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# ENVIRONMENTAL AND NATURE CONSERVATION ATTITUDE SURVEY OF BUSINESS DECISION MAKERS ON SOUTH CATCHMENT AREA OF LAKE BALATON

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***ABSTRACT***

*In this paper environmental problem attitude of SME decision-makers will be introduced on South catchment area of Lake Balaton. The main point of this research was a company survey of 100. That means a result introduction of this survey made among managers/owners of local SMEs. Based on the results we can declare that managers consider environment- and nature protection as an important public purpose. SME managers do not see contradictions between CSR and profitability. They usually believe that SME has an important role in CSR, and their profitability could be improved by these kinds of activities. Despite this thought conscious CSR activity is not very typical for these companies, environment awareness activities are mostly ad hoc measures with economic interests.*
Keywords: CSR, SMEs, management, environmental conservation.

## INTRODUCTION

In this paper environmental problem attitude of SME decision-makers will be introduced on South catchment area of Lake Balaton. The main point of this research was a company survey of 100. That means a result introduction of this survey made among managers/owners of local SMEs. This analysis will help to uncover how local managers consider environmental aspects in their business decisions.

In our company sample micro and small enterprises are over represented: 50% of the sample is micro enterprise and 42% is small enterprise while 6% is medium sized company. From the total (100) 65 company have coastal headquarter and 35 company have headquarter on non-coastal area. Most of the companies (41%) situated on settlements with 2.000- 10.000 population. Companies on settlements under 2.000 population represented by 30% and 29% of the sample consist of companies on settlements over 10.000 population. 65% of the companies were founded before 2000 and from them 28% were established in 1990 or before.

We intended to combine the sample on main business activity like SMEs on South catchment area of Lake Balaton. Overrepresented companies with tourism and environmental activities were chosen by deliberately.

First we shortly introduce the main economic factors of Balaton region. After that we outline the results of the survey and we draw our conclusions.

## ECONOMIC ENVIRONMENT FACTORS IN THE REGION

*Buday-Sántha* (2008) in his comprehensive analysis "Balaton region" gives a detailed outlook from the region's economic. According to him this region is a medium quality agricultural area, but the natural conditions for viticulture and fruit production are better than the average. Industrial production is not common on coastal settlements (apart from some exceptions), it is more typical for non-coastal areas. This study of *Buday-Sántha* point to the fact that a synergic duality of tourism and agricultural production would establish the economic development, but real cooperation can be experienced only in case of vine production. Considering other sectors agriculture could not adapt to seasonal movements. The main economic problem of this region is the coastal advantages of tourism and non-coastal settlements have weak efficiency on tourism benefits.

A publication of *Hungarian Central Statistical Office* (2011) gives a detailed picture from the economy of Lake Balaton Resort Area (LBRA). Here are the main points described below:

- The tourism of the border counties of Balaton mainly concentrated on LBRA settlements.
- Entrepreneurial activity in LBRA is higher than the country average, the entrepreneurial environment is favourable.
- In sectors connected to tourism (provision of accommodation and catering) the rate of active companies is 6% which is double as the Hungarian average.
- In sectors connected to tourism employment rate has grown (contrast with other sectors)
- According to the above capacity utilization of tourism is 50-60% in high season, but it decrease one half in the other part of the year.

Overall these two cited publications both emphasize the priority of tourism in the region's economy. Furthermore Lake Balaton is the most popular destination in the country after the capital city (*Marton, Jónás-Berki*, 2010).

*Kabai* (2014) reflected the other part of the high significance of tourism. He calls the unified economic-tourism function as a coherent strength of Balaton society, and he emphasizes that tourism was a forming strength which homogenized the society of this area in the last 150 years. *Kabai* also consider natural environment as a coherent strength. This opinion is important for us because companies input usage and product-, waste-, noxious emission effect the nature environment (*Péter et al.*, 2011). Besides mass tourism affects the image of Lake Balaton (*Sulyok*, 2010). Considering this few thoughts above economic environment has not only a direct effect on social cohesion but it also influence social cohesion through the natural environment.

## PERCEPTIONS OF BUSINESS MANAGERS AND OWNERS ABOUT SETTLEMENT SPECIFIED ECONOMIC-SOCIAL ENVIRONMENT

It is important to say that in case of SMEs real manager and owner functions are mostly in one hand or maybe in a small family business. Apart from some exceptions owners-managers are residents in the headquarter settlement, in fact "headquarter

choice" (if it is a real choice) is defined by their residence. If this "headquarter choice" still do not attain, the possibility of a strong "daily" relationship between SME managers and everyday life of headquarter is rather high. This means also that beside owner-manager aspects "local resident" aspects are experienced in the identity-, attitudes- and answers of the company responders. Though answers of managers can not consider as similar to responds of resident survey, because entrepreneur attitude and business success play important role in managers' settlement attachment/relation. In the first part of the company survey we intended to reveal what kind of perceptions this complicated interest related responders have about headquarter-settlement specified economic-social environment. Table 1 shows the results of satisfaction about settlements.

**Table 1**

**Headquarter-settlement satisfaction among managers and owners (5-point Likert scale)**

| As a manger/owner how satisfied are you with … | N | Average | Std. Deviation |
|---|---|---|---|
| Settlement accessibility | 100 | 4.45 | 0.833 |
| Settlement notoriety | 100 | 4.33 | 0.877 |
| Natural environment beauty | 100 | 4.29 | 0.808 |
| Energy supply | 99 | 4.12 | 0.895 |
| Public (communal) supply | 100 | 4.07 | 0.891 |
| Internet bandwidth | 98 | 3.60 | 1.155 |
| Public safety | 99 | 3.58 | 1.031 |
| Built environment beauty | 98 | 3.53 | 0.933 |
| Medical treatment | 99 | 3.45 | 1.072 |
| Municipal environmental policy | 95 | 3.33 | 1.026 |
| Education and culture opportunities | 97 | 3.23 | 1.036 |
| Qualification of employees | 97 | 3.22 | 1.043 |
| Residents environment awareness | 97 | 3.08 | 0.975 |
| Residents relations | 99 | 3.02 | 0.880 |
| Business profitability | 97 | 2.86 | 0.924 |
| Entertainment and recreation facilities | 99 | 2.81 | 1.175 |
| Overhead expenses | 100 | 2.44 | 1.192 |

Overall managers are satisfied with settlements on South catchment area of Lake Balaton. Only three areas got worse than medium, though two from them (business profitability and overhead expenses) are determinant elements of company efficiency. Responders are very satisfied with settlement accessibility and notoriety, natural environment beauty, energy supply, public (communal) supply. However we have to mention that this satisfaction range based on average values is just an indication because standard deviation values are very high. At the same time apart from this information it is meaningful that managers mostly satisfied with "local conditions".

Therefore these are those factors which are/were mostly not a result of the current local society. A settlement accessibility and notoriety, a natural environment beauty are those values that local society owns mostly as a cultural-infrastructural heritage and they only participated in the establishment within narrow bounds. Become aware of the fact that settlement factors endogenously determined (on short-term) by local society participants (municipal environmental policy, education and culture opportunities, qualification of employees, residents environment awareness, residents relations, business profitability, entertainment and recreation facilities) are in the second half of the range. It seems that the biggest attractions of analysed settlements for decision-makers are the given and past inherited conditions. Therefore the local economy can not produce social-economical values that would generate similar high satisfaction. This duality can also be found in chapter 4 (residential survey).

From the analysed satisfaction factors environment awareness and environment activity have a distinguished importance for us. It was mentioned before that managers are very pleased with the natural beauty of their settlement. It is more expressive that 84% of the responders gave minimum score 4 (on Likert-scale) for natural environment satisfaction. At the same time they are less satisfied with resident environment awareness (36% gave minimum 4 and 26%gave worse than 3) and with municipal environmental policy (43% vs. 18%). Parenthetical percentage values show how opinions are divided about these two questions and the rate of "neutral" (score 3) responders are rather high. It is worth to analyse if there is any geographical connection of these expressive satisfaction difference. To be more accurate: would settlement size (in population) and coastal/non-coastal localization affect satisfaction on environment activity? Our research (ANOVA, Welch, and Brown-Forsythe tests) shows that manager responds of coastal and non-coastal settlements have no significant differences between satisfaction average and resident environment awareness or municipal environmental policy. Therefore in this question coastal - non coastal duality can not experienced like in case of many other social-economic questions in Balaton region. However between settlement size and satisfaction averages significant difference was observed, results shown by *Table 2*.

**Table 2**

**Environment awareness and environment activity satisfaction averages by settlement size**

| Settlement size (population based) | N | Manager satisfaction | |
|---|---|---|---|
| | | resident environment awareness | municipal environmental policy |
| under 2 000 | 28 | $3.07^{ab}$ | $3.59^{a}$ |
| 2 000 – 10 000 | 38 | $3.47^{a}$ | $3.53^{a}$ |
| over 10 000 | 30 | $2.59^{b}$ | $2.79^{b}$ |

*Note: Based on ANOVA, Welch, Brown-Forsythe, and Tukey post-hoc tests significant averages ($p<0.01$) were marked with different letters (a,b) in superscript.*

The average value of manager satisfaction about municipal environmental policy was significantly lower in case of settlements over 10.000 population than settlements under 10.000. This outcome becomes interesting if we consider *Varjú's* (2010) results. According to him larger settlements attach more importance to strategic environmental analysis (SEA) in municipal activity planning. He says that the backgrounds of this privileged SEA are the growing development and investment capacity (when settlements are expanding) and the accompanying increasing environmental hazards. We have to add that in *Varjú's* view smaller settlements means villages under 1.000 population. According to his results commitment about SEA is the highest in case of settlements with 5.000-10.000 population, but at the same time settlements over 10.000 believe SEA application in their planning process as rather important. Therefore we have to emphasize that in case of our survey relative dissatisfaction in the largest settlement category does not mean fewer municipal environmental efforts. These unfavourable manager perceptions could come from higher environmental risks and their effects (on larger settlements) in spite of more intensive municipal environmental activity. At the same time on smaller settlements municipal environmental activity is more "visible" and level of environment hazards and their harmful effects are much lower.

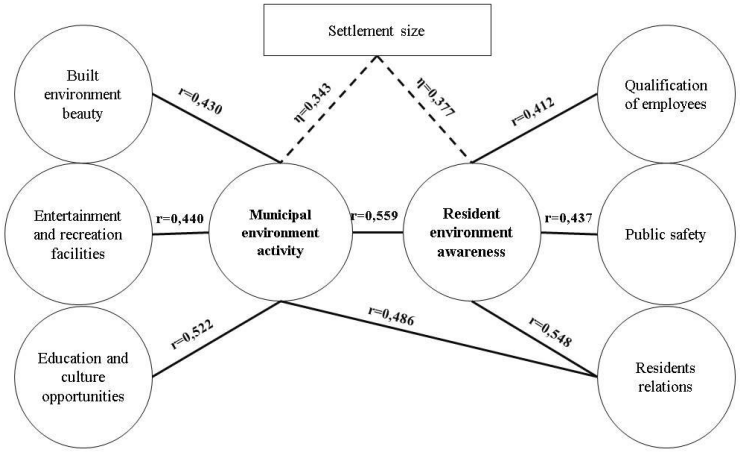
This above mentioned coherency is a partial explanation for differences of resident environmental satisfaction. In this case satisfaction average at settlements with over 10.000 population was the lowest as well. In case of settlements of 2.000-10.000 population satisfaction average was significantly higher. Outstanding satisfaction average in the "medium" settlement category can be explained with the previously mentioned logic. Environmental risks may have already realized remarkably on these settlements, but at the same time resident environmental activities are more efficient and visible than in larger settlements. Satisfaction average value of settlements under 2.000 population place between the two other average value but it had no significance difference. On these settlements environmental hazard is much lower, therefore resident environmental attitude is also less visible. So manager satisfaction average value approached 3 (medium) score. Settlement size effect degree on variables was analysed by Eta. This Eta value was 0.344 in case of municipal environmental activity, while resident environment awareness produced 0.377 Eta value. Both values mean quite weak influence. This means that beside settlement size some other factors have influence on environmental activity- and awareness satisfaction of local social participants.

So we can see that manager satisfaction on municipal environmental activity and resident environmental awareness is weak, but settlement size has a significant effect. What is more in table 1 from the satisfaction areas only environment attitudes and overhead expenses have statistically proved effect. It is surprising that settlement population has no effect on business profitability satisfaction.

We mentioned before that settlement size itself has a weak effect on environmental activity satisfaction of local participants. So here is the question: are there any other factors which have influence on these two satisfaction areas? We looked for the answer with some correlation relation (with other satisfaction areas), therefore we used Pearson correlation coefficient in order to determine which other satisfaction areas significantly correlate with environment satisfaction variables (beside $r>0,4$, $p<0,05$ minimum expectation). These results are shown by *Figure 1*.

**Figure 1**

**Influence factors of manager satisfaction on municipal and local resident environment awareness**




Values on *Figure 1* show weak-medium correlational relationship between certain satisfaction areas. Beside this criterion, responder perceptions were:

- Resident environmental awareness is higher on settlements with more active municipal environment activity;
- Entertainment, educational-cultural opportunities are better and built environment is more beautiful on settlements with more active municipal environment activity;
- Employment qualification, public safety and resident environment awareness are areas that strengthening each other;
- The better residential relations could be estimated, the better judgement municipal environment activity and residential environment awareness have.

Based on the above mentioned, (for managers) satisfaction on municipal environment activity can not be completely separated from other service (which responsibility is primary municipal) satisfaction. Similarly to resident environment awareness, it can not be separated from other positive social attitudes (for responders).

Beside current settlement satisfaction we assessed expectations about future settlement economy. Responders could answer with 5-point Likert scale to the following questions:

1. Settlement and the outskirts will not change considerably, current features will remain.
2. Mostly major investment projects will be realized on the settlement and outskirts (hotels, multinational companies).

3. Services based on nature values will develop on the settlement and outskirts.
4. Mostly small (family, small, medium) businesses will expand on the settlement and outskirts.
5. Economic condition will decrease on the settlement and outskirts and even some currently active companies will wind up.

Original answers were collected into three categories: "Agreed, Neutrals, and Refusals". From these only "Agreed" and "Refusals" groups will be introduced by statements in *Table 3*.

**Table 3**

**Rate of "Agreed" and "Refusals" in case of economy vision statements**

| Statement | N | Agreed (%) | Refusals (%) |
|---|---|---|---|
| No change for current features, they will remain | 97 | 48.4 | 21.6 |
| Economic condition will decrease, some currently active companies will wind up | 97 | 24.7 | 45.4 |
| Primarily services based on nature values will develop | 98 | 32.7 | 40.8 |
| Mostly small (family, small, medium) businesses will expand | 98 | 32.7 | 36.7 |
| Mostly major investment projects will be realized | 99 | 16.2 | 63.6 |

The results show that a quarter of managers rely on local economy condition to fall and on business to wind up. Contrasts with this, half of the responders predict stagnant situation and no major change for current economic features. In case of statements about development "Refusals" are the major responder part. From them fewest responders believe in major investment projects. Apart from the moderate economical expectations three-quarters of the responders would operate in the current headquarter in the future as well. Therefore the majority of managers are committed to headquarter settlements.

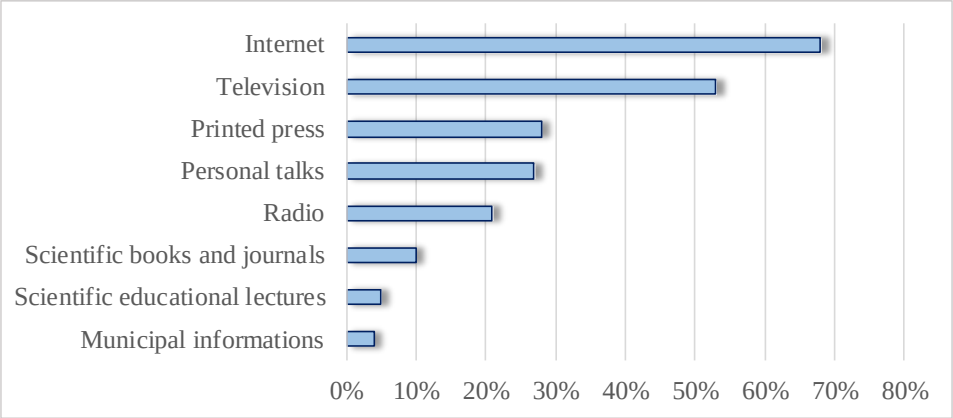
## DECISION-MAKER ATTITUDES OF ENVIRONMENTAL PROBLEMS AND ENVIRONMENTAL PROTECTION

In our survey we asked what source they use for environmental knowledge. *Figure 2* shows the rate of source usage.

Decision-makers obtain environmental information from the internet mostly and from television after that. Any other source usage has lagged behind from these two information channels. *Deák's* (2012) general view is harmonizing with these source usage results, because he also emphasizes the high role of internet as a source of environmental information.

**Figure 2**

**Rate of source usage about environmental questions**




In the next question section we asked about how responders perceive their own and other social participants' responsibility about emergence of environmental problems in their settlements and Balaton region. Beside responsibility we asked about how they perceive environmental problem solution activity. The involved social participants were the followings: Hungarian Government, local government, holiday home owners, tourists, permanent local residents, and local businesses. In the original assessment list we involved the European Union, but at every question we get a very low average (under grade 2 on 5-point Likert scale). Therefore considering environmental problems of Balaton region and residence responders regard EU responsibility and activity as insignificant. *Table 4* and *Table 5* contain participant average (except EU).

**Table 4**

**Responsibility and activity of some social participants about emergence and solving of local environmental problems (decision-maker responds)**

| Social participants | Responsibility average | Activity average |
|---|---|---|
| Local residents | 4.17 | 3.46 |
| Local government | 4.07 | 3.41 |
| Local businesses | 3.98 | 3.44 |
| Tourists | 3.38 | 2.22 |
| Hungarian Government | 3.23 | 2.59 |
| Holiday home owners | 3.21 | 2.42 |
| Civil organizations | 3.03 | 2.66 |

Local managers believe that mostly local residents and then local government are responsible for environmental problems. Local companies are in the third place after

them. Tourists are fourth in that range and finally Hungarian Government, holiday home owners and civil organization follow them. It is important to notice that according to this result the main responsible participant for environmental problems are those permanently groups that live/work on the settlement. Temporarily staying tourists and holiday home owners are less responsible compare to them. Range of activity average on environmental problem solving is quite the same as responsibility perception. In case of every participants responders feel rather responsible than active about environmental problems. Rate of activity and responsibility average is the worst in case of tourists (65% while for other groups it is between 75% and 88%). This result shows that according to manager perceptions tourists' – who are the biggest users of nature environment – environmental problem solving is in less proportion to the damage they cause. Activity/responsibility ratio is the best in case of civil organizations.

**Table 5**

**Responsibility and activity of some social participants about emergence and solving of Balaton region environmental problems (decision-maker responds)**

| Social participants | Responsibility average | Activity average |
|---|---|---|
| Local residents | 4.40 | 3.69 |
| Local government | 4.18 | 3.47 |
| Local businesses | 4.18 | 3.57 |
| Tourists | 4.12 | 2.70 |
| Holiday home owners | 4.10 | 3.23 |
| Hungarian Government | 3.53 | 2.65 |
| Civil organizations | 3.38 | 2.93 |

Almost parallel range was worked out concerning emergence and solving environmental problems in the whole Balaton region as in case of settlement results. The main difference is that responders gave higher responsibility and activity values for each group in case of Balaton region. We made a conclusion of better perception of global problems and environmental activities in overall Balaton region than individual problems in the settlements. Nature environment activities of Balaton can be observed more globally than locally (settlements).

Responsibility and activity averages indicate responder perception of the region's environmental problems; furthermore they can associate these problems with causer groups. It is also true for activities of problem solving. Despite this, the majority of responders do not percept conflicts between social participants in their own settlement about environmental questions. Rates of responder perceptions about conflicts between participants are the following:

- between local residents and holiday home owners: 25%
- between local residents and tourists: 29%
- between different groups of residents: 21%
- between residents on coastal area and other residents: 30%

- between local residents and local government: 30%
- between local residents and environment protectors: 27%
- between local residents and companies: 28%
- between companies with different interests: 20%
- between local entrepreneurs and local government: 25%
- between local entrepreneurs and environment protectors: 21%
- between local government and environment protectors: 18%
- between local governments on different settlements: 22%

Depending on the context fifth-third part of responders' percept conflicts about environmental issues on their settlements. This low rate needs some explanation, because responders could clearly identify the responsible participants of environmental problems and the environment activity of these participants was evaluated lower than their responsibility. For this paradox situation we have two possible explanations. On one hand it is possible that environmental problems do not induce real frustration – in spite of the perceptibility - among social groups. On the other hand another explanation could be that environmental problem inducing and inappropriate environmental activity are causing some frustration, but it do not realized perceptibly therefore it is a latent conflict in settlements' life.

The letter explanation is more confirmed by the fact that management of environmental problems is at the first place concerning problems to solve (by local community) and areas to develop. In our survey the following question was asked: "Let us assume that You have to make a decision on municipal budget! How important do you think the development of the following areas?" 5-point Likert scale was used to mark the importance of areas. *Table 6* contains the average results.

**Table 6**

**Importance of public (municipal) source subsidized development areas (5-point Likert scale average and std. deviation)**

| Development areas | Average | Std. Deviation |
|---|---|---|
| Nature and environment protection | 4.36 | 0.759 |
| Basic infrastructure | 4.36 | 0.798 |
| Medical supply | 4.35 | 0.936 |
| Waste management | 4.31 | 0.907 |
| Tourism issues | 4.15 | 1.058 |
| Social and child well-being services | 4.14 | 0.975 |
| Culture and sport | 4.06 | 0.962 |
| Nursery services and education | 4.05 | 1.298 |
| Drinking water supply | 4.02 | 1.146 |
| Waste water system | 4.00 | 1.181 |
| Public sanitation, insect and rodent control program | 3.89 | 1.254 |
| Public employment | 3.66 | 1.130 |

Nature and environment protection activity and basic infrastructure stand out from development areas with two aspects: the averages of these two areas are the highest and their std. deviation is the lowest (relative std. deviation is under 20%). Concerning the importance of these questions this means a relative low divide is experienced among responders. Medical supply and waste management have quite high average as well, but their std. deviation values are higher (relative std. deviation is over 20%). Development areas after that have even much higher std. deviation. Based on the results above according to responders environment protection and basic infrastructure development have prime importance compare to other areas.

In the next subchapter we analysed how managers apply social-environmental responsibility in their business decisions.

## SOCIAL-ENVIRONMENTAL RESPONSIBILITY APPLICATION IN MANAGER BUSINESS DECISIONS

First of all we will introduce what opinion managers have about the connection of social responsibility and profitability aims. Therefore we asked responders to evaluate two opposite statements. *Table 7* shows the distribution of answers.

**Table 7**

**Social responsibility influence on business profitability according to managers (distribution by evaluation classes, %)**

| | | Profitable business is mostly blocked by social responsibility (N=87) | Profitable business is mostly contributed by social responsibility (N=92) |
|---|---|---|---|
| **Agreement value** | 1 | 19.5 | 2.2 |
| | 2 | 18.4 | 7.6 |
| | 3 | 35.6 | 34.8 |
| | 4 | 18.4 | 34.8 |
| | 5 | 8.0 | 20.7 |
| | **Sum total** | **100.0** | **100.0** |

It is true for both statements that more than third of the responders gave score 3 therefore they do not take a stand on social responsibility (positive or negative) effects. At the same time it is expressive that 55.5% gave at least score 4 for positive statement, while this ratio is only 26.4% for negative statement. 9.9% do not agree (value 1 or value 2) with positive effects of social responsibility and concerning the negative assertion it is 37.9%.

So overall concerning profitability social responsibility is not rejected by responders. The question is how managers regard this area as SMEs' (their own) responsibility. To answer this question we used two other statements for conjunction analysis. Our first statement was: „SMEs do not have important role in global environmental- and social problems, so participation in solving these problems is not expected." Only 23.2%

disagree and 36.1% agree with this statement. 40.7% have no special opinion because they gave score 3 for this question. According to the other statement: "Social responsibility of SMEs is at least as important as large companies' " 18.2% gave score 3 (non-committed). For this statement 63.6% agree and less than 19% gave refusal answer. Therefore decision-makers have a double-approach to SME responsibility. On one hand they do not refuse the thought that solving global social- and environmental problems is a duty of large companies (which actually causing the problems). On the other hand in their own sector they consider social responsibility similar important as in case of large companies. From this observation we suspect that responsibility is considered as a SME sector duty because of its positive influence opportunity of the local environment and not because it is problem causing.

From motivation side attitude to CSR activity is positive. Responders consider CSR as an important activity of SMEs which mostly do not paralyse profitability. In spite of this result only 11% preform CSR activity in their business. We will understand later that this do not mean the lack of voluntary environmental activities among analysed companies at all. It is more likely that these kinds of activities are not part of a conscious CSR strategy and they are not even meant to do as CSR activity. SMEs react ad hoc to opportunities and challenges and they sometimes preform CSR activities without formal CSR conception.

Based on our whole analyses so far it is exciting to ask which are those obstacles (at the analysed companies) that hinder CSR activity extension. In the survey we specified nine factors that need to be evaluated on Likert scale by managers. They had to decide how these factors hinder their own CSR activity and CSR extension. The results are showed by *Table 8*. We can see that CSR "mood" is mostly hindered by additional financial resources (no external subventions are available). The least impeding factor is lack of market expectations. Therefore voluntary CSR activities are either acknowledged/expected by the market or (we suppose this is more likely) despite market "indifference" decision-makers ready to do CSR activity (in case of enough time and resource).

**Table 8**

**Importance of CSR activity hindering factors among analysed companies**

| Hindering factors | N | Average | Std. deviation |
|---|---|---|---|
| Lack of financial resources and time | 89 | 4.44 | .825 |
| Lack of external subventions (government, professional bodies) | 90 | 4.37 | .814 |
| Additional CSR expenses | 91 | 4.18 | .926 |
| Volatile regulatory environment (laws, standards) | 91 | 4.08 | 1.088 |
| Lack of employee commitment | 90 | 3.69 | 1.196 |
| Lack of information. | 84 | 3.61 | 1.336 |
| Lack of experiences and organization skills | 89 | 3.61 | 1.134 |
| Market do not allow this kind of commitment | 85 | 3.48 | 1.269 |
| Business partners do not usually expect from us | 89 | 3.35 | 1.109 |

As we mentioned before despite apparent lack of CSR activity most of the analysed companies have some steps to solve or control environmental problems. In our survey we created a nine element list and companies could choose a degree of their activity (1="we do not make any steps on this area", 5="we made significant and determinant steps"). The average values and std. deviation are contained by *Table 9*. In case of these variables standard deviation values are fairly high as well.

Based on preformed non-parametric tests like Wilcoxon-test we can say that compare to other measures companies pay significantly more attention to energy saving than renewable energy. According to Friedman tests no significant differences are experienced among medians of mobility management - waste recycling - and reducing chemicals. The situation is the same concerning greenhouse gas emission reduction – environmental administration system application – environmental friendly product. Use of sustainable/recyclable package is between these homogenous groups.

**Table 9**

**Intensity of certain environmental measures in case of analysed companies**

| Environmental protection activities | N | Average | Std. deviation |
|---|---|---|---|
| Energy saving | 99 | 4.10 | 1.074 |
| Mobility management (common car use and share) | 95 | 3.57 | 1.342 |
| Waste recycle | 81 | 3.54 | 1.255 |
| Reducing chemicals | 91 | 3.33 | 1.325 |
| Use of sustainable/recyclable package | 66 | 2.88 | 1.271 |
| Greenhouse gas emission reduction | 83 | 2.49 | 1.301 |
| Environmental administration system application | 71 | 2.49 | 1.217 |
| Environmental friendly product evolution | 62 | 2.47 | 1.183 |
| Use of renewable energy | 86 | 1.86 | 1.118 |

## SUMMARY

Based on the results we can declare that managers consider environment- and nature protection as an important public purpose. In public fund usage they deem environment- and nature protection as very significant; moreover they reckon this area among the most important development aims. Mostly a clear and realistic image was formed from the importance of environmental values.

SME managers do not see contradictions between CSR and profitability. They usually believe that SME has an important role in CSR, and their profitability could be improved by these kinds of activities. Despite this thought conscious CSR activity is not very typical for these companies, environment awareness activities are mostly ad hoc measures with economic interests. According to managers lack of resources and subventions are the main obstacles of CSR. Concerning environmental measures resources and subventions of (mostly) voluntary CSR could be incentive for companies.

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