

Business Strategy And Social Responsibility Behaviors — An Empirical Analysis of Labor Issue in Taiwan

(企業策略和企業社會責任之關係
—台灣地區勞工運動實證之研究)

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摘要：

社會責任行爲，例如勞工議題與消費者主義，代表著企業對社會大眾期望善盡企業職責的反應；同時社會責任行爲與企業策略亦均爲企業對環境的反應態度。儘管對於企業社會責任行爲的正當性仍有爭議，但普遍地可以觀察到不同企業對於社會責任議題的反應行爲有相當大差異。本研究即在了解企業策略與企業社會責任行爲之間的關連性，利用在政大企管所企業家班、科技班進修之中高級企業主管作爲抽樣對象。研究的結果顯示應是在策略上較積極之企業，其社會責任亦愈積極，亦即，對於市場開拓、新產品推出較積極之企業，其在處理勞資糾紛等勞工議題時，應能在事前防範，並以互動、溝通的態度來解決問題。反之，經營策略較不積極的企業，其在面對勞工議題時，則傾向於以抗拒等較消極的方法來處理。研究的發現基本上支持企業策略與社會責任行爲態度是一致的。

Abstract:

Business strategy and social responsibility behavior are two kinds of reactions toward the environment. Although both have been fully studied and classified into different types, the relationship between them has not been explored. This study has found that distinct types of business strategies and social responsibility behaviors exist in Taiwan local business firms. The more aggressive the business strategy is, the more active its social responsibility behavior will be. The relationship between both is consistent with theoretical expectation.

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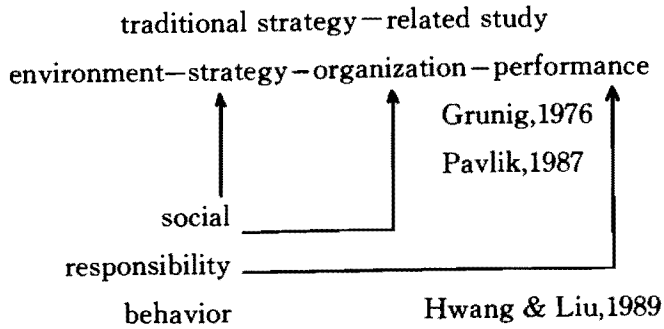
Social responsibility has been an eminent issue facing corporations nowadays. The environment in which business firms dwell has greatly changed. Consumerism, ecologicalism, and labor issues are some of the evident pressures in Taiwan demanding that business firms to be more socially responsible. However, there is still a debate as whether or not business firms should share social responsibility. While the debate continues, pressure upon business firms to be socially responsible is increasing.

Social responsibility is the duty that a business firm performs for its stakeholders : customers, suppliers, and community. Such duty generally is not regulated by law. Due to its voluntary nature, social responsibility is the result of interaction between business firms and the public. The evolution of public expectation for social responsibility can be described in a stage - like life cycle ; public expectation in change, political controversy, development of legislation, and litigation (Ryan, Swanson, and Buchholz, 1987 : p41) . Post (1978 : p26) , in observing firms' responses to public pressure for social responsibility, concludes that the pattern of respondent behaviors of business firms can also be divided into three distinct stages : awareness, consensus action, and choice / reaction stages. Currently in Taiwan, as can be clearly observed, public demand for social responsibility of business has reached the legislation development stage (J.Y. Hwang, 1989 : p8) . Meanwhile, in response to this pressure, business firms are approaching the institutionalized stage of reactive behavior, i.e., choice / reaction. Thus the respondent behavior pattern is therefore clear and distinct.

Since the business firm is an environment serving organization (Ansoff, 1965) , both its business strategy and social responsibility behavior can be regarded as reactions to the external environment. Consequently there may be an inherent relationship in nature between these two reactive behaviors. Business strategy is basically a respondent attitude toward the environment, especially toward its market. Furthermore different firms are distinct in their positiveness of attitude toward market. Meanwhile we can see, in many social issues, that business firms in dealing with such social responsibility issues also reveal differences in their attitudes. It is then implicative to study the nature of the relationship between these two corporate respondent behaviors toward the external environment. Indeed, the comparisons of their decision processes and decision orientations could be equally enlightening research topics.

The following concept framework relates current focuses in research and illustrates the emphasis of interest of this study.

Concept framework



* : emphasis of this study

The concept framework clearly demonstrates the interested gap of research to be filled by this study. Both Pavlik (1987) and Hwang & Liu (1989) in their summaries of previous studies have found that there is no consistent conclusion regarding the relationship between social responsibility strategy and organization structure or that between social responsibility behavior and a firm's financial performance. It is therefore meaningful to clarify the relationship between business strategy and social responsibility behavior before we can explain such inconsistent conclusions or justify the usage of "organization structure" and "financial performance" as dependent variates of social responsibility behavior.

Literature review

According to the concept framework, environment, business strategy, organization structure, and performance are some of the most familiar research subjects in management. This paper contends that corporate strategy may be related to its social responsibility behavior, therefore patterns, or the typology of business strategy, should be distinguished. Miles & Snow (1978), Porter (1980), and Stopford & Wells (1972) are some of the prominent researchers who have provided paradigmatic typologies of business strategy. These typologies are basically similar in concept and intellection. This paper employs Miles and Snow's model which classifies firms by business strategy into four categories : prospector, analyzer, defender, and reactor. Prospectors are those firms that frequently introduce new products or develop new markets. Their attitude toward the market or environment is relatively aggressive, while defenders attempt to maintain present product or market development, which positions them in a focused target segment with specialized products. Analyzers are an intermediate type since strategies in this group are quite different and the average strategy score is intermediated. Reactors are firms that lack a consistent strategy for dealing with their environ-

mental forces (Namiki, 1989), and are easily influenced by the exterior environment.

The environment in which business firms reside is complex. Its members include primary and secondary groups (Frederic, Davis & Post, 1988 : 78-81), Primary groups are direct operation-related identities : stockholders, employees, debtors, suppliers, distributors, consumers, and competitors. Secondary groups include the community : government, interest groups, communication media, and all the associations that firms interact with. The life-cycle stages of public demand for the social responsibility of business are : public demand for change, political debate, development, development of legislation, and litigation (Ryan, Swanson, & Buchholz, 1987 : 41). In the legislation stage, demand for social responsibility becomes institutionalized in legal form. Thereafter follows the litigation stage during which the public begin to exert their expectation for social responsibility on business in judicial practice. It is what Taiwan's business confronted with nowadays. post (1978 : 274-288), after observing the respondent behaviors of US business firm contends that there are three respondent patterns : adaptive behavior that passively reacts ; proactive behavior that aggressively engages in social issues to direct and control the pressure ; and interactive behavior that interacts with the public in order to lessen the pressure. A similar typology of social responsibility behavior is proposed by Buchholz (1987 : 502-503), which is a modification of Post's model with four behavior patterns : reactive, accommodative, proactive, and interactive patterns. C.M. Hwang (1989) in her master thesis has reviewed rather comprehensively these typologies and developed a measuring questionnaire specific to ecological issue. C.M. Hwang's (1989) study also indicates that patterned social responsibility behaviors do exist in Taiwan. This study adopts Buchholz's typology of social responsibility behaviors which is grouped through C.M. Hwang's measuring questionnaire.

Hypothesis

The first two hypotheses are designed to test the existence of the descriptive typologies of business strategy and social responsibility behavior respectively.

Hypothesis 1. Business strategies can be grouped into distinct patterns which are similar to Miles & Snow's typology.

Hypothesis 2. Firms' reactive behaviors to social responsibility pressure can be grouped into distinct patterns which are similar to Buchholz's typology.

The following hypotheses define the main interest of this study.

Hypothesis 3. There exists some relationship between business typology and its social responsibility behavior pattern.

-Hypothesis 3a. The more active a firm's business strategy is, the more active its social responsibility behavior will be.

-Hypothesis 3b. The analyzer type does not have a consistent pattern of social responsibility behavior.

-Hypothesis 4. The relationship between a firm's business strategy and its social responsibility behavior is consistent with their decisional process and decisional orientation.

Methodology

Corporate strategy is measured in 12 dimensions identified by Miles & Snow (1978, see results table 2). In order to identify reactors, respondents are asked to assess the consistency of their corporate strategy. The measuring instrument of strategy typology applies a 7-point Likert scale from 1 to 7.

Social responsibility behavior is measured through a 19-dimension questionnaire (C.M. Hwang, 1989, see results table 3) to identify the four types of behavior patterns : reactive, accommodative, proactive, and interactive behaviors. Each is again figured into 7-point Likert scale specific to labor issues since labor issues are currently Taiwan's most pressing issues.

Data is collected through convenient sampling from the on-the-job trainees at the Center for Public and Business Administration Center, National Cheng-Chi University in Taipei. Members in these training programs are generally middle to high level managers of major enterprises in Taiwan. Hence the results will reveal the prototypical social responsibility behaviors of major large firms in Taiwan. A total of 68 usable replies were received. A basic profile of the samples is depicted in Table 1.

Table 1. Profile of samples frequency (row %)

industry	manufacturing		service
	44		24
	(64.7%)		(35.3%)
no. of	1-100	101-400	>400
employees	11(18.6%)	28(41.2%)	29(42.6%)
position	low level	middle level	high level
level of	manager	manager	manager
respondents	20(29.4%)	37(54.4%)	11(16.2%)

Results

I. Business Strategy

A Ward-minimum-variance clustering method (Lin, 1989) is employed to group the twelve strategy dimensions into distinct clusters. Four clusters are selected because both pseudo-F and cubic-clustering-criterion (CCC) values indicate peaks in number four, although the pseudo-t square suggest three clusters. Miles and Snow contend that the highest total summed score is representative of prospector strategy ; the second analyzer ; the third and the lowest total scores are defender and reactor respectively.

Of the four clusters (see Table 2), cluster 2 has the highest total score. Business firms in this cluster are always leaders in introducing new products and have strong emphasis on new product development. They have unstable product mix and customer base, and they emphasize innovation, growth, and consistent strategy, which closely match the description by Miles and Snow.

Table 2. Cluster Analysis Results of Strategy Typology

Cluster 1 has the third highest total score. Firms in this cluster have stable product mix, short term profit orientation, low-cost emphasis, stable customer base, and steady growth. Although they also have a high score in new product emphasis, and environmental monitoring, cluster 1 largely resembles defender strategy.

Cluster 3 is obviously a reactor strategy for two reasons. Firms in cluster 3 have the lowest scores in total score and strategic consistency, which are the most important characteristics of reactor strategy.

Strategic dimension	CL1 (N=35)	CL2 (N=10)	CL3 (N=13)	CL4 (N=10)	F value	P value
New product leader	5.57	6.70	2.54	4.20		
1=never leader	(1.29)	(.48)	(.97)	(1.23)	32.03	.0001
7=always leader						
Product mix	2.94	6.10	2.61	3.80		
1=very stable	(1.51)	(1.20)	(1.71)	(1.99)	11.82	.0001
7=very unstable						
New product development	6.40	6.70	4.15	5.80		
1=no emphasis	(.81)	(.48)	(1.57)	(1.69)	14.66	.0001
7=strong emphasis						
strategic objective	4.91	6.10	4.00	5.90		
1=short-term profit	(1.80)	(.88)	(1.96)	(.99)	4.11	.0099
7=market share						
Product range	4.63	5.90	4.62	4.40		
1=very narrow	(1.59)	(1.19)	(1.45)	(2.12)	1.96	.1284
7=very broad						
Emphasis on strategy	6.11	6.40	4.62	6.10		
1=no emphasis	(.83)	(.97)	(1.04)	(.74)	11.06	.0001
7=strong emphasis						
Competitive edge	4.94	5.70	3.62	5.40		
1=always low cost	(1.33)	(.95)	(1.50)	(1.51)	5.61	.0018
7=always more innovation						
Environmental monitoring	6.22	6.20	4.31	5.80		
1=very narrow	(.77)	(.79)	(1.18)	(1.32)	13.57	.0001
7=very wide						
Management attitude	6.03	6.70	3.54	5.90		
toward growth	(1.15)	(.48)	(1.33)	(.99)	20.62	.0001
1=very cautious						
7=very aggressive						
Marketing approach	5.26	6.30	4.31	6.20		
1=maintain customer base	(1.36)	(.48)	(1.63)	(.79)	6.34	.0008
7=create change in customer base						

Customer base	3.20	4.90	2.77	6.00		
1=very stable	(1.18)	(.99)	(1.09)	(.94)	23.52	.0001
7=very unstable						
Growth pattern	3.29	3.60	3.92	6.50		
1=always steady	(1.49)	(1.58)	(1.55)	(0.53)	13.51	.0001
7=sporadic						
Total summed score	59.50	71.30	45.01	66.00		
Consistency in strategy	5.31	5.80	4.31	3.60		
1=very inconsistent	(1.18)	(1.03)	(1.55)	(1.96)	6.29	.0008
7=very consistent						

note : figures in table are means of score and figures in () are standard deviations

Cluster 4 has median scores in new product leader, product mix, new product development, strategic objective, emphasis on strategy, competitive edge, environmental monitoring, management attitude, and marketing approach. It shows lowest scores in product range and highest scores in customer base and growth pattern. Thus, cluster 4 is still quite representative of the analyzer strategy.

In summary, the result has reveal well match with Miles and Snow's strategy typology, which is supportive to hypothesis 1.

II. Social Responsibility Behavior

Social responsibility behavior is grouped into distinct patterns in a more complex process devised by C.M. Hwang (1989). The 19 dimensions in the questionnaire are reduced to six factors through a varimax-principal-component factor analysis. Because an eigenvalue = 1 criterion is set, only six factors are retained. The content of each factor is listed in Table 3.

Factor 1 contains four dimensions, three of them are related with bilateral communication, and is therefore named "communication" factor.

Factor 2 is obviously an authority-oriented nature, All of its four dimensions require some authority agent to arbitrate its labor issues. This factor is named "authority" factor.

Factor 3 appears to be an negotiating behavior since two of its three dimensions indicate that

the firm is willing to sit down and discuss issues with labor leaders. Therefore Factor 3 is named "negotiation" factor.

Factor 4 contains 2 dimensions that use information as persuading tools, and is hence named "propaganda" factor.

Factor 5 have 3 dimensions with all try to assert the company itself as the dominant identity over the employees. So it can be named "controlling" factor.

Factor 6 has two strongly impressive dimensions that resist any challenging force from both inside and outside the company. This factor can be named "resistance".

Table 3. Factor analysis of social responsibility behavior

factor (name)	factor content	factor loading	cumulative variance explained
I (communication)	1. does nothing until forced	-.70	
	7. holds opinion census to fully reveal ovreall expectation ; tries to eliminate the potential protest	.90	
	8. holds public hearing to understand employee's expectations, tries to reduce conflict	.86	
	17. holds meeting to directly communicate with employee	.72	24.9%
II (authority)	4. requests independent medium to arbitrate	.76	
	5. requests government agent to arbitrate	.73	
	9. requests lawyers to handle issues	.58	.58
	19. requests legal or police agent to arbitrate	.68	40.3%
III (negotiation)	13. urges labor representative to settle issues	.70	
	15. invites independent institute or specialist to arbitrate	.70	
	16. invites union leader to settle issues	.83	49.0%
IV (propaganda)	6. uses advertisement in public media to proport that company has improved working quality for employees and will pay more attention to	.51	

it

11. publishes bulletin persuading the public that the company has contributed greatly toward the society and economy, meanwhile intentionally ignoring its employee's protests .80

18. invites outside specialist or consultant to evaluate the protest .79 57.0%

V
(controlling)

10. persuades employees that the company will never harm them .48

12. often donates to and participates in the employee's activities and is congenial to them .70

14. emphasizes importance of the company to all employees and the potential for losing employment if the company closes .62 64.0%

VI
(resistance)

2. denies employees allegations of illegal actions .92

3. announces to the public that there might be some illintended employees trying to destroy the relationship between company and employees .56 69.4%

note : factor score has been standardized

With the six social responsibility behavior factors, a subsequent clustering analysis is used to group social responsibility behavior into distinct types, and 4 clusters are obtained for similar criterion in pseudo-F, ccc, and pseudo-t values. Factor scores of each cluster are depicted in Table 4. Table 4 shows that :

-Cluster 1 is significantly larger in factor 2 (authority). factor 3 (negotiation), and negatively large in factor 4 (propaganda). This factor has an adaptive social responsibility behavior since firms in this cluster stick to the authority while at the same time negotiating union leaders or labor representatives using propaganda to persuade labor. Both "hard" and "soft" behaviors are used, therefore cluster 1 can be named "adaptation" behavior.

-Cluster 2 is significantly larger in both factor 1 (communication) and factor 4 (propaganda).

These two factors combined are soft, yet aggressive behaviors. Hence cluster 2 resembles proactive social responsibility behavior.

- Cluster 3 has a negative score in factor 1 (communication) and two high positive scores in factor 2 (authority) and factor 6 (resistance). It suggests that firms in this cluster do not prefer communication, but appeal to authority and resist any pressure when they encounter labor issues. Obviously this is a reactive behavior pattern.
- Cluster 4 has substantial score in factor 5 (controlling) and is negatively high in factor 2 (authority) which means that firms in cluster 4 mainly use appeasement to persuade employees that the company is important to them. It avoids appealing to authority agents. Cluster 4 does not show strong emphasis on communication and negotiation, therefore does not match well with the “interactive” behavior pattern. We call this cluster “Charisma”, for its behavior reveals high self-confidence in using more persuasion and less authority.

In summary, clusters 1,2,3 match with adaptive, proactive, and reactive behavior patterns respectively quite well, but no cluster is characterized with a behavior patterns similar to the interactive type. Instead, adaptive behavior resembles interactive type since its nature emphasizes bilateral communication and interaction. In the end, the results still support Buchholz’s typology of social responsibility behaviors.

Table 4. Cluster analysis of social responsibility behavior

social responsibility behavioral factor	CL1 (n=9)	CL2 (n=20)	CL3 (n=18)	CL4 (n=21)	F value	P value
factor 1 (communication)	-.166 (1.180)	.694 (.378)	-.923 (.939)	.202 (.77)	13.60	.000
factor 2 (authority)	.834 (.585)	.133 (.801)	.555 (.807)	-.960 (.689)	18.95	.000
factor 3 (negotiation)	.752 (.776)	.311 (.635)	-.429 (.878)	-.251 (1.219)	4.5	.006
factor 4 (propaganda)	-.955 (.935)	.672 (.850)	.184 (.752)	-.390 (.886)	9.75	.000
factor 5	.244	-.206	-.473	.497	4.02	.011

(controlling)	(.951)	(.805	(1.260)	(.702)		
factor 6	-1.128	.077	.598	-.103	7.98	.000
(resistance)	(.360)	(.845)	(.724)	(1.123)		

III. Business Strategy Versus Social Responsibility Behavior

Table 5 shows the cross frequency of strategy typology by social responsibility behavior. The Chi-square value is 20.715 and P value is .014. Due to limited sample size, the Chi-square test should be recognized as a reference only. As we can see, with defender strategy, more firms are proactive in social responsibility behavior which emphasizes communication and propaganda. Meanwhile there are 10 and 8 firms of defender strategy that are charismatic and reactive patterns respectively. The overall results for defender give the impression that defender does not have specifically focus on its social responsibility behavior. Such a wide-spread behavior was originally expected to appear only with analyzers who do not have a specific strategy. Yet the results show that both defender and analyzer have similar wide spread characteristics in their social responsibility behaviors.

The aggressive strategy of prospector firms emphasizes new product development and new customer base penetration. When facing labor issues, the prospector firms are apt to employ charismatic behavior which emphasizes strong control and less institutionalization and laws. None of prospector firms has reactive social responsibility behavior. Thus the result for prospector is rather reasonable since labor relations and litigation are time-consuming. Further, since the judicial process in Taiwan is still at its embryonic stage, litigation would significantly delay a firm's growth.

The reactor strategy also matches quite well with our expectations that most of them (60%) employ reactive social responsibility behaviors when facing labor issues. Reactor behaviors emphasize government and legal agents while resisting the pressure. Besides, none of reactors is willing to be charismatic in persuading employees.

Table 5. Cross analysis of business strategy by social responsibility behavior

social responsibility behavior

business strategy	adaptive	proactive	reactive	charisma	total
defender	4 (11.4%)	13 (37.1%)	8 (22.9%)	10 (28.6%)	35 (100%)
prospector	2 (15.4%)	2 (15.4%)	0 (0.0%)	9 (69.2%)	13 (100%)
reactor	2 (20.0%)	2 (20.0%)	6 (60.0%)	0 (0.0%)	10 (100%)
analyzer	1 (10.0%)	3 (30.0%)	4 (40.0%)	2 (20.0%)	10 (100%)

Chi-sqr value=20.715, p=.014, sample size=68

Meanwhile, a canonical analysis is used to correlate the 12 strategic dimensions and the 6 social responsibility behavioral factors. The results reveal that 2 sets of canonical correlations have P values smaller than .01, which suggests that there are some correlations between strategic dimensions and social responsibility behavior factors. Table 6 depicts the canonical coefficients.

In the first set of canonical coefficients, product mix change and environmental monitoring are That is, a firm's emphasis on communication will positively affect its frequency of product mix and the amount of attention it gives to environmental issues, while at the same time preventing the firm from resisting labor-issue confrontations.

Table 6. Canonical correlation between business strategy and social responsibility behavioral factors

strategic dimension	canonical	coefficient
	V1	V2
1. new product leader	.1972	-.1633
2. product mix	.3306	-.0779
3. new product development	.2155	-.0898
4. strategic objective	.1434	-.1638
5. product range	.2074	.0914
6. emphasis on strategy	-.0801	-.1775
7. competitive edge	.1274	-.6707

8. environmental monitoring.	.5397	.2556
9. management attitude toward growth	-.1778	.1654
10. marketing approach	.0051	-.1651
11. customer base	-.2768	-.1399
12. growth pattern	.2724	.1365
<hr/>		
social responsibility		
behavior factor	W1	W2
factor 1	.7509	.1752
factor 2	.2097	-.2004
factor 3	-.1302	.3417
factor 4	.0317	-.1211
factor 5	.4959	.4674
factor 6	-.3578	.7611

The second set of coefficients relates that firms with less emphasis on strategy will be more likely to resist, controlling the employee's pressure. This may imply that lack of business strategy may be an indicator of a firm's insufficiency of social responsibility acknowledge, therefore resistance become instinct rule of their social responsibility behavior.

The rest of this section is devoted to comparing the decisional component of strategy and social responsibility behavior. Table 7 summarizes the results.

Table 7. Comparisons of decisional components in strategy and social responsibility behavior

decisional components	frequency (%)						
degree of similarity	1	2	3	4	5	6	7
of decision makers	dissimilar						very similar
	2	4	2	4	8	32	16
	(2.9%)	(5.9%)	(2.9%)	(5.9%)	(11.8%)	(47.1%)	(23.5%)
degree of emphasis	1	2	3	4	5	6	7
on labor issue	much emphasis						no emphasis
	2	4	2	1	14	27	18
	(2.9%)	(5.9%)	(2.9%)	(1.5%)	(20.6%)	(39.7%)	(26.5%)
degree of	1	2	3	4	5	6	7
difference in	great difference						no difference
emphasis	0	8	2	9	20	18	11

	(0.0%)	(11.8%)	(2.9%)	(13.2%)	(29.4%)	(26.5%)	(16.2%)
degree of formalization of labor issue management	1	2	3	4	5	6	7
	less formalized			much formalized			
	5	7	7	11	10	21	7
	(7.4%)	(10.3%)	(10.3%)	(16.2%)	(14.7%)	(30.9%)	(10.3%)
degree of difference in formalization	1	2	3	4	5	6	7
	great difference			no difference			
	3	12	6	11	7	20	9
	(4.4%)	(17.6%)	(8.8%)	(16.2%)	(10.3%)	(29.4%)	(13.2%)
decisional orientation	1	2	3	4	5	6	7
	to solve employee's problem			to minimize company losses			
	7	9	12	18	8	9	5
	(10.3%)	(13.2%)	(17.6%)	(26.5%)	(11.8%)	(13.2%)	(7.4%)
organizational level involved	1	2	3	4	5	6	7
	low level			high level			
	0	0	2	8	12	31	15
	(0.0%)	(0.0%)	(2.9%)	(11.8%)	(17.6%)	(45.6%)	(22.1%)
actual frequency of labor issues conflict	1	2	3	4	5	6	7
	seldom			often			
	21	19	3	10	8	5	2
	(30.9%)	(27.9%)	(4.4%)	(14.7%)	(11.8%)	(7.4%)	(2.9%)

Basically most firm's decision makers in business strategy and labor issues are similar. And labor issues receive significant emphasis in most of the firms. Also the difference of emphasis between business strategy and social responsibility behavior is less than expected. Yet formalization of labor issue management differs from firm to firm, and the difference of formalization between business strategy and labor issue management is also wide-spread. Summarized, the above descriptions suggest that firms in Taiwan recognize labor issues to be almost important as business strategy and that high-level decision makers are handling both business strategy and labor issues, though the management process of labor issue may still not be as formalized as that of business strategy.

The decisional orientations of labor issue distribute quite symmetrically around the neutral point. It shows that firms differ quite significantly in decisional orientation. Some firms report to resolve employee's problem, some just want to minimize company losses.

Finally in Table 7 we can see that a noticeable percentage of firms (22.1%) often encounter labor issue, which reflects that labor issues are currently an important social responsibility topic in Taiwan.

Conclusion

This study has explored the possible relationships between firm's business strategy and social responsibility behavior with regard to labor issues. Largely, business strategy has been satisfactorily grouped into categories similar to Miles and Snow's typology. About one half of the samples are of defender strategy since the data are gathered from mainly medium-large firms in Taiwan. This implies that large firms are not as aggressive as medium-small firms. Social responsibility behaviors are also grouped into 4 distinct types of which adaptive, proactive, and reactive behaviors closely match their counterpart behaviors in business strategy. While accommodative behavior does not match with any group in this study.

Generally the more aggressive a firm's business strategy is, the more persuasive and communicative its social responsibility behavior will be. Reactor and analyzer do not have consistent strategies and their social responsibility behaviors are more reactive in nature.

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