

Formation of a new approach to assessing the effectiveness of corporate social responsibility of the regional cluster

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Abstract – This article is devoted to the discussion of the essence of the corporate social responsibility of the cluster, and to determination of the place of corporate social responsibility in the development of a regional cluster. Nowadays, the growing popularity of corporate social responsibility of the cluster is noticed in all countries with a developed economy and social sphere. This popularity is contributing to the transition of Russian business to a new format of its management, relying on the social aspects of the society development. However, there are certain barriers and difficulties that prevent the corporate social responsibility of the cluster from successful development and achievement of high socio-economic results. Practice shows that only some large enterprises quite effectively implement the standards of corporate social responsibility. Increased attention to the problem of social responsibility of the cluster is determined by the tasks that arise in this area due to the transfer of innovations and new technologies, the creation and implementation of which requires the work of highly qualified specialists. In order to improve economic and financial indicators, marketing development, and innovative development, regional clusters need to prepare and implement principles and a system of corporate social responsibility. The main approaches to assessing the corporate social responsibility of the cluster were analyzed in the study. The ambiguity of approaches to assessing the corporate social responsibility of the cluster causes numerous disputes. The study shows that most of the methods for assessing corporate social responsibility are based on the analysis of various forms of financial reporting of enterprises. The complexity of using these methods lies in the large amount of reporting forms and the absence of an objective interpretation of the results obtained. The author's approach offers an assessment of effectiveness by a set of indicators that are sensitive to the social and economic interests of stakeholders. The author's approach allows receiving objective results of assessing the effectiveness of corporate social responsibility of the cluster, which can be used both for internal use in the development and management, and for external users.

Keywords — *Corporate social responsibility, stakeholder, regional cluster, social responsibility of the cluster, social and economic development*

I. INTRODUCTION

Under conditions of globalization, increasing competition, augmentation of social and environmental problems, the problem of corporate social responsibility and its integration into the business processes of enterprises included into the cluster requires a scientific and solid approach. Undeveloped and weak analyzing, evaluating and controlling social and responsible behavior mechanisms prevent the effective introduction and implementation of corporate social responsibility in the practice of regional clusters. The assessment and subsequent analysis of the corporate social responsibility of the cluster are understudied and insufficiently developed structural tasks. This problem grows complex due to a wide range of forms and varieties in the implementation of corporate social responsibility, which must consider the interests of all the parties concerned.

In order to influence the current economic, financial and innovative state of a regional cluster and to develop directions for its development, it is necessary to develop a system of indicators for the complex assessment of corporate social responsibility. The instrumental bases for assessing and analyzing corporate social responsibility proposed by theory and practice are distinguished by a variety of approaches that do not meet the requirements of the modern time. Existing approaches do not provide an opportunity for enterprises and external users to evaluate and conduct a comparative analysis, using reporting data on the record. The wide diversity and specificity of the instruments, the insufficiency of their theoretical development and systematization, the increasing social responsibility of enterprises, determine the relevance of ensuring the assessment of the corporate social responsibility of the cluster.

II. MATERIALS AND METHODS (MODEL)

Formation of a system of indicators for assessing the effectiveness of corporate social responsibility of a regional cluster involves considering the specifics of territorial and economic features, the level of development of both individual

enterprises and them as part of a cluster. The use of a system of indicators for assessment of effectiveness allows increasing the effectiveness of the economic, innovative, and social activities of each participant in a regional cluster.

It is necessary to undertake a performance study in the following areas: utilization of labor resources, development of social and economic programs, environmental protection, development of innovations and new technologies, in order to form a system of indicators for assessment of effectiveness of corporate social responsibility of a cluster.

Thus, the system for assessment of effectiveness of corporate social responsibility of a regional cluster is determined by the feedback subsystems of indicators. The result of investigation and subsequent analysis of them may simplify and supplement the adoption and implementation of socio-economic and innovative technological development programs, considering changing conditions in the region, and also they can be used in the development and management decisions of internal and external users.

III. RESULTS AND DISCUSSION

Advance in living standard, national welfare, corporate social responsibility are priority directions in the development of society in the modern economic conditions, as they generate interdependent relations between business, the state and society through the effective development of the socio-economic system. Enterprises as part of the cluster are interested in increasing the efficiency of use of possessed significant amount and variety of resources, and first of all human capital, in the production and sale of goods and services, as well as their level of development. The most effective tool for achieving the highest possible results by establishing mutually beneficial relations between various economic parties is corporate social responsibility.

Corporate social responsibility serves as an indicator of the cluster participation in solving social and economic. Corporate social responsibility should be exercised by enterprises of the cluster in compliance with regulatory and legal aspects, ethical and moral standards, as well as the implementation of the stated principles and activities to all the parties concerned.

In modern economic conditions, the problem of assessing the social efficiency of enterprises in particular and of the cluster as a whole becomes very relevant. The lack of objectivity in the criteria for assessing corporate social responsibility makes it impossible to analyze the current state, to make a reliable forecast, to manage social and economic programs. The study of theoretical and practical researches showed the absence of universal approaches to the assessment of corporate social responsibility, which significantly reduces the effectiveness of planning, considering, monitoring the indicators and realization of activities aimed at ensuring the social responsibility of the cluster.

Corporate social responsibility of enterprise as part of a cluster is one of the main factors for increasing the efficiency of its activity [1]. The increase in the performance of enterprises of the cluster is determined by the phenomena occurring in the external environment and internal business processes. The key factors for increasing the cluster's

performance are innovation activity, labor efficiency, human capital, and corporate social responsibility.

According to the authors, corporate social responsibility is the fulfillment by enterprises of the cluster of established by regulatory and legislative acts and independently taken social obligations towards personnel and reduction of the adverse effects, with exerting beneficial effect on the public, thereby improving the image and reputation of enterprises, and also fulfilling the expectations of external and internal stakeholders.

Corporate social responsibility is the implementation of the principles of corporate social responsibility, as being a tool of a set of enterprises in the cluster and the region for implementing a complex of socio-economic issues and problems.

The following aspects can be distinguished from the definition of corporate social responsibility of a cluster:

- the priority task of the corporate social responsibility of the cluster is social development;
- corporate social responsibility of a regional cluster should consider the interests of external and internal stakeholders;
- fulfillment of the fundamental principles of the corporate social responsibility of the cluster contributes to the improvement of social and economic performance indicators, business development and guarantee the environmental safety

Corporate social responsibility of the cluster is performed through the implementation of a combination of two forms - external and internal - depending on the impact of the stakeholders. The internal form of the corporate social responsibility of the cluster is a socially oriented policy towards employees, which aims at ensuring safe working environment and health protection, considering the development of personnel and improvement of their skills, advancing socioeconomic indicators. The external form of the corporate social responsibility of the cluster is expressed in social policy towards the local community. Programs, considering development of territorial units and environmental protection, are prepared within this policy.

Thus, the basis of the corporate social responsibility of the cluster are the principles that determine the improvement of expertise and skills of employees, production and disposal of high-quality products and services, compliance with legislative and regulatory requirements, consideration of public interest.

Compliance with and fulfillment of the principles of corporate social responsibility of a cluster allows enterprises within the cluster to obtain the most significant competitive advantages: the ability to manage social and environmental risks; intake of highly professional and competent labour power; raise of credibility from business partners and society; improvement of business reputation and image.

The use of corporate social responsibility by enterprises within the regional cluster implies the execution of the following actions: improving the management of social and

economic risks, increasing the efficiency of developing financial and non-financial reporting and documentation, developing the interaction between social and private partnerships. Consequently, the application of the principles of corporate social responsibility of the cluster contributes to the close interaction between all stakeholders and concerned parties, the sustainability of the cluster itself, as well as all the enterprises included. Under these conditions, the assessment of the effectiveness of corporate social responsibility of a regional cluster is a significant tool in managing its development.

Assessment of effectiveness of corporate social responsibility of a regional cluster represent a sequence of implementation of the stages of calculation and interpretation of a set of socioeconomic indicators of the activities of enterprises within the cluster. It is necessary to consider the specifics of the regional cluster's activity, including industry characteristics, structure, size and life cycle of the cluster, when assessing it.

It becomes possible to identify and influence the strengths and weaknesses in the field of corporate social responsibility, as well as to identify measures for its improvement and increase the effectiveness of its application, basing on the results of the assessment. Thus, the assessment of cluster corporate social responsibility is an important tool in the development and implementation of management decisions.

The definition of criteria system and the number of indicators depend directly on external and internal factors, such as the level of development of each individual enterprise and the cluster as a whole, industry characteristics, financial indicators, and the life cycle of a regional cluster.

The assessment of the corporate social responsibility of the cluster will allow:

- to inspect the social responsibility of the cluster's activity concerning the compliance with labor laws, environmental regulations, and set of corporate management rules;
- to assess the fulfillment of activities taken by each enterprise within the cluster voluntarily in compliance with standard ISO 26000;
- to improve the reputation and image by placing in the media information about the charitable expenses and the social benefits and programs expenses;
- to compare the enterprises included in the cluster and the cluster itself with other business entities analyzing the level of development of social responsibility;
- to prepare activities in the framework of the cluster's activity development program in order to enhance corporate social responsibility.

The results of the assessment of socially responsible operation are the basis for making decisions related to the improvement of the social activities of the cluster. They can be used by the management and brought to the general public to enhance and maintain the image of a socially responsible cluster [4].

A review of the researches of scientists and the practice of major enterprises showed a wide variety and quantity of approaches to the assessment of corporate social responsibility. Most approaches to the assessment of corporate social responsibility involve the assessment of various forms of financial reporting of enterprises, but the complexity lies in the large amount of reporting forms and the absence of an objective interpretation of the results obtained. The basis of other assessment methods is the comparison of the standard established values and the results obtained. The third group of methods consists of the application of standard assessment characteristics, describing the effectiveness of corporate social responsibility through its influence on the interests of stakeholders, which are qualitative criteria and their assessment tends to be difficult and biased.

However, among the studied methods there is no approach that would allow assessing the corporate social responsibility not only of a particular enterprise, but also of the cluster as a whole. According to the authors, the assessment of the corporate social responsibility of the cluster will allow assessing the performance of activities in different directions in quantitative terms, while considering the interests of all stakeholders.

The authors put forward a system of indicators for the complex assessment of the corporate social responsibility of the cluster, which allows calculating the social and economic effectiveness of its performance. The system of indicators for the complex assessment of corporate social responsibility consists of six subsystems: the subsystem of indicators of efficiency of salaries and social benefits expenses; the subsystem of indicators of efficiency of utilization of labour resources; the subsystem of indicators of efficiency of the health protection and operational safety expenses; the subsystem of indicators of conservation, effect and development of the environment; the subsystem of indicators of innovation and R&D expenses; the subsystem of economic indicators and intangible assets.

The system of indicators for a complex assessment of the effectiveness of corporate social responsibility of a regional cluster is given in Table I.

When calculating the system of performance assessment indicators in the case of their positive growth in comparison with the average regional values, it can be concluded that the activities for development of corporate social responsibility of a regional cluster are fulfilled. A negative deviation indicates problem indicators, and it is necessary to adjust the program for the development of corporate social responsibility of a regional cluster in order to improve these indicators.

The system of performance assessment indicators put forward by the authors, consisting of a set of indicators, considers the social and economic interests of stakeholders, therefore, the results of corporate social responsibility assessment are objective and can be recommended for internal use for the development and management decisions, and for external users. The assessment of the effectiveness of corporate social responsibility of the cluster based on the formed system of indicators is a tool to help establish the relationship of non-interacting business functions and business

processes in the enterprise in the following areas: production and financial management, marketing, environmental management.

TABLE I. THE SYSTEM OF INDICATORS FOR ASSESSMENT OF EFFECTIVENESS OF CORPORATE SOCIAL RESPONSIBILITY OF A REGIONAL CLUSTER

Name of the subsystem of indicators	Name of indicator
The subsystem of indicators of efficiency of salaries and social benefits expenses	The average monthly income of one employee of enterprises in the cluster, thousand rubles
	The size of social benefits per employee, thousand rubles
	Expenses for refresher courses and staff development, thousand rubles
The subsystem of indicators of efficiency of utilization of labour resources;	Personnel lapse factor
	Coefficient of constancy
	Staff turnover ratio
The subsystem of indicators of efficiency of the health protection and operational safety expenses;	Expenses for medical care and treatment of staff, thousand rubles.
	Expenses for health resort treatment and sports rehabilitation, thousand rubles.
	Expenses for improving labor conditions, thousand rubles
The subsystem of indicators of conservation, effect and development of the environment;	The number of environmental programs that focus on environmental protection and ecology
	Contamination of atmosphere with repugnant substance, thousand tons
	Investments related to environmental protection and ecology, thousand rubles
The subsystem of indicators of innovation and R&D expenses;	Allocations for research and development, thousand rubles
	Investments in innovations, thousand rubles
	Expenses for research and development, thousand rubles
The subsystem of economic indicators and intangible assets	Reputation cost estimate, thousand rubles
	Revenues from sales of products, works, services, thousand rubles
	Added value, thousand rubles

The results of the assessment of corporate social responsibility indicators allow determining the degree of development of a regional cluster. The analyzed indicators reflect the weaknesses of the cluster, indicating the need for innovative and technological development, information infrastructure, scientific sphere and highly qualified personnel.

The system of indicators for the complex assessment of the corporate social responsibility of the cluster allows identifying patterns of the impact of expenses for the implementation of measures of the social responsibility program on the enhancement of the value of reputation and increase of revenue from sales of products, goods and services. The results of calculations of the system of indicators of complex assessment of effectiveness are subsequently used in the

preparing of a strategy for the development and operation of each enterprise within the cluster, as well as the regional cluster itself.

IV. CONCLUSION

Under the conditions of fierce competition and unstable economy, the key to improving the efficiency of the cluster is the introduction of standards and programs for the development of corporate social responsibility. The key factors for increasing the economic, financial and innovation indicators of the cluster's activity are innovation activity, labor efficiency, human capital and corporate social responsibility.

The problem of assessment of effectiveness of corporate social responsibility of a regional cluster is a very controversial issue.

In this study, the authors put forward a system of indicators for a complex assessment of the effectiveness of corporate social responsibility of the cluster. For a complex and objective assessment, a system of indicators should include the subsystems: the subsystem of indicators of efficiency of salaries and social benefits expenses; the subsystem of indicators of efficiency of utilization of labour resources; the subsystem of indicators of efficiency of the health protection and operational safety expenses; the subsystem of indicators of conservation, effect and development of the environment; the subsystem of indicators of innovation and R&D expenses; the subsystem of economic indicators and intangible assets.

Thus, the offered authors' assessment considers the social and economic interests of all participants, therefore, the results of corporate social responsibility assessment are recommended for use in developing and making management decisions not only for each individual enterprise, but also for a regional cluster.

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