

Estimation of the largest enterprises' impact on the socio-economic development of territories



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Abstract. The key basic trends of modern society development are associated with the transfer of some government functions to big business. Thus, scientific and public circles argue about social partnership between government, business and employees and offer different variants of the corporate social responsibility concept.

The article presents the experience to assess social responsibility of business on the example of the largest chemical enterprises located in the Vologda and Novgorod oblasts. The evaluation results have revealed a number of problems hindering the formation of socially responsible behavior of enterprises, particularly the lack of standardized reporting on corporate social responsibility; provision of formal corporate social responsibility report; business' non-system participation in social and economic development of territories. According to the authors, the development of a special model to regulate participants' mutual relations can increase social responsibility of Russian business. Unified interests and resources of business and government promote the development of an agreed strategy in the field of regional social-economic development.

Key words: regional development, social responsibility of business, chemical industry, business structures.

Corporate social responsibility (CSR) is one of the modern forms of government-business interaction encouraging effective solution of social and economic problems of territories' development. However, the Russian business environment is only

developing the estimate of this category and scientific works pay insufficient attention to the study of specific mechanisms, promoting the role of business entities in solution of social tasks. Meanwhile, foreign science has been studying the issues

to form socially responsible business (SRB) for a long time. The strategic approach to the study of this issue (K. Davis (1960), R. Ackerman (1973), R. Freeman (1984), E. Epstein (1987), T. Donaldson and L. Preston (1995), P. Steuer, M. Porter and M. Kramer (2005), O. Falk and S. Hiblich (2007)) involves the expansion of the boundaries of social responsibility beyond the decisions of short-term domestic industrial and social problems. It presupposes the activities aimed at solving social, environmental and internal and external economic issues.

Many Russian authors (L.I. Abalkin, A.A. Andreev, Yu.E. Blagov, S.E. Litovchenko, N.A. Krichevskii, M.I. Liborakina, A.N. Garkavenko and others) believe that social responsibility increases the resistance not only of an economic entity but of an economic system as a whole due to steady budget replenishment, improvement of ecological situation and preservation of natural resources and increase in the level and life quality of the population.

The corporate social responsibility issue is becoming increasingly important nowadays in Russia as enterprises are the basis for the formation of economic relations and social processes in modern society. However, there are no documents regulating social responsibility of business in most regions of Russia, though the largest enterprises conduct business there and use their resources, its economic and employment potential. Therefore, the current practice to evaluate the role of enterprises in social and economic development of the territory, as a rule, is

measured by its share in gross regional product, revenues in the regional budget and the share of job places in their total number in the region.

This traditional approach is used as a basis to assess the role of two North-West largest chemical enterprises JSC "PhosAgro" (the Vologda Oblast) and JSC "Acron" (the Novgorod Oblast). The data are provided in *Table 1*. The main activity of JSC "PhosAgro" is production and sale of phosphate-nitrogen-potash fertilizers, fluorides and other chemical products. As of January 1, 2012, the average number of staff amounted to 6224 people, and the total production of phosphate-nitrogen fertilizers – 11141.3 thousand tons. The contribution of JSC "PhosAgro" in the regional budget system is very significant, especially in 2008 when the enterprise's tax payments amounted to 11% of all tax revenues.

However, the company's financial standing worsened due to the crisis and in 2009 its contribution to the regional economy reduced significantly. As of 2012, the holding's share in total tax revenues amounted to only 4.5%; it formed only 3.4% of GDP, which is below the level of 2008 by 5.8 percentage points. However, the share of employees in total employment of the region increased from 0.68 to 1.03%.

JSC "Acron" is also one of the world's largest producers of mineral fertilizers. The high degree of vertical integration (development of potash and phosphate deposits, three large production facilities, its own transport infrastructure and international sales network) promotes

Table 1. Indicators characterizing the contribution of JSC “Acron” and JSC “PhosAgro” in the socio-economic development of the territory

Indicator	Enterprise	2007	2008	2009	2010	2011	2012	Change 2007–2012
Share of gross added value of enterprises in GRP of the territory, %	Acron	9.8	16.8	7.1	7.8	11.9	12.3	2.59
	PhosAgro	3.0	9.2	2.1	4.0	5.8	3.4	0.4
Tax payments in the local budget, in % to total tax revenues of the budget of the territory	Acron	23.3	24.6	12.3	13.3	25.9	14.8	-8.5
	PhosAgro	5.0	11.0	3.0	5.0	5.6	4.5	-12.6
Ratio of employees’ average wages and region’s average wages, times	Acron	2.69	2.08	1.94	1.67	1.67	1.61	-1.08
	PhosAgro	1.45	1.38	1.55	1.44	1.42	1.51	0.06
Share of employees in total employment in the region, %	Acron	1.1	1.1	1.2	1.2	1.2	1.3	0.18
	PhosAgro	0.68	0.72	0.70	0.72	0.73	1.03	0.35

Sources: data of the Federal State Statistics Service, annual reports of JSC “PhosAgro”, JSC “Acron”.

Table 2. Share of tax payments in the consolidated budgets of the RF subjects received from chemical production in 2007–2012, %

Subject	2007	2008	2009	2010.	2011	2012	Change 2007–2012
Vologda Oblast	5.0	12.9	5.5	7.5	9.4	13.1	8.1
Novgorod Oblast	19.2	32.8	17.9	15.7	20.3	10.5	-8.7

Sources: data of the Federal State Statistics Service; Official website of the Treasury of Russia. Available at: <http://www.roskazna.ru>

dynamic development of the enterprise. In 2012 the number of its employees amounted to 4029 people. The mineral fertilizers production increased by 9 % to the 2011 level, reaching 2557 thousand tons. However, as in “PhosAgro”, the enterprise’s revenues have recently fallen, involving the reduction of tax payments to regional and local budgets (*tab. 2*).

It is obvious that the basis for socially responsible behavior of business is successful and dynamic development of

industrial-economic activities of a certain enterprise, which stimulate the social sphere in terms of job places, commodity mass, tax replenishment of budgets of all levels and additional social programs. This, it ultimately provides high and sustainable growth rates of the economy as a whole and its individual administrative-territorial formations.

However, do traditional approaches give a more balanced assessment of social responsibility of business? Some researchers

measure its level on the basis of enterprises' social reporting, which makes it impossible to use the method in the regions where enterprises are not legally bound to provide such reporting. Others evaluate the level of social responsibility of business by means of questionnaire surveys of enterprises that estimate only the level of social investment. Some other authors apply this indicator considering social and labor relations only at the level of certain enterprises; it requires the access to corporate reports that is difficult in the current market conditions [1, 17, 18 and others]. The lack of the unified methodology is caused by significant complexity to obtain accurate information while analyzing the reports on real volumes and resources for financing certain activities.

In our opinion, the methodology, developed at the Kemerovo State University, increases the reliability of assessment of the business structures' contribution to the territorial development. It is based on the identification of the coefficient of socially responsible enterprise's impact on the regional development by multiplication of the indices of its activities' impact by the economic growth, improvement of the ecological situation, the level and quality of life of the population [11].

We calculate the growth rates in order to ensure comparability and proportionality of heterogeneous indicators for each component. The generalized indicators are calculated through the synthesis of individual articles based on the geometric

mean value, which gives the opportunity to hold constant not the sum but the product of individual indices. Thus, the analysis results are not distorted.

In our opinion, as these indicators characterize changes in the total amounts of the enterprise's activity, it is reasonable to calculate the integral coefficient of the impact of enterprise's socially responsible activities on the regional development by means of the geometric mean value:

$$K_{rdi} = \sqrt{K_{egi} \cdot K_{igi} \cdot K_{esi}},$$

where K_{rdi} is a coefficient of enterprise's socially responsible activities on the regional development;

is K_{egi} an index of the impact of enterprise's activities on the economic growth of the region (it is calculated by multiplying the index, indicating the increase in gross added value, and the index, disclosing the increase in tax payments to regional and local budgets, in the reported period compared to the base period);

is K_{igi} an index of the impact of enterprise's activities on the level and quality of life of the population in the region (it is calculated by multiplying the index, indicating the growth of workers' average wages at the enterprise and the index, revealing the increase in the number of employees at the enterprise, in the reported period compared to the base period);

is K_{esi} an index of the impact of enterprise's activities on the ecological situation in the region (it is calculated by multiplying the index, indicating the reduction in harmful substances emissions into water sources and the index, revealing the reduction in harmful substances emissions into the atmosphere).

The economic effect for the region (the index of the impact of enterprise's activities on economic growth) is expressed in the increase in total gross regional product. The social effect (the index of the impact of enterprise's activities on the level and quality of life of the population in the region) is to ensure conditions for preserving social stability and a decent level and quality of life of the population in the region. The ecological effect (the index of the impact of enterprise's activities on the ecological situation in the region) is to reduce the negative impact of enterprise's activities on the ecological situation in the region.

The coefficient of the impact of enterprise's socially responsible activities on the regional development shows that scale of enterprise's activities has changed in certain areas during the study period. Hence, if the volume of production, amount of taxes in the region budget, paid by the enterprise and the level of employment in the enterprise are great, the emissions and pollutants into the atmosphere and water are insignificant, than the index value is the highest. It indicates the growth of the company's contribution to regional development in the period under analysis.

To calculate the maximum value of the coefficient of the impact of enterprise's socially responsible activities on the regional development, it is advisable to use

tools of strategic management, particularly the concept of a "win-win strategy", when the state, business and employees benefit ("nonzero game") [16]. Therefore, we are talking about the strategy of compromise cooperation, which is characterized by a balance of interests of authorities, business structures and employees.

The approbation of the offered method is carried out on the example of the above mentioned enterprises of the chemical branch, joint stock companies "PhosAgro" and "Acron".

The first holding had the highest value of the integral index (1.78) of social responsibility in 2010 (*tab. 3*) due to the significant increase (by more than 5 percentage points) in the index of the impact of enterprise's activities on the economic growth of the region. Moreover, the high level of this index in this period was also caused by the growth of gross added value (in 2.3 times) and tax payments to regional and local budgets (in 2.2 times).

However, the values of the integral index of enterprise's social responsibility, the share of gross added value in the GRP and budget revenues have recently declined significantly. In 2012, gross added value and tax payments decreased by 40.2 and 13.2%, respectively. In 2012 in comparison with 2008 the integral indicator of social responsibility of JSC "PhosAgro" decreased by 22% and was 1.21.

The similar picture was observed in JSC "Acron" (for comparison: in 2011 the given

Table 3. Calculation of the coefficient of the impact of activity of JSC "PhosAgro" on regional development

Indicator	2008	2009	2010	2011	2012	Change 2008–2012
<i>1. Index of the impact of enterprise's activities on the economic growth of the region K_{egi}</i>	3.100	0.027	5.089	2.225	0.517	-2.58
Index of the gross added value growth	3.74	0.16	2.33	1.77	0.60	-3.14
Index of the increase in tax payments in regional and local budgets	0.83	0.16	2.18	1.25	0.87	0.04
<i>2. Index of the impact of enterprise's activities on the level and quality of life of the population in the region K_{igi}</i>	1.224	1.119	1.034	1.094	1.687	0.46
Index of the average wages growth	1.19	1.15	1.04	1.08	1.19	0.00
Index of the increase in the average number of employees	1.03	0.97	1.00	1.01	1.42	0.39
<i>3. Index of the impact of enterprise's activities on the environment situation in the region K_{esi}</i>	0.994	1.184	1.080	1.510	2.025	1.031
Index of the reduction in harmful substances emissions in the atmosphere	0.90	1.07	1.13	1.36	1.92	1.02
Index of the reduction in harmful substances emissions in water						
<i>Coefficient of the impact of enterprise's activity on regional development K_{rdi}</i>	1.10	1.11	0.95	1.11	1.05	-0.05

Sources: data of annual reports of JSC "PhosAgro"; author's calculations.

Table 4. Calculation of the coefficient of the impact of activity of JSC "Acron" on regional development

Indicator	2008	2009	2010	2011	2012	Change 2008–2012
<i>1. Index of the impact of enterprise's activities on the economic growth of the region K_{egi}</i>	5.544	0.239	1.059	4.082	0.715	-4.83
Index of the gross added value growth	2.28	0.43	1.20	1.77	1.07	-1.21
Index of the increase in tax payments in regional and local budgets	2.43	0.55	0.88	2.30	0.67	-1.76
<i>2. Index of the impact of enterprise's activities on the level and quality of life of the population in the region K_{igi}</i>	0.950	1.042	1.006	1.140	1.215	0.27
Index of the average wages growth	0.96	1.01	0.97	1.11	1.10	0.14
Index of the increase in the average number of employees	0.99	1.03	1.03	1.02	1.10	0.11
<i>3. Index of the impact of enterprise's activities on the environment situation in the region K_{esi}</i>	1.345	0.734	1.016	0.898	0.941	-0.404
Index of the reduction in harmful substances emissions in the atmosphere	1.22	0.80	1.02	0.95	0.96	-0.26
Index of the reduction in harmful substances emissions in water	1.10	0.92	0.99	0.94	0.98	-0.12
<i>Coefficient of the impact of enterprise's activity on regional development K_{rdi}</i>	1.92	0.57	1.03	1.61	0.94	-0.98

Sources: data of annual reports of JSC "Acron"; author's calculations.

figure was 1.61 against 0.94 in 2012). The unstable situation in the world fertilizers market and the production cost growth has led to reduction in net profit of the enterprise. As a consequence, the level of its social responsibility has fallen by 51% for five years (*tab. 4*).

Thus, summary indices, integrating the variety of separate estimates, comprehensively characterize the degree of enterprises' economic, social and environmental impact on regional development. In the economic and social sphere it is very significant; it is primarily expressed in the share of the regional budget revenues and the population's incomes and creation of new jobs. At the same time, the social reports of the analyzed enterprises do not have quantitative information on employees who received treatment at the expense of the enterprise and on the amount of costs on health resort treatment. However, enterprises indicate that they invest in creating conditions for workers' health resumption, organization of their treatment and implementation of preventive measures and so on. It is also impossible to trace the annual dynamics of investments to develop infrastructure of the city and surrounding areas, objects of culture and sports, to support public associations and carry out cultural and sport festivals. The analysis of the enterprises' non-production sphere has identified a lack of effective cooperation with local and regional authorities.

The main problem in the development of corporate social responsibility in Russia is related to the lack of the legislative basis in this field and, consequently, the lack of unified forms of social reporting. It is not possible to identify the retrospective and system dynamics of social investments in the development of both its own personnel and the local community.

So, the enterprises' implementation of social obligations is important as their staff has a key influence on the enterprises' efficiency. The provision of growing investments in the activities aimed at reducing injuries and occupational illnesses is required under the enterprise's functioning strategies, meeting international standards in the field of labor protection and industrial safety.

One of the crucial factors of sustainable development is also efficient use of energy and ecological compatibility of production. It is a strategic priority for industrial enterprises due to limited resources. It is necessary to withstand the conformity to world ecological standards (ISO 14000 "International standard on environmental management", ISO 26000:2010 "Guidance on social responsibility", etc.). Good results in this sphere encourage investment in energy efficiency and reduction in emissions into the environment, reduction in penalties, etc.

Hence, the assessment of social responsibility of business is critical as enterprises can not only inform the stakeholders on

their social development and contribution to socio-economic development of the territory, but also identify weak points and prepare preemptive measures of their elimination. They attract additional investment required to create new job places, strengthen local infrastructure, promote poverty reduction and spread of advanced technologies, encourage interregional cooperation and economic growth.

That is why it is necessary to develop a number of strategic directions. Their implementation will increase the role of Russian business in regional development. In particular, the state should monitor that all the market subjects fulfill social, tax and other fiscal obligations and support the development of civil society institutions. Business should meet statutory obligations and expand the existing range of key stakeholders [2, p. 80].

The social programs, aimed at regional development, can become more effective, firstly, due to their focus on the important social result and compliance with the enterprise's business interests of or the so-called "business-effect". Secondly, their efficiency is raised due to the development and implementation of social programs as a result of joint work of enterprises, public authorities and regional government on the basis of social partnership principles, but not as a one-time campaign "socially responsible business". The third aspect is the use of an innovative approach to support

new social technologies and modern management mechanisms, primarily the competitive distribution of funds, equity financing, monitoring and evaluation of social and economic results of enterprises' activity [6, p. 127].

The analysis result is a diagram of interaction of socially responsible business participants in the region based on the compromise cooperation strategy (*figure*). The goals of sustainable development of the territory, successful modernization of the economy and social sphere involve the establishment of effective mechanisms of interaction between society, business and the state, aimed at coordinating efforts of all parties when developing and implementing social and economic policy.

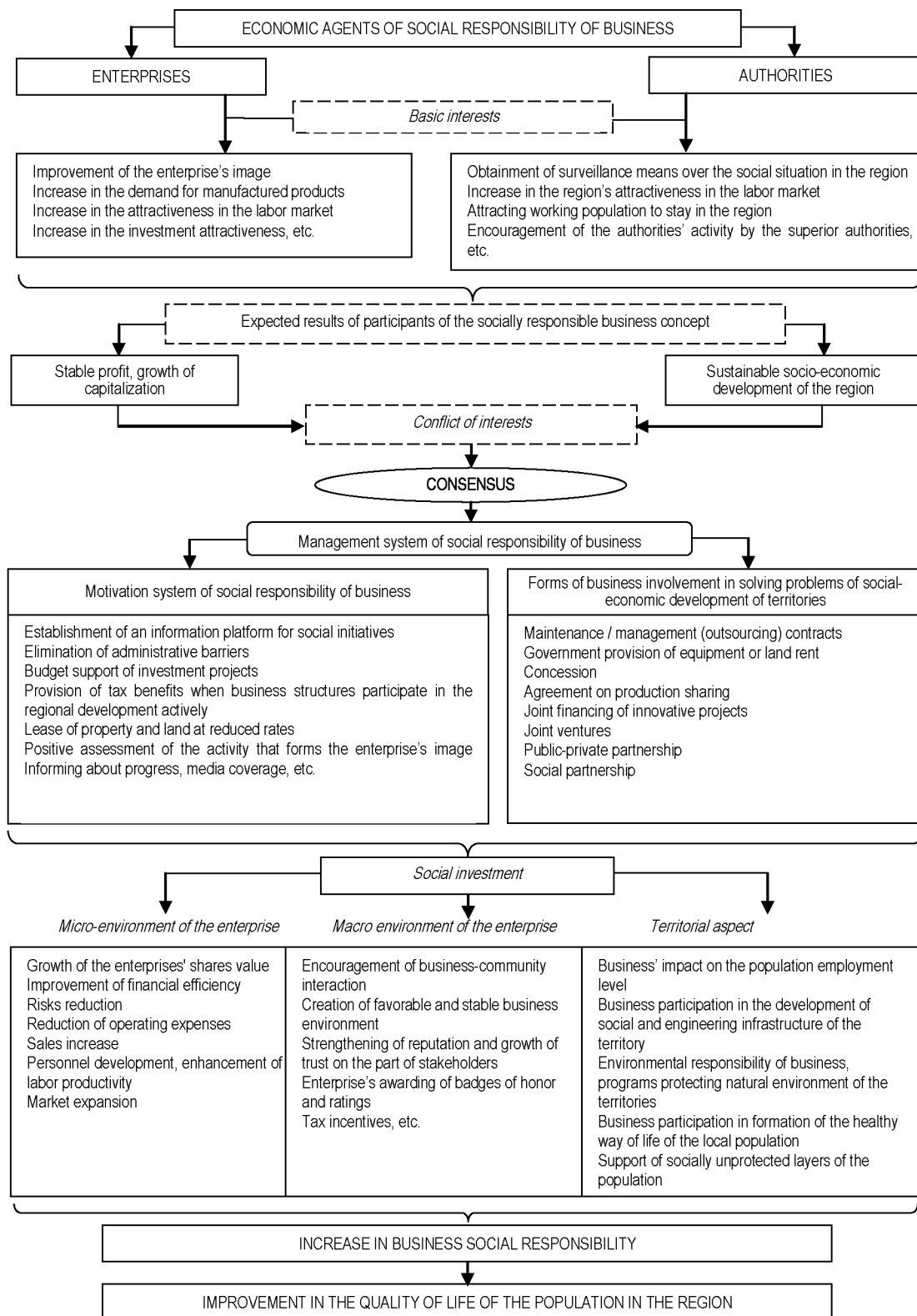
To increase the role of Russian business in regional development it is necessary to:

- ➔ take into consideration social activities, which give an opportunity to efficiently solve socio-economic problems and to provide sustainable competitive advantages;

- ➔ actively integrate socially responsible business in the system of corporate governance, develop organizational support of social activities by setting up specialized committees, introduce principles of regular work on social reporting;

- ➔ interact with "internal" and "external" stakeholders on a permanent basis and consider these mutually beneficial relation-

Scheme of interaction between the participants of socially responsible business in the region



ships as a critical resource for enterprises' sustainable development [7];

→ support the process of progressive experience exchange and spread of best practices in the field of socially responsible business.

At the same time, regional authorities are required to:

- conduct an open dialogue with business on the joint decision of critical problems of regional development, paying particular attention to mechanisms of mutually beneficial public-private and social partnerships;

- develop a legislative basis and practice of material and moral encourage of business to participate in the solution of social problems by means of corporate social investment;

- increase socially responsible business' opportunities in the fight against corruption and enhance the overall efficiency of the state;

- facilitate the development of civil society institutions, participants of the dialogue with business, also by means of competitive funding;

- promote the spread of sustainable development ideas through the education

system, activities of state and non-profit organizations and mass media.

Thus, the formation of socially responsible behavior in the business environment is possible only with the state support and its active participation in the solution of social problems. The first step is a detailed study of the regulatory base and legislative regulation of this process, as well as development and approval of unified forms of social reporting. However, the mechanism of socially responsible entrepreneurship can not be considered as the main (and the only) way to mitigate social contradictions and ensure social security and sustainable development. This is just one element in the system, where the state's coherent social and economic policy plays a leading role.

So, social responsibility should be viewed as one of the mechanisms of enterprises' functioning. It increases not only the stability of the economic entity, but also of the regional economic system as a whole. The growth of regional development sustainability is due to stable budget revenues, improved environment, preserved natural resources and increased level and quality of life of the population.

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