



Values of Modern Organizations and Social Responsibility of Scientific Institutions

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Abstract

Purpose: clarification of the values of modern organizations in the context of globally regulated goals and actions in the field of social partnership and sustainable development, and their reflection in the implementation of the concept of social responsibility in social institutions. *Design/methodology/approach:* analysis of UN documents and scientific publications in the field of goals and actions in the field of social partnership and sustainable development in the context of ESG paradigms, the concept of social responsibility and the “triple helix” of innovative cooperation. *Findings:* the space of organizational values of scientific institutions within the framework of goals and actions in the field of social partnership and sustainable development is defined. Targets in the system of social responsibility of scientific institutions are proposed. The necessity of developing an ESG industry standard for scientific institutions of the Russian Federation is substantiated. *Originality/value:* The research materials can be used as a basis for the development of a strategy for social management of scientific institutions and the basic ESG industry strategy, including standard sections on the social responsibility of research subjects.

Keywords

Organizational values · Scientific institutions · Social responsibility · UN Sustainable Development Goals · Innovation · Social management

JEL Codes

A13 · M14 · Q56

1 Introduction

Currently, social management is becoming important in the interactions of organizations with the internal and external environment, the most important aspect of which is the systemic management of social responsibility. Meanwhile, many areas of practical activity show an important role of goal-setting process in the system of social responsibility—the lack of long-term management practice in this area, qualified competencies and a system of accumulated organizational knowledge reduces the potential for effective management in the subject area.

This primarily concerns scientific institutions that, being representatives of the non-profit sphere, began to adopt the best practices of social responsibility management rather late and they are currently in the process of refining organizational values. In this regard, it is extremely important to act on the basis of normatively fixed universal values and goals in the field of social partnership and sustainable development, enshrined, first of all, at the international level, in the UN document “Sustainable Development Goals” (Sustainable Development Goals, *n.d.*) (in particular, SDG 4—“Quality education” and SDG 17 “Partnership for sustainable development”), as well as the “Decade of Action” (Decade of Action, *n.d.*) to achieve the Global Sustainable Development Goals (in terms of the actions of representatives of the scientific community to ensure “steady dynamics towards the implementation of necessary transformations” in society and the economy).

The purpose of this study is a theoretical analysis of the values of modern organizations in the context of the globally regulated goals and actions in the field of social partnership and sustainable development, and their implementation in

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creating a space of social responsibility of scientific institutions.

2 Methodology

The basis of this publication is dialectical and system-structural methods of cognition, the method of analysis of normative documents, comparative and concrete historical methods. The research is based on the analysis of relevant scientific publications, as well as strategic international documents in the field of sustainable development. The theoretical basis of the research is the provisions of a number of scientific concepts and paradigms, including the concepts of sustainable development and ESG (sustainable development, social partnership and improvement of corporate administration), the concepts of social responsibility and social partnership, the paradigm of the “triple helix” of interaction between the state, scientific institutions and business in the framework of expanded reproduction of innovations.

3 Results

Organizational values are usually understood as a set of business and moral principles and beliefs, traditions and internal spiritual foundations, which are the most significant and shared by the members of the organization related to the creation and functioning of the latter, reflecting its organizational personality and forming the basis for its successful, long-term development (Bakuradze, 2018, p. 22).

The main organizational values shared by companies of any type and field of activity: the creation of socially beneficial value for the consumer, the steady improvement of the quality of goods or services, staff development, environmental friendliness, contribution to the social and economic improvement of society, the solution of global and national problems. Making a profit is considered as a value of a dual nature.

Proponents of the concept of “profit is the main value of the organization” [M. Friedman: “making a profit is the social responsibility of business” (1970)] believe that the profit can then be directed to social benefits, because making a profit is a necessary and sufficient social goal of the organization. In practice, everything turns out to be much more complicated, since in the process of carrying out socially significant activities, implementing a socially responsible model of behavior, the organization, management and staff receive valuable social experience, which is then converted into improving the efficiency of the organization’s management.

Organizational values are closely related to various aspects of the social life of an organization, acting as the basis for numerous superstructure phenomena, including

such as social partnership and social responsibility—the latter seems advisable to study in more detail.

The authors generally consider the social responsibility of a modern organization as a set of advanced commitments to the subjects of the internal and external environment and actions to implement them in order to ensure priority interests of social development and sustainability in changing environmental conditions (Salogub & Arselgova, 2020, p. 119).

Social responsibility is considered in two complementary spheres—internal (to the staff of the organization, in relation to scientific institutions—first of all, to research scientists) and external (to a wide range of stakeholders, to society as a whole). The presented division is to a certain extent conditional (the staff is also among the stakeholders of scientific institutions), however, in the ESG concept it manifests itself quite clearly—external social responsibility is included in the social sphere of management, while internal is more related to the improvement of organizational administration and the application of innovative approaches to personnel management.

Pointing to the fact that the values of organizations significantly affect the implementation of social responsibility, it would be wrong not to mention that there is also an inverse relationship—in the process of formation and implementation of the principles of social responsibility of the organization, organizational values are corrected, as well as new values are created and introduced. Such values by their essence are most focused on the productive interaction of the organization and society and carry significant existential value; the process of formation of productive, socially significant organizational values is one of the most important characteristics of the importance of social responsibility management, which not only creates direct social utility, but also stimulates productive organizational development.

It is important to clarify the space of socially significant organizational goals of scientific institutions. First of all, it should be noted that modern organizations, both commercial and non-commercial, exist in a common social space and act as subjects of numerous social interactions.

For organizations such as scientific institutions (by which we understand non-profit structures that carry out research and development as independent organizational entities and as non-profit separate structures of commercial and government organizations) aspects of integration into social interaction are especially important. It is the society that defines the importance of scientific and research activities (especially in relation to fundamental developments), forms the main request to science and defines by its attitude the acceptable norms and bounds in ethics and methodology of scientific activity (philosophers have been working on clarifying the latter for thousands of years, since ancient history).

In the modern conditions of the new industrial revolution and the rapid breakthrough of scientific and technological

progress, it is scientific institutions that are assigned an advanced role in the complex of social interactions, which, in our opinion, is best described in the Itskowitz-Leidersdorf “Triple Helix” model (Salogub & Arselgova, 2021, p. 131), where the interaction of the public sector, scientific institutions and the business community generates the continuous formation of subjects of new innovative activity, thereby forming an expanded reproduction of innovations in this society and stimulating socio-economic development at a faster pace.

The system of organizational values, which is so important in the context of fruitful and effective social interaction in the internal and external environment, is formed, in many respects, in a stochastic way, but in recent decades it has been increasingly characterized by normative certainty (Durand et al., 2019, p. 301), although the initial development of organizational values was formed in the context of the institutionalization of corporate culture.

Social values are characteristic of both commercial corporations and organizations of the non-profit sector, however, it is the corporate segment that has a historical role in systematizing and documenting the complex of organizational values (Lubis & Hanum, 2020, p. 90)—in modern conditions, corporate social, moral, ethical and other similar codes become the normative foundation in the system of regulating values of a wide range of organizations—of course, only if they reflect the best industry practices.

Currently, practices based on the principles of expanded perception of social responsibility and social partnership are recognized as substantially non-alternative (Ahmed et al., 2021, p. 499), although a few decades ago such an approach did not act as an axiom at all—it suffices to recall the widespread idea of the Nobel laureate, American economist Milton Friedman that the only social responsibility of corporations is to make a profit (Friedman, 1970).

The approach of M. Friedman and his supporters to the perception of social responsibility already in the 80s of the twentieth century was recognized as unsound, including on the basis of evidence obtained through numerous econometric experiments (Dunn & Burton, 2006). It turned out that the comprehensive implementation of social responsibility (hereinafter also SR) brings benefit both to the organizations themselves and the community at large, in particular by contributing to the continuous enrichment and development of social practices.

The postulate that the measurement of social responsibility is not identical to the amounts of money spent on charity and other social projects has become the basis for the institutionalization of the system of social responsibility in the non-profit sphere, including the system of social management of scientific institutions.

Institutionalization of guidelines in the field of organizational values contributes significantly to the systematic work on the management of social responsibility of scientific organizations. Such guidelines, which form the basis of advanced achievements and goals of humanity in the field of sustainable development and social partnership, are reflected, in particular, in the previously mentioned UN Sustainable Development Goals 4 and 17 and in the “Decade of Action”:

- scientific institutions, as an environment for uniting the efforts of numerous scientists—representatives of the scientific community, should be considered as a fundamental basis and a source of concentration of people’s actions aimed at ensuring the steady achievement of global sustainable development goals. Global goals should be perceived by representatives of the scientific community as their own, and, therefore, transformed into organizational goals of scientific institutions. A specific scientific institution can contribute to the achievement of the global Sustainable Development Goals in accordance with its profile, therefore, these goals should be declared as the main goals of the implementation of social responsibility. Among them:
- mobilization of efforts of employees and management of scientific institutions to ensure sustainable development and achieve social well-being;
- intensification of the research activities to generate new ideas and transform existing solutions in order to promote sustainable innovations, investments and technologies aimed at solving global problems of sustainable development, creating jobs, promoting youth employment and ensuring the development of the local community, etc.;
- providing exclusive guarantees that research activities will be used for the benefit of social development and universal sustainability and, moreover, not the other way around, thereby forming the boundaries of the ethics of scientific research;
- scientific institutions are the sphere of concentration and accumulation of knowledge. They assume increased obligations for the training and development of their employees as an element of internal social responsibility, and work to improve the educational level of the population as an element of external social responsibility. The latter can be implemented in specific situations through mechanisms for promoting scientific knowledge, involving scientific institutions in internships and practices of schoolchildren, students, young workers; quotas and subsidized jobs for young research scientists; active participation in the exchange of knowledge and experience, including among persons engaged in their professional

- training and retraining; creation of educational and educational centers at scientific institutions; development of teaching and methodological literature, including on a voluntary basis for non-commercial dissemination and use in teaching activities, etc.;
- scientific institutions are encouraged to participate actively in sustainable social, economic, environmental development, which is impossible without a reliable long-term partnership at all levels, for which they initiate and enter into social partnerships on a voluntary basis and with high motivation, including through the formation of specialized partner structures, such as cross-functional research groups, innovative enterprises, international teams of research scientists, etc.

4 Conclusion

The normative goals and actions in the field of social partnership and sustainable development are aimed to become a key guideline in the construction of a new value system of scientific organizations, and they have been included into practical activities for the management of social responsibility.

The normative character of the values of scientific institutions ensures the unity of the principles and management of social responsibility—this circumstance is considered as extremely important in the context of measures to overcome the lack of competence in the field of management by most modern Russian research organizations and institutions. First of all, it is a question of the best sectoral practices, as well as the formation of a unified context for learning and advanced training of specialists in the field of SR management in scientific institutions.

We believe that it is advisable to combine efforts and provide for the development of the ESG standard for scientific institutions of the Russian Federation at the level of the entire system of scientific institutions of the country in order to disseminate the best sectoral practices. At the same time, in the social section of the standard, special attention should be paid to the aspects of the application of the presented provisions related to goals and actions in the field of social

partnership and sustainable development, in the implementation of internal and external social responsibility.

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