

Analysis Of The Corporate Social Responsibility Plan And Its Effects On Financial Growth In The Ironside Smes Of The Canton Yaguachi

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Abstract:

Corporate social responsibility (CSR) is inherent to the company, it has recently become a new form of management that has allowed growth in organizations. The research had as general objective "Analyze the Corporate Social Responsibility Plan and its effects on financial growth in the Ironside SME of the Yaguachi canton". The methodology had a mixed approach, an interview was applied to the owner of the evaluated SME consisting of 10 questions, and a survey to a sample of 15 workers. The results show that the company has achieved growth since the implementation of the CSR plan, the effects have been the reduction of financial ramifications, in addition to greater confidence of customers and suppliers, the problems are the little diffusion and socialization of the plan with internal and external stakeholders of the company. It is concluded that the SME is very well on track with its CSR plan but that it can be improved to achieve greater effectiveness.

Key words: *accounting, growth, business, financial.*

I. INTRODUCTION

The present research work aims to know the effects obtained from the design and application of the Corporate Social Responsibility Plan of the Ironside SME of the Yaguachi canton. Theoretically, it is known that CSR has aroused the interest of many entrepreneurs as an alternative that allows the sustainable and organized growth of companies, but few take the risk of implementing it within their organizations, since they sometimes consider that the social part cannot be aligned with the business part, since there is a belief that the social part is synonymous with non-reimbursable budgetary expenses; however, these criteria are sometimes contradicted, as CSR manages to be the social marketing that every company needs to gain trust, credibility and improve its management.

Corporate Social Responsibility, there are many studies that talk about and have placed research on this subject; however, most of them only offer the methodology of their application, but do not reach the part of their execution, development and socialization; This makes it difficult for many companies not to want to apply it for fear that the investments of economic resources cannot be recovered in the short term.

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Through this research, Corporate Social Responsibility is developed as a topic of utmost importance since if it is applied correctly it can have beneficial effects within SMEs; Given that in general, its application is not only externally but also internally, which implies that its execution converges on three fundamental aspects, which are social, economic and environmental development, aiming at a north that leads to the general growth of the sector, generating recognition at the regional level and preservation of the environment where the company is located.

Problem statement

In the business world, all commercial and business strategies are welcome, so that companies, including multinationals and those that are well positioned in the market, must adopt social attitudes that accompany their business work, helping to grow in the economic aspect and thinking about improving the social impact that pollution often causes on natural resources and the environment in general; This is an essential question of different factors that together can lead companies to be more successful; For many, the topic of Corporate Social Responsibility is something new, but it already has its history and is considered a proven and successful model, but unfortunately not all organizations take this socio-business path and in the end they end up needing it to achieve sustainability and competitiveness within the market in which they operate; Sometimes this is too late since the name, prestige and credibility of companies are often affected by the mismanagement of their administrators.

If we talk about the situation or problem at the Latin American level, most companies do not give the necessary importance to the management and direction of them in terms of Social Responsibility as an indicator of business growth; in studies carried out by Huamán (2021) and also by Bendezú et al., (2019) who realize that a large number of companies do not have CSR among their guidelines and only seek financial returns, where ethics and values both internally and externally do not exist; The benefits are personal (shareholders, partners and managers) without worrying about the working conditions of their staff and social responsibility with the external environment (community and environment), without imagining that in the long run financial returns can also be affected, since things are not managed from a socio-business approach that allows an orderly and sustainable growth in the long term.

In Ecuador, corporate social responsibility is an attractive topic of great interest, but it has not yet been considered a primary and priority issue for small, medium and large companies. According to Peña et al., (2019) in their research "Corporate Social Responsibility in Ecuador and the financial organizations of the Popular and Solidarity Economy", in the country many companies have CSR manuals that are only written on paper, but are not executed and even less socialized with their collaborators. For Rodriguez et al., (2019) the problem of CSR in Ecuador has not been adequately disseminated, because there are entrepreneurs who only think about generating capital and economic resources and the work is carried out without following ethical guidelines and standards, that is, without paying due attention to their workers, suppliers, etc. the community and the environment in which they carry out their activities.

General Objective

Analyze the Corporate Social Responsibility Plan and its effects on financial growth in the Ironside SME in the Yaguachi canton.

Specific Objectives

To know the effects of financial growth since the implementation of the CSR plan in the Ironside SME.

Identify the most prevalent problem of the corporate social responsibility plan of the Ironside SME using the Vester matrix method.

Design strategies to strengthen the corporate social responsibility plan of the Ironside SME in the Yaguachi canton.

Justification

Corporate social responsibility is of interest to be applied within organizations, because it is part of the productive model of a company, becoming a tool that allows organizational changes significantly increasing the efficiency, sustainability and prosperity of the company, that is why many SMEs, even those with few years in the market, adopt CSR as a mechanism for rapid growth. In addition, it is a subject that in recent years has achieved considerable research in the field of accounting and administrative sciences.

Research on corporate responsibility gives a methodological utility to this type of work, since companies would have a document where the effects of the application of a corporate social responsibility plan within organizations are monitored, in the city of Yaguachi there are several SMEs which not all have a corporate social responsibility plan. a situation that has led to the closure of these business units.

The research seeks to know the effects of CSR on the Ironside SME of the Yaguachi canton, which has been in the market for a few years, but has a corporate social responsibility plan which since its design has not been analyzed to know its effects for the benefit of the organization, so its study is a cutting-edge topic since the SME can serve as a reference for other companies to know the benefits of it. The research is feasible since it has the human, technical and technological resources for the development of the field, as well as the permits and authorizations to know the effects of this CSR plan.

Theoretical Framework

Historical Background

The beginnings of social responsibility are located in the theories and postulates of Aristotle referring to the zoon politikón theory that focuses on the relations of the human being with society, however, the information of this time regarding the subject is non-existent and is only based on brief references given by several authors who do not focus on explaining the theory but on launching hypotheses from their own perceptions.

However, in the nineteenth century, there began to be demonstrations of social groups that demanded better labor treatment and health care due to the bad work environment offered and the damage caused to the human population by uncontrolled industrial production, which is why the International Labor Organization (ILO) originated at an international level that sought to remedy the social problems brought about by the lack of social focus of the companies of the United States. This is how the first direct and tripartite relations between the government, the company and the workers began to take place, but it took a long period for there to be a real attention of the companies towards their workers and the social area as such.

Since, it was until the middle of the twentieth century where, as a result of better working conditions and greater social awareness, a current called corporate social responsibility or

corporate responsibility as it is known in Europe where the first implementations of CSR took place, having good results and being applied by the industries of the United States in the 70s, which according to Díaz et al., It was so successful in large companies in North America that it began to be replicated in many multinationals, currently CSR is still an important tool that is taken up but by large companies, being small companies which still do not opt for this tool. (2021)

Referential Background

Several works have been addressed to account for the importance of the corporate social responsibility plan within SMEs, a first study by the author Parrales is presented et al., (2021) which corresponds to the title of "Corporate Social Responsibility and its Strategic Role in the Competitiveness of International Exporting Companies" The methodology had a purely qualitative approach of field observation, a sample of 50 workers was chosen where the socialized plan was exposed, which had a good acceptance thanks to its vision and scope. The author's conclusion is that the proposed responsibility plan will be of great benefit to exporting companies since it will have a differentiator that will allow their positioning within the market.

CSR has also been studied in countries in the Latin American region, such as the research shared by Tapia entitled (2019)"Corporate Social Responsibility at MBN King Kong Lambayeque S.R.L in Chiclayo, Peru" The work was approached under a quantitative design with a descriptive approach, the population was composed of 51 clients who were consulted about the image they have of the company, and their knowledge about the social and environmental prevention and remediation projects that have been implemented in recent years. The results obtained show a good acceptance of the clients in terms of the corporate social responsibility plan, recognizing that the company has grown in the market thanks to its human and philanthropic purposes, added to the social management that they maintain by caring about their workers, customers and the contribution to the community of the area of influence where their production plants are located. In conclusion, the author considers that the company's social responsibility plan is very well structured and its objectives and execution have been very well socialized.

Córdova's research & Cold (2018)Entitled "Corporate Social Responsibility as a determining factor in brand positioning in the sector "Using descriptive and correlational methodology, taking as a sample 45 SMEs from the Cevallos canton of the province of Tungurahua-Ecuador, the results show in a significant percentage of the SMEs analyzed if they have a corporate social responsibility plan but nevertheless it is not yet socialized, with employees, customers and community, while other SMEs do not even know about the subject and the benefits that its implementation would help within the Some of these companies in recent years have experienced a decrease and it is considered that it is due to the fact that they do not fully comply with social, economic and environmental aspects. The author concludes that the owners of SMEs in the area require training to know the subject of CSR so that it can be applied in the short term within their organizations.

Theoretical Foundations

Corporate Social Responsibility (CSR)

According to Garcia (2021) Corporate Social Responsibility (CSR) is an alternative for business growth or rather a voluntary commitment that seeks to keep companies in balance, its application allows the strengthening of many aspects within SMEs (figure 1) thus

helping to comply with legal and contractual obligations, contributing to the growth of the organization and acquiring a better business prestige.



Figure 1. Important aspects that are strengthened with the implementation of a corporate social responsibility plan in SMEs.

Note Fountain: (Díaz, Quintana, & Fierro, 2021)

CSR according to the definition of Bendezú (2019) It is a process that seeks to improve the corporate image through social, economic, and environmental actions that allow the growth of an organization in any field (p.66). In other words, a CSR plan is a tool that allows business growth thanks to the implementation of a series of joint actions that lead to mutual benefits between the company, collaborators and the community; Another aspect of corporate social responsibility is the reduction of the environmental impact on companies thanks to the adoption of much cleaner production. (Garcia, 2021)

In this regard, Saá et al. consider that CSR is an alternative for SMEs as it would help their growth and positioning in the market (p.45). But okay (2020)Vellisca (2021) In Ecuador, there are few SMEs that have a corporate social responsibility plan, a situation that has caused many of these businesses to not achieve greater growth and others to choose to close. Based on the premises indicated by the aforementioned authors, it is considered that CSR should be a much more disseminated and socialized topic with SME owners so that they can achieve business growth in the short term; SMEs are the ones that can benefit since they would achieve positioning, prestige and prevention of financial ramifications.

Benefits of CSR in SMEs

As indicated by De la Cuesta and Cueto (2021)The benefits of CSR in SMEs are:

- **Prevents financial ramifications:**It will help to reduce expenses due to sanctions of the competent authorities, since work will be done with the aim of producing, but without affecting society and rather allocating resources for social and environmental benefits and thus achieving a company with altruistic purposes. (De La Cuesta & Cueto, 2021)
- **Increase employee loyalty:**It leads to a better treatment of the collaborators, becoming an important part of the business, since a good treatment and work environment is guaranteed, an action that is rewarded by the collaborators with loyalty and quality standards in productive performance. (De La Cuesta & Cueto, 2021)

- **Maintains a positive reputation:**It helps to gain a reputation in the market, as a company with social purposes that seeks to contribute to the growth of the city where it is located without generating any type of social or environmental impact on the society of its areas of influence. (De La Cuesta & Cueto, 2021)
- **Environmental Awareness:**This point is very difficult for many companies to carry out due to the lack of advisors and compliance with current environmental legislation, since CSR opts for a cleaner production that avoids pollution and affectation of natural resources, rather works towards the remediation of the damages committed. (De La Cuesta & Cueto, 2021)
- **Social concern:**Applying a CSR plan within SMEs implies allocating resources for social and humanitarian support, whether for workers in the event that they arise, their direct family members or external people who request aid and the purposes of the resources that can be granted are verified. (De La Cuesta & Cueto, 2021)

CSR Models

According to Bendezú et al., (2019) There are three CSR models: those that are aimed at addressing environmental, social and economic components, which seek to position the company as a benchmark thanks to its good actions in these specific sectors.

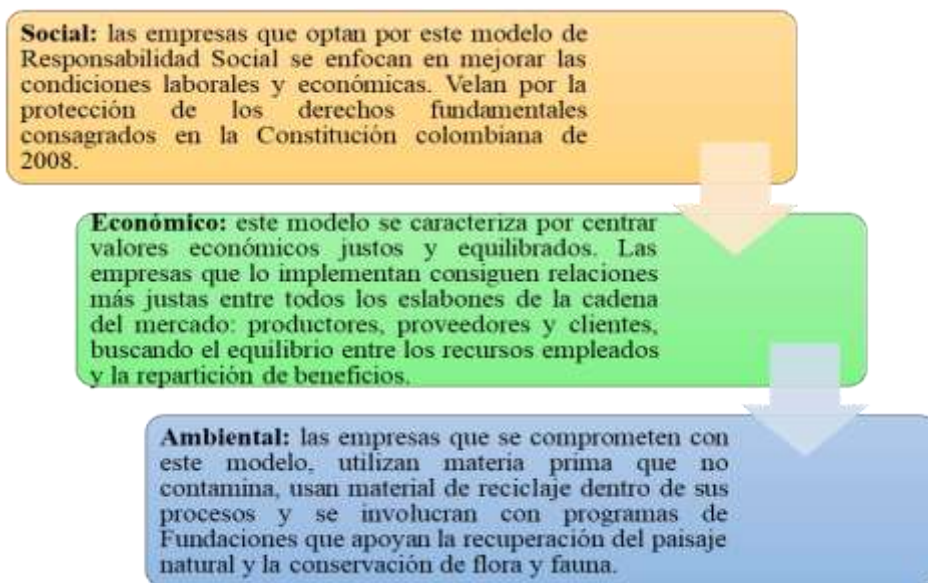


Figure 1. CSR Models

Fountain: Bendezú et al., (2019)

Prepared by: authors

Advantages of CSR for SMEs

According to the contributions of Ormaza and Guerrero (2021)The advantages of CSR are as follows:

- It allows you to acquire a humanitarian and, above all, differentiating corporate image.

- It helps prevent the ramification of expenses for non-compliance with environmental laws or regulations, as all applicable legislation will be complied with.
- It increases the capacity of human talent, since social management is made available to employees that seeks to address the needs and conflicts that may arise within the work area. (Ormaza & Guerrero, 2021)
- Greater customer loyalty is achieved, as consumers will look favorably on the good treatment given to workers, but also that it allocates resources for social assistance.
- It guarantees the sustainability of SMEs in the long term, as socially responsible practices guarantee their permanence in the market. (Ormaza & Guerrero, 2021)

Disadvantages of CSR in SMEs

From the concepts of Díaz et al., (2021)The disadvantages of CSR in SMEs would be the following:

- The design of a CSR plan requires a strong investment and many of the SMEs do not have enough resources to make this expenditure.
- Lack of professionals who are dedicated to making corporate social responsibility plans where social, economic and environmental aspects are mainly prioritized in which there is no compliance.
- Conflicts in selecting the beneficiaries of the social budget allocated to help vulnerable populations, all of which requires the assignment of more human personnel, which includes one more collaborator on the payroll and therefore expenses (Diaz et al., 2021).

Overview of SMEs

An SME organization is a productive or service entity that generates employment and productivity in the country and allows to supply the demand for products and services of national companies, multinationals and industries that move Ecuador. In our country, SMEs will be classified according to the volume of sales, the share capital, the number of people employed, the value of fixed assets excluding land and buildings.(Navas, 2017)

"Small Business: A production unit is considered to have from 10 to 40 and a maximum of 50 employees, the gross annual sales value is \$1 million dollars, its capital has no floor, but its equity has a ceiling of \$150 thousand dollars and in the case of the value of its total assets it will be from \$100,001.00 to \$750 thousand dollars. (Ortiz & Moreno, 2018)

Medium Enterprise: A production unit with 50 to 199 workers is considered, the gross amount of annual sales ranges from \$1,000,001 to \$5,000,000, the value of total assets ranges from \$750,001 to \$4,000,000, and the fixed capital must not exceed \$120,000." (Ortiz & Moreno, 2018)

Categoría	Número de trabajadores	Factura bruta anual
Microempresa	Hasta 10 personas	Hasta G. 500.000.000
Pequeña empresa	Hasta 30 trabajadores	Hasta G. 2.500.000.000
Mediana empresa	Hasta 50 trabajadores	Hasta G. 6.000.000.000

These types of companies are generally self-employed, with the income generated by the goods and services they offer sustaining their family economy, in most cases: they belong to the informal sector, contribute to the treasury, and some do not keep formal accounts.

Its management has little or no specialization and is usually in charge of the owner, as the number of workers is small there is a close relationship with the director which facilitates communication. These companies are key factors in generating wealth and employment, require lower investment costs and are the sector that uses the most domestic inputs and raw materials. (Valdivieso, 2018)

The importance of SMEs in the economy of ECUADOR is based on the fact that:

- SMEs help to decentralise the workforce, which allows the labour market to function properly, with the generation of employment.
- They are fundamental in the production, demand and supply of products and services.
- They allow the concentration of income and increase productive capacity, helping the country's economy.
- They have greater technological adaptability and lower infrastructure costs. (Solis & Robalino, 2019)

II. MATERIALS AND METHODS

Types of Research

The present research has a mixed approach (qualitative and quantitative) non-experimental, which according to Cardenas the qualitative aspect seeks to understand reality in its natural and everyday context, trying to interpret the phenomena according to the meanings given to them by the people involved, while this same author describes the qualitative approach as that research that focuses its attention on numerical data to achieve results of a problem. Within the investigation, the investigative process begins with the permits granted by the owner of the SME under study, who agree that their corporate social responsibility plan should be evaluated so that its effects in the financial field can be verified. (2020)

Empirical Methods

- **Direct Observation**

Direct observation is a method of data collection that basically consists of observing the object of study within the environment in which it takes place. The direct observation made it possible to know the mechanisms by which the corporate social responsibility plan has been complied with and thus to be able to evaluate what its effects have been in terms of the financial growth of the company in the last fiscal year. (Enríquez, 2019)

Population and Sample

Population is the total set of individuals, objects, or measures that possess some common characteristics observable in a given place and at a given time. The sample. A sample is a subset of the population being studied. It represents the largest population and is used to draw conclusions from that population. The population and sample is made up of 15 workers of the SME who work in the following areas: accounting, industrial safety and environment and human resources. (Lugo, 2020) (Rojas, 2019)

Interviews

Interviews are a dialogue that, through a questionnaire of open or unsystematic free questions, allows us to learn about a situation of particular, personal or academic interest

(Hernández Sampieri & Mendoza Torres, 2018). For this research, an interview will be applied to the owner of the SME to know the assets and liabilities that the company currently maintains from the application of the corporate social responsibility plan that they currently manage.

Surveys

The survey method is very important as it allows information to be obtained about a problem that is intended to be identified and then presented through statistical graphs regarding the results. For this research, surveys classified in three aspects were applied: economic (financial), social and environmental. (Hernández Sampieri & Mendoza Torres, 2018)

Techniques and instruments.

Questionnaires

The interview questionnaire consisted of 10 questions that were asked to the owners of the SMEs, made up of two people. The questionnaire for conducting the survey is distributed in the economic (financial), social and environmental parts and will consist of 10 questions.

Statistical Technique

The technique used was the stratified probabilistic method through the application of the finite population formula, later Microsoft Excel was used for the tabulation of data where statistical bar graphs were presented for each area, for the introductory aspects 5 graphs were made, while for the social, labor and environmental aspects a graph was made for each one.

Vester Matrix

Vester's matrix methodology was applied where 7 problems were identified, which consists of a series of rows and columns that show both horizontally (rows) and vertically (columns) the possible causes (variables) of a problematic situation. What is basically done is to pit the problems (variables) against each other based on the following grading criteria: 0, 1, 2 and 3.

BOARD1.

MEANING OF RATING VALUES

0: Doesn't cause it

1: Causes it indirectly or has a very weak causal relationship

2: It causes it semi-directly or has a medium causal relationship

3: It causes it directly or has a strong causal relationship

Source: Prepared by the authors

Variables

Independent Variable: Corporate Social Responsibility

Dependent Variable: Financial Effects on the SME Ironside

III. RESULTS AND DISCUSSION

Effects of financial growth since the implementation of the CSR plan in the Ironside SME.

BOARD 2.

SUMMARY OF THE INTERVIEW WITH THE OWNER OF THE SME

Do SMEs consider CSR to be an important issue?

Yes. Of course, I do consider that CSR has had an important effect on the company, for example, it allowed it to grow quickly and also reduce the financial ramifications, since before they imposed fines, for example, for non-compliance with environmental aspects, and for the lack of remediation of actions that have occurred towards society.

Do you think CSR helped to enhance the corporate image of the company?

Yes, of course I do consider that the SME has grown since the brand is well seen, since we are people committed to business growth, but in a sustainable way.

Does the company sponsor social cases?

Yes, but at the moment we are only sponsoring one social case.

Can you tell us about the economic benefits of SMEs from the application of CSR?

The economic benefits are undoubtedly the increase in sales since customers see our commitment to the environment and the social area with good eyes, in addition suppliers trust us and give us more time to be able to pay for the raw material delivered, in this way we finance ourselves in a better way.

What is the budget allocated to the CSR projects of the SME analysed?

Well, we don't have a stipulated budget, but we try to allocate the necessary funds to meet our commitment to society.

Are the resources allocated for CSR activities recorded by the accounting staff?

Yes, all income and expenditure is recorded by the accounting staff, all to avoid later financial problems.

What is the ill-advised monthly budget for CSR?

The SME is still small, so the monthly budget cannot exceed \$200 dollars.

Do the financial resources allocated for CSR come from the company's own resources or are they discounted to employees?

The expenses of the CSR plan are the company's own capital resources, nor do we oblige our staff to participate if they wish at any time to support any project that we have in execution, it will be free and will of each one.

Rate the business growth of the SME from the implementation of CSR?

I would say 60% since it is our first plan and we must strengthen it and implement improvements, we have consulted with people knowledgeable about the subject who will not be helping in the coming months.

Would you like the SME to implement improvements to make the CSR plan effective?

Yes, of course, if we are looking for permanent continuous improvement, the objective is for the SME to grow and for the brand to be recognized at a national level.

Source: Owner of the SME Ironside.

Survey:

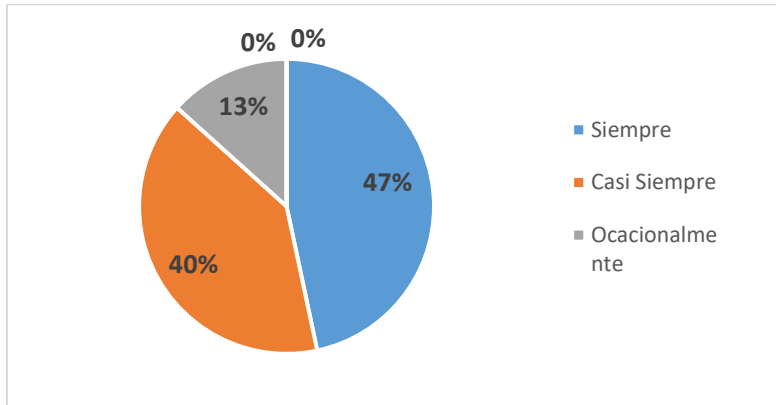
BOARD 3.

Do you know the importance of implementing corporate social responsibility?

Options	Frequency	Percentage
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Always	8	47%
Almost always	5	40%
Occasionally	2	13%
Never	0	0%
Almost never	0	0%
Total	15	94%

Source: Survey



Graphic 1. Do you know the importance of implementing corporate social responsibility?

Source: Workers of the Ironside company.

Prepared by: authors

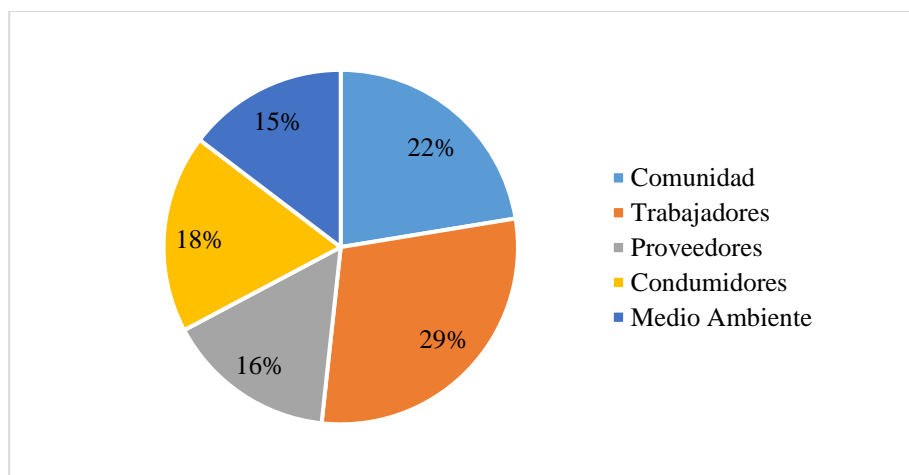
Respondents were asked about the importance of corporate social responsibility, with 47% saying it is always important, 40% almost always, 13% occasionally. From the results obtained, it is considered that employees are very aware of the importance of the CSR plan for the growth of the company and therefore many other benefits that it provides.

BOARD 4.

Of the following areas, which is the area that the CSR Plan of the evaluated company focuses on the most?

Options	Frequency	Percentage
Community	4	22%
Workers	5	29%
Suppliers	3	16%
Consumers	2	18%
Environment	1	15%
Total	15	100%

Source: Survey



Graphic 2. Of the following areas, which is the area that the CSR Plan of the evaluated company focuses on the most?

Source: Workers of the Ironside company.

Prepared by: authors

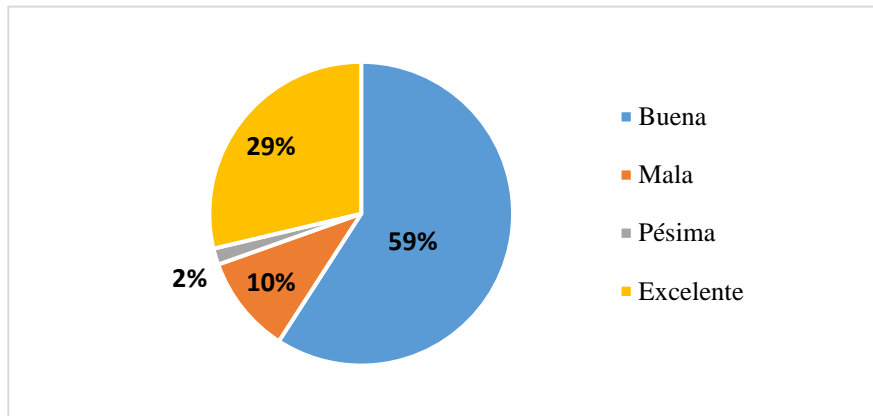
Within the question of the areas, CSR has focused on SMEs; In response, 22% of employees said that they were working towards the community, 29% said that efforts should be made to improve the work environment of workers, 16% towards suppliers; and 18% consumers, and 15% said environment. From the results obtained, it is observed that there is a greater incidence that corporate social responsibility efforts are directed towards the community through the realization of social works and even the sponsorship of social aid cases could be implemented.

BOARD 5.

Would you rate the CSR actions of SMEs?

Options	Frequency	Percentage
Good	7	59%
Suitcase	1	2%
Lousy	3	10%
Excellent	4	29%
Total	15	100%

Source: Survey



Graphic 3. Would you rate the CSR actions of SMEs?

Source: Workers of the Ironside company.

Prepared by: authors

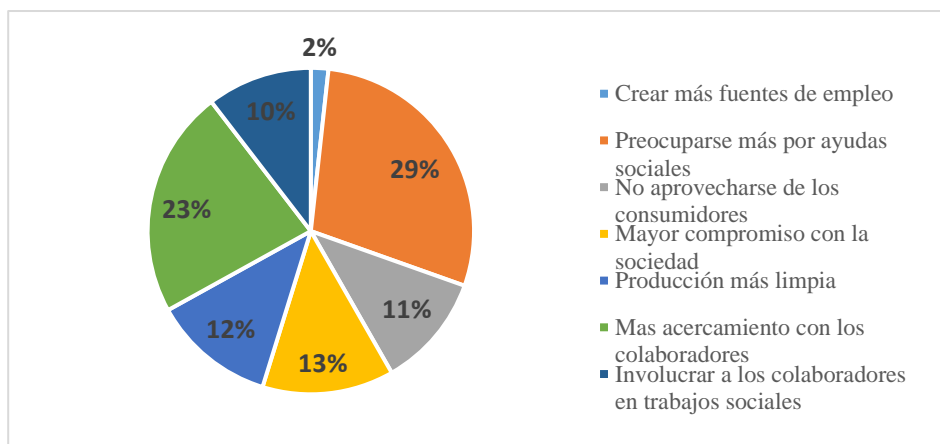
Asked how they would rate CSR actions, 59% rated it as good; 10% as bad; 3% lousy; while 28% said it's excellent. From the results obtained, it can be observed that the collaborators in a higher incidence said that CSR in the company is Good and Bad, from the observed and also from the interviews carried out, although in the company there is not a great social contribution if contributions have been made to the community.

BOARD 6.

Of the following points mentioned, which do you think should be applied in order for CSR to be complied with?

Options	Frequency	Percentage
Creating more jobs	1	2%
Worry more about welfare	4	29%
Don't take advantage of consumers	1	11%
Greater commitment to society	3	13%
Cleaner production	1	10%
Closer relationship with collaborators	2	23%
Engaging Workers in Social Work	3	12%
Total	15	100%

Source: Survey



Graphic 4. Of the following points mentioned, which do you think should be applied in order for CSR to be complied with?

Source: Workers of the Ironside company.

Prepared by: authors

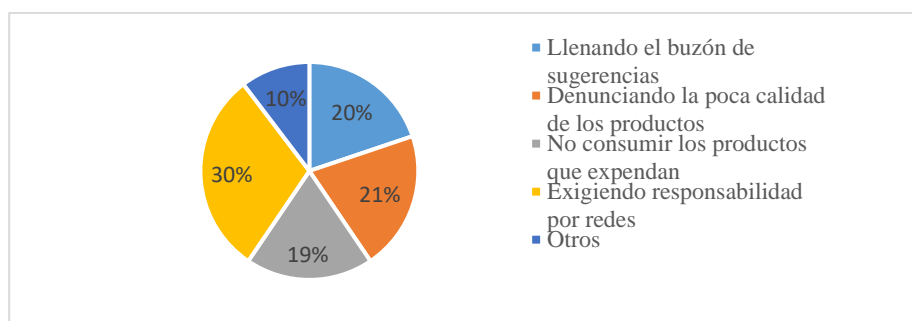
Respondents were asked which of the points mentioned which do you consider should be applied to comply with CSR, with the result that 3% said sources of employment; 28% are more concerned about social benefits; 11% do not take advantage of consumers; 13% greater commitment to society; 12% cleaner production; 22% more closeness with collaborators; 10% involve collaborators in social work.

BOARD 7.

How do you think the company can be influenced to adopt a socially responsible responsibility?

Options	Frequency	Percentage
Filling the Suggestion Box	4	20%
Denouncing the poor quality of the products	2	21%
Do not consume the products they sell	2	19%
Demanding Accountability for Networks	6	30%
Other	1	10%
Total	15	100%

Source: Survey



Graphic 5. How do you think the company can be influenced to adopt a socially responsible responsibility?

When asked how to influence the company to adopt a socially responsible responsibility, 20% answered that, by filling a suggestion box, 21%) denouncing the poor quality of the

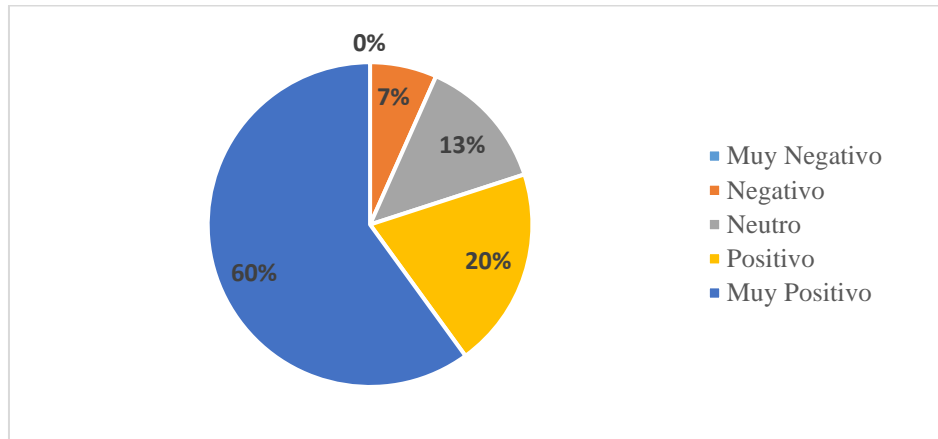
products; 19% not consuming the products they sell; 30% demanding responsibility for networks; and other aspects answered by 10% of respondents. The majority of those surveyed consider that the most appropriate way to demand corporate social responsibility is through social networks, all this is due to the great reach they currently have, being a way of informing.

BOARD 8.

Since the implementation of the CSR plan, has the SME achieved significant growth?

Options	Frequency	Percentage
Very Negative	0	0%
Negative	1	7%
Neutral	2	13%
Positive	3	20%
Very Positive	9	60%
Total	15	100%

Source: Survey



Graphic 6. Since the implementation of the CSR plan, has the SME achieved significant growth?

Source: Workers of the Ironside company.

Prepared by: authors

Respondents were asked if SMEs had achieved significant growth since the implementation of the CSR plan, 60% said it was very positive, 20% positive, 13% were neutral, and 7% said negative. From the results obtained, it is considered that the SME has achieved very positive results since the implementation of the Corporate Social Responsibility Plan, thus achieving growth, it should be decided to continue improving this plan and be adequately fulfilled.

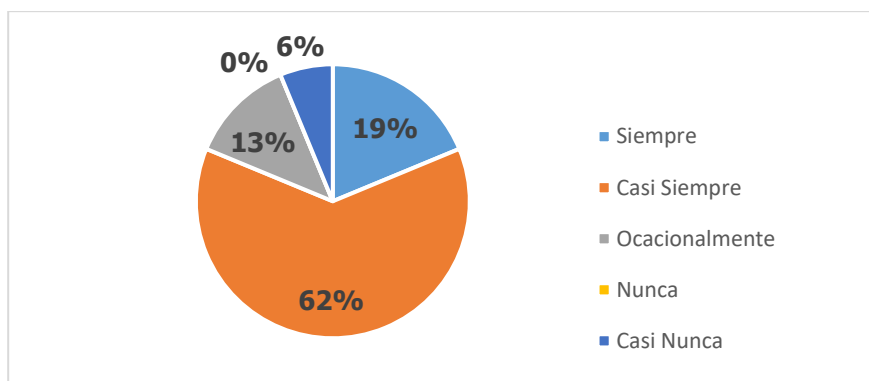
BOARD 9.

Has the company, thanks to the care of the environment as part of the CSR plan, managed to reduce the financial ramifications?

Options	Frequency	Percentage
Always	3	19%
Almost always	10	63%
Occasionally	2	13%
Never	0	0%
Almost never	1	6%

Total	16	100%
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Source: Survey



Graphic 7. Has the company, thanks to the care of the environment as part of the CSR plan, managed to reduce the financial ramifications?

Source: Workers of the Ironside company.

Prepared by: authors

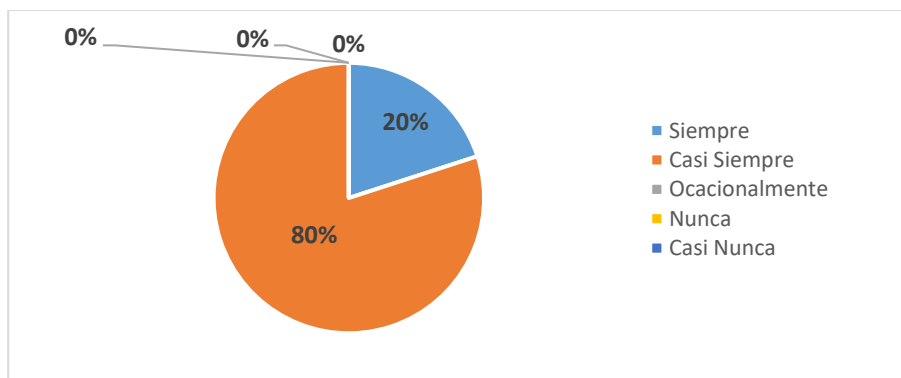
Respondents were asked if the company, thanks to the care of the environment as part of the CSR plan, has managed to reduce the financial ramifications: 62% said almost always, 19% always, 13% occasionally and 6% almost never. From the results obtained, it is considered that the application of a CSR plan entails carrying out positive actions for the benefit of the environment, that is, applying a clean production that avoids any type of sanctions that would imply expenses for the SME.

BOARD 10.

Does the company currently maintain programs and projects?

Options	Frequency	Percentage
Always	3	19%
Almost always	12	75%
Occasionally	0	0%
Never	0	0%
Almost never	0	0%
Total	15	100%

Source: Survey



Graphic 8. Does the company currently maintain programs and projects?

Source: Workers of the Ironside company.

Prepared by: authors

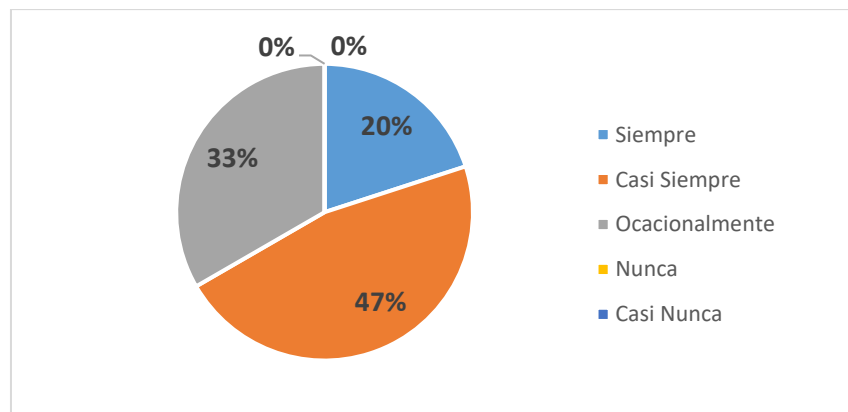
Respondents were asked if the company currently maintains programs and projects, 80% said that almost always, and 20% of the results obtained, it is always considered that employees are aware of the projects that the SME currently maintains as part of its CSR plan, it is suggested that the corresponding managers should socialize with the interested parties the achievements and even the unfulfilled processes of the CSR plan in order to verify the objectives achieved and correct shortcomings if they exist.

BOARD 11.

If the company carries out social projects, would you like to participate?

Options	Frequency	Percentage
Always	4	20%
Almost always	8	47%
Occasionally	3	33%
Never	0	0%
Almost never	0	0%
Total	15	100%

Source: Survey



Graphic 9. ¿If the company carries out social projects, would you like to participate?

Source: Workers of the Ironside company.

Prepared by: authors

Respondents were asked if the company carries out social projects they would like to participate in them, with the answers being that 47% said that they almost always participate, 33% said that they do it occasionally and 20% almost never. It is considered that although a significant percentage participates in these activities, a greater commitment is still required from all those who are part of the company in order to promote the CSR plan of the SME and thus achieve financial growth.

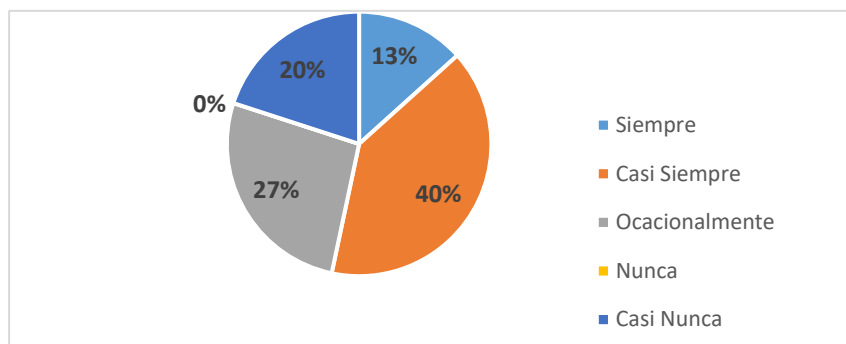
BOARD 12.

If the company asks you to sponsor a social case that involves managing resources, would you participate?

Options	Frequency	Percentage
Always	2	13%
Almost always	7	40%
Occasionally	4	27%
Never	0	0%

Almost never	2	20%
Total	15	100%

Source: Survey



Graphic 10. If the company asks you to sponsor a social case that involves managing resources, would you participate?

Source: Workers of the Ironside company.

Prepared by: authors

Respondents were asked that if the company asked them to sponsor a social case that involves managing resources, they would participate, 40% said they almost always participate, 27% occasionally, 20% almost never, and 13% always. It is considered that the company should look for mechanisms so that all employees are integrated into the sponsorship of cases and in this way the CSR plan of the SME is optimally fulfilled.

1.1. The most prevalent problem of the corporate social responsibility plan of the Ironside SME using the Vester matrix method.

The following are the results of the vester matrix of the most prevalent problems

BOARD 13. Identified Issues

N°	Problems
1	Lack of application knowledge on the part of SME owners.
2	Absence of planning processes within the execution of social projects
3	Greater dissemination of the projects carried out in order to enhance the corporate image of the SME.
4	Under budgets allocated to social activities that improve the influx of customers.
5	Absence of external advice to allow a better execution of activities.
6	Lack of coordination of the accounting department and other areas of the company in the budgetary management and applicability of the CSR of the SME.
7	Lack of a law or regulation that stated key guidelines for the development of CSR in SMEs.

Prepared by: authors

BOARD 14. Weighted Issues

Problem	1	2	3	4	5	6	7	Total Assets
1	x	2	1	1	1	0	1	6
2	1	x	2	1	2	1	1	8
3	1	2	x	0	2	2	1	8
4	1	1	1	x	0	3	0	6

5	2	2	2	3	x	2	2	13
6	0	3	2	2	1	x	1	9
7	0	0	1	3	2	3	x	9
Total Liabilities	5	10	9	10	8	11	6	59

Source: Vester Matrix.

Prepared by: author

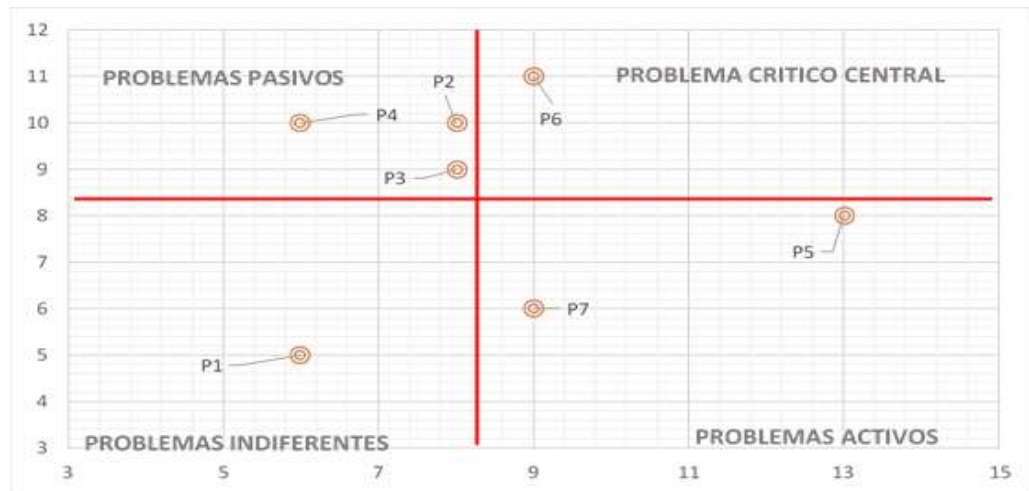
Board 15.

Averages of Total Assets and Liabilities

Problems	Total assets	Total liabilities
P1 Lack of application knowledge on the part of SME owners.	6	5
P2 Absence of planning processes within the execution of social projects	8	10
P3 Greater dissemination of the projects carried out in order to enhance the corporate image of the SME.	8	9
P4 Under budgets allocated to social activities that improve the influx of customers.	6	10
P5 Absence of external advice to allow a better execution of activities.	13	8
P6 Lack of coordination of the accounting department and other areas of the company in the budgetary management and applicability of the CSR of the SME.	9	11
P7 Lack of a law or regulation that stated key guidelines for the development of CSR in SMEs.	9	6
Max	13	11
Min	6	5
Average	8,43	8,43

Prepared by: author

Graphic 11. Passive, active, indifferent, and central critical problems.



Graphic 12. If the company asks you to sponsor a social case that involves managing resources, would you participate?

Prepared by: authors

Once Vester's matrix was applied, it was known that the central critical problem that causes there to be no significant effects on the financial growth of the SME thanks to the CSR plan

is: "Little coordination of the accounting department and other areas of the company in the budgetary management and applicability of the CSR of the SME".

Strategies to strengthen the corporate social responsibility plan of the Ironside SME in the Yaguachi canton.

Below are 8 strategies so that the SME evaluated can promote and improve the Corporate Social Responsibility plan that they currently have and thus contribute to the financial growth of the company.

1. Seek advice from experts to link the CSR plan with the search for the financial growth of the SME.
2. Disseminate the social, economic and environmental projects that the SME currently has in execution in order to create a philanthropic corporate image that contributes to the growth of the brand, the admiration of customers and the trust of suppliers and investors.
3. Socialize the execution of the CSR plan with internal (collaborators) and external (suppliers, and customers) actors, with this the aim is for the SME to grow thanks to generating confidence in the market and increasing its sales and therefore its profits.
4. Promote the continuous improvement of the CSR plan, through the reception of opinions from the actors involved in the process.
5. Make alliances with other companies that have CSR plans in order to form a team and seek common goals such as: growth, clean competition, continuous improvement of products and processes.
6. Avoiding the financial ramifications that may incur considerable monetary expenses for the company, all of this can be achieved thanks to compliance with each of the policies established within the SME's CSR plan.
7. Talks and workshops to prepare the personnel who work in the company and want to be linked to the CSR plan.
8. Allocate financial resources for the development of the CSR plan in order to achieve the objectives set.

IV. CONCLUSIONS AND RECOMMENDATIONS

The effects of the CSR plan within the SME have been positive, since it has allowed the organization to achieve growth in a short time, it has also allowed it to take possession within the market, within the financial field it has allowed to reduce the financial ramifications that the company had incurred due to the inadequate management of the social and environmental aspect. however, it is still necessary to continue improving the CSR plan, as well as promoting social and environmental projects that allow corporate recognition.

The most predominant problems within the CSR plan of the evaluated SME are aimed at the lack of socialization of the same before the internal actors (collaborators) and external (suppliers) of the company, in addition to the fact that there is no coordination between the accounting department regarding the budgetary coordination for the projects or activities that are carried out as part of the CSR plan. Another issue is that not all workers are involved in the SME's CSR plan.

8 strategies were designed that are aimed at promoting and correcting the errors detected in the CSR plan of the evaluated SME, it is considered that the continuous improvement of

this plan would allow the SME to achieve business and therefore financial growth, since it would achieve greater consumer loyalty and value of the brand image.

RECOMMENDATIONS

It is recommended that the SME undertake new social projects, which allow the sponsorship of cases and at the same time promote the realization of clean production processes that guarantee the conservation of the environment and thus avoid financial ramifications that may arise.

The company should promote the continuous improvement of its CSR plan in order to obtain positive effects that guarantee the financial and accounting growth of the SME and in this way it can take control of its market and achieve a major expansion.

The SME should welcome the proposed strategies since they are designed based on the resources obtained, which demonstrate the shortcomings and problems that the organization's CSR plan still presents.

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