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Selected Aspects

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# Establishing Relations Between Enterprises and Non-Governmental Organizations: Selected Aspects

## Ryšių tarp įmonių ir nevyriausybių organizacijų kūrimas: svarbiausi aspektai

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### Abstract

Mutual cooperation has become a mechanism that businesses and non-government organizations have adopted in order to address complex social problems that neither sector alone has the ability, resources and knowledge to deal with appropriately. By integrating two different perspectives these relations can create an added value in the long run for both parties as well as for the society. The present work focuses on the identification of conditions of establishing relations with local enterprises by non-government organizations in peripheral areas, as well as identification of local enterprises leaders' opinions and attitude in relation to the creation of relations with entities of the third sector.

**KEYWORDS:** business relationships, NGO, cooperation.

### Introduction



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It is widely assumed in the literature (Porter and Kramer, 2011; Koźmiński and Latusek-Jurczak, 2014; Harangozo and Zilahy, 2015; Barroso-Mendez, Galera-Casquet and Valero-Amaro, 2014) that cooperation between the business sector and other stakeholders, like non-government organizations (NGO) can serve as an effective strategy to achieve the goals of both parties as well as the society. The reason for recognizing an increasing importance of NGO is that environmental and social problems, which are becoming increasingly complex, cannot be addressed by governments alone. They call for cross-sector solutions, which means that different sectors, citizens as well as NGOs should assume a leadership role in solving the current problems (Harangozo and Zilahy, 2015). Interorganizational rela-

tions are relatively stable transactions, flows and connections between an organization and another party (parties) in its environment (Oliver, 1990). This study refers to establishing relationships between businesses and non-government organizations in peripheral areas<sup>1</sup>. It has been assumed that the evolution of relations between enterprises and non-government organizations (B2NGO) in these areas should be aimed at intensifying inter-sector communication. The intensification should be understood as a quantitative and qualitative transformation, which takes into consideration strategic and operational objectives of the involved parties and their environment. It is a complex task since the parties that participate in this process often present extremely different systems of values and operate differently. Another important issue, which has to be taken into consideration in the context of establishing B2NGO relations is the level of social and economic development in the environment where non-government organizations and enterprises operate.

Considerable development disproportions may occur within one region. The Mazowsze region is a good case in point, since disproportions between Warsaw agglomeration and peripheral areas are huge. An example of a peripheral area in the Mazowsze region is the Ostrołęka region<sup>2</sup>, which due to its low socio-economic potential is defined as a problematic area in the Development Strategy for the Mazowieckie Voivodeship until 2020 (MBPR, 2006). This is the reason why the creation of relations between enterprises and non-government organizations is hindered. The Ostrołęka subregion is a part of the Ostrołęka and Siedlce region (NTS 3), which in the study titled 'Delimitation of Problematic Regions of the Regional Policy in the Mazowieckie Voivodeship'<sup>3</sup> was referred to as a problematic area as a whole (MBPR, 2012, p. 25). In the Development Strategy for the Mazowieckie Voivodeship until 2030, the Ostrołęka and Siedlce region was defined as an area of strategic intervention aimed at, among other things, preventing this region from losing economic significance and accumulating social pathologies (Samorząd Województwa Mazowieckiego, 2013, p. 81), which adversely affect relations between enterprises and non-government organizations operating in this region.

The aim of this study is to identify conditions of creating relations with local enterprises by non-government organizations in peripheral areas, as well as identification of local enterprises leaders' opinions and attitude in relation to the creation of relations with entities of the third sector. Theoretical deliberations contained in this study are based on the review of the latest literature on establishing relations between enterprises and non-government organizations. Literature studies have been supplemented with the results of a diagnostic survey conducted among leaders of selected enterprises from the North-East Mazowsze region<sup>4</sup>. 51 correctly completed questionnaires were received (52% of return rate). The questionnaire consisted of questions relating to the process of cooperation between enterprise and non-government organizations. In-depth interviews were conducted with twelve purposefully

1 The term 'peripheral areas' used in this study refers to areas, which are not part of metropolitan centers. In the Mazowsze Voivodeship they are areas excluded from the Warsaw agglomeration.

2 In this study the Ostrołęka subregion includes the following districts: Maków district, Ostrów Mazowiecka district, Ostrołęka district, district of the city of Ostrołęka, Przasnysz district and Wyszaków district.

3 In this study, city with district rights and the surrounding district are treated as one unit - a district. (Cf. MBPR, 2012, p.25)

4 The data of Central Statistical Office of Poland show that there were 24413 natural persons doing business, 2713 partnerships and 241 cooperatives registered on the research area in 2013. The total population was 27367 entities. 98 enterprises were chosen from the population with the use of purposive sampling, on the basis of the structure of sections in Polish Classification of Activity and legal forms of enterprises in the Ostrołęka subregion. There were 94% of natural persons doing business. The remaining respondents were partnerships. The most numerous were entities from sections G, F and H- Polish Classification of Activity, according to Local Data Bank of Central Statistical Office in Warsaw. Research conducted between September and December 2014.

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## Conditions for the creation of B2NGO relations in micro and macro environment

selected leaders of non-government organizations from the Ostrołęka subregion<sup>5</sup>, who had experience of cooperation with local business. The in-depth interviews conducted on the basis of a designed scenario, consisting of questions related to the process of cooperation between NGO and local enterprises.

The limitation of the survey was inability (due too high cost) to get a list of all enterprises registered on the research area. The local enterprises, with characteristics required ensuring the appropriate structure of the sampling, were found on the websites of local governments and media, by conversations with residents and workers from the researched area. The entrepreneurs were the group, which was difficult to persuade to take part in the research. The time limitations were the reason of carrying relatively small number of in-depth interviews with nongovernment organizations cooperating with local business. The process of cooperation between local enterprises and nongovernment organizations requires still further investigation.

According to Barroso-Mendez et al. (2014), partnerships between businesses and NGOs are defined as a collaborative process spanning the private and nonprofit spaces, in particular including both economic and noneconomic objectives, such as improving the welfare of society in general. Considering the situation of non-government organizations and businesses from peripheral areas from an optimistic point of view, it may be stated that locality characterized by a higher level of confidence, closer human relationships and common local problems, is an attractive space for gradual, evolutionary development of relations between enterprises and non-government organizations. The state of mind of leaders of non-government organizations and enterprises, especially their pro-cooperative attitude, creativity and the need for action form the basis for effective B2NGO relations. Difficulties caused by environment may even stimulate proactive leaders to seek ways of overcoming them in the inter-sector cooperation. For a dozen or so years it has been underlined in the subject literature that the complexity, risk and unpredictability of environment in which organizations operate at present require efficient leaders to include inter-organizational cooperation in their strategies (Westley et al., Clegg et al. [after:] Pitsis et al., 2004).

However, there might exist a problem noticed by the authors of the report on relations between non-government organizations and public administration. In rural communes the level of satisfaction of non-government organizations derived from the inter-sector cooperation is the highest of all Poland's NGOs. The authors of the report explain that the situation is caused by low expectations of these organizations as to established relations, and suggest systems solutions streamlining this form of local cooperation (Dudkiewicz et al. [after:] Dudkiewicz et al., 2011). As far as the cooperation between NGOs and businesses in peripheral areas is concerned, the situation in this regard is similar. The north-east Mazowsze region is largely composed of rural communes of low-level socio-economic development. This fact is confirmed by various strategic documents of the Mazowieckie Voivodeship (Cf.: MBPR, 2006, p. 18-20; MBPR, 2012, p. 25; Samorząd Województwa Mazowieckiego, 2013, p. 81). The leaders of surveyed NGOs relatively often reported a lack of problems with cooperation between them and local business. The above data indicate the high quality of cooperation established by them, the low level of partners' involvement in a given relation (which prevents serious problems in a given relation), or already mentioned low expectations of non-government organizations.

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<sup>5</sup> For in-depth research NGOs were chosen deliberately, taking into account their past or present experience of cooperation with enterprises in the Ostrołęka subregion. Research included two non-governmental organizations from each district of the Ostrołęka subregion. Research included one foundation and eleven associations.

If a B2NGO relation deal with the fact that an enterprise hands over financial support to a non-governmental organization, then this type of process does not offer many possibilities of communication and organizational problems. Possible trouble spots of the conflict refer to the enterprise not abiding by the decision it has taken, and the NGO not spending the resources as planned, and not following the policy of disseminating information about the donor. Similar conditions apply to the process of handing over material support. According to the surveyed NGOs, these are the most common bases of B2NGO relations in the Ostrołęka subregion. If these processes run smoothly and effectively, we can speak of a high quality relation.

On the other hand, however, if NGOs' leaders realize difficulties experienced by many entities of the third sector while establishing relationships with the business, and if they take into consideration a difficult situation of economic entities in the Ostrołęka subregion, the thesis about lowered expectations as to the effects of possible relations with the business becomes credible. Getting any financial or material support as well as minimum involvement of business under such conditions is seen as a notable achievement. Besides, the research conducted by the authors shows that relations between local non-government organizations and enterprises in the Ostrołęka subregion are often based on close human relationships (among friends, neighbors, relatives), and this fact can also make the objective assessment of the quality of this cooperation difficult.

Establishing better quality B2NGO relations in peripheral areas, which face numerous socio-economic problems and do not attract investors poses additional challenges. It must be remembered that inspiring local business to undertake cooperation with NGOs is more difficult than inspiring international corporations, which have marketing potential to present the cooperation as a media and promotional asset. Businesses dominating in this area often use the simplest marketing strategies, and in this context the cooperation with the third sector is seen by them as a sophisticated form of communication with stakeholders. Big, influential enterprises and international corporations, by contrast, seek in B2NGO relations new opportunities to build competitive advantage on the basis of Corporate Social Responsibility strategy or the concepts of sustainable development<sup>6</sup>. They have a problem finding effective forms of using the potential of partners from the third sector, and making their activities credible as perceived by the society.

Cooperation of local business with non-government organizations may be less controversial than social involvement of international corporations. Since local traders are members of local communities, customers and other stakeholders are more likely to believe in their pro-social interest in problems of the closest environment. One of the advantages that local businesses can gain through cooperation with NGOs is to access those who are insensitive to standard commercial marketing. From the perspective of objectives of non-government organizations it is important that the relation with business does not harm the system of values held by the community. Otherwise, they risk losing community's approval of undertaken activities. The way the surveyed phenomenon is perceived by the environment is therefore an important factor creating the approach of representatives of non-government organizations and enterprises towards B2NGO relations. It influences the assessment of partner's potential and objectives that can be attained thanks to them. The way in which relations between the third sector and business are perceived by the environment (customers, media, public organizations, investors, etc.) is an important determinant, which can stimulate or hinder cooperation.

<sup>6</sup> Unlike the surveyed enterprises from the Ostrołęka subregion, out of which most did not indicate the use of CSR strategy or the concept of sustainable development as bases for establishing relations with third sector entities.

From the point of view of the subject of this study, one of the most important stakeholder groups is public administration. The way in which the B2NGO cooperation is perceived by public organizations is very important for creating relationships between non-government organizations and enterprises in peripheral areas, because they have a wide range of tools at their disposal ranging from disseminating good practices to financially supporting projects realized in B2NGO partnership. Entrepreneurs especially should be persuaded to cooperate with the third sector. Relations between non-government organizations and business should be stimulated both at the lowest self-government level and by organizations operating at the European Union level. Financing Poland's socio-economic transformation by the EU in the past and present generates favourable conditions for establishing B2NGO relations. Programs such as Erasmus+ support strategic partnerships between non-governmental organizations and enterprises in various areas (e.g. widely understood education of the society). The European Union supports social innovations including high quality B2NGO relations, and the resulting solutions to socio-economic problems.

Investing in creating transactional mechanisms (e.g. legal systems), which facilitate cooperation is widely accepted by organizations and their environment. There exists a conviction that the general interest generated as a result of the cooperation is better than the possible result that can be obtained through competitive interactions (Arend, 2009). Relations between non-governmental organizations and enterprises in areas where socio-economic problems accumulate require special support from the environment, namely investing in mechanisms fostering cooperation processes. On the one hand, these processes are the main objective since attractive B2NGO relations make these entities more effective. But on the other hand, they are an indirect objective, which, as a result, is to remedy negative socio-economic phenomena, which occur in these areas.

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### Intra-organizational factors which influence the creation of B2NGO relations

B2NGO inter-organizational cooperation consists in that at least two different systems of organization and management are combined. Features of these systems are of key importance for the process of creating relations between non-governmental organizations and enterprises. The leader, who manages the inter-sector cooperation, is of utmost importance (appointing formal or informal coordinators of a partnership is more rare, which is confirmed by research conducted by the authors). Leaders' attitudes are key determinants in communication among organizations (Silvia and McGuier, 2010 [after:] Bogacz-Wojtanowska, 2013). The ability to produce the idea of cooperation, its initiating and managing requires, besides efficient leadership, employees and members open to changes, learning and an integral approach to the negotiating process at each level of the relation. The aim of integration negotiations is to reach the integration agreement, that is the one, which is satisfying for both parties of the relation (Adair, 2003). The more advanced the level of cooperation and the higher level of mutual involvement of business and non-governmental organization in the relation, the higher the expectations with regard to the cooperative potential of the leaders, members and employees of these entities.

The key intra-organizational factor which influences B2NGO relations in peripheral areas is the level of mutual interest of business and non-governmental organizations representatives in inter-sector cooperation. 41% of the surveyed enterprises from north-east Mazowsze region had experience of cooperating with NGOs. Most of the surveyed enterprises, however, were not interested in cooperation with the third sector. Part of the enterprises which do not cooperate (6%) can be relatively easily inspired to establish B2NGO relations if they provided with interesting offers of cooperation. These enterprises declared their willingness to coop-

erate with non-government organizations. At the same time they indicated their reluctance to initiate this type of relations. Such an attitude presented by business burdens non-government organizations willing to develop mutual relations with seeking ideas, initiating relations and supporting enterprises' involvement. According to the leaders of the surveyed non-government organizations, in most cases they, not the enterprises, insist on establishing and maintaining good relations. Representatives of the surveyed NGOs also underlined that local business is not interested in cooperation. Some surveyed representatives of non-government organizations, in the context of these deliberations, indicated difficult economic situation of many businesses in their closest environment. Opinions and experiences of the representatives of the third sector are thus the same as the opinions expressed by most representatives of the surveyed enterprises from north-east Mazowsze region and indicate relatively difficult conditions for establishing B2NGO relations.

Motives behind establishing interorganizational relations may differ considerably and change in time at particular stages. Oliver (1990) indicated six key determinants of interorganizational relations, i.e. necessity (e.g. legal obligations), asymmetry (e.g. lack of resources experienced by NGO, which can be balanced by access to resources available to another organization), reciprocity, efficiency, stability and legitimacy. An individual determinant or groups of determinants mentioned above can develop relations between parties. An example of a determinant in the context of the discussed B2NGO relations may be the necessity to improve efficiency of the marketing strategy employed by a manufacturer of women's clothes. The leader of the enterprise may try to attain this objective by establishing relations with a non-government organization acknowledged by the environment, operating in the field of women's healthcare. B2NGO relation may be an element of a brand development strategy described as the 'integration-innovation' and consisting in that enterprises' products are gradually transformed to be more coherent with the concept of sustainability (Werbach, 2009 [after:] Crittenden et al., 2011). Its application requires transformation of the enterprise's key ideology and organizational culture, in which relations with NGOs may be helpful.

Resource dependence theory indicates organization's dependence on resources in its environment, and therefore on its dependence on other organizations which control these resources. Thus, the efficiency of an organization is based on establishing and strengthening partnership relations with these organizations, which have at their disposal key resources necessary for its operation. Consequently, the level of uncertainty in the environment drops, and the organization survives and develops (Pfeffer et al., Froelich [after:] Lawrence et al., 2013). Resource dependence theory may be used to explain B2NGO relations: enterprises, for example, want to improve their reputation by establishing cooperation with a socially trusted non-governmental organization, or NGOs want to diversify their sources of income and become independent of public sources (Lawrence et al., 2013). The above mentioned reasons were reflected in the conducted interviews and the diagnostic survey. More than a half of the representatives of the surveyed non-government organizations stated that access to financial resources that local business has at its disposal was one of the main reasons why they decided to cooperate. The representatives of the surveyed enterprises regarded cooperation as a way of improving their image (67%). By cooperating with non-government organizations enterprises want to develop and solve common problems. Bogacz-Wojtanowska (2013) points out that enterprises decide to cooperate with NGOs because of altruism or strong pressure from their stakeholders.

Establishing relations that would at least to a small degree engage enterprises and non-government organizations in cooperation is vital for future processes of inter-sector cooperation. The surveyed enterprises indicated earlier relations with a given organization as one of

the most frequent reasons for choosing a partner (76%). Another frequently underlined factor determining the choice of a partner to cooperate with was the localization of the partner NGO and its good reputation. It is also worth underlining that no company out of those, which had experience in cooperating with NGOs indicated low level of confidence in the third sector partner. One can therefore state that unless business has confidence in non-government organizations, it does not establish this type of relations.

Statement made by Pitsis et al. (2004) according to which confidence in interorganizational relations refers to certainty stemming from experience as to how a given organization will be treated by another organization, supports, like the results of research conducted by the authors, the assumption made in this study that locality is attractive space for establishing B2NGO relations. Even if the level of involvement of non-government organizations and enterprises in mutual relations is not high, and/or the parties do not have great expectations in respect to each other, common experiences build confidence, which can be used to establish more complex relations in the future. These processes evolve and gradually transform the perspective of the involved parties.

The subject literature (Anam, 2008; Yaziji and Doh, 2011) underlines changes in the approach of business to relations with non-government organizations, characterized by the implementation of the Corporate Social Responsibility (CSR) strategy and the involvement of the whole organizational system of an enterprise (including employees and their competences), not only its financial resources, in relations with NGOs. However, the literature most often provides examples of large Polish, foreign or global brands, e.g. 'Johnson&Johnson', 'UPS', 'PKN Orlen (Anam, 2008). Trends in cooperation (including these referring to the application of CSR strategies) reach peripheral areas later due to the lower level of socio-economic development. These areas experience less intensive contacts with foreign organizations, which introduce innovative and competitive business strategies, which make processes taking place in enterprises in metropolitan areas more dynamic. Research conducted among the representatives of business from north-east Mazowsze region did not show a tendency among businesses to establish relations with the third sector basing on the CSR strategy. These enterprises undertake certain activities, which manifest their social involvement, but in most cases they do not stem from the implementation of the long-term CSR strategy or the concept of sustainable responsibility.

The intensification of relations between enterprises and non-government organizations can be a social innovation for many organizations from peripheral areas. Innovation is a change generating progress as compared to the present state, satisfying needs that have not been fulfilled up to now (Brown, Ulijin 2004, Lesakova 2008 [after:] Szczepańska-Wolszczyna). The implementation of innovations naturally involves uncertainty and risk (K. Szczepańska-Wolszczyna, 2014, p.220). B2NGO relations are burdened with serious risk, especially for non-government organizations. Organizations of the third sector risk wasting their resources, getting limited support from donors, losing their flexibility, and establishing relations with an inappropriate partner. On the other hand, risks taken by business entail taking on a long-term commitment (Andreasen [after:] Lawrence et al., 2013), e.g. financial one, which can reduce its flexibility in a dynamic environment. Difficulties in fulfilling commitments related to partnership can spoil the enterprise's image, that is generate the effect contrary to the intended one (research conducted by the authors indicates that improving image is the most frequent objective of businesses from north-east Mazowsze region with regard to B2NGO cooperation. The risk increases with an increasing level of involvement of enterprises and non-government organizations in mutual relations.

Cooperation between organizations involves cooperation costs, which according to S. White can be divided into costs related to the need for coordination of tasks undertaken mutually, and costs resulting from social differences between cooperators. These differences may generate the need for adaptation, which might be costly to fulfill (White, 2005). Costs may be associated with any problems encountered by cooperators during cooperation. The surveyed non-government organizations from the Ostrołęka subregion, in the context of difficulties in cooperating with local business, most frequently indicated internal problems, such as a lack of time, a lack of sufficient financial resources or people. Similar internal problems were indicated by those surveyed enterprises, which had experience of B2NGO cooperation. A lack of financial resources and a lack of time were indicated by 33% of the respondents, while 24% of the enterprises regarded a lack of human resources a difficulty in the process of cooperation with NGOs. The system of organization of NGOs' work was the most frequently indicated external problem. According to 29% of the business representatives, the system of organization hampered the inter-section cooperation. Both the surveyed enterprises and non-government organizations underlined that they experience problems of legal nature in their B2NGO relations (e.g. problems related to the tax system, reporting, etc.). All the problems mentioned above influence the quality of relations between enterprises and non-government organizations. Attempts at remedying these problems usually involve additional costs to be covered by cooperators. Thus, B2NGO relations are not only an attractive form of development of the involved parties, but also a great organizational challenge.

The literature studies and conducted researches show that establishing B2NGO relations in relatively difficult conditions of peripheral areas stimulate the further processes of cooperation. The surveyed enterprises indicated earlier relations with a given organization as one of the most frequent reasons for choosing a partner. Even if the level of involvement of non-government organizations and enterprises in mutual relations is not high, and/or the parties do not have great expectations in respect to each other, common experiences build confidence, which can be used to establish more complex relations in the future. In this way the quantitative and qualitative growth in the cooperation between enterprises and nongovernment organizations in local environment can be generated.

In the context of progressing globalization, establishing local B2NGO relations in peripheral areas is a source of experience and knowledge, which can be used by these organizations to prepare for establishing more complex international B2NGO relations. Cooperation between enterprises and non-government organizations from various parts of Europe and the world is another challenge for them. Thanks to the internationalization of B2NGO relations, solutions used elsewhere can be transferred, and social innovations can be initiated faster. This process requires both enterprises and non-government organizations to manifest high quality cooperative competences, which can be developed locally. Phenomena such as globalization and glocalization inspire strengthening of local B2NGO relations. A strong network of local interorganizational relations strengthens the position of enterprises and non-government organizations in changing socio-economic conditions.

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## Conclusions

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## Santrauka

### Edyta Rudawska, Marta Bloch. Ryšių tarp įmonių ir nevyriausybių organizacijų kūrimas: svarbiausi aspektai

Mokslinėje literatūroje plačiai paplitusi nuomonė, kad verslo sektoriaus ir kitų subjektų, kaip nevyriausybių organizacijų (NVO), bendradarbiavimas gali pasitarnauti siekiant tiek suinteresuotų pusių, tiek visos visuomenės tikslų. Priežastis, dėl kurios tenka pripažinti NVO svarbą, yra ta, kad šalių vyriausybės savo pačių jėgomis nebeįstengia įveikti vis kompleksiškesnėmis tampančių aplinkosaugos ir socialinių problemų. Jos siekia tarpsektorinių sprendimų, kurie reiškia, kad įvairūs veiklos sektoriai, piliečiai bei NVO turėtų imtis lyderiaujančio vaidmens sprendžiant aktualias problemas. Integruojant dvi skirtingas perspektyvas ryšiai tarp verslo organizacijų ir NVO gali sukurti pridėtinę vertę tiek suinteresuotoms pusėms, tiek visuomenei plačiaja prasme. Šiame straipsnyje siekiama identifikuoti ryšius tarp verslo ir nevyriausybių organizacijų periferinėse srityse. Straipsnyje akcentuojamas po-

reikis identifikuoti sąlygas, reikalingas sukurti ryšius tarp vietinių įmonių ir nevyriausybinių organizacijų, taip pat identifikuoti vietinių įmonių vadovų nuomones apie ryšių su trečiuoju sektoriumi kūrimą. Teorinę šio straipsnio dalį sudaro naujausios literatūros apie ryšių tarp įmonių ir nevyriausybinių organizacijų kūrimą apžvalga. Teorinę dalį pratęsė diagnostinis tyrimas, atliktas su Mazowsze regiono įmonių vadovais; tyrėjus pasiekė 51 užpildytas klausimynas. Giluminiai interviu buvo atlikti su dvylika tikslingai pasirinktų nevyriausybinių organizacijų vadovų iš Ostrołęka srities, turėjusių bendradarbiavimo patirties su vietinio verslo atstovais.

Tirtų nevyriausybinių organizacijų vadovai dažnai teigė, kad jų bendradarbiavime su vietinio verslo atstovais nėra problemų. Tyrimo rezultatai leidžia pastebėti pasiektą aukštą bendradarbiavimo lygį, žemą partnerių įsitraukimo į bendradarbiavimą lygį (tai paaiškina rimtų problemų nebuvimą partnerystėje) ar jau minėtus žemus nevyriausybinių organizacijų lūkesčius. Be to, atliktas tyrimas rodo, kad ryšiai tarp vietinių nevyriausybinių organizacijų ir įmonių Ostrołęka srityje dažnai yra pagrįsti artimais žmogiškais ryšiais (tarp draugų, kaimynų, giminaičių); šis faktas vertintinas kaip apsunkinantis objektyvų bendradarbiavimo vertinimą.

Ryšiai tarp nevyriausybinių organizacijų ir verslo turėtų būti skatinami tiek žemiausiame savivaldos lygmenyje, tiek organizacijų, veikiančių Europos Sąjungos lygmenyje. ES teikiamas finansavimas Lenkijos socioekonominėi transformacijai iki šiol ir dabar sudaro palankias sąlygas kurti ryšius tarp verslo ir nevyriausybinių organizacijų. Tokios programos kaip Erasmus+ remia strategines partnerystes tarp nevyriausybinių organizacijų ir įvairius sektorius atstovaujančių verslo įmonių.

Esminis vidinis organizacijos veiksnys, veikiantis verslo ir nevyriausybinių organizacijų ryšius periferijose yra abipusio tarpsektorinio bendradarbiavimo tarp šių organizacijų interesas; 41% tyrime dalyvavusių šiaurės-rytų Mazowsze regiono įmonių yra turėjusių bendradarbiavimo su NVO patirtį. Tačiau dauguma tyrime dalyvavusių organizacijų nesidomėjo bendradarbiavimu su trečiuoju sektoriumi. Dalis įmonių sąlyginai lengvai kurtų ryšius su NVO, jei gautų įdomius bendradarbiavimo pasiūlymus. Šios įmonės deklaravo savo pageidavimą bendradarbiauti su NVO. Tuo pačiu metu jos nurodė savo nenorą inicijuoti bendradarbiavimą. Toks verslo atstovų požiūris yra problema bendradarbiavimo siekiančioms nevyriausybiniams organizacijoms. NVO atstovai taip pat akcentavo, kad vietiniai verslininkai nesidomi bendradarbiavimo galimybėmis.

Ateties tarpsektorinio bendradarbiavimo procesams yra gyvybiškai svarbu, kad būtų sukurti ryšiai, nors šiek tiek įtraukiantys įmones ir NVO į bendradarbiavimą. Tyrime dalyvavusių įmonių atstovai nurodė, kad ankstesni ryšiai su konkrečiomis organizacijomis yra viena pagrindinių priežasčių renkantis partnerius (76%). Kita dažnai pabrėžiama partnerių pasirinkimo priežastis buvo NVO partnerio dislokacija ir jo gera reputacija.

**REIKŠMINIAI ŽODŽIAI:** verslo santykiai, NVO, bendradarbiavimas.

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