

**SOCIAL INNOVATIONS IN THE LABOUR MARKET
IN INSTITUTIONS IMPLEMENTING
A MODEL OF ORGANIZATIONAL CORPORATE
SOCIAL RESPONSIBILITY**

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A b s t r a c t

The aim of this article is to provide a broader look at the issue of social innovations through the prism of the possibilities of their creation and implementation in socially responsible organisations. The author of the article presumes that the ability to innovate in the area of labour market organisations implementing the model of corporate social responsibility is higher than in organisations not functioning on the basis of social responsibility.

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WDRAŻAJĄCYCH MODEL SPOŁECZNEJ ODPOWIEDZIALNOŚCI ORGANIZACJI (CSR)**

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A b s t r a k t

Celem artykułu jest szersze spojrzenie na problematykę innowacji społecznych przez pryzmat możliwości ich kreowania i wdrażania w organizacjach społecznie odpowiedzialnych. Autorka artykułu stawia tezę, że zdolność do innowacji w obszarze rynku pracy w organizacjach wdrażających

model społecznej odpowiedzialności organizacji jest wyższa niż w organizacjach niefunkcjonujących na podstawie zasad społecznej odpowiedzialności.

Introduction

The nature of changes occurring in the labour market, together with key challenges, leads to the use of social innovations as one of the tools of effective employment and labour market policies. Social innovations rely in this case on the use of new solutions to current problems, and they are also a way to search for greater effectiveness of activities in the field of employment and the labour market.

An analysis of the categories of social innovations is important in the area of creating and implementing social innovations. Firstly, usually bottom-up social innovations are the response to urgent needs not covered by the administration and the market, and they are also targeted toward vulnerable groups in society. Secondly, the wider level of implementation of social innovations solves social challenges, taking into account the aspect of social and economic development, and moreover, they are directed to society as a whole. The third type of social innovation – system innovations – relates to fundamental changes in attitudes and values according to the implementation of public policies, structures and/or processes, including supply systems (JĘDRYCH 2013, p. 183–201).

In summary, Peter Drucker sees innovation as a process of a systematic, purposeful, and organised search for changes and opportunities that these changes may cause (DRUCKER 1992, p. 43, 44). Innovations are therefore a process of discovering changes and ways to create performance and value. Following the idea that social innovation is a deliberate search for solutions, you must specify the source of innovation, both internal (within the organisation) and external. These sources include (DRUCKER 1998, p. 3–10):

- unforeseen situations (such as: success, failure, external event, new challenges);
- the need for change within and outside the organisation (for example: economic reality, assumptions about reality, perceived and actual values and expectations of the client in the rhythm or the logic of the process);
- new knowledge.

The aim of this article is to have a broader look at the issue of social innovation through the prism of the possibilities of their creation and implementation in socially responsible organisations. The author of the article presumes that the ability to innovate in the area of labour market organisations who implement a model of corporate social responsibility is higher than in organisations that do not function on the basis of social responsibility.

Despite the differences in the dynamics of innovation and socially responsible activities arising from the fact that these are comprehensive and multidimensional

concepts that cause problems in synergy between selected types of innovation and corporate social responsibility (CSR), a certain degree of activity with regards to these concepts may be accepted in the field of creation and innovation as it pertains to the labour market.

Social innovations are a tool for building solutions with the participation of organizations in different sectors.

Research questions which have arisen in this publication relate to the following issues:

1. Is the opportunity to implement social innovation in the area of the labour market higher among socially responsible organisations?
2. What affects the ability to create and innovate in the area of the labour market in socially responsible organizations?
3. What challenges and problems in the labour market can be solved through social innovation?

The Concept of Corporate Social Responsibility as a Tool to Support Social Innovation in the Labour Market

The answer to the research question posed by the author requires clarification of how the concept of corporate social responsibility can be used as a tool to support the process of solving social problems through social innovation in all sectors: public, non-governmental, and private.

It should be known that, despite the similarities, there are differences in the dynamics of innovation and socially responsible activities, which result from the differences between these concepts, because these are comprehensive and multidimensional concepts. This causes problems in the synergy between selected types of innovation and corporate social responsibility, as it cannot be considered to be a total match of these two concepts. Organisations that begin the implementation of socially responsible actions are aware that they are uncoordinated, poorly integrated, and they require the construction of a certain plan for the implementation of a strategy. Taking action is not always enough for an organization to claim that they are socially responsible. This does not mean that an organisation who wants to work according to the concept of social responsibility must show activity at all stages of the implementation of this concept from the beginning.

The possibility of solving social problems through social innovations depends not only on the level of the maturity of the implementation of social responsibility, but also on the level of social engagement (FILEK 2006, p. 6, 7, WISZCZUN 2013, p. 383–402).

The organisation carrying out social responsibility at the strategic level, in other words using the opportunities arising from the implementation

of corporate social responsibility, composes its own value, and also builds value for the stakeholders. Therefore, there is a potential for cooperation in the field of social innovation.

According to experts, the key turning point is a vision of sustainable development and corporate responsibility, which is at the discretion of the leaders of the organisation. From that moment a potential strategic consideration of social responsibility in action begins to appear, and hence a rearrangement of social responsibility and competitive advantage, which also results from the creation and implementation of social innovation. The best example of this can be analysed in this article, the social cluster in the quadruple helix model. However, it is crucial to understand the social dimension within the context of the organization.

The analysed solution can affect the creation of other types of innovations, in addition to social ones, especially when changes will occur enabling the organisation to go beyond the boundaries of the social cluster.

Studies indicate that a strategic approach to corporate social responsibility enables the creation of better innovations; the reason for this state of affairs is seen in the greater openness of the responsible organisations to signals from outside. They are more willing to cooperate with external partners (KIRON et al. 2012, p. 69–74).

The results of the studies also indicate a relationship between the number of new products and services and activities in the field of social responsibility (PORTER et al. 2006, p. 78–92). Such organisations record more interaction with the surrounding environment, e.g. with current and potential customers, suppliers, representatives of science, public institutions, and non-governmental organisations (MIDTTUN 2007, p. 401–413).

This article concerns the analysis of social innovations in the labour market, but it should also be remembered that technological innovations may become a source of social innovation as well. An interesting element of the study is the extent to which social innovations are the result of technological change, as it becomes necessary to create new sources of creating additional value for society, business, and consumers. We find a large part of social innovation in the discovery and construction of various types of sources, both internal and external.

Features which influence the formation of responsible innovations are: the size of the organisation, implemented strategy, role in the society, as well as the motivation of the owners and managers. Greater interest in participating in the process of responsible social innovations is shown by the private sector; mainly larger companies that are culturally located in the community and have a proactive policy aimed at growth, development, quality, and innovation. These firms also have a higher level of motivation and satisfaction among employees as well as pressure from partner companies (CHESBROUGH 2003).

The ability to solve problems in the labour market through social innovation in socially responsible organisations is confirmed by the concept of open

and closed innovation (CHESBROUGH 2003). The concept of ‘open innovation’ by Chesbrough and Garman allows a free, two-way flow of intellectual property and people between the organisation and its environment (CHESBROUGH 2003, p. 35–50). Open innovation can be created in the following way: there is a possibility to become a customer or supplier of one’s own internal projects, allow others to develop their non-strategic initiatives, try to make intellectual property organisation more beneficial, and expand the ecosystem of the company, and initiate open projects to reduce costs and expand participation. The concept of open innovation has particular potential for the development of responsible innovations because it forces an interaction with the environment, which allows connecting the social partners with the business and institution.

To sum up this part of the analysis, concerning the possibility of the implementation of social innovation in socially responsible corporate organisations, implementation depends on:

- the degree of convergence of the objectives of the organisation and social objectives, strong partners involved in the idea of permanent social change;
- cooperation between companies, non-governmental organisations, other entities operating in the market, and universities.

The possibility of solving social problems in the corporate labour market in socially responsible organisations is confirmed by the concept of a ‘hybrid value chain’ of the organisation (*Report: Empowering people, driving change social innovation in the EU communities* 2011). The source of the concept of the hybrid value chain is a need to create an intermediate zone between the projects oriented on profit and the “non-profit” ones. Often, the business and social sectors have worked in parallel with different resources and goals, and only the concept of cooperation has opened up completely new, powerful capabilities to create new markets and at the same time improve the community. The hybrid value chain is defined as a trilateral cooperation between businesses, social organisations, and the community. Other parties may be involved in the mechanism, such as public administration, whose task is then to facilitate the creation of similar relationships. The hybrid lies in the fact that different parties participate in the activities assigned to each “link” of the chain, from the stage of acquiring raw materials to achieving the final shape of the products, usually more than one, sharing responsibilities according to their resources and expertise.

An important proposal, regarding the possibilities of creating, implementing and diffusing social innovations in the labour market, may be the construction of a social cluster.

The effectiveness of employment and labour market policies depends to a large extent on the way it is implemented at the local and regional level, taking into account the presence of other entities in the cluster, such as employers, universities, and non-governmental organisations. The highest level in terms of territorial location of the social cluster is the regional level. The social cluster is primarily a concentration of entities working together for the development

of previously developed activities conducive to achieve the goals. This concentration occurs in different ways and includes a variety of entities, depending on the objectives. The cluster is the cooperation of many individuals working to strengthen the network of formal and informal relationships. A supporting method to the development process of social innovation in organisations is most likely the quadruple helix model (CARAYANNIS et al. 2012).

The literature concerning the analysis of the quadruple helix model indicates that it is not a static model, but a model that distinguishes four quadruple helix types: the triple helix model with users, a model with a centrally located business sector, a model with a centrally located public sector, and a model in which civil society is in the center (*Raport: Using the Quadruple Helix Approach to Accelerate the Transfer of Research and Innovation Results to Regional Growth* 2016).

The adoption of the quadruple helix model stems from perceiving the role and importance of civil society, increasing the activity and awareness of individuals, as well as improving the possibilities which electronic media give. It is therefore obvious that depending on the purpose and nature of innovation the quad helix model must be different, since the entity that initiated the innovation is separate from the development of social and economic needs of the members of the social sector. The four elements of the helix are linked and work together on various principles. Acting in the process of implementation and innovation are: key roles, supporting roles, or user – recipient roles (WISZCZUN 2013, p. 387–388).

When analyzing the issue, it is worth pointing out the way in which the authors are dealing with the national innovation system. They accentuate other elements of it and separate its various components. Lundvall points to three subsystems: production, marketing, and finance (LUNDVALL, BENGT-AKE 2010). Patel and Pavitt distinguish four basic elements of this system: companies, research institutions, educational institutions, and the government (PATEL, PAVITT 2000, p. 217–236). The literature also indicates three types of organizations – educational, research, and enterprises operating in a specific institutional environment (OLECHNICKA, PŁOSZAJ 2010).

Detailed assumptions regarding the construction of a social cluster based on the assumption of creating social innovations of corporate social responsible organizations have been presented in the form of the table shown below¹.

¹ Developed on the basis of prepared results from the implementation of the following projects in the form of own materials and also the subsequent publication of our own article on a similar topic in the publication (WISZCZUN 2013, p. 383–402). Project No. 1 “Partnership in the implementation of projects is an opportunity for development of the SME sector”, Polish Craft Association and Mazovian Chamber of Craft and Entrepreneurship in Warsaw. 2013–2015. Project No. 2 “Cross-sectoral cooperation for CSR in Silesia”, implemented in partnership between the Chamber of Crafts and Small and Medium Enterprises in Katowice and the Association of Responsible Business Forum from Warsaw. 2013–2014.

Table 1

The role of the various sectors of the social cluster based on socially responsible corporate innovation in the labour market

Sector	Quadruple helix model, in which the science sector plays a central role	Quadruple helix model from the point of view of the business sector	Quadruple helix model, in which the public sector plays a central role	Quadruple helix model, in which civil society plays the central role
The same activities for the business and public sector	the perception of social needs as opportunities to develop new services	the perception of social needs as opportunities to develop new services	the perception of social needs as opportunities to develop new services	the perception of social needs as opportunities to develop new services
Business sector	<ul style="list-style-type: none"> – recognition of modern information and communication technologies as instruments of dialogue with stakeholders – the construction of action plans specific to each company, taking into account the needs and projection to create cross-sectoral agreements in the implementation of social innovation 	commercialization of products and services through social innovation, included in the labour market. The use of competitive advantage in the form of a niche market, assuming the use of social innovation	construction development programs, local and regional policies taking into account the social needs of projection to create cross-sectoral agreements to be implemented in the labour market	construction of cross-program agreements for the implementation of social innovations, included in the labour market. Supporting citizens' innovation activities
Public sector	building a local and regional policy of development programmes taking into account the social needs of the projection to create cross-sectoral agreements in the implementation of social innovation in the labour market	building action plans specific to the undertaking concerned, taking into account the needs and the projection of creating cross-sectoral agreements in the implementation of social innovation in the labour market	the inclusion of social and environmental issues to public procurement without entering the additional administrative burden. Building a local and regional policy for development programmes taking into account the social needs of the projection to create cross-sectoral agreements in the implementation of social innovation	creating cross-sectoral agreement programmes in the implementation of social innovations in the labour market. Supporting citizens' innovations activities

Source: own elaboration based on project implementation WISZCZUN (2013, p. 391, 392), with later changes.

Table 2

The role of various sectors of the social cluster based on the social innovation of socially responsible organizations in the labour market

Sector	Quadruple helix model, in which the science sector plays a central role	Quadruple helix model from the point of view of the business sector	Quadruple helix model, in which the public sector plays a central role	Quadruple helix model, in which civil society plays the central role
Science sector, Civil sector	perception of social needs as an opportunity to develop ideas, and demonstrate new products and services in social innovation in the labour market. Creating new products and services for the development of the use of social innovation. Recognition of modern information and communication technologies as the instruments of dialogue with stakeholders	perception of social needs as the opportunity to develop ideas, demonstrate new products and services in social innovation in the labour market. Creating action plans specific to the undertaking concerned, taking into account the needs and the projection of creating cross-sectoral agreements in terms of innovations in the labour market	perception of social needs as the opportunity to develop new products and services in social innovation, included in the labour market. Creating local and regional policy development programmes taking into account the social needs of the projection to create cross-sectoral agreements in terms of social innovation in the labour market	perception of social needs as the opportunity to develop new services. The construction of cross-sectoral agreement programmes in the field of social innovation in the labour market. Supporting citizen innovation activities

Source: own elaboration based on project implementation WISZCZUN (2013, p. 391, 392), with later changes.

The possibility of using an organization implementing corporate social responsibility to support more social innovation has been proven by research cited in this article. In addition, the possibility of using a quadruple helix has also been supported by the appropriate literature. Combining the analyzed elements in practice, in the form of a cluster of social innovations, is not a commonly used solution; moreover, it requires an analysis of the individual stages of its construction.

Building potential in the creation of social innovations in the labour market in the form of a social cluster requires some specific actions (WISZCZUN 2013, p. 397–399, *Guide to Social Innovation 2013, Empowering people...* 2011).

The first step is to have an awareness and understanding of the benefits of social innovation in the labour market. More visible social innovations and innovators trigger public attention contributing to the recognition and implementation of legitimate initiatives, individuals and organisations which promote innovation in the field of social policy.

The second step is to understand the scope, size, and results of social innovations for the development of effective action in the labour market. Public

opinion and the media should help public and private organisations to become aware that by investing in social innovations they will be able to measure the benefits and difficulties they may face in the development of new interactions. It is important to improve the measurement of social impact which social innovation has exerted and the amount of the return on investment and social development.

The third step is to facilitate the creation of a network of institutions at different levels. The size of innovations is proportional in relation to the sharing and dissemination of best practices and new models of implementation of these activities. Social innovations rely on building partnership relations between different entities, disciplines, and activities not only interregional and trans-European, but also international and local, as well as networks linking civil society with public and private organisations.

The fourth step is social clusters. Cooperation and mediation are therefore essential to combine ideas, resources, people and methods, and the intensification of social innovation.

The fifth step is the development of education and skills. As part of capacity building, much attention should be paid to specific support or infrastructure necessary for the different stages of developing social innovations. Obtaining public and private support for scaling is important. Networking requires knowledge in the following areas: Who performs specific activities and how? What support models exist? How to develop social innovations and measure their impact?

The sixth step is the legal status for social innovators. It is important to design a common solution to overcome the barriers in a different legal framework (access to finance, training, public procurement) and even to design a conscious strategy based on research in the sector.

Social Innovation as a Tool for Solving the Problems of Corporate Social Responsibility in the Labour Market

We are facing socially responsible corporate innovation in two cases: from the very beginning or when a social innovation is subjected only to a process of modification. The first situation is one where a significant social innovation contributes to the creation of an innovative product and/or service. The second situation is one where there is a technological innovation that allows its use for the implementation of an important social objective (WYRWA 2014, p. 160–180).

The European Commission has recognized that social innovations can be used in such issues as efficient and effective solving of social problems, support for lifelong learning, raising private and non-governmental funds to supplement state budget funding, assisting countries in making reforms and other political decisions on the basis of knowledge and co-creation of strategic social investments

(*Guide to Social Innovation* 2013). Guided by this catalogue of issues for the purposes of this article, it is necessary to analyze social innovation as a tool for solving social problems in the labour market in the context of these two different issues.

In the context of the first group of issues concerning general or systemic changes in the labour market, which we gain by implementing social innovation, it is worth remembering that social innovations are usually new or hybrid combinations of existing elements, rather than a completely new method of solving social problems. In addition, implementing them requires exceeding organizational and sectoral boundaries. An important advantage of implementing social innovations is that they indirectly contribute to the creation of new social relationships between citizens or individuals and social groups.

In the context of the second group of issues, in which specific concerns of the labour market should be analyzed, they will be helpful in interpreting the situation aimed at creating social innovation and integration with their existing processes, systems, and structures. Changing conditions in the labour market affect the change of the specificity of social problems. Common ways of solving problems in employment policy and the labour market are ineffective and inefficient, hence the attempt to find new solutions.

In the first group of issues, the key challenge in social policy is the effectiveness of expenses. Limiting the rate of growth of expenditure on social policy requires the introduction of new solutions aimed at the development of social services that is a complement, but also an alternative to cash benefits. The need to increase solutions to problems in the labour market based on social innovations also results from the need to look at social policy as a help in building social and economic development, as well as the combination of fragmented efforts into a coherent strategy.

Relevant for analysis are Evers' arguments, who remarks on the implementation of social policy, involving a combination of social and economic development (EVERS 2010). The problem may exist in the relationship between economic objectives from the point of view of economic growth, social objectives and democratic perspectives of social cohesion, quality of life, and citizens' competences. An essential problem is the orientation of social policy entities to meeting the needs of direct recipients of assistance activities and the needs of other groups, such as employers for example.

Implementation of social innovations in every area, including the labour market requires the identification of current challenges and problems that we want to overcome with the help of social innovation.

Analyzing the second group of issues, the implementation of social innovation in every area, including in the labour market, requires defining current challenges and problems that we want to overcome with the help of social innovations.

First of all, it should be realized that not all problems in the labour market can be solved with the help of social innovations, all the more as part of the

proposed method using a quadruple helix in the form of a social cluster among corporate socially responsible organizations.

In addition, the European Commission in the document entitled *Guide to Social Innovation* identified six areas of social life in which social innovations can play a special role, namely: migration and social aging process, environmental protection, information society, poverty and social exclusion, health, and fair competition (*Guide to Social Innovation* 2013).

Considering these two factors, it seems relevant to determine the current processes taking place in the area of the labour market. One such process is a trend that has been visible for at least fifty years in the labour markets of highly developed countries, consisting in a gradual decrease in the percentage of professionally active population; moreover, this also applies to the percentage of people working in the agricultural sector and the drop in the population employed in industry combined with an increase in employment in the sphere of services.

Another important trend in the labour market is the increased importance of the knowledge that we observe among the changes in the labour market, treating it as a key factor of production. Contemporary societies have behind them three successive revolutions whose essence is connected with knowledge. The first one is the industrial revolution, the second one – a revolution in productivity – it was synonymous with the use of knowledge to the organisation of work. The third one – a revolution in management – brought a change in management methods. These revolutions attracted an increase in the number of units, whose role in economic processes is reduced to conceptualizing problems and identifying solutions. The growing importance of knowledge is linked to the growing importance of education and training; therefore, social innovation should also take into account the processes occurring in this area.

Another trend is to adapt to the changes associated with the IT revolution, which is the first historically radical change entailing not just shifting jobs from one place to another, but also changes in the demand for positions. Qualifications, which until recently were enough in the labour market, now appear to be insufficient.

The analysis of the OECD report in the Polish labour market underlines the need to take actions that are aimed at improving the functioning of the labour market, strengthening the competitiveness of the product market, effectively preventing unfavourable demographic trends and improving short- and long-term economic prospects (*OECD Employment Outlook* 2015). Also in the report, there is an indicated need to improve public service implementation in the field of employment, which should lead to ensuring the openness of the labour market to all social groups and improve the process of re-employment. It is important to take additional measures to increase women's participation in the labour market and to maintain older workers in the workplace.

Summing up the second part of the presented issue, this analysis does not constitute a closed catalogue of labour market problems, whose social innovations are a helpful instrument in solving them, but they are only a foundation. Innovative solutions using the cooperation of different sectors can be more effective. Social innovation implemented in cooperation in different environments is conducive to better addressing and individualizing social services.

As rightly pointed out by P. Błędowski and G. Sempruch, processes leading to the socialization of social policy are of vital importance, which undoubtedly social innovations remain, thanks to the inclusion of various environments, including local ones, for the implementation of activities in this area (BŁĘDOWSKI, SEMPUCH 2014, p. 44–47).

Conclusion

The following conclusions arise from the analysis of the presented issues:

1. Social innovations are not only a buffer to the negative economic effects of a globalised market economy, they can help bring about specifics in a region, accentuate its strengths and accelerate the development of technological innovations by preparing the society to cooperate and use them in practice, creating new roles and values for various entities. Thanks to social innovation, a space of new values is opened, through the creation and configuration of the key potential of intellectual capital as well as its development and use to get a competitive advantage in the area. Reflecting on the concept of social innovation in the area of the labour market, one cannot question the different capacities of individual regions to the development measured by tangible and intangible factors, their size, structure, and quality.

The above conclusions refer to the issues raised by the concepts of “smart state”, “smart city”, and “smart growth”, requiring flexible and rapid development, which should be the result of changing management (AGHION, HOWITT 2009, p. 269–314, 2014, p. 913–926). Such a management change requires an adequate capacity conducive to innovation, which creates opportunities for the absorption of new technologies and agile changes in the future. This potential is embedded in intellectual capital, the size of the capital determines the importance of the development of the region.

2. We cannot forget that nowadays the hope for rapid growth of social innovation requires clusters, consortia, and networks, where the creation and development of essential roles are played by bottom-up initiatives. The basis of these activities is human and social capital constituting the main components of intellectual capital. It is necessary to create new sources of creating additional value for society, business, and consumers. We find also a big part of social innovations in the discovery and construction of various types of sources,

both internal and external. In solving regional problems, activities in the area of the labour market, which go beyond the capabilities of a single entity, there are necessary initiatives which integrate representatives of different backgrounds and sectors, taking the form of social innovations. There is a reciprocal influence, that is, the interaction between the physical attributes of individuals and institutions and a social innovation in the process of developing their concepts, ways, and means of its practical implementation.

Today, we witness the transformation of the process of social innovation into an integrated system and a network of cooperating organisations. The synthesis of these transformations are network models of social innovation, especially in this last version of the social networks in which innovations are seen as the result of joint research, the interaction between the company and other market participants and the learning process. The space for the development of social innovation should be social clusters in the form of a quadruple helix consisting of socially responsible corporate organizations.

3. In Poland, there is not a systematic approach to manage the knowledge concerning social innovations. The answer could be a system of diffusion of social innovation. The system's function would be to facilitate access to detailed knowledge via best implementation practices with regards to social innovations. At the same time, the system would be a kind of laboratory for new solutions in social policy that can be tested in practice. The effect of a social innovation diffusion system, an important element of which could be a cluster of social innovation, would be to improve the quality and number of implementations of social innovations that better solve social problems (SEMPRUCH 2012).

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