

Influence of Strategic Planning in the Development of a Social Responsibility Program

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Abstract

A documentary review was carried out on the production and publication of research papers on the study of the strategic planning variable in the development of a social responsibility program. The purpose of the bibliometric analysis proposed in this document is to know the main characteristics of the volume of publications registered in Scopus database during the period 2016-2021, achieving the identification of 52 publications. The information provided by said platform was organized by means of tables and figures categorizing the information by Year of Publication, Country of Origin, Area of Knowledge and Type of Publication. Once these characteristics were described, the position of different authors regarding the proposed topic was referenced by means of a qualitative analysis. Among the main findings of this research, it is found that Spain is the country with the highest production with 22 publications. The area of knowledge that made the greatest contribution to the construction of bibliographic material referring to the study of strategic planning in the development of a social responsibility program was social sciences with 33 published documents, and the type of publication that was most used during the period indicated above was the journal article, representing 71% of the total scientific production.

Keywords: strategic planning, social responsibility.

1. Introduction

Social responsibility is the commitment of a citizen, ruler or businessman to society in order to repay the impact caused to its surroundings and the environment, which leads them to act in an ethical way using an active role in social development. All this is done in order to preserve resources for society and for future generations.

Social responsibility is all those actions aimed at solving social problems caused by the exercise of people actions either personally or as a society, so it invites them to be committed to social growth. Social responsibility deals with economic, social and environmental issues because with the growth of industries and the development of society, although it leads to progress, it can also affect communities and the ecosystem of each region. For example, if an oil extraction company is established near a community, it is considered an important entity in social development by generating employment which helps to ensure a decent life, but this in turn means damage to the environment and possible effects on nearby communities so it is necessary to implement a number of corporate social responsibility actions that allow the company to repay the damage caused by its economic activity.

To develop social responsibility programs, it is necessary to take into account the particular needs of each community depending on the economic activity that is performed and the magnitude of the effects on society and the environment so it is necessary to use strategic planning as a management tool that allows to determine, in an organized way, the employability of a social responsibility program in a company by analyzing the damage caused in economic, social or environmental issues.

Therefore, in the conception of a social responsibility strategy, strategic planning is necessary because it provides information and helps in the decision-making process by identifying the objective that the program wants to reach and the ways to achieve it. Thanks to the above, it can be said that strategic planning plays an important role in the creation of corporate social responsibility programs since it is the ideal tool to identify the objective of these programs and the ways to apply them depending on the particular needs of the communities.

Therefore, it is important to know in terms of bibliographic resources, the current state of research related to strategic planning in the development of a social responsibility program, so a bibliometric analysis of the scientific production registered in Scopus database during the period 2016-2021 is proposed to answer the question: How has been the production and publication of research papers related to the study of strategic planning in the development of a social responsibility program during the period 2016-2021?

2. General Objective

To analyze from a bibliometric and bibliographic perspective, the production of high impact research papers on the strategic planning variable in the development of a social responsibility program during the period 2016-2021.

3. Methodology

Quantitative analysis of the information provided by Scopus under a bibliometric approach on the scientific production related to strategic planning in the development of a social responsibility program is carried out. Also, from a qualitative perspective, examples of some research papers published in the area of study mentioned above are analyzed from a bibliographic approach to describe the position of different authors on the proposed topic.

The search is performed through the tool provided by Scopus and the parameters referenced in Table 1 are established.

3.1 Methodological design

	PHASE	DESCRIPTION	CLASSIFICATION
PHASE 1	DATA COLLECTION	Data was collected using the Scopus web page search tool, through which a total of 52 publications were identified.	Published papers whose study variables are related to strategic planning in the development of a social responsibility program. Research papers published during the period 2016-2021. Without distinction of country of origin. Without distinction of area of knowledge. Without distinction of type of publication.
PHASE 2	CONSTRUCTION OF ANALYSIS MATERIAL	The information identified in the previous phase is organized. The classification will be made by means of graphs, figures and tables based on data provided by Scopus.	Word Co-occurrence. Year of publication Country of origin of the publication. Area of knowledge. Type of publication
PHASE 3	DRAFTING OF CONCLUSIONS AND FINAL DOCUMENT	After the analysis carried out in the previous phase, the study proceeds to the drafting of the	

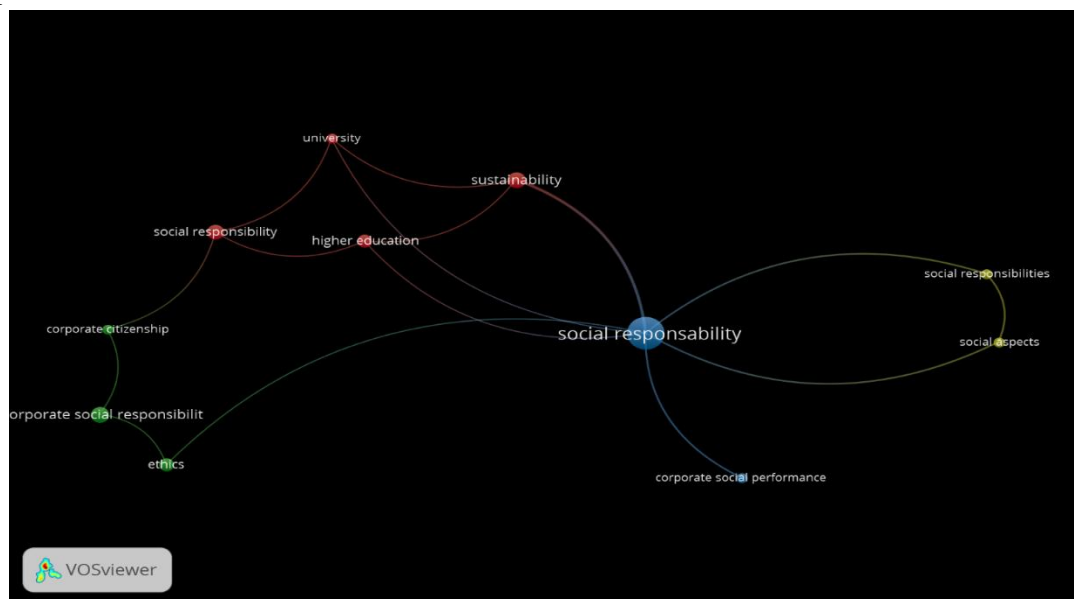
	conclusions and the preparation of the final document.	
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Table 1. Methodological design.**Source:** Own elaboration (2022)

4. Results

4.1 Co-occurrence of words

Figure 1 shows the co-occurrence of keywords within the publications identified in the Scopus database.

**Figure 1.** Co-occurrence of words**Source:** Own elaboration (2022); based on data provided by Scopus.

As shown in Figure 1, the most used keyword is social responsibility, which is also one of the variables under study and refers to all the actions carried out by citizens or entrepreneurs in order to repay society for the damage that may have been caused as a result of the economic activity. Therefore, it is understood as the ethical and moral commitment with society, all this in order to participate in its transformation and development. *Sustainability* is another keyword that is closely related to the actions taken for social welfare as it seeks to make everyday and business processes more environmentally friendly using the circular economy as a way to mitigate the harmful effects of economic and social growth that has been seen to a greater extent since the twentieth century. Finally, there are keywords such as corporate social responsibility, ethics and corporate management, which shed light on the actions taken by companies in order to mitigate the damage caused by their economic activity, which although necessary for development as a society and to supply the basic needs can be harmful to a community or the environment, so programs are created within corporations that are responsible for undertaking actions to help solve social problems that occur in communities.

4.2 Distribution of scientific production by year of publication.

Figure 2 shows how the scientific production is distributed according to the year of publication, taking into account that the period from 2016 to 2021 is taken.

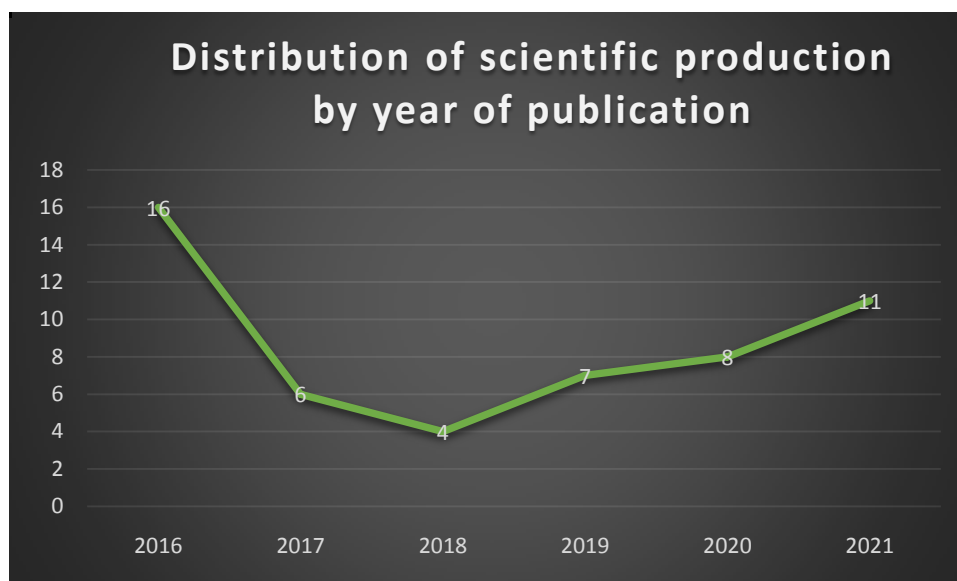


Figure 2. Distribution of scientific production by year of publication.

Source: Own elaboration (2022); based on data provided by Scopus.

2016 is the year with the highest number of publications registered in Scopus related to the variables under study presenting a total of 16 documents within which is the title “*Corporate Social Responsibility: Selected Theoretical and Empirical Aspects*” (Witkowska, 2016). This document analyzes selected aspects of the discussions centered on the notion of CSR and identifies controversies about the standardization of ethical and social business activities. All this based on the premise that companies develop social responsibility programs on a voluntary basis, so there is no standardization or guidelines on how a social responsibility program should be developed and its objective, since although there are several models of corporate social responsibility it has not been possible to establish what factors influence its use and how the performance of these activities is measured.

In second place is 2021 with 11 publications with knowledge related to strategic planning in the development of a social responsibility program. Among these documents is “*Responsibility to meet social demands: The corporate assimilation of the concept and the new wave of ESG*” (Turqueti et al., 2021). This document has the objective of analyzing the responsibility of guaranteeing and enforcing social rights at present and clarifying whether this should be an action that should be performed purely by the government or if they are actions of each one, so it was concluded that there is a need to rethink the social responsibility of all social agents, with emphasis on companies and the nonprofit sector, as a way to provide greater validity of social rights.

4.3 Distribution of scientific production by country of origin.

Figure 3 shows the distribution of scientific production according to the nationality of the authors.

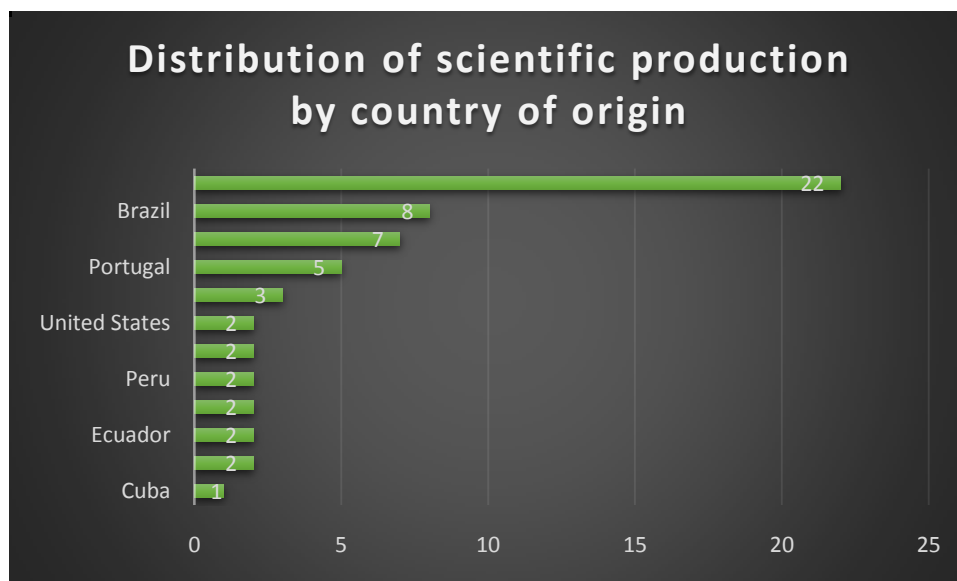


Figure 3. Distribution of scientific production by country of origin.

Source: Own elaboration (2022); based on data provided by Scopus.

Spain is the country with the greatest contribution to research related to the influence of strategic planning in the development of social responsibility programs, presenting 22 publications, among which is “*Validation of a Social Responsibility Measurement Model: A Multivariate Transactional Study of the Banana Sector*” (Cruz et al., 2021). The objective of this document is to design a diagnostic tool for the management of social responsibility for the agricultural sector, which was applied in a community in Ecuador through ISO 26000 by means of an empirical method and through the results obtained in this study, which uses reliability analysis and factor analysis, it was determined that the instrument is suitable for application in companies in the banana sector.

At this point, it should be noted that the production of scientific publications, when classified by country of origin, presents a special characteristic and that is the collaboration between authors with different affiliations to both public and private institutions, and these institutions can be from the same country or from different nationalities, so that the production of an article co-authored by different authors from different countries of origin allows each of the countries to add up as a unit in the overall publications. This is best explained in Figure 4, which shows the flow of collaborative work from different countries.

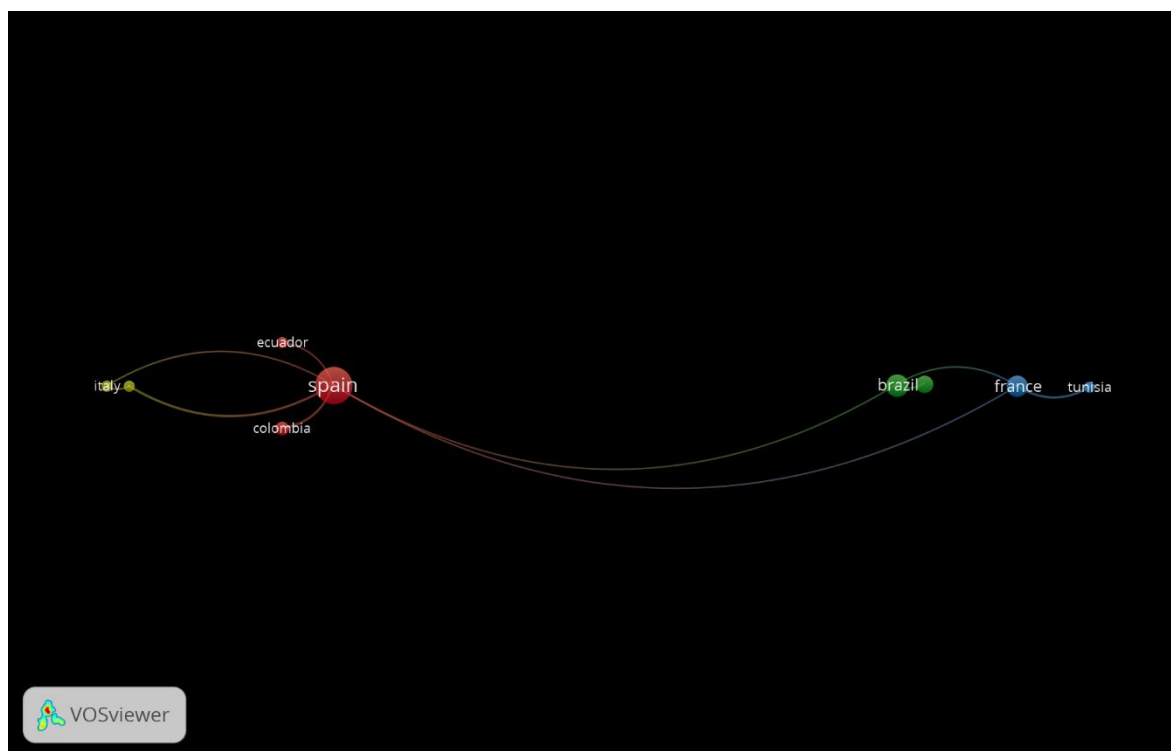


Figure 4. Co-citations between countries.

Source: Own elaboration (2022); based on data provided by Scopus.

As mentioned above, Spain is the country with the largest number of publications related to the variables under study also presenting documents in collaboration with countries such as Italy, Colombia and Ecuador where comparative studies are conducted in order to determine how they employ social responsibility in each country and how strategic planning influences these processes, in second place is Brazil with 8 documents within which is “*Social responsibility in hydroelectric developments: A case study of UHE Funil*” (De Lima et al., 2016). The main objective of this document is to identify and analyze the implications of the implementation of HPP Funil, from the perspective of the people affected. In this study, interviews were conducted with people belonging to the community of Funil in order to determine the scope of social responsibility actions carried out by the hydroelectric power plants since although these are necessary as they are the largest source of energy in Brazil, they cause harm to the community near their settlement. In this study, it was found that although these companies do carry out corporate social responsibility programs, these are not very frequent and sometimes do not meet the needs and problems that the people belonging to this community have as a result of the execution of their operations. This document is very useful because it helps to make companies aware of the measures taken in corporate social responsibility activities and how these sometimes fall short of the ethical discourse.

4.4 Distribution of scientific production by area of knowledge

Figure 5 shows how the production of scientific publications is distributed according to the area of knowledge through which the different research methodologies are executed.

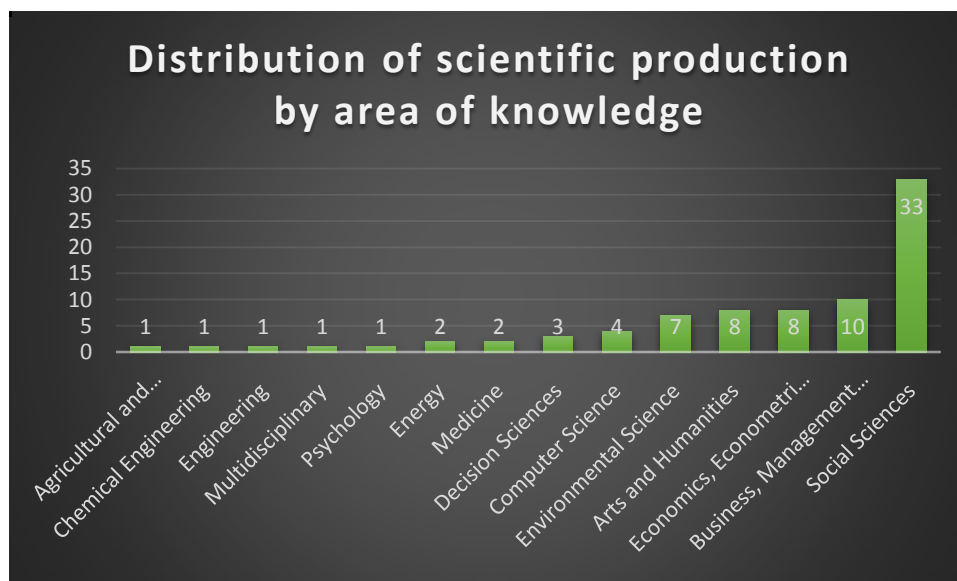


Figure 5. Distribution of scientific production by area of knowledge.

Source: Own elaboration (2022); based on data provided by Scopus.

Social sciences is the area of knowledge with the largest number of contributions through the theories that are framed in it, in the search for new knowledge on the influence of strategic planning in the development of corporate social responsibility programs having 33 publications in total, within which is the title “*Corporate social performance and corporate social responsibility: an analysis of theoretical models from the decades 1970-2000*”. (Silva et al., 2016). This document makes a study of the literature related to corporate social responsibility and its models used during 1970 and 2000 in order to determine the variations that this concept has had and its relationship with what is now known as corporate social responsibility programs. Thanks to this study, the models of the dominant currents and philosophies were characterized with a dominant focus on the integrative and ethical currents and management philosophy.

In second place is business where 10 documents were written following the guidelines of the topics related to this area, among which is the study “*Analysis of the effect of corporate social responsibility on the business results of micro, small and medium-sized enterprises (MSMEs)*” (Hernández-Perlines & Sánchez-Infantes, 2016). This document seeks to determine at what level the MSMEs perform corporate social responsibility actions and how this helps their growth and strengthening of their economic support, in addition to the efficiency in their processes. In this study, 278 Spanish MSMEs were analyzed under GRI standards, where it was found that MSMEs that implemented social responsibility programs had better results at the economic level.

4.5 Type of publication

Figure 6 shows how the bibliographic production is distributed according to the type of publication chosen by the authors.

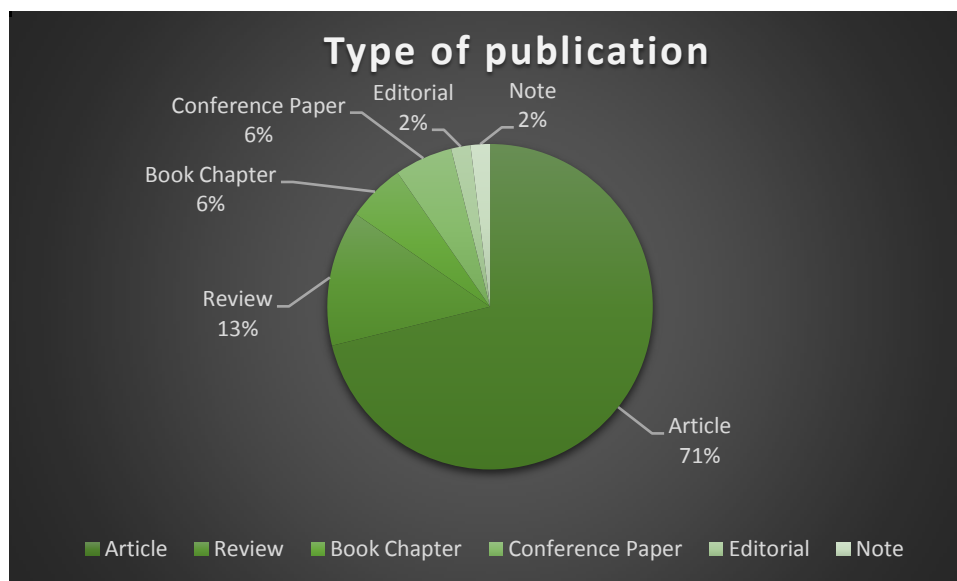


Figure 6. Type of publication

Source: Own elaboration (2022); based on data provided by Scopus.

As shown in Figure 6, within the different types of publications, 71% of the total number of documents identified through Phase 1 of the Methodological Design, correspond to Journal Articles, among which is the one entitled “*Social innovation: New face of social responsibility? critical conceptualization from the university perspective*” (Vargas-Merino, 2021). The main objective of this document is to analyze, elucidate and understand the complexity of the definition of social innovation and the role it would play. Therefore, it is proposed that corporate social responsibility should be inculcated and analyzed from the university. Through this study, it was possible to determine that the management of companies is not consistent with its mission and vision, seeking only to increase its reputation with palliative actions away from the ethical discourses, complying entirely with the law but being insufficient. Therefore, the university is called upon to participate in the analysis of this issue from its investigative spirit in the search for knowledge.

In second place are the reviews, which represent 13% of the total number of documents identified in this study, among which is the title “*Corporate governance in sustainability indexes: A Spanish case study*” (Andreu-Pinillos et al., 2020). The main objective of this document is to find out whether all the variables included in the corporate governance dimension in the aforementioned indicators are equally relevant and material for both corporate social responsibility and corporate governance. Through this study it was found that not all factors included in governance have the same relevance, so these indexes may or may not represent the social responsibility actions implemented by these organizations.

5. Conclusions

Thanks to the bibliometric analysis proposed in this research, it can be determined that Spain is the country with the highest number of bibliographic records in Scopus database during the period between 2016 and 2021 with a total of 22 documents. The scientific production related to the study of strategic planning in the development of a social responsibility program, has presented an irregular growth during the aforementioned period, going from 16 publications

in 2016 to 11 units in 2021, i.e., the scientific production related to this topic has been decreasing over the years, which indicates the importance of promoting the development of scientific material that determines the influence of strategic planning in the development of social responsibility program.

Corporate social responsibility is the actions taken in order to give back to society and participate in its growth, acquiring a commitment to cultural, economic and environmental aspects in society. Strategic planning plays an important role since it is the tool by which the main objective of the social responsibility program is determined and gives the guidelines to create actions that lead to its fulfillment. Contrary to popular belief, social responsibility is not only a corporate or governmental issue, it is an issue that concerns all citizens and goes hand in hand with sustainability, which seeks to innovate business and daily processes, making them increasingly environmentally friendly.

In order to mitigate the harmful effects that their economic actions cause in society, companies employ a series of actions to solve social problems. These programs are often not effective because they are not developed through strategic planning, which results in a lack of activities to fulfill these functions. All of the above allows to conclude in the importance of knowing the theory or bibliographic resources that seek to awaken the interest in organizations to implement strategic planning in the development of their corporate social responsibility programs to ensure their effectiveness, thus contributing to the development of society by adopting an active role in its transformation. It is for this reason that the need for studies such as the one presented in this document is highlighted, which make a tour of those texts that address the aforementioned topic, in order to give the reader a broad view of the current situation of the literature on the Influence of strategic planning in the development of a social responsibility program.

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