



Strategies of Corporate Social Responsibility in companies from the construction sector in Medellín

Estrategias de Responsabilidad Social Empresarial en organizaciones del sector construcción en Medellín

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Abstract

Social responsibility continues to be a topic of special interest for organizations and companies given its correspondence with new global challenges. The purpose of this research is to describe the corporate social responsibility strategies used by companies in the construction sector in Medellín. It is a research developed under the integrated holistic paradigm, under a contemporary cross-sectional descriptive design. A literature review was carried out making possible the conceptualization of the object of study. A structured scale based on a questionnaire of 15 items was applied, with information units corresponding to those in charge of the Social Responsibility function of the construction companies subscribed in FENALCO, Antioquia. The findings show that the practice of corporate social responsibility in the companies under study is very new, less than 10 years old. It is focused on strategies oriented towards the community and workers. The research verifies that socially responsible marketing strategies are also applied, using mainly tools related to the environment and which are envisioned as a form of corporate social responsibility in its initial stages. Recommendations include the diversification of social responsibility strategies in correspondence with the factors and indicators that provide the various tools and mechanisms of corporate social responsibility.

Resumen

La responsabilidad social sigue siendo tema de especial interés para organizaciones y empresas dada su correspondencia con los nuevos retos locales. La presente investigación tiene como propósito describir las estrategias de Responsabilidad Social Empresarial empleadas por las empresas del sector construcción en Medellín. Se trata de una investigación desarrollada bajo el paradigma holístico integrado, de tipo descriptiva bajo un diseño contemporáneo de fuente mixta-transaccional descriptiva. Se realizó una revisión documental que posibilitó la conceptualización de la variable objeto de estudio al tiempo que se aplicó una escala estructurada con base en un cuestionario de 15 ítems, teniendo como unidades de información a los encargados de la función de Responsabilidad Social de las empresas del sector construcción inscritas en FENALCO Antioquia. Los hallazgos evidencian que la práctica de la Responsabilidad Social Empresarial en las organizaciones objeto de estudio es muy joven, pues evidencian menos de 10 años de práctica y está enfocada en estrategias orientadas a la comunidad y a los trabajadores. Se verifica también que aplican estrategias de Mercadeo Socialmente Responsable y usan fundamentalmente herramientas del medioambiente con lo que se vislumbra como una estrategia de Responsabilidad Social Empresarial de iniciación. Se recomienda la diversificación de estrategias de responsabilidad social en correspondencia con los factores e indicadores que proveen las diversas herramientas y mecanismos de Responsabilidad Social Empresarial.

Keywords | palabras clave

Social Responsibility, company, organizations, strategy, corporate social responsibility.
Responsabilidad social, empresa, organizaciones, estrategia, responsabilidad social empresarial.

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1. Introduction

Corporate Social Responsibility (CSR) is a key role among individuals and organizations by virtue of the need to revalue the conditions of life and relationships on the planet. Companies globally have persisted in the development of suitable forms of social responsibility that allow better conditions for productivity and competitiveness, in correspondence with organizational publics (stakeholders).

Responsibility is a centenary concept according to the considerations of Cardona (2017) and Rincón (2017), emphasizing that its conception has had a *boom* since the beginning of the 21st century, given the link with interest groups in public and private organizations to guide a change of inclusive paradigm and integration for the sustainable development of economies.

The purpose of this research is to describe the Corporate Social Responsibility (CSR) strategies used by companies in the construction sector in Medellín (Colombia), identifying the orientation of Corporate Social Responsibility strategies with the public groups or interest groups (stakeholders). In this sense, the aim is to determine the social responsibility strategies used and identify social responsibility tools within the framework of the companies under study.

In Colombia, the use of social responsibility as a strategic organizational dimension is increasingly recurrent. For this reason Pérez (2014) affirms that Colombia exceeds Chile and Mexico in social responsibility reports. According to Rincón, Caridad & Salazar (2017):

[...] today's society is making more and more recurrent demands and claims to organizations so that they act according to the *triple bottom line*, referring to the three economic, social and environmental vectors that condition the insertion in markets competitively, in favor of sustainable development in the face of a welfare economy (p. 49).

Companies in the construction sector do not escape the need to provide socially responsible actions since, given their nature, they articulate the social, economic and environmental component in accordance with the «triple bottom line», making it necessary to observe how companies from this important economic sector apply actions of Corporate Social Responsibility, and «although it is fashionable for many, it guides the ability to respond by coordinating actions to the needs of a collective that is increasingly better informed, more organized and willing to achieve common goals and objectives» (Rincón, 2017, n/a).

The construction sector in Colombia is a determining factor in GDP growth, particularly due to its generation of employment, economic growth, and diversification (DANE, 2017).

2. Literature review

2.1. State of the art

Below are some recent research works on Corporate Social Responsibility, specific to the construction sector or related to it as much as possible. The research of Padilla,

Arévalo, Bustamante & Vidal (2017) is presented first. In their work entitled «Corporate Social Responsibility and Financial Performance», they analyze the relationship between Corporate Social Responsibility practices and the financial performance of companies belonging to the industrial plastic sector. A survey was used and designed with a likert scale, as a method of gathering information to demonstrate how companies can be socially responsible. For this, a sample of 192 companies from Quito (Ecuador) was selected.

On the other hand, Padilla *et al.* (2017) determined the correlation existence of CSR variables with financial indexes. In addition, they observed that Ecuadorian companies show a medium implementation level of the concept of CSR. This correlation does not show statistical significant dependencies between the CSR index and financial performance. According to the results of this study, there is a significant relationship between the pillar of social responsibility and return on sales or assets (ROS), and between the pillars of economic and environmental responsibility with respect to the return on equity (ROE).

In accordance with international referents on the subject, Poussenkova, Nikitina, Rowe & Fjaertoft (2016), in their research «Introduction to the Issue of Policy Recommendations for Corporate Social Responsibility for Arctic Petroleum», carried out an analysis on CSR in the exploitation and extraction of oil, focusing with special attention on the impact it generates on the environment.

The methodology applied by Poussenkova *et al.* (2016) was quantitative, through field work in four case studies in which semi-structured interviews were conducted: Hammerfest, Murmansk, Komi Republic and Nenets Autonomous Okrug (NAO). The information units were members of the local population, regional and local authorities, NGOs and representatives of oil companies. The most outstanding findings are related to the development of an input-output model of economic analysis to determine how much oil contributes to the improvement of the economy in the Komi Republic (Russian Federation). The results were compared with Norway in order to investigate the capacity of the oil industry to boost regional growth in both countries (Russia and Norway).

On the other hand, Tai & Chuang (2014), in «Corporate Social Responsibility» refer to the fact that companies should not only be a useful tool for the growth of cities, but also responsible for the care of stakeholders and their needs. In this way, it is clear that business practices require a structure that complies with the standards and objectives for sustainable development.

The methodology used by Tai & Chuang (2014) was quantitative-qualitative. The findings that stand out in the research specify that multinationals are responsible for the interest groups. Therefore, companies must focus on the values of the global economy and social responsibility that create long-term security objectives for the transactions based on the needs of all suppliers, investors and employees.

Tai & Chuang (2014), conclude in favor of social responsibility and promote this strategy from conceptual theory to practice, as one of the most important in the industry. It is suggested in the aforementioned investigation that it is necessary to make more investments in marketing to improve customer loyalty, through the innovation of goods and services.

Another contribution of interest is observed in the research carried out by Cheng, Ioannou & Serafeim (2014), entitled «Corporate social responsibility and access to finance», in which it is highlighted that a superior performance in CSR strategies leads to better access to business financing. This research corresponds to a quantitative methodology in which the hypothesis that better access to finance can be attributed to the reduction of agency costs, since the commitment of the interested parties and the reduction of asymmetry information due to increased transparency is raised and verified.

The hypothesis stated by Cheng, Ioannou & Serafeim (2014), was tested through a study of 45 companies, resulting in companies with a better CSR performance facing significantly lower capital restrictions. The findings provide evidence that both commitment from stakeholders and transparency about CSR performance are important to reduce capital constraints. The results are confirmed with several alternative measures of capital restrictions, executing an analysis based on the qualifications for the performance of CSR, with a focus on instrumental variables and simultaneous equations.

It is also necessary to point out the study of Ospina and Sotelo, «Corporate Social Responsibility: economic, social and environmental benefits for stakeholders» (2013), in which they set as an objective to establish the situation of companies in the construction sector facing the issue of CSR as a generator of economic value based on information already documented from some models proposed by different authors and cases of some companies in the sector. The methodological approach of Ospina and Sotelo study (2013) consisted in making an analysis of social or sustainability reports, in the first instance, but when the companies did not present these reports they resorted to the management reports of each company. Through these reports and the variable system, a qualitative and descriptive research was developed.

Ospina and Sotelo (2013) stated that the importance of CSR is not only to benefit the interest groups or stakeholders, because organizations should aim to maintain a social balance, so that the damage caused to society can be reduced. They conclude that interest groups can obtain economic, social and environmental benefits when companies are socially responsible, since the objective of the latter is to generate wealth for those who are part of or have a direct relationship with them. In this sense, the work is intrinsically dependent on society and its progress.

As a contribution, the work of Ospina and Sotelo (2013) provides information to the reader about how Corporate Social Responsibility is a useful and effective factor to improve the productivity of companies in Medellín (Colombia) since it meets the needs of an individual or group of individuals that can affect or be affected by the achievement of the objectives of an organization. In turn, they verify that CSR is a great opportunity to improve the profits of companies.

2.2. Legal bases of Corporate Social Responsibility in Colombia

Regarding legal sustenance, the Political Constitution of Colombia from 1991 mentions social responsibility in articles 20, 73, 95 and 333, focused mainly on the responsibility of citizens. However, article 333 recognizes business activity as a source for the social development of the country from the perspective of its social function. Another legal instrument is represented by ruling T-247 from 2010, which mentions that in compensation for the lucrative profit received by companies, they must assume social commit-

ment. However, this decision is not mandatory for companies, as it seeks to be more voluntary and not imposed (Ruling T-247, 2010).

Additionally in Colombia, four bills have been processed on the subject: Project Law 153 (2006) and Project Law 031 (2007), both on social responsibility and the environment, while Project Law 058 (2009) and Project Law 070 (2010) deal with CSR and child protection.

2.3. *Social Responsibility*

Corporate Social Responsibility (CSR) refers to the role that the company has with society and bases its activities on ethical principles in accordance with the Law. It refers to the relationship that the company has with society, with its environment, and which materializes in the implementation of mutually beneficial actions (Duque, Cardona & Rendón, 2013).

Peláez & García (2014), define CSR as a strategic approach that is part of the management of the organization, providing competitive advantages and differentiation of companies vis-à-vis their stakeholders, society and the environment.

For the European Commission (2001), CSR is understood as the voluntary integration by companies to work towards social and environmental problems in accordance with their commercial operations and their relationship with society. In addition, it points out that being socially responsible does not only mean complying with legal obligations, but also going beyond compliance, investing more in human capital, in the environment and in relations with interest groups. Based on this definition, CSR is based on three aspects: a) Will, b) Identity and sustainability, and c) Relationship with stakeholders.

In none of these aspects is observed compliance with standards as an inherent factor in CSR, constituting only some of the actions that organizations must implement. Consequently, social responsibility actions should not imply the fulfillment of a regulatory obligation. Rather, they should be part of the strategic understanding of the relationship of the organization. Will must start from the particular interest that the company has to take action in favor of the social and environmental surroundings in which it is immersed. The principle of identity and sustainability indicates the commitment that the company has to aligning its economic growth with environmental sustainability, which is called «sustainable development». In this sense, CSR focuses on the welfare of all its stakeholders: customers, shareholders, suppliers, employees; as an integral part of it.

As stated by the General Secretariat of the Government of Salta (2014), one of the greatest qualities that organizations must develop today is to consolidate all the aspects that allow cataloging it as «socially responsible». Economic development must be aligned with social commitment and respect for the environment, in such a way that immediate needs are met without sacrificing future ones. In this way, it also contributes to sustainable development and reverts to society part of the benefit that it gives to the organization, the productive system and, consequently, to the economy.

On the other hand, Rincón, Caridad & Salazar (2017), point out that «social responsibility is a function in the management and development of organizations, pro-

tected in the collective consciousness for the promotion of actions of social, economic and environmental sensitivity» (p. 48).

The concept of CSR has undoubtedly presented an evolution. Initially it was understood as a basic responsibility of helping society, and with the time it has managed to cover the influence areas of its actions (social, environmental and economic), causing an active presence within society and an activity that is within the corporate strategy of organizations. In this regard De la Garza (2013), states:

Increasingly, companies perceive that social responsibility is a subject that is not restricted only to social or environmental actions developed by the organization in the community, but also implies the practices of dialogue and interaction with the various publics of the company... For the company to work on the issue of social responsibility, from a systemic and broad perspective, it is necessary that it is incorporated into the management processes and, therefore, be treated as part of the business strategies and the internal planning system of a company (p. 23).

According to Carroll (1991) the orientation in the application of CSR in organizations is presented in four dimensions, which make up most segments of the construction sector. These are: the economic, legal, ethical, philanthropic and environmental dimension.

- The economic responsibility dimension: expects that the companies generate profit, its nature is effectively economic, and it is understood as a benefit that the companies produce when selling goods and services for the functioning of capitalism.
- The legal responsibility dimension: shows that the nature of companies fully responds to a legal context, their responsibility will be in accordance with the rules and regulations of the industry.
- The dimension of ethical responsibility: indicates that companies must demonstrate their duties and values with a focus on ethics, without harming their stakeholders.
- The dimension of philanthropic responsibility: shows that the company or society must be supportive, focused on helping others as a form of increasingly effective social management.

CSR can be categorized according to various factors or indicators, considering the «triple bottom line»—explained *ut supra*—, tools and instruments. An example of this is the «Millennium Development Goals»², and specifically the dimensions of social obligation, social reaction and social sensitivity of Donnelly, Gibson, Ivancevich & Konopaske (2011).

This allows seeing how society in general and the interest groups associated with commercial dynamics are increasingly aware of the importance of social, economic and environmental aspects, reflected in environmental care actions, their role as a consumer and as a user. Likewise, companies are concerned with satisfying the

2 Available at: <https://goo.gl/sxgQtE> (07/23/2018).

demands of the public and addressing issues not only intrinsic to the organizational process but also have a positive impact on the environment, and above all, favoring the organizational publics, understanding that the main responsibility of a company is to be productive, to stay active; thus, being able to guarantee its operation and permanence in the market.

CSR strategies are intended to meet the requirements of the various stakeholders of the organization, taking as a point of reference the pillars of CSR that are the social, economic and environmental commitment. Through the integral management of these areas, improvements are made in organizations by imposing mechanisms aimed at responsible practices that integrate the corporate strategies promoted by management systems. According to Yepes (2007) these strategies are: a) base market pyramid, b) supply chain, d) Corporate Social Responsibility cluster and, d) Responsible Social Marketing.

2.4. Corporate Social Responsibility Tools

In accordance with the above, the adoption of social responsibility by organizations has been made from various tools. In this regard, in April 1991, the United Nations and the Economic Commission for Latin America and the Caribbean (ECLAC) presented the document «Our Own Agenda» in which the following thirteen aspects are listed:

- a. Peace and global disarmament.
- b. New economic relations.
- c. Confrontation of poverty.
- d. Economic policies inconvenient to the sustainable development of the region.
- e. Exploitation of natural resources.
- f. Treatment of global environmental problems.
- g. New financing mechanisms for the execution of environmental conservation programs.
- h. Areas and scope of technical cooperation.
- i. Conditionalities in environmental matters.
- j. Financial cooperation required to advance the strategy of sustainable development.
- k. Change of the consumption patterns in the north.
- l. The treatment of drugs.
- m. Population.

More recently, the «Global Compact», announced at the Davos Forum in 1999, forms a strategic instrument of free adherence, based on 10 principles that act in four areas in the field of social responsibility and sustainable development: Human Rights, labor environment, natural environment and fight against corruption.

In 2000, 189 member countries of the United Nations proposed the Millennium Development Goals, which were to be achieved by 2015. These goals are:

- a. Eradicate extreme poverty and hunger.
- b. Achieve universal primary education.

- c. Promote gender equality and women's autonomy.
- d. Reduce child mortality.
- e. Improve human health.
- f. Combat HIV/AIDS, malaria and other diseases.
- g. Guarantee the sustainability of the environment.
- h. Promote a world association for development.

However, in 2015 the progress of these objectives was evaluated, giving way to a reformulation that currently extends to 17 Sustainable Development Goals (SDGs)³, based on the progress made through the Millennium Development Goals (MDGs). This adaptation was evident in the formulation of the so-called «2030 Agenda».

To date, Colombia continues to work intensively on the implementation of strategies that make it possible to accelerate the achievement of the MDGs, identifying «bottlenecks» and implementing short and medium-term solutions to ensure compliance with the goals that lag behind the most, supporting the construction of public policies that allow the overcoming of extreme poverty and hunger, with efforts made by National Government institutions such as those led by the Agency for the Overcoming of Extreme Poverty (ANSPE). The different Funds, Programs and Agencies of the United Nations System are working towards this same goal in the country, implementing solutions on issues of habitat, education, health, gender, governance, inclusive economic development and the generation of a culture of peace (UN, 2016).

Based on the political commitment of the country, the National Development Plan 2014-2018 «Together for a new country» includes strategic goals and objectives aimed at generating and strengthening the necessary conditions to build a peaceful, fair and educated society. Additionally, and in order to prepare for the implementation of the SDGs, on February 18, 2015, Colombia made a step that put it at the forefront of the issue in the world, through the creation of the «Interinstitutional High Commission for the Enlistment and the Effective Implementation of the Post-2015 Development Agenda and its SDGs» (UN, 2016).

The current task is to adapt the SDGs to the Colombian context as quickly and effectively as possible, through the design and implementation of public policies and incorporation into local government plans (within the new periods of government), that support the achievement of these new goals. (UN, 2016, p. 20).

There are also other tools that set the priority areas of attention for Corporate Social Responsibility (CSR), such as:

- Global Reporting Initiative (GRI).
- AccountAbility 1000 (AA1000).
- Ethical Management and Corporate Governance (Standard SGE21: 2008) (Forética, 2017).
- Green Paper of the European Union (European Commission, 2001).

3 Available at: <https://goo.gl/jKJhA9> (07/23/2018).

- Management addressed to collaborators (SA 8000) (Economic and Social Department, 2015).
- ISO 26000 (ISO 26000, sf).
- Environmental Management (ISO 14001) (ISO 14001, 2015).
- Quality Management (ISO 9000) (ISO 9000, 2015).
- Ethos Indicators.

3. Materials and method

The present research is carried out with an integrating or holistic approach, which allows the researcher to understand the different phases involved in an investigation, facilitates knowing what has already been described, generates contributions to what was previously said and, in addition, accepts the integration of methods and techniques. Hurtado (2012), with the proposal of the holistic cycle, presents an integrating synthesis of the investigative process, which includes a complete vision of the object of study, allowing the researcher to be more than an observer and participate actively in the construction of knowledge. Therefore, a descriptive research was carried out to address the Corporate Social Responsibility (CSR) strategies in the companies of the construction sector of Medellín (Colombia).

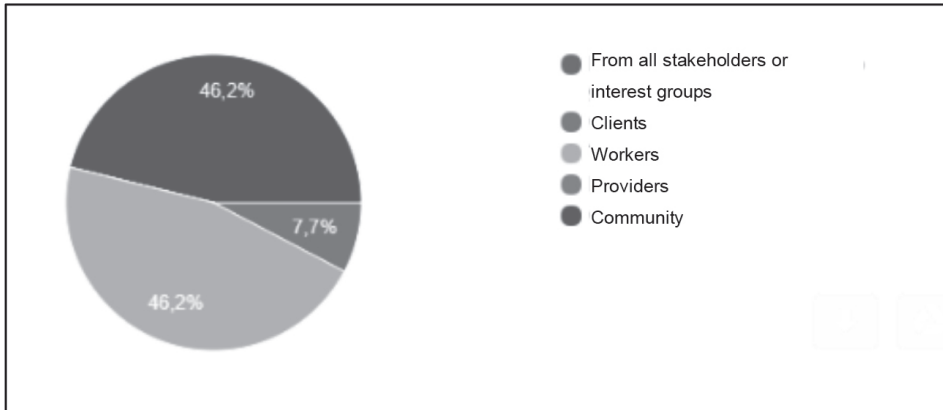
The research started with a literature review for the identification and selection of the information that led to the conceptualization of the subject, reviewing existing theories and definitions in order to compare, evaluate and integrate them in the search for the particularities that help in their categorization. In the development of the research, the predictive, projective, interactive, confirmatory and evaluative phases were fulfilled, as proposed by Hurtado (2012).

The study population was made up of companies in the construction sector of Medellín, taking as a sample reference those registered in FENALCO Antioquia, with a total of 13 companies, all legally constituted. In this sense, the population census technique was applied, considering that the sample under study is a reflection of the entire population. The technique used was the survey through a questionnaire consisting of 15 close questions.

4. Analysis of the results

In order to describe the Corporate Social Responsibility strategies employed by the organizations of the construction sector in Medellín, the results obtained are presented below:

Figure 1. Strategy orientation



As can be seen in Figure 1, 46.2% of the companies state that their Corporate Social Responsibility (CSR) strategies are oriented to workers and in the same proportion to the community, while only 7.7% to the customers. It can be interpreted that the orientation of CSR is aligned towards the operative dimension of the company, focusing on internal collaborators and suppliers.

Figure 2. Type of strategy

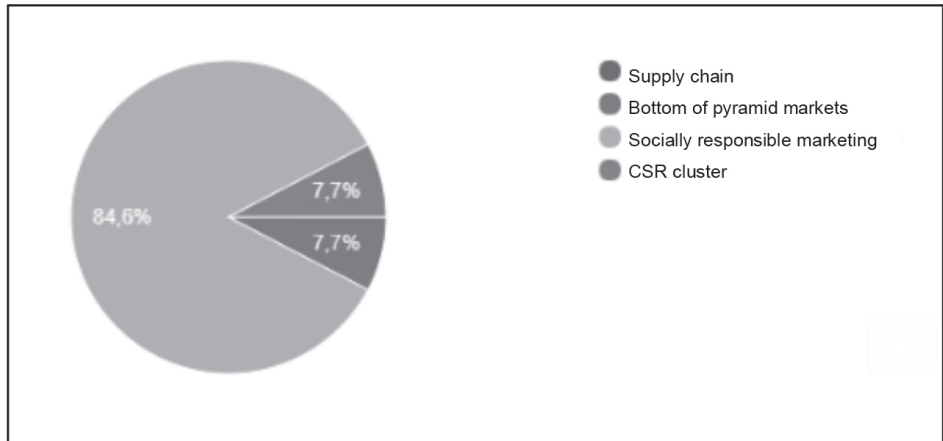
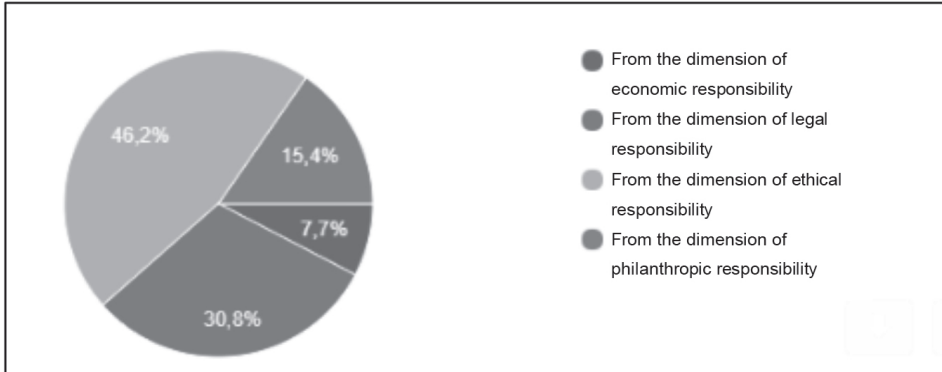


Figure 2 shows how 84.6% of companies apply responsible social marketing as a Corporate Social Responsibility strategy; followed by 7.7% applying bottom of pyramid markets and the remaining 7.7% using a CSR cluster. It is striking that while the orientation of CSR is around internal and intermediate audiences, the strategy employed is focused on responsible social marketing, which could be interpreted as a view towards external audiences or the organizational environment. At the same time, it could be seen as a generic strategy. In this regard, it could be observed that 84.6% of

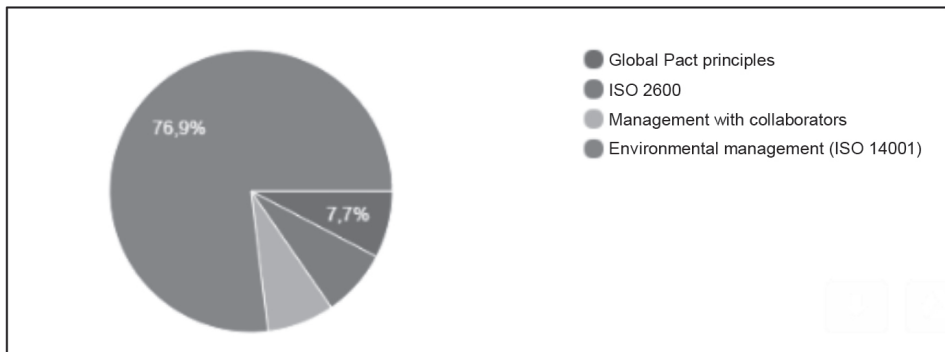
the companies have applied CSR strategies between 1 to 5 years, 7.7% less than 1 year, and the remaining 7.7% between 5 to 10 years, which shows that the sector is aware of the need to implement social responsibility strategies.

Figure 3. Application dimensions of the strategy



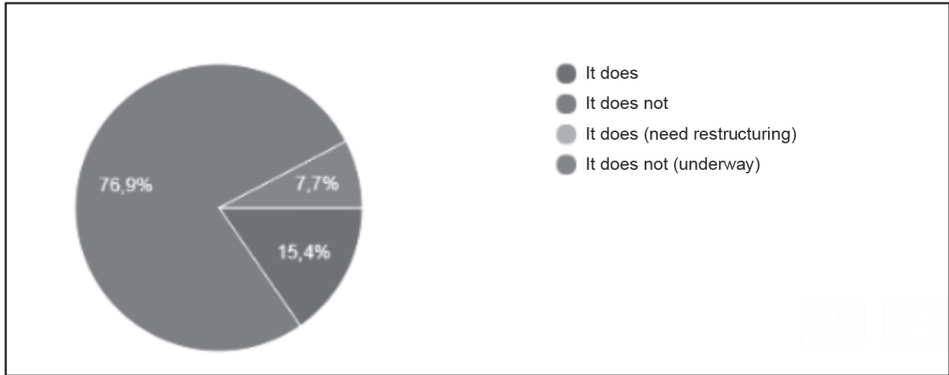
Regarding the dimensions of application (figure 3), CSR strategies of companies in the construction sector in Medellín are oriented at 46.2% to ethical responsibility; 30.8% consider their application from the legal dimension; 15.4% focus on the philanthropic dimension, and only 7.7% focus on economic responsibility.

Figure 4. Types of CSR tools that the company applies



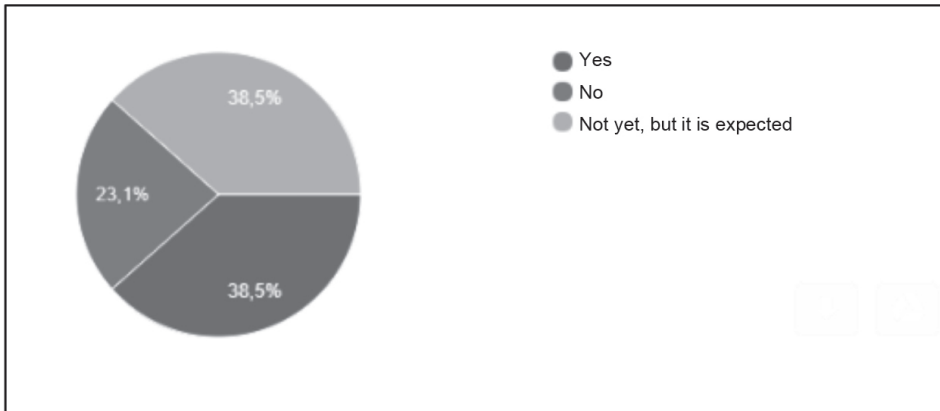
When considering the types of CSR tools applied by the companies referenced above (figure 4), it can be observed that 76.9% apply the ISO 14001 standard on Environmental Management as a CSR tool, 7.7% apply the principles of the Global Pact, another 7.7% apply the ISO 2600, coincidentally 7.7% prefer management with collaborators. It is evident that these companies are highly influenced by the ISO 14001 standard to determine the CSR strategies that apply.

Figure 5. The company has tools to know the improvement of internal and external CSR processes



As shown in Figure 5, 76.9% of companies do not have a program or tool to know the improvement in internal and external CSR processes; 15.4% have evaluation and control mechanisms; while 7.7% do not have them but assure they are underway. Once again it is confirmed that most of the companies worry about the structuring of CSR strategies and their implementation, but few control them and/or determine their impact.

Figure 6. Presentation of reports



When considering the presentation of reports on CSR (Figure 6), 38.5% of companies say they do so, reporting positive and negative impacts; this compared to an equal proportion of companies that still do not do it, but they hope to do it; while 23.1% do not.

These results show that companies need to focus more on impact evaluation, in establishing control, monitoring, evaluation and feedback mechanisms to ensure that the strategies comply with the objectives for which they were designed.

5. Discussion and analysis

With the descriptive analysis of the data obtained, it was possible to contrast the information with the theoretical postulates. Thus, when considering the first objective in which it was proposed to identify the strategic orientation of Corporate Social Responsibility with organizational audiences, it was possible to effectively demonstrate that most of the analysis sample orient their strategy towards the internal and intermediate publics of the organization, which ratifies the considerations of Rincón (2017) who states that:

While for many [CSR] is fashionable, it guides the ability to respond by articulating coordinated actions to the needs of a collective that is increasingly better informed, more organized and willing to achieve common goals and objectives (n/p).

In relation to the second objective, which consists in identifying the social responsibility strategies applied by companies in the construction sector in Medellín, it was possible to specify that most of the companies focus on strategies oriented to the community and to workers, the strategy most often applied is responsible social marketing, in correspondence to what was pointed out by Yepes (2007).

Regarding the third objective, which consists in determining the social responsibility tools used by companies in the construction sector in Medellín, it could be seen that most companies apply the ISO 14001 standard on Environmental Management as a CSR tool. This rule aims, precisely, for each company to design and implement an Environmental Management System through which it achieves a balance between the environment, society and the economy. Although it is the norm of more application among these companies, it was identified that most do not have any program or tool to know the improvement of internal and external processes on CSR. This aspect should be solved when implementing an Environmental Management System, which shows that it is necessary to evaluate and improve the application of the standard.

6. Conclusions

Corporate Social Responsibility influences business aspects such as quality, productivity, competitiveness, identity, image and reputation. Likewise, CSR stands as an internal dimension of companies, organizational dynamics and therefore aimed at internal collaborators and interest groups with close links to the organizational operational level, which establishes a reflection on the culture and organizational climate; while at the level of the interest groups external to the organization, they perceive the aspects of responsibility through the dynamics of service provision and commercialization of the company, which often generates positioning, loyalty and value generation of the business brand and its associated brands. Therefore, it is necessary to make more effort when orienting CSR strategies in the organizational publics and interest groups in a balanced manner. In this sense, it is recommended to create a map of public and interest groups around the companies in the construction sector.

Likewise, the orientation of the social responsibility strategy is recommended in a balanced way in response to the various factors or indicators considering both the

«triple bottom line», as well as the tools and instruments mentioned, including MDGs, SDGs and the dimensions of social obligation, social reaction and social sensitivity presented by Donnelly, Gibson, Ivancevich & Konopaske (2011).

Although most of the construction companies in Medellín (Colombia) implement CSR strategies and have clear guidance and application tools, there is evidence of the need to improve in terms of evaluation and monitoring mechanisms on the effectiveness of these strategies, since it has been identified that most companies only rely on planning and implementation, and few have taken action in the evaluation and feedback stages to achieve a real impact.

The ISO 14001 Standard, which establishes guidelines for the design and implementation of an Environmental Management System in organizations, serves as a guideline for most companies in the construction sector in Medellín. Therefore, the diversification of social responsibility strategies is recommended in correspondence with the factors and indicators that provide the various tools and mechanisms of corporate social responsibility referenced above.

The practice of Corporate Social Responsibility, in most of the construction companies in Medellín, is very new, having less than ten years of execution, and focuses mainly on strategies aimed at the community and workers. In this sense, they apply socially responsible marketing strategies and use environmental tools fundamentally, envisioned as a strategy of incipient corporate social responsibility.

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