

INCLUSION OF SOCIAL VALUES IN THE STRATEGY OF AGRICULTURAL ENTERPRISES

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***Abstract:** The paper discusses the importance of integrating social values into the strategies of agricultural enterprises in the current economic and social context. Social values such as sustainability, social responsibility and community development are crucial to the well-being and success of agricultural organizations. Integrating social values into work-life balance is essential for employee well-being, increasing employee satisfaction and engagement, improving organizational performance, and attracting and retaining talent. Integrating social values into agribusiness strategies brings long-term benefits such as customer loyalty, improved innovation and access to new markets. It is presented as not only an ethical necessity, but also a strategic opportunity for the long-term sustainability of agricultural enterprises, contributing to a better world and creating a more ethical and sustainable business environment.*

***Keywords:** sustainability, social values, strategy, agriculture.*

***JEL classification:** Q18.*

1. Introduction

The inclusion of social values in the strategy of agricultural enterprises represents an increasingly important aspect in the current economic and social context. Social values refer to the principles and norms that govern behavior in society, contributing to the well-being and development of communities. In the agricultural sector, this can involve a range of strategic practices and approaches that reflect a commitment to sustainability, equity, social responsibility and community development.

2. The theoretical approach

Sustainability is a characteristic of an activity that can be carried out over a long period of time. (DEX, 2024). From an ecological point of view, sustainability involves the use and development of natural resources without leading to their depletion or environmental degradation. Sustainability is measured by the total evaluation of the performance of the three main pillars: economic, social, environmental. The ability to recognize and deal with complex business ethics issues has become a significant priority in 21st century organizations. Business ethics exceeds the legality of actions, taking into account not only compliance with all normative acts that regulate the organization's activity, but also with some principles, values, rules acceptable from an ethical or moral point of view by society, such as those related to the inclusion of social values in the strategy of organizations. (Bocean, Varzaru, 2021). Sustainability emphasizes the coercive nature of moral obligation in protecting the ability of future generations to make their lives better, Anand and Sen (2000) believe.

The original focus on economic development and environmental protection has been broadened and deepened to include alternative concepts of human and social development, as well as alternative anthropocentric versus ecocentric views of nature. Thus the concept of

development maintains both a creative tension between essential principles and an openness to reinterpretation and adaptation to different social and ecological contexts (Kates et al., 2005).

The multidimensionality of the phenomenon, the fact that it simultaneously refers to the economic, social and environmental, make it difficult to explain in a single definition, believe Shearman (1990), Gatto (1995) and Goodland (1995).

3. Perspectives and good practices

Insights and best practices at the agricultural enterprise level focus on integrating social values into their strategies to ensure sustainability, social responsibility and community development. They focus on:

Employee Well-Being: Promoting a healthy work-life balance is critical to employee well-being and health. Social values can help create a work environment where employees feel supported in fulfilling their professional roles, but also in managing the personal and social aspects of their lives.

Increased satisfaction and engagement: Employees who feel supported in their work-life balance are more likely to be satisfied and engaged. Integrating social values into promoting a life-career balance can help increase commitment and loyalty to the organization.

Improved performance: Employees who have a healthy work-life balance are more likely to be productive and deliver quality results at work. Integrating social values into promoting balance can lead to improved overall organizational performance.

Talent attraction and retention: Organizations that emphasize social values and promote a healthy work-life balance are more likely to attract and retain talent. Employees are more interested in working for organizations that care about their well-being and support them in managing their professional and personal lives.

Therefore, the inclusion of social values in the management of work-life balance not only supports the well-being of employees, but can also contribute to the success and sustainability of the organization as a whole.

The ways in which social values can be integrated into the strategy of agricultural enterprises consist of:

- Sustainability and Environmental Protection, on the one hand through sustainable agriculture: agricultural practices that minimize the negative impact on the environment, such as crop rotation, conservation agriculture, and the controlled use of natural resources, on the other hand by reducing carbon emissions: Implementation technologies and practices that reduce greenhouse gas emissions, as well as the promotion of bioenergy.
- Corporate Social Responsibility (CSR), on the one hand through fair working conditions: ensuring safe and fair working conditions for all employees, including fair wages and respect for workers' rights, on the other hand through community involvement: programs and initiatives that support local development, education and health of the communities in which the agricultural enterprise operates.
- Agroecology and Biodiversity, on the one hand through biodiversity conservation: adopting practices that protect and promote biological diversity, such as polyculture agriculture and preserving native habitats, on the other hand through local food systems: developing and sustaining short supply chains that

connect local farmers with consumers, reducing dependence on long global supply chains and promoting local food security.

Transparency and Business Ethics, on the one hand through transparency of the supply chain: ensuring that products come from ethical and sustainable sources, giving consumers the opportunity to verify the origin and production practices, on the other hand through business ethics: Adopting internal policies that promotes integrity, honesty and respect towards all stakeholders.

Innovation and Technology on the one hand through green technologies: Integrating technologies that support efficient and sustainable agricultural practices, such as energy-efficient irrigation systems and drones for crop monitoring, on the other hand through nature-based solutions: exploring innovative solutions that mimic or take inspiration from nature to solve environmental and social problems.

4. Conclusions

Integrating social values into the strategy of agricultural enterprises not only contributes to a better world, but can also provide long-term competitive advantages such as customer loyalty, improved innovation, access to new markets and risk reduction. At the same time, it can improve the image and reputation of the enterprise, attracting valuable investments and partnerships. The inclusion of social values in the strategy of agricultural enterprises is not only an ethical necessity, but also an essential strategic opportunity for their long-term sustainability. By adopting a commitment to social responsibility, sustainability, transparency and innovation, agricultural enterprises can build a resilient and adaptable business model that responds to both immediate market needs and long-term global challenges. This approach not only contributes to the creation of a more ethical and sustainable business environment, but also increases added value for all stakeholders involved - from farmers, employees and local communities, to consumers and trading partners. Finally, integrating social values into agribusiness strategies is fundamental to ensuring shared prosperity and promoting a future where businesses thrive respecting people and the planet.

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