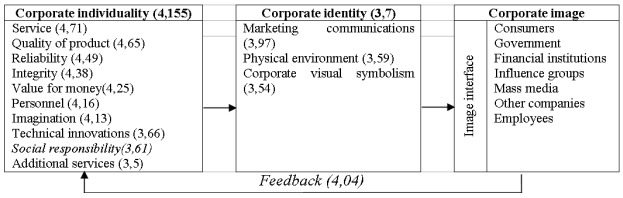

Figure 4. Importance of factors forming corporate image: the case of Lithuanian customers

Basing on the structural model, 5 hypotheses were tested:

H1: The most important source of information about CSR is the people around respondent – rejected.

H2: Elements of corporate individuality influence CI – accepted.

H3: Elements of corporate identity influence CI – accepted.

H4: CSR influences CI – accepted.

H5: Demographic characteristics influence consumers' attitude towards CSR – rejected.

Conclusions

CSR influences CI but a lack of unanimous approach is still present.

Different authors emphasize different aspects of CSR, some argue that that CSR is not a form or altruism. The most important condition for socially responsible business is to meet economic and legal expectations because these provide the basis for further ethical and philanthropic responsibilities.

CI is a complex concept which covers corporate identity, individuality and marketing communications. CI is influenced by planned and accidental activities of the company. CSR is part of company's individuality. Individuality forms CI meaning CSR has influence on CI, however a lack of insights into causality between CSR and CI is identified.

The empirical research reveals that the more the respondent is inclined to attribute importance to CSR, the more he is inclined to believe that society at large does the same. The most important factor influencing CI is corporate individuality and its elements, less important is the feedback and the least important factor is corporate identity and its elements. Different demographic groups do not differ statistically nor does the relation between respondent's characteristics and his belief in importance of CSR exist. *Due to this it is not purposeful to emphasize different aspects of CSR to different demographic groups.*

The empirical research reveals that CSR is not the most important element forming CI. Lithuanians emphasize the importance of economic and legal social responsibilities; consequently *if a company which seeks attractive CI should communicate that it meets laws and other legal regulations as well as fulfills economic expectations. A company should pay some attention towards the implementation of ethical and philanthropic social responsibilities.*

References

Abratt, R., & Mofokeng, Th. N. (200). Development and management of corporate image in South Africa. *European Journal of Marketing,* (3/4), 368-386.

Ailawadi, K. L., Luan, Y. J., Neslin, S. A., & Taylor, G. A. (2001). The Impact of Retailers' Corporate Social Responsibility on Price Fairness Perceptions and Loyalty. Institut d'economie industrielle. Available from internet: http://idei.fr/doc/conf/inra/2011/ailawadi%20kusum.pdf

Akotia, J. K. (2009). Company Orientation Toward the Market Place. HubPages.com. Available from internet: http://hubpages.com/hub/companyorientationtowardthemarketplace

Baker, M. (2008). Corporate Social Responsibility – What Does It Mean? MallenBaker.net. Available from internet: http://www.mallenbaker.net/csr/definition.php

Balmer, J. M. T., & Gray, E. R.(2000). Corporate identity and corporate communications: creating a competitive advantage. *Industrial and Commercial Training*, (7), 256-261. http://dx.doi.org/10.1108/00197850010379811

Balmer, J. M. T., & Greyser, S. A. (2006). Corporate Marketing. Integrating Corporate Identity, Corporate Branding, Corporate Communications, Corporate Image and Corporate Reputation. *European Journal of Marketing,* (7/8), 730-741. http://dx.doi.org/10.1108/03090560610669964

Banyte, J., Brazioniene, L., & Gadeikiene, (2010). A. Expression of Green Marketing Developing the Conception of Corporate Social Responsibility. *Inzinerine Ekonomika–Engineering Economics*(5), 550-560.

Barnes, D. (2000). Understanding Business Processes. Available from internet: GoogleBooks.com.

Boulstridge, E., & Carrigan, M. (2000). Do Consumers Really Care About Corporate Responsibility? Highlighting the Attitude – Behaviour Gap. *Journal of Communication Management*, (4), 355-368;

Business Role. (1999). Corporate Social Responsibility. WBCSD.com. Available from internet: http://www.wbcsd.org/templates/TemplateWBCS

Carroll, A. B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*.

Chattananon, A., Lawley, M., Trimetsoontorn, J., Supparerkchaisakul, N., & Leelayouthayothin, L. (2007). Building Corporate Image Through Societal Marketing Programs. *Society and Business Review,* (3), 230-253. http://dx.doi.org/10.1108/17465680710825442

Chattananon, A., & Lawley, (2007). M. Developing a Model of the Impact of Societal Marketing on Corporate Image. *Society and Business Review*, (3), 230-253. http://dx.doi.org/10.1108/17465680710825442

Christensen, L. T., & Askegaard, S. (2001). Corporate identity and corporate image revisited A semiotic perspective. *European Journal of Marketing,* (3/4), 292-315. http://dx.doi.org/10.1108/03090560110381814

Dagiliene, L. (2010). The Research of Corporate Social Responsibility Disclosures in Annual Reports. *Inzinerine Ekonomika – Engineering Economics*(2), 197-204.

David, F. & Gallego, I. (2009). The Interrelationship between Corporate Income Tax and Corporate Social Responsibility. *Journal of Applied Accounting Research,* (3), 208-223.

Erickson, J. (2010). About Societal Marketing. eHow.com. Available from internet: http://www.ehow.com/about_4571318_societal-marketing.html

Edelman. (2010). Citizens In Emerging Markets Outpace The US And Europe As Most Engaged In Social Good. Annual Global Goodpurpose Study.

Flavian, C., Guinaliu, M., & Torres, E. (2005). The Influence of Corporate Image on Consumer Trust. *Internet Research,* (4), 447-470. http://dx.doi.org/10.1108/10662240510615191

Galbreath, J. (2009). Building Corporate Social Responsibility into Strategy. *European Business Review*, (2), 109-127. http://dx.doi.org/10.1108/09555340910940123

Gineitiene, Z., & Ziogelyte, L. (2010). Imoniu socialines atsakomybes principu igyvendinimo vertinimas (UAB „PakMarkas“ pavyzdziu). *Ekonomika ir vadyba: aktualijos ir perspektyvos,* (1), 57-64.

Green, T., & Peloza, J. (2011). How does Corporate Social Responsibility Create Value for Consumers? *Journal of Consumer Marketing*, (1), 48-56. http://dx.doi.org/10.1108/07363761111101949

Hay, B. L., Stavins, R. N., & Vietor, R. H. K. (2005). Environmental Protection and the Social Responsibility of Firms. Perspectives from Law, Economics, and Business. Resources for the Future. Available from internet: GoogleBooks.com.

Herstein, R., Mitki, Y., & Jaffe, E. D. 2008). Communicating a New Corporate Image During Privatization: the Case of El Al Airlines. *Corporate Communications: an International Journal,* (4), 380-393.

Hoeffler, S., & Keller, K. L. (2002). Building Brand Equity Through Corporate Societal Marketing. *Journal of Public Policy & Marketing*, 21 (1), 78-89. http://dx.doi.org/10.1509/jppm.21.1.78.17600

Juscius, V., & Snieska, V. (2008). Influence of Corporate Social Responsibility on Competitive Abilities of Corporations. *Inzinerine Ekonomika–Engineering Economics*(3), 34-44.

Yeo, R. K., & Youssef, M. A. (2010). Communicating Corporate Image into Existence: the Case of the Saudi Banking Industry. *Corporate Communications: an International Journal,* (3), 263-280.

Lantos, G. (2002). The Ethicality of Altruistic Corporate Social Responsibility. *Journal of Consumer Marketing,* (3), 205-230. http://dx.doi.org/10.1108/07363760210426049

LeBlanc, G., & Nguyen, N. (1995). Cues Used by Customers Evaluating Corporate Image in Service Firms. *International Journal of Service Industry Management,* (2), 44-56.

Lindgreen, A., & Swaen, V. (2010). Corporate Social Responsibility. *International Journal of Management Reviews,* 12, 1-7. http://dx.doi.org/10.1111/j.1468-2370.2009.00277.x

Lizarraga, I. (2010). Benefits of Corporate Societal Marketing. Helium.com. Available from internet: http://www.helium.com/items/1841732-benefits-of-corporate-societal-marketing-csm

Malmelin, N., & Hakala, J. (2009). Guided by the Brand: from Brand Management to Integrative Corporate Communications. *Business Strategy Series,* (5), 248-258.

Matkeviciene, R. (2010). Korporatyvines socialines atsakomybes raiska verslo organizaciju veikloje: nesocialiai atsakinga veikla vykdanciu organizaciju socialines atsakomybes veikla. *Informacijos mokslai,* (52), 55-67.

McWilliams, A., & Siegel, D. (2001). Corporate Social Responsibility: a Theory of the Firm Perspective. *Academy of Management Review*, (1), 117-127.

Meehan, J., Meehan, K., & Richards, A. (2006). Corporate Social Responsibility: the 3C – SR Model. *International Journal of Social Economics,* (5/6), 386-398. http://dx.doi.org/10.1108/03068290610660661

Moir, L. (2001). What do we mean by corporate social responsibility? *Corporate Governance*, (1-2), 16-22.

Navickas, V., & Kontautiene, R. (2011). Influence of Corporate Philanthropy on Economic Performance. *Verslas: teorija ir praktika – Business: Theory and Practice,* 1(12), 15-23.

Ndubisi, N. O. (2006). Effect of gender on customer loyalty: a relationship marketing approach. *Marketing Intellingence and Planning,* (1), 48-61.

Pina, J. M., Martinez, E., De Chernatony, L., & Drury, S. (2006). The Effect of Service Brand Extensions on Corporate Image. An Empirical Model. *European Journal of Marketing,* (1/2), 174-197. http://dx.doi.org/10.1108/03090560610637374

Pomering, A., & Johnson, L. W. (2009). Advertising Corporate Social Responsibility Initiatives to Communicate Corporate Image. Inhibiting Scepticism to Enhance Persuasion. *Corporate Communications: an International Journal,* (4), 420-439.

Rindell, A., Edvardsson, B., & Strandvik, T. (2010). Mapping the Roots of Consumer‘s Image-in-use of Companies. *Journal of Product and Brand Management,* (6), 423-431. http://dx.doi.org/10.1108/10610421011085730

Robins, F. (2008). Why Corporate Social Responsibility Should Be Popularized but not Imposed. *Corporate Governance,* (3), 330-341.

Sciulli, L. M., & Bebko, Ch. (2005). Social Cause versus Profit Oriented Advertisements: An Analysis of Information Content and Emotional Appeals. *Journal of Promotion Management*, 11(2/3), 17-36. http://dx.doi.org/10.1300/J057v11n02_03

Sibao, S., & Guaer, Ch. (2009). Economic Globalization and the Construction of China’s Corporate Social Responsibility. *International Journal of Law and Management*, (3), 134-138.

Smailiene, I., & Jucevicius, R. (2009). Corporate Reputation: Multidisciplinary Richness and Search for a Relevant Definition. *Inzinerine Ekonomika – Engineering Economics*(2), 91-100.

Spitzeck, H. T(2009). The Development of Governance Structures for Corporate Responsibility. *Corporate Governance,* (9), 495-505.

Stuart, H. (1997). Exploring the corporate identity/corporate image interface: An empirical study of accountancy firms. *Journal of Communication Management,* (4), 357-373.

Teng Fatt, J. P., Wei, M., Yuen, S., & Suan, W. (2000). Enhancing Corporate Image in Organizations. *Management Research News,* (5/6), 28-54. http://dx.doi.org/10.1108/01409170010782037

Vaitkevicius, S., & Stukaite, D. (2009). Įmonių socialinės atsakomybės formavimas racionalaus veikimo kontekste. *Ekonomika ir vadyba*, (4), 624-632.

Van der Heyden, C., & van der Rijt, G. (2004). Societal Marketing and Philantrophy in Dutch Companies. *Journal of Nonprofit and Public Sector Marketing,* 1 (12), 23-36. http://dx.doi.org/10.1300/J054v12n01_02

Van Heerden, C. H., & Puth, G. (1995). Factors That Determine the Corporate Image of South African Banking Institutions: an Exploratory Investigation. *International Journal of Bank Marketing,* (3), 12-17. http://dx.doi.org/10.1108/02652329510082979

Van Riel, C. B. M., & Balmer, J. M. T. (1997). Corporate Identity: The Concept, Its Measurement and Management. *European Journal of Marketing.* (5/6), 340-355.

Visser, W. (2006). Revisiting Carroll‘s CSR Pyramid. An African Perspective. WayneVisser.com. Available from internet: http://waynevisser.com/chapter_wvisser_africa_csr_pyramid.pdf

Ward, S., & Lewandowska, A. (2008). Is The Marketing Concept Always Necessary? The Effectiveness of Customer, Competitor And Societal Strategies In Business Environment Types. *European Journal of Marketing,* (1/2), 222-237. http://dx.doi.org/10.1108/03090560810840989

Ward, S., & Lewandowska, A. (2006). Validation of a Measure of Societal Marketing Orientation. *Journal of Public Affairs*, August – November, 241-255. http://dx.doi.org/10.1002/pa.235

Wei, Y. K. (2002). Corporate Image as Collective Ethos: a Poststructuralist Approach. *Corporate Communications: An International Journal,* (4), 269-276.

Wood, D. J. (1991). Corporate Social Performance Revisited. *Academy of Management Review,* (4), 691-718.

Worcester, R. (2009). Reflections on Corporate Reputations. *Management Decision,* (4), 573-589. http://dx.doi.org/10.1108/00251740910959422

Zairi, M. (2000). Social Responsibility and Impact on Society. *The TQM Magazine,* (3), 172-178. http://dx.doi.org/10.1108/09544780010320278

Inzinerine Ekonomika-Engineering Economics, **2011, 22(5), 534-543**

Regina Virvilaitė, Ugne Daubaraitė

Socialinės atsakomybės raiška formuojant įmonės įvaizdį

Santrauka

Marketingo teoretikai ir praktikai pabrėžia, kad socialinės atsakomybės raiška tampa vis svarbesne įmonės charakteristika, lemiančia vartotojo sprendimą renkantis prekę ar paslaugą. Globaliu mastu populiarėjant socialiai atsakingos veiklos principams, socialinė atsakomybė suprantama kaip aktualus veiksnys, kuriantis įmonės įvaizdį, suteikiantis konkurencinį pranašumą, diferenciacijos galimybę, lemiantis verslo sėkmę.

Remiantis išanalizuota moksline literatūra, teigtina, kad socialinės atsakomybės raiška formuoja įmonės įvaizdį, tačiau pasigendama teorinių ir empirinių tyrimų, atskleidžiančių socialinės atsakomybės ir įmonės įvaizdžio sąsajas.

Straipsnio tikslas – teoriškai pagrįsti ir empiriškai patikrinti socialinės atsakomybės raišką formuojant įmonės įvaizdį Lietuvoje. Tyrimo metodai: mokslinės literatūros lyginamoji, loginė ir apibendrinamoji analizė, empirinis kiekybinis tyrimas.

Apie įmonės socialinės atsakomybės sąvoką daug diskutuoja marketingo mokslo teoretikai ir praktikai, tačiau vieningo apibrėžimo neranda. Ankstyvieji įmonės socialinės atsakomybės modeliai daugiausia dėmesio skyrė įmonės veiklai, kuriai nėra tiesiogiai teikiamas dėmesys ekonominių ar teisinių normų. Pastaruoju metu vis daugiau dėmesio skiriama įmonės filantropinei veiklai. Universaliausią apibrėžimą pateikia *World Business Council for Sustainable Development*: įmonės socialinė atsakomybė yra tęstinis verslo vienetų įsipareigojimas verslo veikloje vadovautis etikos normomis ir prisidėti prie ekonominės plėtros, gerinant darbuotojų ir jų šeimų, bendruomenės ir visuomenės gyvenimo kokybę plačiąja prasme.

Mokslinėje literatūroje anglų kalba egzistuoja keletas skirtingų įmonės socialinės atsakomybės pavadinimų (Robins, 2008, Meehan ir kt., 2006; Balmer ir Greyser, 2006; Visser, 2006), autoriai akcentuoja skirtingus jos elementus. Pabrėžtina, kad įmonės socialinės atsakomybės raiška yra bet kurios įmonės siekiamybė, nesvarbu, kokiame sektoriuje įmonė veikia.

Įmonės socialinės atsakomybės raiškos būdus galima apibendrinti įvairiais modeliais. Vienas iš plačiausiai žinomų – Carrollo (1991) socialinės atsakomybės piramidė. Šiame darbe remiamasi Carrollo hierarchija, todėl svarbiausias įmonės socialinės atsakomybės tipas – ekonominė atsakomybė. Be to, kiekviena įmonė privalo laikytis teisinių normų. Įmonės įsipareigojimas elgtis etiškai yra siekis elgtis teisingai, garbingai ir vengti žalos suinteresuotosioms grupėms. Filantropinė atsakomybė reiškiama parama įvairiems bendruomenės projektams ir gyvenimo kokybės gerinimu. Carroll (1991) pažymi, jog įmonė socialinės atsakomybės tipus įgyvendina palaipsniui ir hierarchiškai.

Įmonės socialinės atsakomybės raiška labai svarbi įmonės įvaizdžio formavimuisi ir sklaidai visuomenėje. Formuojant įmonės įvaizdį, ją siekiama pateikti taip, kad esami ir potencialūs vartotojai susidarytų teigiamą požiūrį į įmonę. Įvaizdžio formavimas apima pozityvios įmonės asmenybės kūrimą, komunikacijos sprendimus, kanalus ir nuolatinį tikslinės rinkos grįžtamąjį ryšį. Kaip teigia Christensen ir Askegaard (2001), Flavian, Guinaliu ir Torres (2005), Chattananon ir Lawley (2007) , įmonės įvaizdis yra bet kurio susijusio asmens suvokimas apie įmonę, lemiamas jos įvaizdžio, atsiskleidžiančio kontroliuojant ir nekontroliuojant šaltinių teikiamą informaciją, elementų. Rindell, Edvardsson ir Strandvik (2010), Flavian, Guinaliu ir Torres (2005) bei LeBlanc ir Nguyen (1995) pabrėžia, kad kuo ilgesnis vartotojo ir įmonės „bendravimas“, tuo tvirtesnis vartotojo įmonės įvaizdis. LeBlanc ir Nguyen (1995) išskiria penkis svarbiausius elementus, formuojančius įmonės įvaizdį: identitetą, individualumą, fizinę aplinką, teikiamas paslaugas ir personalą.

Socialinė atsakomybė yra įmonės individualumo sudedamoji dalis, o šis formuoja įmonės įvaizdį, tad socialinės atsakomybės raiška formuoja įmonės įvaizdį. Mokslinėje literatūroje nėra skiriama pakankamai dėmesio socialinės atsakomybės raiškos ir įmonės įvaizdžio sąsajoms.

Ailawadi ir kt. (2011), Lindgreen ir Swaen (2010), Lizarraga (2010), Erickson (2009), Akotia (2009), Ward ir Lewandowska (2006), Flavian, Guinaliu ir Torres (2005), van der Heyden ir van der Rijt (2004), Chattananon (2003), Hoeffler ir Keller (2002), Teng Fatt ir kt. (2000) nurodo, kad įmonė, kuriai svarbi visuomenės gerovė, aplinkosauga ir kiti svarbūs klausimai, vertinama palankiau nei įmonė, kuri tokios veiklos nevykdo, tad vis daugiau įmonių pradeda vykdyti socialiai atsakingą veiklą tam, kad pagerintų savo įvaizdį visuomenėje. Lindgreen ir Swaen (2010), Chattananon ir Lawley (2007), Ward ir Lewandowska (2006) pabrėžia, kad socialiai atsakingos įmonės įvaizdis padeda sukurti ar sustiprinti įmonės konkurencingumą, nes kuria prekės ženklo patikimumą, stiprina įmonės įvaizdį, stimuliuoja vartotojo lojalumą ir padeda išsiskirti iš konkurentų, sukuriamas emocinis organizacijos ir vartotojų ryšys.

Pasaulinio Edelman (2010) tyrimo duomenimis, įmonės socialinė atsakomybė tampa svarbiu veiksniu, lemiančiu vartotojo sprendimą rinktis tam tikrą prekę arba paslaugą. 86 proc. vartotojų globaliu mastu mano, jog įmonės savo socialinei atsakomybei turi skirti didesnį ar bent tokį patį dėmesį, kaip ir verslo veiklos klausimams. 2/3 vartotojų globaliu mastu teigia, kad įmonės turėtų remti visuomenei svarbias iniciatyvas. Chattananon (2003) teigimu, socialiai atsakinga įmonės veikla turėtų tapti verslo standartu.

Ailawadi ir kt. (2011), Green ir Peloza (2011), Lizarraga (2010), Chattananon (2003), Christensen ir Askegaard (2001) pabrėžia, kad įmonės, savo veiklą vykdančios pagal socialinės atsakomybės principus, susikuria pozityvų įvaizdį. Įvairūs autoriai nurodo, kad socialinė įmonės atsakomybė teigiamai veikia rinkai patrauklaus įmonės įvaizdžio formavimąsi. Ailawadi ir kt. (2011), Lindgreen ir Swaen (2010), Lizarraga (2010), Chattananon ir Lawley (2007), Hoeffler ir Keller (2002), Boulstridge ir Carrigan (2000) pabrėžia, kad jei vartotojai įmonę supranta kaip socialiai atsakingą, jų požiūris į įmonės gaminamas prekes ar teikiamas paslaugas tampa pozityvus, vartotojai linkę rinktis jos prekes ir paslaugas pakartotinai. Chattananon ir Lawley (2007) teigimu, įmonės įvaizdį formuoja šie veiksniai: įmonės marketingo komunikacijos, įmonės socialinė atsakomybė ir vartotojo demografinės charakteristikos.

Socialinės atsakomybės raiška formuojant įmonės įvaizdį nėra anksčiau mokslinėje literatūroje analizuotas veiksnys. Sudarytas struktūrinis modelis įtraukia ankstesnius modelius į nuoseklią visumą, įmonės socialinę atsakomybę sieja su įmonės įvaizdžiu, nustatoma priežastinio ryšio kryptis. Grįžtamasis ryšys leidžia įvertinti kryptingus įmonės įvaizdžio formavimo veiksmus, suinteresuotųjų grupių reakciją į juos, jų vertinimą, transliavimą.

Atlikus empirinį tyrimą nustatyta, kad, respondentų nuomone visuomenė į socialinės atsakomybės raišką žiūri atmestinai, tačiau jie akcentuoja įmonės socialinę atsakomybę vertinantys kaip svarbų veiksnį.

Respondentai nurodė, kad svarbiausi įmonės socialinės atsakomybės tipai yra filantropinė ir etinė atsakomybė, o mažiau svarbūs – teisinė ir ekonominė atsakomybė. Įmonės socialinės atsakomybės tipų hierarchija Lietuvos sąlygomis visiškai sutampa su Carroll (1991) pateikta hierarchija. Akcentuotina, kad egzistuoja skirtumas tarp įmonės socialinės atsakomybės tipų hierarchijos vertinant savo ir visuomenės požiūrį į tipų svarbą.

Tyrimas parodė, kad svarbiausias šaltinis, iš kurio gaunama informacija veikia respondentų nuomonę apie įmonės socialinę atsakomybę, yra įmonės darbuotojai: jų elgesys, atsiliepimai apie įmonę ir kt.

Analizuojant respondentų sociodemografines charakteristikas, nebuvo nustatytas statistiškai reikšmingas ryšys tarp respondento charakteristikų ir jo įsitikinimo įmonės socialinės atsakomybės svarba. Taip pat nebuvo nustatytas statistiškai reikšmingas skirtumas tarp skirtingomis charakteristikomis pasižyminčių respondentų atsakymų pasiskirstymo.

Pabrėžtina, kad socialinė atsakomybė nėra svarbiausias veiksnys, formuojantis įmonės įvaizdį. Manoma, kad įmonei, kuri nori susikurti teigiamą įvaizdį visuomenėje, daugiausiai dėmesio reikia skirti sąžiningam teisinių normų laikymuisi, užtikrinti ekonominės socialinės atsakomybės raišką. Šiek tiek dėmesio derėtų skirti paramai, labdarai ir kitoms etinės ir filantropinės socialinės atsakomybės formoms. Be to, nėra tikslinga akcentuoti skirtingus socialinės atsakomybės aspektus skirtingomis sociodemografinėmis charakteristikomis pasižyminčioms vartotojų grupėms.

Socialinės atsakomybės raiškos formuojant įmonės įvaizdį struktūrinis modelis empiriškai patikrintas Lietuvos įmonių pavyzdžiu ir gali būti Taikomas įvairių įmonių socialinės atsakomybės raiškai formuojant įmonės įvaizdį tirti.

Raktažodžiai: įmonės socialinė atsakomybė, įmonės socialinės atsakomybės lygmenys, įmonės įvaizdis, įmonės identitetas, įmonės individualumas.

The article has been reviewed.

Received in June, 2011; accepted in December, 2011.