

Corporate Social Responsibility in Corporate Culture as a Sustainability Strategy

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Abstract

A systematic review was carried out on the production and publication of research papers related to the study of Corporate Social Responsibility as a Sustainability Strategy in Business Culture, during the period between 2018 and 2022 under the PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) approach. The purpose of the analysis proposed in this document was to know the main characteristics of the publications registered in the Scopus and WoS databases and their scope in the study of the proposed variables, achieving the identification of 55 publications in total. Thanks to this first identification, it was possible to refine the results through the keywords entered in the search button of both platforms, which were CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY STRATEGY, reaching a total of 14 documents, excluding duplicates and those that did not meet the analysis criteria. The identified scientific publications were analyzed in the hope of knowing the main characteristics within the execution of research projects related to the study of the advantages, causes and disadvantages presented in the implementation of Corporate Social Responsibility as a Sustainability Strategy in the corporate culture, evidencing as the main drawback, the lack of raw materials that can replace those used for the production of products, as well as the absence of incentives from government entities in charge of the economic sector. Likewise, it is necessary that there is a synchrony within the members of the organization in order to obtain the benefits that Corporate Social Responsibility brings to the companies that resort to it to achieve success.

Keywords: *Corporate Social Responsibility, Corporate Culture, Sustainability Strategy.*

1. Introduction

The term Corporate Social Responsibility is often related to a company's obligations to the surrounding community. This is why even non-governmental organizations, such as the UNHCR, define it as follows:

It is the way of action adopted by companies to conduct their activity in a sustainable and ethical manner, reducing the negative impact that companies have on their stakeholders (customers, employees...), the environment and society in general. (ACNUR, 2019)

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However, there are many more aspects that derive from this important practice that has gradually gained prominence within the business world. One of its great proponents was globalization, which, in the words of the Social Responsibility Observatory, was characterized by the following:

It promised a future of good omens. It was assumed that everyone would win, both developed and developing countries. It seemed that globalization would bring unprecedented development on a global scale, but all these expectations have been diluted by large imbalances both between and within countries. (Observatorio de Responsabilidad Social Corporativa, s.f.)

All of the above has caused more and more companies to concentrate their efforts on achieving what is known as competitive advantage, or in other words, a differentiating factor that allows them to stand out from their competition. The "loyalty of stakeholders, the attraction and retention of talent" as well as the "reduction of costs" are some of the main advantages that the implementation of Corporate Social Responsibility in the Business Culture brings. It is no secret that in today's world, companies struggle to stay current in a demanding market that has access to high quality products, with better prices, which in many cases come from foreign countries, so it is usually thought that they have been made from the use of excellent raw materials. Likewise, the growing concern about environmental pollution and global warming resulting from the mismanagement of natural resources and waste produced by the manufacture of products has led to the birth of a new type of customer who bases their purchases taking into account the commitment of manufacturing and/or production companies to this problem, so in general companies from different sectors are in search of alternatives that allow them to continue offering quality products while meeting the needs and requirements of the market. (ACNUR, 2019)(ACNUR, 2019)

Although there is a strong relationship between Corporate Social Responsibility and Sustainability, precisely in this paper we will determine whether the former is used as a Sustainability Strategy in the corporate culture. To do this, we will take into account the causes, factors, advances and drawbacks that companies have had when resorting to Corporate Social Responsibility as the best option to achieve success within the business market.

2. General Objective

To analyze, from a bibliometric and bibliographic perspective, the production of research papers on the variables Corporate Social Responsibility and Sustainability Strategy published in high-impact journals indexed in the Scopus and Wos databases during the period 2018-2022.

3. Methodology

The present research is qualitative, according to Hernández, et al., qualitative approaches correspond to the investigations that carry out the procedure of obtaining information to review and interpret the results obtained in these studies; To do this, it searched for information in the Scopus and Wos databases using the words CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY STRATEGY. (2015)

3.1 Research design

The research design proposed for the present research was the Systematic Review that involves a set of guidelines to carry out the analysis of the collected data, which are framed in a process that began with the coding to the visualization of theories On the other hand, it is stated that the text corresponds to a descriptive narrative since it is

intended to find out how the levels of the variable affect; and systematic, because after reviewing the academic material obtained from scientific journals, theories on knowledge management were analyzed and interpreted. (Strauss & Corbin, 2016) (Hernandez, Baptista, & Fernandez, 2015)

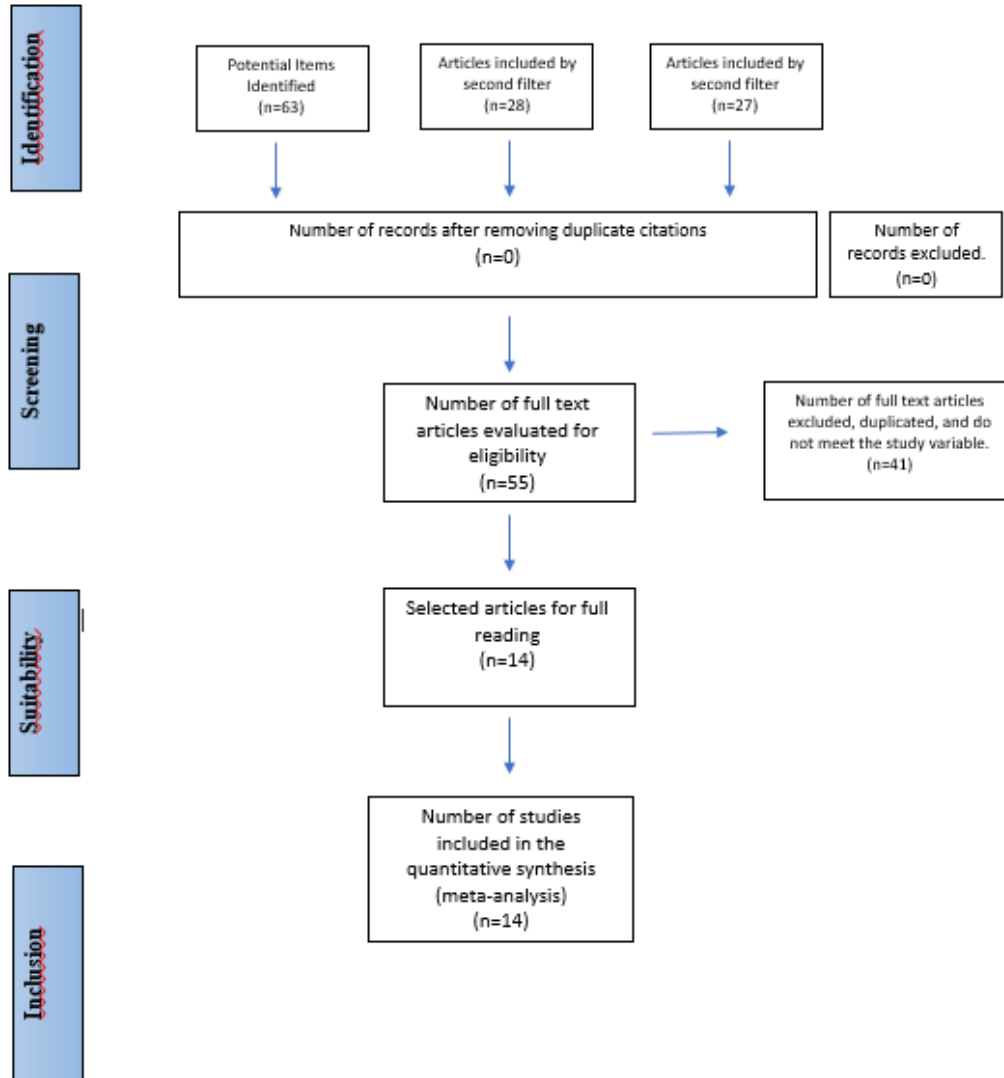


Figure 1. Flowchart of a systematic review carried out under the PRISMA technique (Moher, Liberati, Tetzlaff, Altman, & Group, 2009)

Source: Authors' own creation; Based on the proposal of the Prisma Group (Moher, Liberati, Tetzlaff, Altman, & Group, 2009)

4. Results

Table 1 shows the results after applying the search filters related to the methodology proposed for this research, after recognizing the relevance of each of the referenced works.

Table 1. List of articles analysed

No	RESEARCH TITLE	AUTHOR/YEAR	COUNTRY	TYPE OF STUDY	INDEXING
1	<i>Mapping the Sustainable Human-Resource Challenges in Southeast Asia's FinTech Sector</i>	Kao, Duc-Dinh Wu, An-Chi	Taiwan	Qualitative	Scopus
2	<i>The sustainable corporate strategy as potential success factor</i>	Drusche, Olaf Krause, Stefanie Niski, Alfred	Germany	Qualitative	Scopus
3	<i>Brands on a Mission: How to Achieve Social Impact and Business Growth Through Purpose</i>	Sidibe, Myriam	United States	Qualitative	Scopus
4	<i>Creation of shared value in the hotel sector from santa marta, Colombia</i>	Daza Corredor, Alexander De la Rosa Contreras, Elkin Guzmán González, Angélica	Colombia	Quantitative	Scopus
5	<i>Orientation of agri-food companies to CSR and consumer perception: A survey on two Italian }companies</i>	Civero, Gennaro Rusciano, Vincenzo Scarpato, Debora	Italy	Quantitative	Scopus
6	<i>Corporate social responsibility in community development and sustainability: Rourkela Steel Plant, a unit of SAIL, India</i>	Acharya, Jyotirmayee Patnaik S.N.	India	Qualitative	Scopus
	<i>Corporate social</i>	Domínguez-Herrera,			

7	<i>responsibility of the construction sector in Spain</i>	Marta Ma González-Díaz, Eduardo González-Morales, Olga	Spain	Qualitative	Scopus
8	<i>Corporate social responsibility strategy and corporate environmental and social performance: The moderating role of board gender diversity</i>	Baydauletov, Mady Orazalin, Nurlan	Kazakhstan	Qualitative	Web Science of
9	<i>Performance of the cosmetics industry from the perspective of Corporate Social Responsibility and Design for Sustainability</i>	Duarte Ribeiro, Jose Luis Fleith de Medeiros, Janine Kolling, Camila	Brazil	Qualitative	Web Science of
10	<i>Do corporate social responsibility practices contribute to green innovation? The mediating role of green dynamic capability</i>	Cao, Xueyun Yuan, Baolong	China	Qualitative	Web Science of
11	<i>Corporate social responsibility, Green supply chain management and firm performance: The moderating role of big-data analytics capability</i>	Chenxiao, Wang Qingpu, Zhang Wei, Zhang	China	Qualitative	Web Science of

12	<i>Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility</i>	Abbas. Jawad	Pakistan	Qualitative	Web Science of
13	<i>Relation of environment sustainability to CSR and green innovation: A case of Pakistani manufacturing industry</i>	Abaid Ullah Mohsin Shahzad Saad Ahmed Javed Saif your Rehman Ying Qu	China – Pakistan	Quantitative	Web Science of
14	<i>The Effect of Environmental Corporate Social Responsibility on Environmental Performance and Business Competitiveness: The Mediation of Green Information Technology Capital</i>	Sun-Jen, Huang Shun-Pin, Chuang	China	Qualitative	Web Science of

Source: Authors' own creation

4.1 Co-occurrence of words

Figure 2 shows the relationship between the keywords used to search for the study material for the systematic analysis proposed for this research.

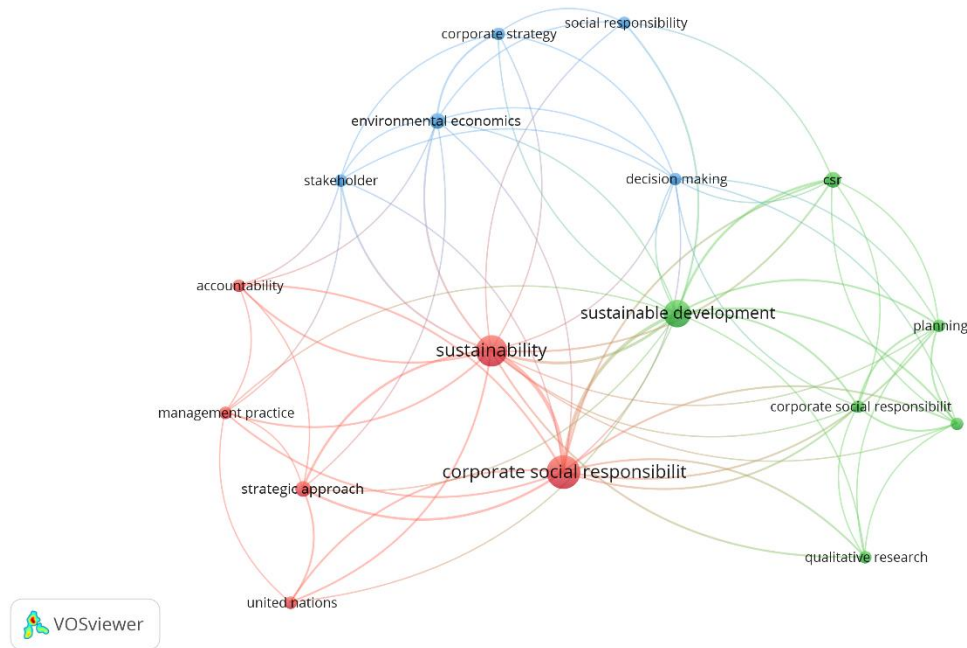


Figure 2. Co-occurrence of keywords.

Source: Authors' own creation

Figure 2 shows the words with the most repetition and their relationship with the variables Corporate Social Responsibility and Sustainability Strategy, resulting from the search carried out in the Scopus and Wos databases, determining that Corporate Social Responsibility is considered today as a relevant factor for the achievement of the objectives of any company that wants to remain current in the business market. As we know, as a result of globalization and the interdependence that it has generated between countries, it is necessary for companies to focus their efforts on reducing the negative impact that their activity can cause on all those who are part of their environment, whether they are customers, the environment, society in general and of course their own employees. For this reason, regardless of the product and/or service that a company develops, it is essential that it always keeps in mind the best way to maximize its benefits through the positioning of its brand and the satisfaction of the so-called stakeholders. Additionally, a company that decides to adopt the Corporate Social Responsibility approach ensures that decision-making is carried out in a more conscious way by taking into account social and environmental aspects, as well as the maintenance of a good work environment where its employees receive fair and adequate treatment, leading to improving the company's image internally and externally.

4.2 Discussion

The purpose of this article was to analyze from a systematic perspective, the contribution of the authors through their publications to the study of Corporate Social Responsibility as a Sustainability Strategy in the corporate culture, carried out in high-impact books and journals indexed in Scopus and Wos databases during the period 2018-2022 by authors affiliated with institutions around the world. This allowed us to affirm that the publications exhibited in this document have carried out research related to the variables chosen from different approaches, facilitating the study and thus a better understanding of the subject. Such is the case of the article entitled "Sustainable business strategy as a potential success factor" in which the authors sought to analyze "the reasons for the growing relevance of sustainability for business success" based on the existing information concerning the "stakeholder theory" and taking into account the requirements stipulated in the "Business Models for Sustainability" for the subsequent realization of

"Business Cases for Sustainability" sustainability." Although corporate responsibility has always been part of companies that produce or provide goods and/or services, for some time now the so-called Corporate Social Responsibility has become the protagonist of the policies of many companies worldwide with the sole purpose of guaranteeing a definitive change in their processes. That is why it is not strange to observe the change in all business sectors such as the cosmetic industry, which according to the article "Performance of the cosmetic industry from the perspective of Corporate Social Responsibility and Design for Sustainability" has made progress in this regard. The authors of this article were able to identify through a qualitative analysis "the drivers, barriers and good sustainable practices existing in the cosmetics industry from the perspective of Corporate Social Responsibility (CSR)". However, it must be emphasized that the transformation for everyone has not been easy since some industries face greater difficulties due to the type of product they produce. Although progress has been made in cosmetics, in some areas they still have a long way to go to meet their needs. On the other hand, we find the metal sector specifically in India which, according to the article "Corporate Social Responsibility in Community Development and Sustainability: Rourkela Steel Plant, a unit of SAIL, India" has been able to make important transitions as a result of the implementation of Corporate Social Responsibility policies in the companies that make up this sector and the strategies that have been established to work together with the communities that make it up that can influence the "production, organization, governance, institutions and culture of relationships", factors that impact the success of Corporate Social Responsibility and consequently the sustainable development of these communities. As stated in the article "Corporate Social Responsibility in the Construction Sector in Spain" there is no doubt that "CSR is a more effective alternative to minimise the negative impacts of a company's activity and generates shared value between the company and society", in other words it is precisely Corporate Social Responsibility that is responsible for establishing a win-win relationship between the parties involved. It is no secret to anyone the environmental problems we face due to the mismanagement that has historically been given to natural resources, even more so to those considered non-renewable, so it is important for any sector to try to find other alternatives that allow it to continue with the production of its products or the provision of its services in a more friendly way with the ecosystem while ensuring durability of its existence longer in the market. Of course, many of these companies face more complicated challenges that are related "to the internal functioning of the company, such as the attitude of senior management, clear lines of responsibility, financial constraints and external causes such as the absence of government initiatives and incentives" so it is necessary to initiate a change in their business culture, always trying to meet their objectives. the expectations of each of its stakeholders and the demands of the global market. (Drusche, Krause, & Niski, 2020) (Drusche, Krause, & Niski, 2020) (Duarte Ribeiro, Fleith de Medeiros, & Kolling, 2022)(Duarte Ribeiro, Fleith de Medeiros, & Kolling, 2022)(Acharya & Patnaik, 2018)(Acharya & Patnaik, 2018)(Domínguez-Herrera, González-Díaz, & González-Morales, 2018)(Domínguez-Herrera, González-Díaz, & González-Morales, 2018)(Domínguez-Herrera, González-Díaz, & González-Morales, 2018)

5. Conclusions

This review article concludes by highlighting the importance of knowing the updated status of the bibliography published in databases such as Scopus or Wos, referring to the study of Corporate Social Responsibility and its use as a Sustainability Strategy in the Business Culture during the period between 2018-2022. Due to the findings regarding global warming and the serious pollution of the environment resulting from the misuse of renewable and non-renewable resources and the mismanagement of waste by human beings, many important sectors of the economy have seen their activities extremely

compromised to the point of considering the closure of their companies. For this reason, it has been observed that Corporate Social Responsibility has recently been established as one of the most relevant priorities to take into account for decision-making and to achieve the prolongation of its commercial activities, taking into account the demands of the market and the needs of the environment that surrounds it. Although it has not been easy for all sectors to make this transition, it is important to note that most companies are looking for new raw materials that will allow them to continue producing products and/or providing quality services and working on modifying their processes. Likewise, people today are seen from a different perspective. Workers are more valued and the members of the environment that surrounds a company have become fundamental in decision-making because their relationship can create and disseminate a positive or negative image of the company that can hardly be modified and that directly influences the positioning of a brand. In other words, Corporate Social Responsibility could be considered the best Sustainability Strategy, since it not only allows the transition from the focus of a conventional company to one that works towards the achievement of society's sustainable development goals through the use of renewable and environmentally friendly raw materials, but also contributes to organizational transformation by creating awareness within its employees. Managers, service providers or contractors of the need to start with small changes that guarantee the survival of species in the world and consequently the consumption of the products and/or services they offer to the different markets. Taking into account all of the above and with the sole objective of continuing to raise awareness of the importance of guaranteeing access to this type of information in a transparent way by anyone, we hope to encourage with this article the participation of scientific communities in the study of these variables from any scientific profile and area of knowledge, always seeking to provide more alternatives that contribute to the research of topics of general interest.

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