

# **Benefit of the New Platform : The Win-win Cooperation Between the Responsibility and Performance**

## **——Sample Analysis Based on SIP-CSRA**

Yang Zhao<sup>1, a, \*</sup>, Pei Chen<sup>2, b</sup>, Kun Yang<sup>3, c</sup>

<sup>1</sup>*Soochow University, Zhangye, Gansu Province, China*

<sup>2</sup>*Soochow University, Shaodong, Hunan Province, China*

<sup>3</sup>*Soochow University, Dunhuang, Gansu Province, China*

<sup>a</sup>*e-mail: 1583774315@qq.com*

<sup>b</sup>*e-mail: 1178208514@qq.com*

<sup>c</sup>*e-mail: 1287269257@qq.com*

### **ABSTRACT**

Nowadays, in the political ecology, collaborative governance has gradually become the center in the process of community governance. Based on the micro-foundation of internal governance, the advantages of social organizations participating in social governance have been highly recognized. However, there are several important points are worthwhile to explore in the operation process. First, from the perspective of collaboration, participation, and common interests, how to explore the advantages and disadvantages of SIP-CSRA's practice in terms of the operational core, responsibility performance incentives, the distribution of power and responsibility, etc. Second, how SIP-CSRA creates a new path of synergy and win-win between responsibility and performance. Third, how to make abstract indicators become reasonable and operable. Based on the evaluation system of this sample, this article will explore the possibility of positive interaction between the modernization of social governance system and capabilities and the corporate social responsibility.

**Keywords:** *Corporate Social Responsibility, Performance, Social Governance*

## **1. THE CONNOTATION AND EXTENSION OF CORPORATE SOCIAL RESPONSIBILITY**

The role of CSR has become increasingly prominent. The core of CSR is that companies provide public goods or services to the society. As a main body of society, the economic behavior of a company has an impact on others and society, so company needs to undertake corresponding obligations. In 1953, the scholar Bowen defined CSR for the first time: businessmen are obliged to make policies, decisions or take actions in accordance with the goals and values expected by society. Scholars at home and abroad have made many definitions of the concept of corporate social responsibility. Based on this, the author summarizes the following four characteristics for the extension of corporate social responsibility.

### ***1.1. The complementarity of organizational characteristics***

Salamon pointed out that the respective organizational characteristics of the government and non-profit organizations are complementary [1], which can produce third-party management models to bridge the failure phenomenon. In short, while the government is a "provider of funds and guidance", non-profit organizations are "service delivery". The two parties cooperate with each other to better meet the diverse needs of society.

### ***1.2. The clear classification of responsibilities***

With the development of CSR in the field of practice, the academic circles has further refined the subject and specific content of CSR, which all involve the social

responsibilities that companies should bear. Scholars pointed out that CSR requires companies not only to be responsible to their employees, customers, and shareholders, but also to pursue the overall interests of community residents, disadvantaged groups and other stakeholders on a larger scale. In the 1980s, Carroll proposed the "Pyramid Model", which divided CSR into economic responsibility, legal responsibility, ethical responsibility, and voluntary responsibility [2]. In the 21st century, Jamali continued to research on this basis and proposed the "3+2" model, which divided corporate social responsibility into mandatory social responsibility (economic responsibility, legal responsibility, moral responsibility) and voluntary Social responsibility (freely determined strategic responsibility, freely determined charitable responsibility)[3].

### ***1.3. To expand the scale of responsibility fulfillment***

Companies perform CSR after achieving a certain degree of commercial success. The simplest measure of business achievement is financial indicators. A company which is capable of performing CSR must be a social entity with certain economic resources. With the support of economic resources, companies can achieve scalization and specialization in their production, operation, and market transactions, thereby reducing certain negative consequences caused by "voluntary failure"[4]. Relying on this feature, companies can overcome the amateurism of charity and encourage professionals to provide higher-level public services. They can also resist economic fluctuations with stronger economic strength, make up for the lack of charity and provide public goods or services in a sustainable manner.

### ***1.4. The internal consistency of interests***

Although charitable donations are indeed an important aspect of CSR, it is more important to explore how companies can achieve a balance between gaining profits and providing public benefits. Specifically, we can summarize the path of fulfilling CSR into five perspectives, including individual mode, collective mode, internal participation, external participation, and public trust participation. The responsibilities cover internal employees and external society. The companies have shifted from focusing on its own development to participating in social governance While completing production, operation and market transactions, companies also create public benefits and improve social welfare.

## **2. MATERIAL AND METHODS**

With the rise of the "governance campaign", CSR has become a way for companies to intervene in social governance. It has the characteristics of

complementarity, clear classification, scalization, and internal consistency. These characteristics allow companies not only to achieve self-development, but also to release social benefits, which to a certain extent can effectively play a role in bridging voluntary failures. However, turning the horizon back to the reality of China, there is a large demand for social voluntary services in society. At the same time, there is also a fragmented supply of social voluntary services. But the two sides are still out of balance——supply cannot meet demand. This contradiction is mainly due to the lack of a resource integration platform between demand and supply, which leads to unsmooth connection between the two parties. The emergence of the Suzhou Industrial Park Corporate Social Responsibility Alliance (SIP-CSRA) meets the needs that China's third sectors participate in social governance during the transition period.

Based on this background, the author will focus on exploring the technical means for synergy and win-win between responsibility and performance. In order to thoroughly implement the requirements of the State Council that overall test scheme would be carried out in Suzhou Industrial Park. Based on the evaluation system and platform, Suzhou Industrial Park points out the direction for companies to fulfill their social responsibility. Under the unified deployment, Suzhou Industrial Park has taken a new path first. Promoted by the local government, the park established the Suzhou Industrial Park Corporate Social Responsibility Alliance (SIP-CSRA).

By creating a model of "the building of government, the matchmaking of alliance, and the awareness of companies", the alliance has made it the norm for companies in the Suzhou Industrial Park to fulfill their social responsibilities. As of 2020, there are 508 member units in the alliance, including foreign companies, state-owned enterprises, private enterprises, banks, schools and other organizations of various natures. There are 7 sub-unions in Suzhou City, which have truly played their role. In order to pursue an accurate and effective corporate social responsibility evaluation method, the alliance converts abstract concepts into specific evaluable indicators, and then correctly guides companies to fulfill their social responsibilities. It is the first time in China to realize the seamless connection between corporate responsibility performance and government credit database. Today, the evaluation system has been upgraded to version 2.0, which is further in accord with the actual situation of the park.

### ***2.1. Platform construction***

The system embodies the operational logic of "the building of government, the matchmaking of alliance, and the awareness of companies ", and scientifically delimits the responsibility boundaries of the three. The most basic functions of the system are also very comprehensive,

covering various features that an information system needs to have, including organizational structures, roles, users, design templates, control permissions, data specifications, table formulas, workflows, external data sources, etc. It also adds a function of complete document management, including centralized storage and sharing of documents, permission control, concurrent modification control, version management, document log, baseline management, etc. In addition, an association can be established between files and data.

## **2.2. System services**

With full support from the government, the system has built a "special service" to tailor relevant application categories and procedures for companies. At the same time, through the establishment of a mature mechanism for social responsibility information disclosure, the system has created a high-end professional communication platform that is ahead of domestic and foreign countries. On this platform, companies can gather and exchange views on various aspects of CSR. The system also created an important window for the compilation and disclosure of corporate social responsibility reports under the Suzhou horizon. The above practices integrate the concept of social responsibility into the operation and development of the company, and pay attention to more transparently and fully disclose the specific conditions of the company's performance of responsibilities in the operation process. This will help companies to actively accept the supervision of the public and gain recognition and support from all sectors of society while continuously improving their own capabilities of the sustainable development.

## **2.3. Information connection**

The results of system research and development fully meet the needs of the masses, which make the satisfaction and happiness of the masses continue to rise. With the help of the joint exchanges and cooperation of various forces in the park, the alliance has created many projects with charity and social innovation characteristics, which meet the actual needs of the Suzhou Industrial Park. Under the influence of stakeholders, it pays more attention to the implementation of sustainable development goals and related practices, and gradually establishes the brand of corporate social responsibility practices in Suzhou Industrial Park.

## **3. CHALLENGES OF PLATFORM AND ACTUAL OPERATION**

In terms of bridging voluntary failures, SIP-CSRA fully demonstrates a new path, and this evaluation system also constructs a new model of participation by everyone, governance by benevolent, and enjoyment for everyone.

However, it also faces some challenges in its practice. Through the case study of SIP-CSRA, the author has found the following common challenges.

First, the lack of motivation to update indicators has led to poor operation. From the perspective of normalization and sustainable development, the Suzhou Industrial Park's corporate social responsibility standard evaluation system constructed by the alliance has been put into use. The evaluation system focuses on the five aspects of corporate responsibility performance, including integrity management, harmonious enterprise, quality innovation, green development, and shared prosperity. It also sets 27 secondary indicators and 63 tertiary indicators, which is the first social responsibility standard system in China. However, the following two aspects are seriously ignored. First, the development level of companies in the park varies greatly. Some companies are still in the primary stage of survival, so it is difficult for them to adapt to the alliance's operating mode, and their internal participation is low. The second is serious formalization of participation. Some companies excessively pursue the implementation indicators of the evaluation system, so they have implementation deviations and ignore the nature of responsibility.

Second, the classification of index types lacks practical demonstration and tends to become administrative, which makes the government departments that promote corporate social responsibility inconsistent with those responsible for enterprise economic activity, and it is easy to cause conflicts between vertical management and horizontal management. In Suzhou Industrial Park's Corporate Social Responsibility Assessment Guide 2.0, each three-level indicator has three indicator types. One is the basic index (B) with a weight of 2. Another is the negative index (N) which has a "disqualification" item with a weight of 2. The other is the vanguard indicator (A) with a weight of 1. The full score of each three-level indicator is 100 points, multiplied by the corresponding weight, and the final total score is 11,000 points. However, this kind of index weight division can neither adapt to the present situation of some companies in the park nor meet their development needs. Therefore, there is a "pressure system" with Chinese characteristics in which administrative indicators are decentralized layer by layer and enterprises are difficult to fulfill their responsibilities.

Third, maintaining independence of the organization is difficult to achieve. The idea of making abstract indicators operable originated from abroad, but my country's economic development foundation, civic cultural level, national spiritual elements, and the development of civil society all have distinctive Chinese characteristics. Therefore, the independent operation model of Western voluntary organizations is difficult to be fully summarized in the characteristics of China's third sector. Based on this, the foreign basis for the setting of

indicators and the division of weights do not conform to the Chinese administrative ecology. No matter how diffracted them, they cannot constitute the prismatic model advocated in administrative ecology. In addition, China's third sector is developed under the leadership of the government, so the characteristics of "government-led, social assistance, and participation of multiple departments" in the course of activities are difficult to avoid. The indicators that the system has set are bound to be included in the construction of socialist spiritual civilization with official colors, and become an important carrier for building a harmonious society and promoting the governance of grassroots communities. In general, the alliance is not entirely independent.

#### **4. THE SOLUTION TO THE DILEMMA OF CSRA**

In summary, based on the investigation of SIP-CSRA, the author combines the new requirements of social governance modernization and proposes the following countermeasures to improve the model that third sectors participate in the social governance.

##### ***4.1. Optimize the evaluation criteria to fit the major policies***

The third sector pays attention to realistic needs, actively integrates into China's economic development environment and corporate culture atmosphere, fully interprets the connotation of corporate social responsibility, and expands its outer edge. Then it needs to link its own development positioning with the development goals of civilized cities, and strive to explore its own unique value through matching with local high-quality development policies. In terms of systematic evaluation standards, the alliance should uphold the principle of fairness and justice, clarify the connotation and extension of "corporate social responsibility", and use the evaluation system to realize the transformation of policy tools to avoid imbalances.

##### ***4.2. Strictly select the reference basis and improve the incentive mechanism***

Among the 67 three-level indicators in the evaluation system, 41 indicators have been set based on clear written materials. In the evaluation process, the evaluation agency will conduct on-site evaluation to ensure that all evaluation actions are fully based on the real situation of each enterprise. In the face of the different willingness of enterprises to fulfill their responsibilities, the third sector should not force all enterprises to enter the operating mechanism, and should implement different policies for enterprises at different stages of development. At the same time, the government should provide institutional support to the third sector and promulgate relevant laws and regulations to legalize the fulfillment of social

responsibilities, so as to achieve the goal of government mobilization.

##### ***4.3. Combine horizontal management with vertical management to break information barriers***

The 67 three-level indicators have very detailed standards, and some indicators are even quantified. In addition, the scope is comprehensive and gradually refined. The ideal model of the alliance is based on the corporate social responsibility alliance as the main position and the responsibility ecosystem formed by consumers, employees, and community residents as stakeholders. In the evaluation system, every aspect of the model is involved and has sufficiently detailed standards. The system should center on the Corporate Social Responsibility Alliance and cover the Suzhou Industrial Park with the help of the Sub-Alliances of the four major functional areas. The alliance carries out different positioning according to the characteristics of each functional area, so as to give full play to the advantages of each functional area. On the one hand, it is conducive to the formation of a responsibility management model for the joint development of multiple issues. On the other hand, it is conducive to forming a joint force to promote the development of corporate social responsibility.

##### ***4.4. Give consideration to the company's own development and social responsibility***

Although the evaluation system 2.0 is a corporate social responsibility evaluation standard, its content also pays attention to the economic benefits of the enterprise. For example, to ensure that there is a certain proportion of investment in research and development, industrial upgrading and other content. The evaluation system 2.0 also guides companies to focus on their own development, rather than just focusing on immediate benefits. For example, companies need to turn a centralized power and closed organization structure into a decentralized and open organizational structure, so that management fits the society. Choice; they should also combine education, propaganda and practice to make public participants ideologically agree and improve practical ability and quality.

## **5. CONCLUSIONS**

Under the guidance of rational value, the use of technological domestication to prevent technological alienation has become an important social governance resource. Intelligent social service technology has broken the original social service ecology, gradually becoming more convenient and efficient. The alliance fully integrates scattered departments, adopts the service acceptance function in the form of a line, and builds a central organization with full coverage, full content, and

full service channels. This article also selects the case of SIP-CSRA, with the help of service technology innovation, to further enrich and deepen the research of big data city governance and the construction of corporate social responsibility to provide academic thinking.

## REFERENCES

- [1] Lester· M· Salamon. of Market Failure, Voluntary Failure, and Third-Party Government, *Journal of Voluntary Action Research*[J].Vol.16(1),1987.
- [2] Carroll, A.B., Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Stakeholders. *Business Horizons*, 1991 (July/August) .
- [3] Jamali. D. The case for strategic corporate social responsibility in developing countries [J]. *Business and Society Review*, 2007, Vol. 112(1), pp. 1—27.
- [4] Wei Liu, Caixia Man, Corporate Social Responsibility: a field needs urgent attention in public management research [J]. *Chinese Public Administration*, 2019, Vol. 000(011), pp. 145-151.