

The Research of the Heterogeneity of Social Responsibility View of Top Management Team on the Impact of Enterprise Strategic Decision

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Abstract Corporate social responsibility is an important environment for enterprise to survive and develop. The research of the process and mechanism of strategic decision making is not sufficient. And the researchers ignore the mechanism of deep-seated factors such as values, responsibility concept. Heterogeneity of corporate responsibility of executive team refers to the difference of the orientation of corporate social responsibility among team members, and it's the deep structure which affect executives and members' attitudes and behavior, which determines the corporate social cognition and response tendencies. Based on the match of enterprise and social, this article expands the theoretical analysis from three dimensions, such as of self-value, enterprise-value and social-value. There is correlation among the responsibility view, procedural rationality and decision quality. The conclusions of this paper will help executives to improve the quality of strategic decision-making.

Keywords Top Management Team, Social Responsibility, Procedural Rationality, Decision Quality

1. The Problem is Put forward

The research of the process and mechanism of strategic decision making is not sufficient. And the researchers ignore the mechanism of deep-seated factors such as value view and responsibility view. The responsibility view of Top Management Team (TMT) refers to the heterogeneity between team members. It affects the executive members' attitude and behavior of the deep structure, which determines the enterprise to social cognitive and reaction tendency. According to the research of the predecessor, the background characteristics and cognitive foundation of TMT will affect corporate social responsibility view. To a considerable degree, social responsibility view determines decision-making behavior of TMT and enterprise. It also determines social cognitive and reaction tendency of the

enterprise. So there is inevitable connection between the heterogeneity of social responsibility view of TMT and enterprise strategic decision.

2. Heterogeneity of Social Responsibility View Based on the Enterprise - social Matching

2.1. Enterprise Social Matching

Corporate social responsibility, in short, is the enterprise behavior of social responsible. To confirm at enterprise social responsible must adhere to the scientific concept of corporate social responsibility, that is to say, judge whether the enterprise behavior of social responsible, should not only pay attention to ethics level to perform the duty motivation, but also must pay attention to enterprise behavior of social results whether to improve social welfare, to promote social resources optimally configuration, or for the community to create more comprehensive value. Only pay attention to enterprise behavior of the moral motivation and adhere to the social welfare to improve standards of corporate social responsibility view, will inevitably lead to the concept of corporate social responsibility boundary "cognitive jungle", the responsibility of content determination in "different people have different views" puddle [1]. Senior team members of different social responsibility view will bring certain effect to the enterprise, thus influence enterprise on social welfare impact, so based on the enterprise and social matching angles to study the executive team social responsibility heterogeneity is scientific and significant.

2.2. Heterogeneity of Social Responsibility View Based on Stakeholder

Self-worth is what we learn here. In life, meaningful communication between people leads to the ego and the integration of social reality. The "self" become the defining

your thoughts and emotions, when the sum of "self" to look at, and then had the self-worth. However, not everyone to self-awareness is the same way, and will usually have two kinds of cases: inner self awareness and public self-awareness. The inner self awareness is corresponding to the high self said, this kind of person more care about their feelings, often overstate their emotional reaction, insist on his own standard of behavior and beliefs, is not easy to be outside the influence of the environment. Self-value responsibility concept as a senior team's social responsibility view one kind, it lead the life value of the accumulation and formation, leading the way of life and life goal.

Enterprise value orientation is the enterprise the management way, is the enterprises survive to the development of the core reason. Enterprise value orientation and divided into two objects: employee value and shareholder value. Employee value is the guarantee of enterprise value can be realized; Shareholder value is the enterprise shareholders have common interests. So for the employee value and shareholder value analysis to enterprise's lasting development decision may play a decisive role. The development of the enterprise to enterprise value orientation as the core, comprehensive consideration of the employee value and shareholder value. Trying our best to make the enterprise in the two values object on do it better, this is our enterprise bigger and stronger the most effective way.

Social value is the enterprise value to the direction of ascension. A social value is the subjective economic social and political structure and development, as well as the reflection of people ideal personal development goals and social relationship status of hope. Therefore, the changes of social structure and its diversity will largely for the performance of the social values of structural change and diversity, for the performance of the new values appear constantly. As to promote social and economic development of the enterprise for, for how to choose the social value orientation has become a very important role, not only reflect the enterprise will, also indirectly reflects the executive team social responsibility view heterogeneity. So said senior team how to carry on the social value orientation will to enterprise's decision-making process and decision quality play a considerable role [2].

3. Enterprise Strategic Decision of TMT

3.1. The Procedural Rationality of Strategic Decision of Enterprise

Information is the raw material and spirit of strategic decision process. No information, strategic decision will be water without a source. To get effective information is strategic decision the guarantee of success. Owing to information flood and effective the contradiction of insufficient information, such as information is not comprehensive, not real, not timely and information channel,

information screening not follow certain principles, which will cause significant decision-making mistakes, and decision makers must analyze for large information, it is concluded that a reasonable effective information for decision-making to provide important basis. So information is the foundation of decision-making, control of the implementation of the decision basis, and inspection of the scale of the decision is correct or not.

Group decision making senior management team and the value of the conflict has been more and more recognized, researchers put forward different methods to improving the effect of the conflict. Because of the conflict is "the double-edged sword", conflicts may give enterprise to bring the huge damage, may also give enterprise to bring the constructive solutions. How to effectively on conflict management, has become the enterprise top managers improve organizational performance and realize the organization objective important task. Ai mawson research results show that because of the cognitive conflict helps to brainstorm and coordinated, so and executive team decision-making quality, understanding and acceptance into positive correlation. And emotional conflict is weakening the decision quality; hinder the identity of decision making, resulting in low efficiency team [3]. Therefore, in order to strengthen the effectiveness of the executive team, should build a kind of encourage cognitive conflict, inhibit emotional conflict team atmosphere. So team conflict may be a stumbling block to the development of the enterprise, it is also possible that enterprise development of the catalyst.

With the deepening of the decision-making process, the conflict is significant; we need to constantly in the team communication. For the team and the enterprise speaking, communication is a forever, but it is a pity that quite a number of team the biggest hidden danger or communication, so communication for senior team to make final decisions is important link, but team communication cohesion is a necessary condition for the existence of maintenance team. If a team communication lose cohesion, will want to in a state of disunity, difficult to continue, and present a low efficiency state; But team communication cohesive force strong team communication, its members working enthusiasm high, work conscientiously, and constant innovation behavior, therefore, team cohesion is also realize communication team communication goals of the important conditions, but also the team to solve the conflict of the team, the most effective way to make team finally choose the best strategic decision.

3.2. The Decision Quality of Enterprise Strategic

Enterprise faces a dynamic, variability and complexity environment. And adapt to the current this rapid changing environment, and make the right and fast strategic decision in the development of enterprises play a more and more important role. Through nearly twenty years of related research review found that decision speed of empirical studies mainly focus on the speed of the decision-making factors and decision velocity on the performance of the

company effect two aspects. In general, the influence factors of decision speed in the following four aspects: environmental factors; Organization structure factors; Decision makers characteristic; Decision integration and integration of behavior. The speed of strategic decision and the company's growth, profit and performance between positive correlation and quick decisions can through the environment to improve competitive performance [4]. In other words, decision speed to the enterprise survival has unprecedented important strategic significance.

Team decision consistency problem research is a team can finally reached consensus decision-making key. And how to make executive team decision consistency, according to some scholars' research concluded that: (1) Through the individual decision results and group decision results aggregation restriction, in trying to keep the original decision makers preference at the same time, made the final decision results can let each stakeholder common recognition, reflected the decision making process of various stakeholders constantly coordination and the process of compromise. (2) Will be a single plan group decision method for expansion plan, through the group decision results set for all kinds of feasible scheme of expert's popularity sorting, form a kind of new schemes, multiple target group decision method. (3) Multiple attribute decision making problems do not exist optimal solution and exists only non-inferior solution, through the team communication make subjective decision and objective adjustment, improve the reliability of the combination of decision-making, making it more scientific and reasonable results, it is the decision results and decision goal agreement [5].

In real life, people often want to make all kinds of decision making, and regret is behavioral decision appeared in most of the emotional experience. According to a study abroad, regret is People's Daily conversation mentioned most of the negative emotions. Regret emotions can appear in psychological expected and eventually to affect behavioral decision. Therefore, behavior decision-making mechanism of action of emotion is more complicated; therefore, decision-making and regret emotional relationship and interaction mechanism have also been more and more attention.

4. The Mechanism of Action of the Heterogeneity of Social Responsibility View on the Procedural Rationality and Decision Quality

4.1. The Mechanism of Action of the Heterogeneity of Social Responsibility View on the Procedural Rationality

In this paper the procedure definition is rational decision-making process for decision maker's information collection and processing behavior, the team to solve the

conflict and team communication. Specific have five dimensions: the decision makers to make decisions about the search for information widely degree; Decision makers in making decision information prior to the analysis of the deep degree; Quantitative analysis technology in the process of decision-making system of the important degree; The decision-making process the influence of the final decision to reflect intuitive or analytical degree; The decision makers to focus on key information and ignore irrelevant information of effective degree.

Self-worth is main body responsibility view in a certain social and historical conditions in the practice of value pursuit. On the one hand by the social relations and social activities of the restricted way, on the other hand, the work by the positioning. And personal education level, work experience and enterprising spirit, communication level as influence social responsibility to the concept of the main factors, directly reflects the individual learning ability, organization ability and the innovation ability, etc. Decision makers for information collection and processing power directly reflects the team members of the procedural rationality level, this means that the decision makers in the cognitive, acquisition and dissemination of information, think problems are more training, meet these problems can achieve higher level of efforts, ability is stronger, so the collection and treatment decision information can also reflect the higher level.

Enterprise value orientation is the enterprise the management way and the enterprise survive to the development of the core reason. Enterprise value orientation and divided into two objects: employee value and shareholder value. From the employee value perspective, each leader leadership of different types, treatment of employees' attitude can differ greatly, and these will affect executive team in information and the judgment of the executive team program rational level. From the shareholder value perspective, decision makers hope shareholder benefit maximization, let the company management will be less attention on paper profits, and focusing on profit, i.e., cost of capital discount the expected future cash flow.

The change of the social value orientation profound impact on the enterprise management system, different enterprise management model system is always with specific social value orientation to adapt. So the social value orientation changes to realize the whole enterprise system function has a strong practical significance [6]. The social value orientations include economic value orientation, political value orientation, cultural value orientation, etc. As a senior team enterprise is concerned, the level of procedural rationality from the level of people, and people is the political, economic, cultural and social development of the subject. Leave people practice, there is no social and social content. Left the human development, we can't talk about the development of the society. Collect information in the decision-making process, make plan, decision analysis, and more efforts and investment, will cause the program to improve the rational level.

4.2. The Mechanism of Action of the Heterogeneity of Social Responsibility View on the Decision Quality

According to the research of the predecessor of the executive team members of the ability level of enterprise strategic decision making have great influence on the quality. For instance from senior education level speaking, education level in a certain extent represents a person's knowledge and ability foundation, and affect the person's cognitive. Scholars think that is a higher level education of managers in cognitive ability, learning ability, understanding ability and taking complicated management tendency, is not be higher than the higher level education of managers, so the team education level, the greater the heterogeneity of the same problem understanding deviation, the bigger the not easy to form the common view, conflicts increase cohesion is reduced, which will directly influence the quality of decision-making. Different education level, professional experience or other personal factors will make senior team members produce different values and value orientation, which means that the choice of self-value orientation of decision quality has certain effect.

A large number of domestic and international research and practice show that the key of enterprise survival and development, not only depends on the entrepreneurial management experience and ability, more important is to depend on enterprise culture, and the core of enterprise culture is the enterprise values [21]. As the mainstay of the enterprise, employees, but also promote the enterprise development power, because the product of the enterprise is accomplished by employees. And the employee for your products, the main purpose is to obtain the labor pay deserved interests. Now most of the enterprise leaders have ignored the idea of employees, and the employee and enterprise customers, as the enterprise and the outside contact second media, decision of the attitude of the staff team is very important. And the employee value just enterprise value orientation, so the enterprise value orientation is the enterprise survival and the development of catalyst and the catalyst is positive influence on decision-making quality or negative influence on the quality of decision-making needs further consideration.

Enterprise's top managers must face pragmatism value orientation and the Chinese traditional values in the period of social transformation of our country the positive and negative impacts in the period of social transformation, face new values of the scientific, modernization and reality. In the strategic decision, in order to adapt to our country the development of the socialist market economy, and this requires executive team's social value orientation balance, so to meet the practical needs of the people, to improve people's comprehensive quality, realize people's welfare, and to promote the all-round development of human society, to form the correct values, to make the enterprise to carry out the correct strategic decision direction, improve the quality of decision-making.

4.3. The Mechanism of Action of Procedural Rationality on Decision Quality

Procedural rationality to the influence on the quality of decisions affect strategic decision-making process, making strategic decision makers try to accurately predict the change of external factors, so as to make these changes and match the choice of more likely to be successful. Dean and Sharfman research also shows that the strategic decision process program for rational decision quality to have a positive impact on [7]. Procedural rationality as the strategic decision process decision makers to decision-making information acquisition, analysis and finally make a choice these key decision behavior measure of decision-making process variables, obviously will be affected by behavior subject that decision makers on the influence of the characteristics.

5. Conclusions

Corporate social responsibility as now the enterprise survival of the necessary condition is taken for granted, but as the enterprise decision-making group - executive team, their social responsibility view will be directly affect the enterprise strategic decision. In the empirical analysis, we obtained the linear relationship between, the influence of the executive team social responsibility to the concept of the enterprise value and social value orientation for strategic decision making process of procedural rationality level and have positive influence on the quality of decision-making. Based on the enterprise and social matching point of view, based on the stakeholder perspective of the executive team social responsibility to the concept of the research, which will be to the enterprise in the strategic decision process has certain supplementary role.

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