



# The Evaluation of Impact on Business Organisations in Lithuania to Operate in an Environmentally Friendly Way

Irena Bakanauskienė<sup>1</sup>, Ričardas Krikštolaitis<sup>2</sup>, Sonata Staniulienė<sup>3</sup>, and Vytautas Žirgūtis<sup>4</sup>

<sup>1,3,4</sup>*Department of Economics and Management, Vytautas Magnus University, Kaunas, Lithuania*

<sup>2</sup>*Department of Informatics, Vytautas Magnus University, Kaunas, Lithuania*

*Corresponding author:*

*I. Bakanauskienė, Department of Economics and Management, Vytautas Magnus University, S. Daukanto St 28, LT44246 Kaunas, Lithuania*

*E-mail: i.bakanauskiene@evf.vdu.lt*

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The article presents the results of empirical research on environmental stakeholders' impact on Lithuanian business organisations to act in an environmentally friendly way. Theoretical research framework is based on the research tool of the International Business Environmental Barometer (IBEB) and covers strengths and types of different environmental stakeholders (including internal and external stakeholders), organisational strategies of relations with them, and consequences of environmental stakeholders' impact. The IBEB is a representative quantitative survey of managers of business organisations to examine how managers feel environmental stakeholders' pressure. Taking the purpose and attitudes of the research framework and the results of pilot interviews into account, some changes in IBEB methodology have been made. The results reveal quite low pressure of environmental stakeholders on managers of business organisations to deal with environmental issues.

**Keywords:** *environmental management, environmental stakeholders, business, IBEB.*

## 1 Introduction

In order to achieve sustainable development of an organisation (Bagdonienė, Galbuogienė, & Paulavičienė, 2009), it is necessary to apply business strategies and activities that meet today's needs of an organisation and stakeholders while it protects, strengthens and enhances human and natural resources that will be needed in the future (Šimanskienė & Paužuolienė, 2011). As the external environment and organisations are closely related, organisations' long-term success depends on ability to integrate harmoniously into the environment and understand the needs of stakeholders. Organisations must fulfil these environmental requirements (Banerjee, 2001; Walker, Di Sisto, & Mcbain, 2008). Understanding the significance of sustainable development, organisations seek new areas for sustainable competitive advantage (Zdanytė &

Neverauskas, 2014; Elkington, 1994; Albertini, 2014; Zhu, Sarkis, & Lai, 2008).

Recently the researches on the impact of environmental stakeholders (customers, suppliers, owners, economic, political or other environment) or forms of this impact (turbulent changes, uncertainty, etc.) on the organisations are common in scientific literature. Kast & Rosenzweig (1974) point out that society becomes more and more complex and dynamic, organisations need to devote increasing attention to environmental uncertainty (Terreberry, 1968; Klovienė & Gimžauskienė, 2009), and therefore management must survey the environment continuously (Simon, 1960; Ben-Ner, Kong, & Luis, 2012). While the public interest in environmental issues is growing, there is a lack of complex researches of environmental impact on business organisations supported by a systematic approach

that would enable a comprehensive assessment of the pressure of environmental stakeholders' groups, also the action taken in order to act in an environment-friendly way.

Therefore, the object of the research is the impact on Lithuanian business organisations to act in an environmentally friendly way.

The aim of the research is to assess the impact of environmental stakeholders' groups on Lithuanian business organisations to act in an environmentally friendly way.

## 2 Methods

Lannelongue, Gonzalez-Benito, and Gonzalez-Benito (2014) developed certain linearity or order in the environmental management, which an organisation could implement: monitoring, action, and results. Other scholars agree on analysing different parts of environmental management separately (Goldstein, Hilliard, & Parker, 2011; Yin & Schmeidler, 2009). It is hypothesised that environmental issues through the medium of environmental stakeholders lead to corporate environmental actions that have certain results in ecologic and economic terms as well (Baumast, 2000).

Most of the scholars also agree that practices of environmental management are independent variables that explain variance in organisation's outcomes (Molin-Azorin, Claver-Cortes, Lopez-Gamero, & Tari, 2009; Cristmann, 2000) and that environmental issues are of strategic importance for organisations (Hart, 1995; Vachon & Klassen, 2007).

Baumast (2000) subdivides external environmental stakeholders into three groups: market (consumers, competitors, insurance companies, banks, distributors, and consumer organisations),

public (local communities, press/media, environmental organisations, scientific institutions, and labour unions), and political (national and international regulators) stakeholders. Organisation's internal environment consists of owners, managers, and employees (Samson & Daft, 2011; Harisson, 1987) – they constantly influence each other through environmentally friendly business practices, shared resources, goals, etc.

Some basic company strategies for dealing with environmental pressure could be identified: the first is more passive and could be regarded as adaptation, i.e. communicating and searching for information about pressure groups (Samson & Daft, 2011; Dollinger, 1984; Jemison, 1984; Day & Schoemaker, 2005); others mostly fall into cooperation such as proactive inter-organisational partnerships and collaboration (Wagner & Boutellier, 2002; Yarahmadi & Higgins, 2012) with unions, associations, alliances, and networks (Samson & Daft, 2011), or attempts to manage environmental stakeholders (planning of environmental activities and prediction of environmental impact (Lenz & Engledow, 1986; Javid, 1984), public relations, and political activities in order to facilitate the legal environment (Samson & Daft, 2011; Ates, Bloemhofb, van Raaija, & Wynstra, 2010)). Čepinskis, Pivoras, and Žirgūtis (2001) systemised the consequences of organisational environmental management actions: changes in competitiveness, corporate and product image, cost savings, productivity increase, long-term and short-term profits, market share, new markets opportunities, owners' and top management's satisfaction, supervisory institutions' trust.

According to the attitudes considered above, the framework for research has been developed (Fig. 1).

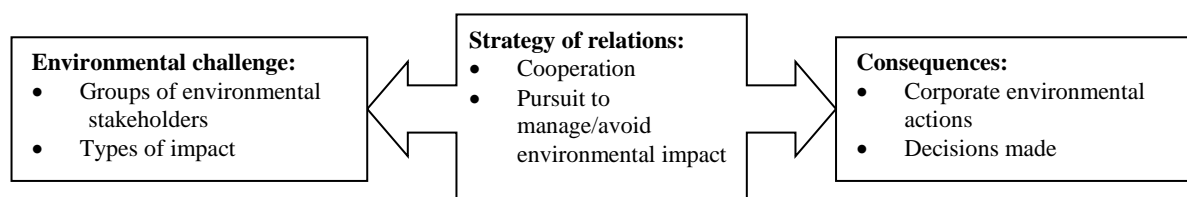


Figure 1. Framework for the research.

A widely used method for evaluation of environmental management – the International Business Environmental Barometer (hereinafter referred to as the IBEB) – was used while the results by this survey were considered sufficiently reliable (Belz & Strannegard, 1997) and allowed drawing conclusions about the overall situation in the country for business organisations to operate in an environmentally-friendly way. The IBEB allows researchers to adapt their research methodology in each country to national characteristics: to include questions to the questionnaire which they consider to be important, to adjust the content of the questions, and to select a sample of respondents. Thus, the

following changes in the IBEB methodology have been made:

1. The list of influence groups was adjusted, keeping the same groups as in the IBEB. The following groups of stakeholders have been identified:
  - internal environmental stakeholders: management of the company, workers, trade unions, owners and investors;
  - external environmental stakeholders: market stakeholders that include: customers, consumer organisations, competitors, insurance companies, banks, credit unions, distributors, suppliers, sub-contractors; public stakeholders: the local community, the

- media, non-governmental organisations, associations; political stakeholders: local municipality, supervisory authorities (environmental, economic activities, human rights, culture, etc.).
2. Some additional questions revealing the impact of Lithuanian environmental stakeholders' pressure on business organisations were included:
    - The following areas of influence were identified: competitiveness, long- and short-term profit, cost savings, development opportunities, productivity growth, market share, sales volumes, supervisory institutions' trust, company image, product/service image, owners' satisfaction, management satisfaction.
    - The following actions to shift an organisation towards an environmentally friendly way, which the companies had to take over the last 2 years as consequences of environmental stakeholders' impact were identified: budget changes, technological changes/changes in service providing, changes in business plan, decisions made under the impact of stakeholders, actions ensuring satisfaction of company results by owners and stakeholders as well, monitoring of company activities not to be harmful for stakeholders, changes in a long-term strategy, the development of a strategy for a shorter term, solving of problems that pose risk to business continuity, additional allocation of resources for PR, cancelling of relations with some of the suppliers, rejection of some customers, employee training, implementation of special projects.
  3. There were included some additional questions regarding types of environmental stakeholders' impact covering economic, moral and legal means of impact as well as publicity in the media.
  4. There were included some additional questions that allowed deciding on companies' strategies used to deal with environmental stakeholders impact. All possible strategies were divided into two main groups:
    - cooperation with stakeholders trying: to seek mutual benefits and cooperation opportunities, to reconcile divergent interests, to achieve dialogue and partnership, to maintain good relationship;
    - attempts to control stakeholders trying: to prevent or avoid impact, to protect itself from impact, to change the rules of communication with stakeholders into desired direction, to exploit stakeholders trying to achieve company goals.

The questionnaire also included questions about the field of company activities and the number of employees. Thus, the questionnaire was constituted of 95 questions. The IBEB measurement scale used is as follows:

- valuating strength of environmental stakeholders impact: 5 – very strong, 4 – strong, 3 – average, 2 – weak, 1 – very weak, 0 – no impact;
- valuating the frequency of use of impact means: 3 – used, 2 – rarely used, 1 – used very rarely, 0 – not used;
- determining actions companies had to take as consequences of environmental stakeholders' impact: have not taken, have partly taken, have taken.

### Research process and sample

According to the data of the Lithuanian Department of Statistics in 2014, 34,794 companies (population) that employ more than 4 employees are registered in Lithuania. As the population is smaller than 50,000, the study sample size was calculated based on the equation:

$$n = \frac{p \cdot (1 - p)}{\left(\frac{\varepsilon}{z}\right)^2 + \frac{p \cdot (1 - p)}{N}} \quad (1)$$

where  $N$  is general population;  $z$  value is 1.96 and corresponds to 95% of the standardised normal distribution reliability level;  $p$  is the expected terminal event probability that the property will occur exploratory plurality (taken in the most unfavourable probability that the symptom is characterised by half, i.e. 50% of the set and optional  $p = 0.5$ ); and  $\varepsilon$  is preferred accuracy (in this case  $\varepsilon = 0.05$ ).

A random sample has been selected for the research. The survey was conducted from 19 March to 28 April 2014, the field research method “face to face interview” with the decision maker/responsible employee of a business organisation was used. The interview was carried out and the data collected by a market research company that conducts interviews according to ICC/ESOMAR code. After the processing of the survey data and the rejection of unreliable data, the data collection of 387 reliable interviews was made. Sample distribution by the field of activity and the number of employees are presented in Table 1.

Table 1. Sample distribution according to company activity field and size.

	Number of companies*	
	Quantity	% (of valid)
<b>Company activity field</b>		
Trade	205	53.0
Services	169	43.7
Manufacturing	80	20.7
<b>Number of employees</b>		
5-9	199	51.7
10-49	107	27.8
Over 50	79	20.5

\*The sample consists of 387 companies, but some of them act in more than one activity field (out of trade, services, manufacturing); respondents were asked to name all relevant activity fields, not the main one, in the questionnaire.

According to equation (1), the calculated minimum sample of the survey (N = 380 respondents) guarantees with a 95% probability that erroneous results would not exceed 5%. Therefore, the research data from 387 organisations are reliable enough to make conclusions. In order to test the reliability of the questionnaire with the present study data, a series of Cronbach's alphas were calculated, for each of the questioned groups; Cronbach's alphas were ranging from 0.848 to 0.950.

The statistical analysis of the research data was performed with IBM SPSS Statistics 19 software tool.

### 3 Results and discussion

The results of the research (see Table 2) show that Lithuanian organisations experience very low impact to act in an environmentally friendly way – the total average (M) of environmental stakeholders' impact is only 0.65 out of 5. Analysing results

according to the fields of activity of business organisations, the highest impact is for the manufacturing companies (M = 0.90) while the trade companies experience the lowest impact (M = 0.57).

After calculating averages of different stakeholders' impact, Lithuanian environmental stakeholders were ranked according to performance of impact as shown in Table 2. Table 2 depicts that Lithuanian business organisations perceive the highest impact from national and international regulators (M = 1.26) and company's management (M = 0.81) and the lowest impact from banks (M = 0.39) and scientific institutions (M = 0.36). Ranking environmental stakeholders under the field of activity of business organisations, differences of environmental groups' impact can be observed: local municipality institutions have the highest impact on trade companies while owners and investors have the lowest impact on manufacturing companies.

Table 2. The impact of stakeholders' groups on business organisations to act in environmentally friendly way.

Environmental stakeholders	Total				Trade companies				Manufacturing companies				Service companies			
	N	M	SD	Rank	N	M	SD	Rank	N	M	SD	Rank	N	M	SD	Rank
National and international regulators	385	1.26	1.766	1	205	1.08	1.632	1	79	1.84	1.983	1	168	1.11	1.683	1
Management	386	0.81	1.569	2	205	0.83	1.604	2	79	1.11	1.783	2	169	0.7	1.426	3
Local municipality institutions	382	0.78	1.449	3	204	0.6	1.189	6	79	1.04	1.605	4	166	0.81	1.544	2
Owners, investors	386	0.72	1.477	4	205	0.76	1.53	3	80	0.86	1.565	9	168	0.64	1.359	6
Consumers, consumer organizations	386	0.71	1.338	5	205	0.65	1.333	4	79	0.96	1.363	5	169	0.7	1.335	4
Local community	384	0.67	1.372	6	205	0.61	1.296	5	78	0.88	1.579	8	168	0.57	1.27	10
Press/media	386	0.66	1.294	7	205	0.59	1.286	7	79	1.05	1.535	3	169	0.6	1.235	9
Suppliers	386	0.63	1.263	8	205	0.56	1.202	8	80	0.85	1.476	10	168	0.61	1.209	8
Competitors	385	0.61	1.268	9	205	0.49	1.17	9	80	0.92	1.465	7	167	0.65	1.275	5
Environmental organizations	384	0.6	1.32	10	205	0.41	1.014	13	80	0.95	1.668	6	166	0.61	1.292	7
Distributors	385	0.55	1.176	11	205	0.47	1.083	10	79	0.77	1.432	11	168	0.57	1.177	11
Employees	385	0.52	1.159	12	205	0.47	1.127	11	80	0.74	1.23	12	167	0.53	1.191	12
Insurance companies	386	0.48	1.091	13	205	0.42	1.094	12	80	0.56	1.112	14	168	0.51	1.111	13
Banks	384	0.39	1.013	14	204	0.35	0.993	14	79	0.42	0.969	15	168	0.43	1.047	14
Scientific institutions	384	0.36	0.975	15	204	0.29	0.905	15	79	0.59	1.235	13	168	0.39	0.947	15
<b>Total:</b>		<b>0.65</b>				<b>0.57</b>				<b>0.90</b>				<b>0.63</b>		

The impact of each group of environmental stakeholders (market, public, political and internal) was weighted after the calculation of means of impact

of every group. The results showed that impact performance of political stakeholders is a little bit higher than the other ones (see Figure 2)

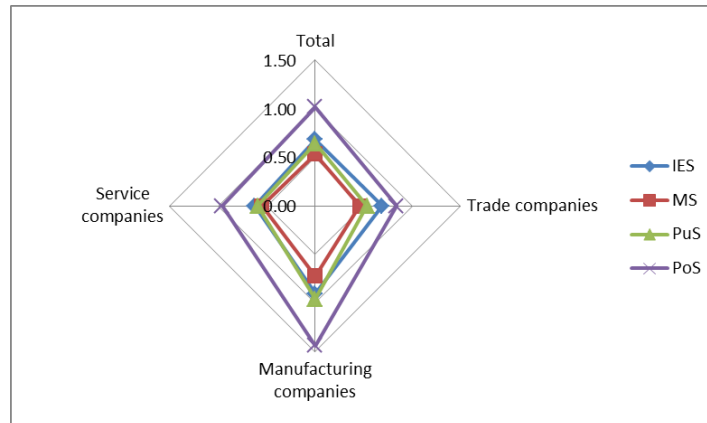


Figure 2. Impact performance of each environmental stakeholders group (IES – internal environmental stakeholders, MS – market stakeholders, PuS – public stakeholders, PoS – political stakeholders).

The research showed that Lithuanian environmental stakeholders mostly use economical ( $0.68 \pm 1.05$ ), moral ( $0.59 \pm 0.98$ ) and legal ( $0.54 \pm 0.99$ ) means of impact while publicity in the media is used rarely ( $0.37 \pm 0.80$ ) (see Figure 3). This

conclusion is quite interesting taking into account the data that market stakeholders are not the strongest ones exerting impact on organisations to act in an environmentally friendly way.

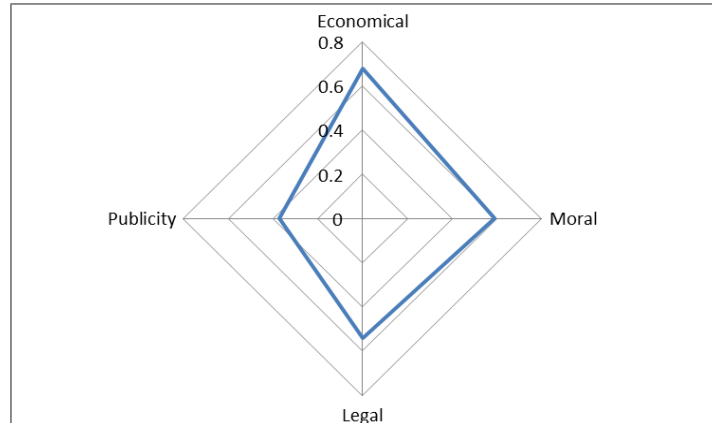


Figure 3. Types of environmental stakeholders' pressure.

According to this study, Lithuanian business organisations use various strategies to deal with environmental stakeholders' impact (see Table 3). Efforts to maintain good relations with stakeholders and striving for dialogue and partnership with stakeholders are most commonly used (62.8% and 58.1% of investigated organisations used these

strategies). Only one fourth of organisations strive to influence stakeholders for achieving company's goals and put efforts to change the cooperation manner with stakeholders towards company's interests. Strategies that lead to cooperation relations with stakeholders are used much more than strategies that help to control stakeholders.

Table 3. Type of relations with stakeholders.

Type of relations with stakeholders	Usage, % (of valid)	Usage by trade companies, %	Usage by manufacturing companies, %	Usage by service companies, %
<b>Cooperation relations</b>				
Efforts to maintain good relations with stakeholders	62.8	57.1	72.5	65.7
Striving to dialog and partnership with stakeholders	58.1	51.7	67.5	59.2
Efforts to find mutual benefits and cooperation possibilities with stakeholders	48.6	45.5	58.8	50.3
Consulting with stakeholders	39.3	35.6	48.8	39.6
Discussion with stakeholders trying to conform interests of various stakeholders	33.7	29.8	40.0	32.5
<b>Attempts to control stakeholders</b>				
Efforts to avoid stakeholder's impact	33.3	30.7	41.3	32.5
Defence from stakeholder's impact	30.0	25.4	36.3	34.3
Striving to influence stakeholders for achieving company's goals	25.6	23.9	36.3	23.1
Efforts to change cooperation manner with stakeholders towards company's interests	23.5	26.8	25.0	20.7
Other relations	0.3	0.5	1.3	0.0

The chosen research framework revealed that business organisations in Lithuania, although do not perceive considerable pressure, still carry out some actions related to stakeholders' impact. The results of the research show the range of actions taken (fully or partially) by Lithuanian business organisations under the pressure of environmental stakeholders over the last few years (see Table 4). However, correlations with organisations' activity fields reveal differences among actions taken. The comparison shows that the most popular action is the *training of employees*, but *decisions made under the impact of stakeholders* and *rejection of some customers* are rather chosen by trade

companies than others. *Monitoring of company activities not to be harmful for stakeholders* and *solving of problems posing risk for business continuity* are more popular in service companies, but they perform *changes in a long-term strategy* less often than other groups. Manufacturing enterprises make *technological changes* more often and less often do *changes in their business plans*. *Budget changes, implementation of special projects, additional allocation of resources for PR, development of strategy for a shorter term, cancelling of relations with some of the suppliers* are used with minor differences very rarely in various companies' groups.

Table 4. Organisations' actions taken under the pressure of environmental stakeholders.

Actions taken	Rank by frequency of answers, % (valid)			
	Total	Trade companies	Manufacturing companies	Service companies
Employee training	1. 56.8	1. 54.6	1. 51.3	1. 57.7
Decisions made under impact of stakeholders	2. 60.9	2. 55.1	5. 61.5	4. 67.3
Actions ensuring satisfaction of company results by owners and stakeholders as well	3. 62.2	3. 59.5	2. 55.8	2-3. 66.1
Monitoring of company activities not to be harmful for stakeholders	4. 63.1	5. 61.0	4. 59.5	2-3. 66.1
Budget changes	5. 65.3	4. 60.5	7. 66.2	7. 70.2
Technological changes / changes in service providing	6. 65.8	6. 62.4	3. 57.7	6. 69.5
Implementation of special projects	7. 66.5	10. 64.7	6. 64.9	5. 68.5
Changes in business plan	8. 67.5	7. 62.7	11. 74.0	8. 71.4
Changes in long-term strategy	9. 69.5	9. 64.4	9-10. 72.7	12. 75.6
Additional appointment of resources for PR	10. 70.1	8. 64.2	9-10. 72.7	13. 76.8
Development of strategy for shorter term	11. 70.3	11. 67.3	13-14. 75.3	9. 72.6
Cancelling of relations with some of suppliers	12. 71.8	14. 69.3	8. 67.5	10-11. 75.0
Solving of problems making risk for business continuity	13. 72.0	13. 68.8	12. 75.0	10-11. 75.0
Rejection of some customers	14. 72.4	12. 67.8	13-14. 75.3	14. 78.0

Note: The actions ranked by non-use frequency over the past 2 years, which is an indication that an organisation recognises that it has taken such action, at least in part.

The reason why Lithuanian organisations are not active in environmental management can be disclosed by respondents' evaluations how environmental

actions influence various organisational indicators and fields (see Table 5).

Table 5. Consequences of environmental actions of business organisations.

Field of impact	Total				Trade companies				Manufacturing companies				Service companies			
	N	M	SD	Rank	N	M	SD	Rank	N	M	SD	Rank	N	M	SD	Rank
Company image	381	3.24	0.81	1	204	3.21	0.80	1	78	3.42	0.93	1	166	3.23	0.70	1
Product image	383	3.19	0.83	2	205	3.20	0.84	2	78	3.29	0.88	3	167	3.18	0.75	2
Confidence of regulation authorities	384	3.15	0.85	3	204	3.09	0.89	3	79	3.37	0.99	2	168	3.12	0.74	4
Satisfaction of owners	384	3.09	0.85	4	205	3.07	0.83	4	79	3.24	0.87	5	167	3.07	0.82	5
Competitiveness	384	3.08	0.79	5	205	3.07	0.77	5	79	3.25	0.90	4	167	2.99	0.74	9
Satisfaction of management	382	3.06	0.89	6	205	3.01	0.93	6	77	3.09	0.93	7	167	3.14	0.78	3
Development possibilities	383	3.01	0.76	7	205	2.97	0.76	9	78	3.13	0.78	6	167	3.02	0.66	6
Increase of productivity	385	3.00	0.76	8	205	2.99	0.79	7	79	3.05	0.73	8	168	3.01	0.66	7
Cost saving	383	2.97	0.81	9	205	2.94	0.77	10	79	3.01	0.91	10	166	2.94	0.76	11
Long-term profit	382	2.97	0.82	10	205	2.94	0.81	11	77	2.95	0.86	12	167	3.00	0.72	8
Market share	385	2.96	0.70	11	205	2.99	0.65	8	79	3.03	0.80	9	168	2.93	0.63	12
Amount of sales	382	2.93	0.86	12	205	2.89	0.92	12	77	2.99	0.97	11	167	2.99	0.71	10
Short-term profit	383	2.80	0.83	13	204	2.80	0.83	13	78	2.81	0.90	13	168	2.87	0.77	13

As presented in Table 5, corporate environmental actions in the total influence (out of 5) are as follows: company image (3.24), product/service image (3.19), confidence of regulation authorities (3.15), satisfaction of owners (3.09), competitiveness (3.08), satisfaction of management (3.06), development possibilities (3.01), increase in productivity (3.00), cost saving (2.97), long-term profit (2.97), market share (2.96), amount of sales (2.93), short-term profit (2.80). The differences of approaches noted when evaluating the influence for environmental actions according to various groups of companies after the data analysis are as follows: the influence on competitiveness is small for service companies; the influence on satisfaction of management, long-term profit, and the amount of sales is higher for service companies; the influence on development possibilities is lower for manufacturing

companies while market share is under bigger influence for trade and manufacturing companies.

Previous studies in this area in Lithuania (Čepinskis et al., 2001) and the EU countries (Baumast, 2000) revealed a stronger involvement of environmental stakeholders' groups and their impact on business organisations to operate in environmentally friendly way. Such results could be explained by differences in samples for research. They would also lead to considerations that when an organisation is unattractive for environmental stakeholders' groups, the interaction between the organisation and these groups might be insufficient. Then existing management models, taking into account the impact of environmental stakeholders' groups, become inefficient. Therefore, it is necessary to develop more effective patterns and methods for involving and employing environmental stakeholders' groups in such context. It could also be important to

create smart (i.e. open and inclusive) organisation management model which would be oriented not to a strategic response to stakeholders, but to enlist cooperating and acquiring features that are attractive to them.

#### **4 Conclusions**

All stakeholders can be divided into internal (management, workers, owners, etc.), market (customers, competitors, banks, etc.), public (local community, the media, NGOs, etc.) and political (municipality, supervisory authorities, etc.) groups. Stakeholders' impact on organisations could be evaluated interviewing decision-makers of business organisations with the help of specific methodology based on logical examination of precondition, means and consequences. The research sample of 387 organisations guarantees with a 95% probability that the erroneous results would not exceed 5%. Cronbach's alphas for the questioned groups were ranging from 0.844 up to 0.950. Therefore, the research is reliable enough to make conclusions by evaluating the impact on business organisations in Lithuania to operate in an environmentally friendly way.

Environmental stakeholders are one of the main driving forces exerting impact on business organisations to deal with environmental issues and to operate in an environmentally friendly way. In spite of that, the evaluated impact performance of all of them is very low. Results of the empirical investigation reveal that the overall environmental situation in Lithuania seems to be not at the appropriate level regardless growing attention to environmental issues in scientific literature and mass media. National and international regulators seem to be making the strongest impact; management, local municipality institutions, owners and investors, consumers and consumer organisations should be named as quite strong ones as well but only comparing to other ones. Thus, Lithuanian business organisations do not take up remarkable challenges to act in an environmentally friendly way. Ranking environmental stakeholders under the field of activity of business organisations, the following differences of environmental groups' impact can be observed: local municipality institutions have the highest impact on trade companies while owners and investors have the lowest impact on manufacturing companies. The level of environmental impact by company's management suggests that still there is insignificant amount of managers, who, on their own initiative, decide to act in an environmentally friendly way in Lithuania. Public stakeholders' activeness level shows that environmental challenges are not important to society, its institutions, and to the mass media as well. Lithuanian environmental stakeholders mostly use economic, moral and legal means of impact while publicity in the media as a means of impact is used rarely. Manufacturing companies are influenced by all

types of impact more often than trade or service companies.

Organisations can use two main strategy groups to deal with environmental stakeholders' impact: cooperation with stakeholders or attempting to control stakeholders. Efforts to maintain good relations with stakeholders and striving for dialogue and partnership with stakeholders are most commonly used. Only some of organisations strive to influence stakeholders for achieving company's goals and put efforts to change cooperation manner with stakeholders towards company interests. Strategies that lead to cooperation relations with stakeholders are used much more than strategies which help to control stakeholders. Dealing with environmental stakeholders' impact on business organisations in Lithuania, attempts to behave as an adaptive open system and the use of various forms of cooperation trying to maintain good relations with stakeholders or to create dialogue partnership with stakeholders, or to find mutual benefits and cooperation possibilities with stakeholders are visible. They also use consulting or discussion with stakeholders. At the same time, some organisations still make attempts to avoid that impact of environmental stakeholders or to resist the impact. Trade companies, more frequently than other ones, take efforts to change the cooperation manner with stakeholders towards company's interests while service companies try to resist stakeholder's impact.

In spite of low environmental stakeholders' impact, Lithuanian business organisations sometimes take some actions leading to operation in environmentally friendly way. The most popular action is employee training, but decisions made under the impact of stakeholders and the rejection of some customers are rather chosen by trade companies than others. Monitoring of company activities not to be harmful for stakeholders and solving of problems posing risk for business continuity are more popular in service companies, but they perform changes in their long-term strategies less often than other groups. Manufacturing enterprises exercise technological changes more often, and less often make changes in business plans. Budget changes, implementation of special projects, additional allocation of resources for PR, development of strategy for a shorter term, cancelling of relations with some of suppliers are used with minor differences very rarely in various groups of companies.

The reason why Lithuanian organisations are not active in environmental management can be disclosed by respondents' evaluations how environmental actions influence various organisational indicators and fields. Company image, product/service image, confidence of regulation authorities, satisfaction of owners, competitiveness and satisfaction of management are the main fields where environmental actions taken make the greatest changes. These fields vary depending on the fields of activity of organisations: service companies are less subject to changes in competitiveness and more subject to changes in satisfaction of management, long-term profit, and the amount of sales; manufacturing

companies are less subject to changes in development possibilities and more subject to changes in market share.

The results of the research provide information for managers, the community, and other stakeholders' groups on environmental management issues in Lithuania: about a lack of environmental management means and actions taken by business organisations – those taken are far from being sufficient for sustainable development of organisations – as business organisations do not feel any significant impact from environmental stakeholders to operate in environmentally friendly way.

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## Įtakos Lietuvos verslo organizacijoms veikti aplinkai palankiu būdu vertinimas

Irena Bakanauskienė<sup>1</sup>, Ričardas Krikštolaitis<sup>2</sup>, Sonata Staniulienė<sup>3</sup>,  
Vytautas Žirgūtis<sup>4</sup>

<sup>1,3,4</sup>Ekonomikos ir vadybos fakultetas, Vytauto Didžiojo universitetas, Kaunas, Lietuva

<sup>2</sup>Informatikos fakultetas, Vytauto Didžiojo universitetas, Kaunas, Lietuva

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Straipsnyje pateiktais tyrimo rezultatais pristatomas aplinkos apsauga suinteresuotų subjektų verslo organizacijoms daromas poveikis Lietuvoje, kad šios vykdytų veiklą aplinkai palankiu būdu, pristatomi tokio poveikio tipai ir pasekmės – reaguojant į aplinkos apsauga suinteresuotų subjektų spaudimą per pastaruosius 2 metus organizacijų atlikti veiksmai ir priimti sprendimai. Tyrimas atliktas taikant „International Business Environmental Barometer“ (sutr. – IBEB) kiekybinį tyrimo įrankį.

Tyrimo rezultatai atskleidė, kad Lietuvos įmonės patiria labai silpną aplinkos apsauga suinteresuotų grupių spaudimą vykdyti veiklą aplinkai palankiu būdu. Lietuvoje stipriausią poveikį daro šios aplinkos apsauga suinteresuotos grupės: priežiūros institucijos, įmonės vadovybė; silpniausią – bankai bei mokslo institucijos.

Siekdamos paveikti įmones, aplinkos apsauga suinteresuotos grupės Lietuvoje taiko ekonomines, moralines, teisineis poveikio priemones, rečiau renkasi viešinimą žiniasklaidoje. Atitinkamai įmonės santykiuose su aplinkos apsauga suinteresuotomis grupėmis dažniau deda pastangas palaikyti gerus santykius, partnerystę, bando ieškoti abipusės naudos ir bendradarbiavimo galimybių, rečiau bando apsaugoti nuo daromo poveikio ar siekia panaudoti grupes įmonės tikslams įgyvendinti, ar bando keisti bendravimo taisykles sau naudinga linkme.

Įmonės Lietuvoje, nors ir nepatiria didesnio spaudimo, reaguoja į aplinkos apsauga suinteresuotų grupių veiksmus dėl to, kad įmonių veiksmams, kuriais siekiama tausoti aplinką, daroma įtaka įmonės bei produkto ir (arba) paslaugos įvaizdžiui, kontroliuojančių institucijų pasitikėjimui, savininkų bei vadovų pasitenkinimui, konkurencingumui.

Reaguodamos į aplinkos apsauga suinteresuotų grupių spaudimą elgtis aplinką tausojančiu būdu, įmonės Lietuvoje dažniausiai imasi tokių veiksmų kaip darbuotojų mokymas, sprendimų, kurių reikalavo įtakos grupės, įgyvendinimas, veiksmai, kuriais užtikrinama, kad įmonės veiklos rezultatai tenkintų ne tik savininkų, bet ir kitų įtakos grupių interesus ir pan., tačiau retai nutraukia ryšius su tam tikrais tiekėjais ar klientais arba sprendžia problemas, keliančias grėsmę verslo tęstinumui ir sėkmei.

Gauti rezultatai suteikia pakankamai informacijos tiek įmonių vadovams, tiek visuomenei, tiek kitiems suinteresuotiesiems asmenims apie aplinkosaugos vadybos problemas Lietuvoje: nepakankamą aplinkosaugos vadybos priemonių diegimą įmonėse, žemą aplinkosaugos vadybos priemonių efektyvumą ir pan., toli gražu nepakankamą įtakos grupių spaudimą verslo organizacijoms veiklą vykdyti aplinkai palankiu būdu.

Raktiniai žodžiai: *aplinkos vadyba, aplinkos suinteresuotosios šalys, verslas, IBEB.*