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# THE RELATIONS BETWEEN UNCERTAINLY AVOIDANCE AND THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

**Summary.** Publication presents reflections on the relationship between the uncertainly avoidance (one of the cultural dimensions according to the typology of G. Hofstede), and implementing of the concept of Corporate Social Responsibility in organizations. Starting from the particular characteristics of uncertainly avoidance there is an analysis impact of low and high uncertainly avoidance on the implementation of CSR process and results. In addition in the paper there is an attempt to reflect on relationships between social development and indicator of the uncertainly avoidance. The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen.

**Keywords:** CSR, organizational culture, Corporate Social Responsibility, uncertainly avoidance.

# RELACJE POMIĘDZY UNIKANIEM NIEPEWNOŚCI A KONCEPCJĄ SPOŁECZNEJ ODPOWIEDZIALNOŚCI BIZNESU

**Streszczenie.** Prezentowany artykuł zawiera refleksje dotyczące relacji pomiędzy unikaniem niepewności (jednym z wymiarów kultury według typologii G. Hofstedego) a procesem implementacji Społecznej Odpowiedzialności Biznesu w organizacjach. Wychodząc od scharakteryzowania unikania niepewności w artykule skoncentrowano się na przedstawieniu wpływu słabego i silnego unikania niepewności na proces implementacji CSR i jego rezultaty. Dodatkowo w publikacji dokonano próby określenia związków pomiędzy wybranym wskaźnikiem społecznego rozwoju a wskaźnikiem unikania niepewności. Unikanie niepewności określa stopień, w jakim członkowie społeczeństwa czują

się niekomfortowo w momencie, gdy stykają się z sytuacjami niepewnymi i mało poznanymi.

**Słowa kluczowe:** CSR, kultura organizacyjna, Społeczna Odpowiedzialność Biznesu, unikanie niepewności.

# 1. Introduction

Issues relating to organizational culture and links between organizational culture and the culture of the country are very important for the modern management. They affect many activities that the organization undertakes. For the implementation of the CSR concept it is important to determine whether a type of cultural factor hinders or facilitates this process. In fact in some organizations the concept of CSR is relatively easy to implement, in others, faces several problems.[1]

This article focuses on one of the cultural dimensions of the classical concept of G. Hofstede - the avoidance of uncertainty. The purpose is to determine what level of uncertainty avoidance (small or large) promotes effective implementation of the objectives of CSR.

# 2. Important aspects of culture dimensions

Every country and every society in the world has a different, or at least recognized team of differing values and standards of behavior[2]. The same behavior that in a single circle culture is seen as a positive somewhere else may be defined as objectionable[3].

Culture, is the pattern of behavior shown by the group to which the individual belongs, and which the individual will, to a greater or lesser extent also display. The group then accept and protects individuals who confirm the pattern[4].

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[1] Ailon G.: Mirror on the Wall: Culture's Consequences in A Value test of Its Own Design. The Academy of Management Review, No. 4 2008, p. 885-904.
[2] Cameron K.S., Quinn R.E.: Kultura organizacyjna – diagnoza i zmiana. Oficyna ekonomiczna, Kraków 2003; Dahlgaard J.J., Kristensen K., Kanji G.K.: Podstawy zarządzania jakością. PWN, Warszawa 2000.
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[4] Hopkins B.: Cultural differences and improving performance. Gower, Burlington 2009; Wolniak R.: Humanistyczne aspekty zarządzania jakością, [w:] Żuchowski J. (red.): Towaroznawstwo wobec integracji z Unia Europejską. Radom 2004, s. 284-289; Wolniak R.: Normalizacja zarządzania jakością a wymiary kulturowe kraju. Problemy Jakości, nr 9, 2011, s. 19-25.

Culture contains both concrete and abstract components[5]. It is also a multifaceted phenomenon. The integrative approach to culture captures three important points. First, the term culture refers to a diverse pool of knowledge, shared realities, and clustered norms that constitute the learned systems of meanings in particular society. Second, these learned system of meanings are shared and transmitted through everyday interactions among members of the cultural group and from one generation to the next. Third, culture facilitates member's capacity to survive and adapt to their external environment[6].

Research carried out in the world of different cultures helped to determine some basic cultural dimensions that significantly determine the way we think and act in management. Among them, the most important are[7]:

- distance to authority - a measure of inequality between the boss and subordinates, which can be accepted,
- uncertainty avoidance - the extent to which a given society is able to tolerate uncertainty, it determines how people feel new and unstructured situations,
- individualism collectivism - whose defining "good" the more we go in everyday life: his own and the entire community or a group in which we live or work,
- femininity and masculinity - Men's orientation based on the orientation rather on achieving success and desire to relate differently conceived "victories" while the feminine orientation implies a greater focus on the overall quality of life,
- orientation for a short or long period - the period from the point of view that we consider the implications of the decision, the time you are inclined to expect to actions brought visible, positive results.

All these cultural dimensions are important for social responsibility. Different cultural dimensions depending on what values can take to create an environment more or less conducive to achieving CSR. In this paper we addressed in detail the first of these areas - distance to authority.

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[5] Aniszewska G.: Geneza pojęcia „kultura organizacyjna". „Przegląd Organizacji", nr 10, 2003, s. 17-20; Cameron K.S., Quinn R.E.: Kultura organizacyjna – diagnoza i zmiana. Oficyna ekonomiczna, Kraków 2003; Wolniak R.: Czynniki kulturowe w polskich organizacjach. „Przegląd Organizacji", nr 11, 2011, s. 18-21.
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## 3. Uncertainly avoidance - the definition of the problem

The first use the category/dimension of uncertainty avoidance in the context of organizational culture research was by G. Hofstede. Moving beyond the classical value approach he has empiricaly derived four cultural variability dimensions in multinational business corporations[8].

Uncertainty avoidance refers to extent to which the members of a culture feel threatened by uncertain and unknown situations and the extent to which they try to avoid these situations. The stronger the uncertainty avoidance, the greater the feeling of threat and inclination toward avoidance in the face of uncertain, novel situations. Weak uncertainty avoidance culture encourage risk taking, whereas strong uncertainty avoidance cultures prefer clear procedures and guidelines in directing members' behavior in an organization[9].

While members in weak uncertainty avoidance family situations prefer informal rules to guide their behavior, members in strong uncertainty avoidance tends to prefer formal structure and formal rules. Rules and laws are established to counteract uncertainties in social interaction. In weak avoidance situation, roles and behavioral expectations are actively negotiated. People are given more latitude to explore their own values and morals. In strong uncertainty avoidance situations, roles are clearly established and rules are expected to be followed closely.

In weak uncertainty work situation, there is a great tolerance of innovative ideas and behavior. Conflict is also viewed as a natural part of organizational productivity. In strong uncertainty avoidance work situations, there is a greater resistance to deviant and innovative ideas. Career mobility is high in weak uncertainty avoidance cultures, whereas career stability is desired and goal in strong uncertainty avoidance cultures. In strong uncertainty avoidance organizations, conflict is viewed as a threat to organizational effectiveness.

Senior managers in high and low uncertainty avoidance cultures tend to focus in different things. In organization focusing on uncertainty avoidance people and manager like to concentrate on operational aspects, which are comparatively well defined, whereas in low uncertainty avoidance cultures senior managers enjoy strategic thinking, reveling in the uncertainty of it all. similarly, high uncertainty avoidance organizations like to have lots of experts and specialist available, whereas low uncertainty avoidance culture organizations opt for generalists[10].

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[8] Krzemień E., Wolniak R.: Kulturowe uwarunkowania zarządzania jakością. [w:] Żuchowski J. (red.): Towaroznawstwo wobec integracji z Unia Europejską. Radom 2004, s. 278-283; Wolniak R.: Normalizacja zarządzania jakością a wymiary kulturowe kraju. Problemy Jakości, nr 9 2011, s. 19-25; Wolniak R.: Projakościowa typologia kultur organizacyjnych. Przegląd Organizacji, nr 3 2013.
[9] Ting-Toomey S.: Communicating across cultures. The Guilford Press, New York-London 2012.
[10] Hopkins B.: Cultural differences and improving performance. Gower, Burlington 2009.

G. Hofstede on the base of his research specify three basic characteristic of strong uncertainty avoidance organizations[11]:

- most organizations would be better off if conflict could be eliminated,
- it is important for a manager to have at hand precise answer to most of the questions that his or her subordinates may raise about work,
- when the respective roles of the member of a department become complex, detailed descriptions are essential.

Members of strong uncertainty avoidance organizations tend to score high on these statements, members of weak uncertainty avoidance organizations tends to score on them low.

Table 1

Differences between weak uncertainty avoidance and strong uncertainty avoidance

| Weak uncertainty avoidance cultures | Strong uncertainty avoidance cultures |
| --- | --- |
| Uncertainty in valued | Uncertainty is a treat |
| Career change | Career stability |
| Encourage risk taking | Expect clear procedures |
| Conflict can be positive | Conflict is negative |
| Expect innovations | Preserve status quo |

Source: Ting-Toomey S.: Communicating across cultures, The Guilford Press, New York-London 2012.

## 4. The concept of CSR and its implications

Organizations which advocates the implementation of corporate social responsibility note that realize through business social and environmental impact is a prerequisite for its sustainability[12]. Authors such as Abagail McWilliams Donald S. Seidel emphasize that business ethics and implementation of CSR principles in all areas of the company, is one of the most important elements of its functioning and to build a sustainable market advantage[13].

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[11] Ting-Toomey S.: Communicating across cultures. The Guilford Press, New York-London 2012.

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[13] Hąbek P.: Perspektywy normalizacji w dziedzinie społecznej odpowiedzialności przedsiębiorstw. Problemy Jakości, nr 10, 2007, s. 24-28; Hąbek P., Wolniak R.: Sprawozdawczość przedsiębiorstw w zakresie zrównowa-żonego rozwoju w Polsce – ocean stanu obecnego. Zeszyty Naukowe Politechniki Śląskiej, s. Organizacja i Zarządzanie, z. 73, 2014, s. 225-238; Hąbek P., Wolniak R.: What Factors Affect the Quality of Sustainability Reports? The Case of Reports From Selected European Union Member States, Conference Proceedings of 15th International Multidisciplinary Scientific GeoConference. Ecology, Economics, Education and Legislation, Vol. III STEF92 Technology Ltd. Albena, Bułgaria 2015, s.767-774; Wolniak R.: The social responsibility of business as part of the quality management system improvement, [w:] Matuszak-Flejszman A., Kaźmierczak M. (red.): Current Trends in commodity science. System approach to management in organisations. Zeszyty

It is associated with the rising expectations of the organizations that they satisfy the rising expectations of different social groups.

Corporate social responsibility is more than meeting the basic economic and legal norms, the efforts to meet the needs of a wide range of stakeholders, care for the environment and the implementation of actions morally and ethically justifiable. An essential condition for achieving the objectives of the concept of corporate social responsibility is a civic attitude of the company. This involves a moral obligation, sustainability, permission to conduct business and company reputation[14].

Based on research conducted by the author in a research project concerning the reporting of matters relating to corporate social responsibility[15], one can assume that in European countries this term most commonly are three groups of issues:
- social issues,
- environmental issues,
- ethical issues.

## 5. The impact of the implementation of the distance to the power of corporate social responsibility

On the basis of literature we can identify the most important features (distinguishing features) organizations and societies characterized by low and high levels of uncertainty avoidance.

In this section we will be presented detailed analysis of the impact of the situation in which there is low level of uncertainty avoidance and high avoidance on various aspects of corporate social responsibility. Speaking of social responsibility we adopted classical approach to the issue.

Tables 2 and 3 present a detailed analysis of the impact on low and high uncertainty avoidance on the implementation of the concept of corporate social responsibility (Table 1 and 2).

Naukowe Uniwersytetu Ekonomicznego w Poznaniu 2013, p. 179-189; Kuzior A., Knosala B.: Changes in perception and implementation of CSR in the Polish enterprises. Zeszyty Naukowe Politechniki Śląskiej, s. Organizacja i Zarządzanie, z. 81, 2015, s. 119-130.

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[15] Hąbek P.: Corporate Community Involvement. Problemy Jakości, nr 5, 2008, s. 19-23; Wolniak R.: Społeczna odpowiedzialność biznesu w aspekcie doskonalenia systemów zarządzania jakością. Problemy Jakości, nr 9, 2013, s. 2-5.

Table 2

Low uncertainty avoidance

| | |
|---|---|
| Uncertainty is a natural part of life | **Strong positive**<br>Implementation of CSR is an activity which can not be implemented without a positive attitude towards uncertainty. It requires paradigm shift in thinking about the company and its environment. Organizations need to switch from a traditional approach, in which the sole purpose was profit-based approach to sustainable development. In this case, pay attention to the many, often-changing environment factors relating to the customer, employees, the environment. This requires the acceptance of high level of uncertainty and continuous change. |
| Other means of interest | **Strong positive**<br>Entering CSR to organizations associated with profound process of broad organizational changes. Requires the identification of new, multi-faceted organizational goals and take action including issues related to social, environmental and ethical. With the introduction of CSR is also related to his reporting, which requires an analysis of indicators that will be reported and running ever-changing analyzes. |
| Long-term approach | **Positive**<br>This is a positive factor, because comprehensive planning of corporate social responsibility requires a long-term approach based on an analysis of the impact of the company's long context. Social activities, the environment and ethics, which take companies have long-term consequences that must be analyzed and taken into account in its ongoing activities. By implementing CSR organization will strive not only to achieve short-term objectives (such as gain, short-term increase in sales), but will pay attention to the implementation of social issues, without which in the long run becomes dysfunctional society which has negative consequences for the organization.<br>However, in some cases, excessive focus on ethical-social elements may cause long-term approach, with organization "forget" about achieving profit. In a market economy, it leads to the risk for the company and such a situation should be avoided. It is a very serious trap into which fell many international companies in the pursuit of customer and future-oriented strategy, forgetting about the current management of operations and liquidity. |

| | |
|---|---|
| Children receive general guidance from teachers | **Moderate positive**<br>In societies with weak uncertainty avoidance children receive in school only general guidance from teachers, under which themselves must create their own original solutions. Teachers do not need to be experts who know everything better than students just try with students seek answers to various questions and solutions to various problems. Society appreciates people who can simply impart knowledge and information about complex issues.<br>The implementation of the concept of corporate social responsibility leads to greater independence of employees in the organization. Instead of waiting for the decision of the executives themselves employers take actions that are beneficial from a social, environmental or ethical point of view. At the same time may be here a situation in which employees become overly self-reliant and begin to make decisions against company policy which could be threaten for example. It can lead to deterioration of the image as a socially responsible company. |
| The main motivators for achievements and recognition | **Ambiguous**<br>If a man is motivated by achievements and recognition, it has a positive effect on corporate social responsibility projects. The man striving for achievements are more highly motivated and engaged especially for new and interesting concept. The more he tries, the more he is creative and resourceful. However, it may be dangerous especially if it is combined with high individualism (another cultural dimension).<br>In such a situation, the staff submit their individual well-being and their achievements over the welfare of other members of the organization and even the entire organization. As a result, the employee gains recognition and awards but the organization as a whole is functioning worse. |
| Appreciates the importance of discussion | **Strong positive**<br>In societies positive attitude to uncertainty appreciates the importance of constructive discussion and mutual exchange of views. This situation favors teamwork, which is the basis for the implementation of such complex and multi-faceted concepts like corporate social responsibility. Analysis of factors from such diverse areas as business and environment requires broad knowledge and discussion to enable the use of the experience of many workers. |
| Precision and punctuality require any particular effort | **Strong negative**<br>The concept of corporate social responsibility requires (at higher levels) the implementation of standards and proper reporting. However, in many countries (eg. The Netherlands, France, United Kingdom, Sweden) this reporting is mandatory. In such a situation you need consistency and punctuality in creating the appropriate documentation, calculation of indicators and reporting them to the relevant institutions. It is difficult in a situation where in a given culture there is a relatively "loose" approach to precision and punctuality. |

Cont. of table 2

| The number of laws and regulations should be kept to a minimum | **Moderate negative**<br>Reducing regulations to a minimum makes people reluctant to introduce these management concepts, which are based on compliance with strict rules. Corporate social responsibility and its reporting requires compliance with numerous standards and regulations, so their excessive restriction is not positive. As shown by results mandatory approach to corporate social responsibility works better than voluntary. However, if you can not limit regulations to a minimum it is certain to diminish bureaucracy is useful, because in the modern world organizations are very often faced with the situation of an excessive burden on reporting activities - bureaucratic. |
|---|---|

Source: Own work**.**

Table 3

High uncertainly avoidance

| Uncertainty is a permanent threat, which must be fought | **Strong negative**<br>The introduction of the concept of corporate social responsibility within the organization can be seen as a process of changes that are introduced in the organization. The effectiveness of the implementation of such a reporting system of indicators of CSR depends among other things on the involvement of workers in the change process. Meanwhile, when employees perceive change as a danger to be avoided, not only they will not engage in this process, but sometimes they can even try to block the changes undertaken. They may try to demonstrate the leadership that the introduction of new measures relating to the social, environmental and ethical is unnecessary, and should only focus on the customer and profit. |
|---|---|
| Other means dangerous | **Strong negative**<br>Negative approach to new ideas and concepts is very negative for the implementation of corporate social responsibility. Implementation of this concept requires a change in thinking about the organization and its place in the world on a holistic approach, taking into account all interactions between her and her surroundings. This can not be done in a situation where workers are closing to new ideas and want to remain with their old patterns of conduct derived from the industrial age in which environmental or social issues were considered of secondary importance. |

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|---|---|
| Students expect a clear approach to the subject and clear answers to every question | **Moderate negative**<br>In societies characterized by a negative attitude to uncertainty widely expected that the teachers in the school or in the workplace managers are experts in their field and should be able to answer every question his subordinates. This leads to a situation where employees aren't self-reliant, they can not make decisions and engage in solving emerging problems before them.<br><br>This is problematic, since the implementation of new management concepts requires a certain level of autonomy of the workers. However, corporate social responsibility is also creating a positive image of the company among stakeholders, and this is very easy to spoil ill-considered actions that employees can take without consulting with your supervisor. |
| Time is money | **Moderate negative**<br>This approach is characteristic of western cultures and particularly the USA. In this approach the time is considered as a valuable resource and we don't want to waste it. This approach is good from the tactical point of view, but not suited for strategic decisions and the implementation of corporate social responsibility. In this case, the effects of the organization's activities (eg. Environmental) should be looked at from the point of view of the long time horizon. |
| The main motivators is a sense of security and recognition or membership | **Ambiguous**<br>High sense of belonging makes the people identify themselves with the organization. They are able to sacrifice their personal well-being, their time and commitment in order that the organization as a whole was a success. This is a positive situation leads to the fact that employees are divided among themselves the knowledge, ideas, mutually discuss, exchange views.<br>However, excessive desire for security may also lead to extreme conformity and subordination own opinion group. It can cause people do not report new ideas and solutions fearing the judgment of others. CSR as a concept requires the introduction of innovative new activities and because of the excessive conformism, its implementation may be difficult. |
| It is expected unambiguous response, little discussion | **Strong negative**<br>So multifaceted and holistic conception of her social responsibility can not be implemented without discussions between employees, but also the stakeholders of the organization. The objectives of the organization, customer and society should be discussed in an appropriate manner to balance, to realize them as much as possible, while avoiding the contradiction between the objectives. |

| | |
|---|---|
| The natural tendency to precision and punctuality | **Strong positive**<br>Punctuality and precision are positive factors for the implementation of each concept based on strict guidelines. Since the implementation of the concept of corporate social responsibility is based on the standards and mandatory reporting requires precise and timely action (filling in documents, reporting). In other cases they may be threatened by the deadlines for exercising the actions and implementation of corporate social responsibility may be compromised. |
| The need to recognize everything in the regulatory framework | **Moderate positive**<br>Implementation of CSR and reporting it requires strict standards and regulations. In many European countries (eg. The Netherlands, France, Sweden, United Kingdom) corporate social responsibility reporting is mandatory. What's more, research shows mandatory reporting of CSR works better than voluntary reporting (occurring eg. In Poland). Therefore, the need to account for what we do in a regulatory framework is a positive factor for the implementation of CSR. However, keep in mind that excessive bureaucracy of the organization may hinder the ongoing management and therefore the rules should apply only where it has a positive impact on the functioning of the organization. |

Source: Own work.

On the basis of information contained in Tables 1 and 2 we can see a slight advantage the low level of uncertainty avoidance over the high level of uncertainty avoidance. The exception are some problems of punctuality and precision, and a positive attitude towards normalization in the form of rules and regulations. Communities characterized by high levels of uncertainty avoidance are better suited to achieve these two issues.

In addition, it is worth considering whether there is any relationship between uncertainty avoidance of factors measured for individual countries, and indicators on CSR. For the analysis we selected one of the existing indicators so-called Social Progress Index for 2014. The index is comprised of numerous sub indicators covering many issues related to corporate social responsibility and sustainable development, such as: satisfaction of human needs, indicators of well-being, sustainable development, respect for the rights, tolerance level, etc.

Table 3 contains data on the 23 largest economies in the world in terms of nominal GDP (selected 23 and not 20, to include Poland, which is located on the site 23), the uncertainly avoidance according to a study by G. Hofstede and Social Progress Index indicator of 2015. In the case of uncertainly avoidance indicator the high value means that the uncertainly avoidance level is small, and the low value means that the level of uncertainly avoidance is big. In the case of SPI, the higher the value, the higher the level of social development.

The analysis of the correlation between variables shows that there is no simple correlative relationship between the level of uncertainty avoidance index and Social Progress Index. So

you cannot say that there is a relationship between the attitude of society to the level of uncertainty avoidance and social development of the country.

Table 4

Distance to the power and the Social Progress Index in the largest economies of the world

| Lp. | Country | Uncertainty avoidance by G. Hofstede | Social Progress Index |
|---|---|---|---|
| 1 | USA | 46 | 82,85 |
| 2 | Chiny | 40 | 59,07 |
| 3 | Japonia | 92 | 83,15 |
| 4 | Niemcy | 65 | 84,04 |
| 5 | Wielka Brytania | 25 | 84,68 |
| 6 | Francja | 86 | 80,82 |
| 7 | Brazylia | 76 | 70,89 |
| 8 | Włochy | 75 | 77,38 |
| 9 | Indie | 40 | 53,06 |
| 10 | Rosja | 95 | 63,84 |
| 11 | Kanada | 48 | 86,89 |
| 12 | Australia | 31 | 86,42 |
| 13 | Korea Południowa | 39 | 77,70 |
| 14 | Hiszpania | 86 | 81,17 |
| 15 | Meksyk | 69 | 67,50 |
| 16 | Indonezja | 48 | 60,47 |
| 17 | Holandia | 44 | 86,05 |
| 18 | Turcja | 85 | 66,24 |
| 19 | Arabia Saudyjska | 68 | 64,27 |
| 20 | Szwajcaria | 58 | 87,97 |
| 21 | Nigeria | 54 | 43,31 |
| 22 | Szwecja | 33 | 88,06 |
| 23 | Polska | 93 | 77,98 |

Source: Own work on the basis on: Hofstede i Hofstede 2007, Social Progress Index 2015.

But it is worth to analyze the scatterplot between the two mentioned variables, to examine whether there some relations between them or group of contrives with similar value of both indicators. In this case we group countries with consistent features (Figure 1). On the basis of analysis of the data collected we can divide countries into three groups from the point of view of the relationship between the level of social development and uncertainty avoidance index:

- Developed countries - characterized by at least a medium or low level of uncertainty avoidance combined with high levels of social development - United Kingdom, Australia, Sweden, South Korea, Netherlands, USA, Canada, Switzerland, Germany.
- Countries with high levels of uncertainty avoidance - these countries are characterized by high levels of uncertainty avoidance is connected to the middle or even in some cases a high level of social development - Spain, France, Japan, Poland, Italy, Brazil, Mexico, Saudi Arabia, Turkey, Russia.

- Countries with low levels of social development connected with the average level of uncertainty avoidance - China, Indonesia, India, Nigeria.
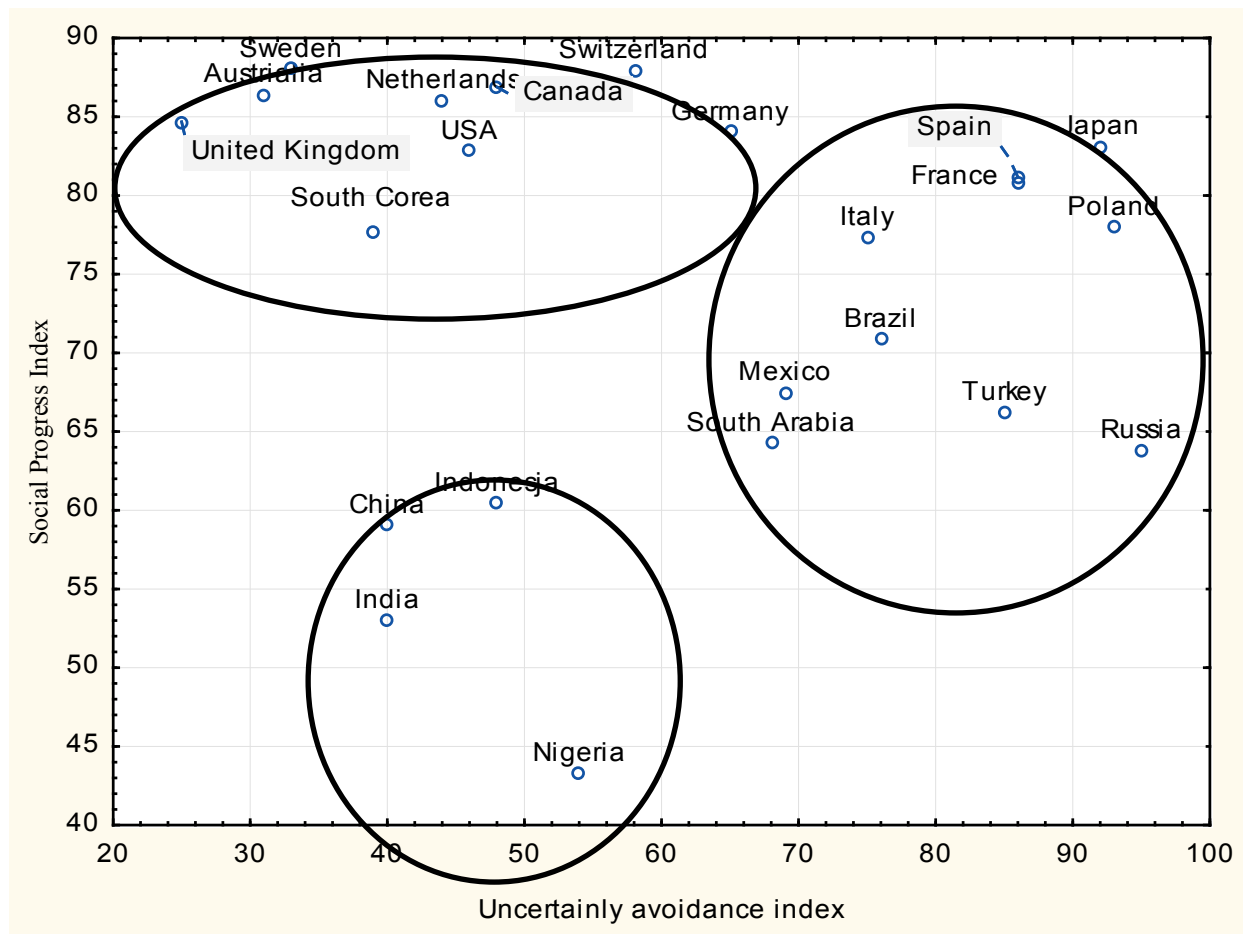


Fig. 1. The relationship between social development and uncertainty avoidance index for the 23 largest economies in the world

Rys. 1. Zależność między rozwojem społecznym a wskaźnikiem unikania niepewności dla 23 największych gospodarek świata

Source: Own work.

The results are not conclusive, but we can have some interesting conclusion on the base of the collected data:

- The low level of uncertainty itself not provides a high level of social progress. However, countries which have the highest human development indicators are usually characterized by a low level of uncertainty avoidance (exceptions are Switzerland and Germany).
- If the country has a high rate of uncertainty avoidance it is difficult to achieve a high score in the area of social development. This isn't impossible as shown the example of Japan, but even Japan, with its economic strength is only ranked 15th in the world in terms of social level index.

## 6. Conclusion

In this publication there is the presentation of analyzes between the factor of uncertainty avoidance and implementation of the concept of Corporate Social Responsibility in organizations. The results of analysis suggest that a low level of uncertainty avoidance is beneficial for this process. In societies characterized by a low level of uncertainty avoidance people are willing to take up new challenges and bring new solutions to business practice. The problem may be in this case the question of reluctance to recognize the reality of a regulatory framework that is necessary to introduce standardization in the field of CSR and its reporting.

There is no simple relationship between the attitude of society to uncertainty and high levels of social development. However, usually countries with high levels of social development are characterized also by a positive attitude toward uncertainty. An exception to this is German-speaking countries (Germany, Switzerland) and Japan. Those countries can to achieve a high level of social development despite of relatively high (especially in the case of Japan) level of uncertainty avoidance.

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**Omówienie**

Artykuł koncentruje się na jednym z wymiarów kultury według koncepcji G. Hofstedego – unikaniu niepewności. Jej celem jest określenie, jaki poziom unikania niepewności sprzyja implementacji koncepcji CSR w organizacji. Zaprezentowana w opracowaniu analiza sugeruje, że niski stopnień unikania niepewności jest korzystniejszy z punktu widzenia CSR, gdyż w takim środowisku łatwiej jest wprowadzać zmiany w organizacji i nowe rozwiązania.

Nie istnieje prosta zależność pomiędzy stosunkiem społeczeństwa do niepewności a wysokim poziomem rozwoju społecznego. Niemniej jednak zwykle kraje mające wysoki poziom rozwoju społecznego charakteryzują się jednocześnie pozytywnym stosunkiem do niepewności. Wyjątkiem są tu kraje niemieckojęzyczne (Niemcy, Szwajcaria) i Japonia, które osiągają wysoki poziom rozwoju społecznego pomimo stosunkowo wysokiego (zwłaszcza w przypadku Japonii) poziomu unikania niepewności.