



Social responsibility and quality management: Peruvian insurance company

Responsabilidad social y la gestión de calidad: Empresa Peruana de Seguros

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Abstract

To be sustainable over time, corporate social responsibility must influence its environment and its collaborators in times of uncertainty. A crisis in the health, political, and economic systems in Peru has been triggered as a result of COVID-19. The purpose of this study is to determine the relationship between social responsibility and quality management in a Peruvian insurance company. The methodology used to achieve the objective was a quantitative approach, cross-sectional and non-experimental design. A sample of 331 employees in the city of Lima was surveyed. The survey was applied as an instrument through the validation of contents by expert judgment and reliability of Cronbach Alpha > 0.96. The results show that the company supports the less privileged communities in health and nutrition campaigns through voluntary collaborators of corporate social responsibility programs who contribute to caring for the environment. We conclude that there is a significant relationship between the variables studied, however, the insurance company is aware that it is still necessary to work on knowledge management and strategies to get the participation of its collaborators and suppliers in social responsibility tasks in times of pandemic, which allow higher levels of competition.

Resumen

Para ser sostenible en el tiempo, la responsabilidad social empresarial debe incidir en su entorno y sus colaboradores en tiempos de incertidumbre. Una crisis en los sistemas de salud, políticos y económicos en Perú se ha desencadenado como resultado de la COVID-19. El propósito de esta investigación fue determinar la relación entre la responsabilidad social y la gestión de calidad en una empresa peruana de seguros. La metodología utilizada para lograr el objetivo fue de enfoque cuantitativo, diseño no experimental y de alcance transversal. Se encuestaron a 331 colaboradores en la ciudad de Lima. Se aplicó como instrumento un cuestionario validado por juicio de expertos y con una confiabilidad de Cronbach $\alpha > 0,96$. Los resultados evidencian que la empresa apoya a las comunidades menos privilegiadas en campañas de salud y nutrición a través de colaboradores voluntarios de los programas de responsabilidad social empresarial que contribuyen al cuidado del medio ambiente. En conclusión, existe una relación significativa entre las variables estudiadas; sin embargo, la alta dirección de la empresa aseguradora es consciente de que aún falta trabajar en la gestión del conocimiento y estrategias para conseguir la participación de sus colaboradores y proveedores en las labores de responsabilidad social en tiempos de pandemia, que permitan mayores niveles de competencia.

Keywords | palabras clave

Responsibility Social, Quality management, community, environment, knowledge management, job performance, COVID-19.
Responsabilidad social, gestión de la calidad, comunidad, medio ambiente, gestión del conocimiento, desempeño laboral, COVID-19.

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1. Introduction

The COVID-19 pandemic has complicated the way of life of people and organizations across the planet. The statistics regarding the numbers of infected and deceased are alarming. This has forced many governments in various countries to close borders, airports and isolate the population to prevent this disease from spreading further. COVID-19 has affected the insurance sector in the commercialization of products, digitally, in the workplace, and in social actions and reputation (Montalbo et al., 2020).

According to a report issued by Deloitte, private sector companies have made donations to the neediest people and communities and have chosen to provide financial assistance to pay their clients' premiums, which will not affect the insured or their coverage (Montalbo et al., 2020). Digital activity (e-commerce) has increased in insurance companies, which has generated new communication and contracting ties with clients and between collaborators. However, there was a slowdown in premiums (income), the effects of which will last from two to three years (Montalbo et al., 2020). Likewise, Peruvian insurance companies and health provider plans (EPS) affirmed that, during the pandemic period, all policyholders would have 100% medical care (Peruvian Association of Insurance Companies, 2019). This reveals a socially responsible decision of Peruvian companies.

Insurance is essential for people and companies because they provide a guarantee in their life or daily activity, both for them and for their family and properties since they offer us peace of mind, protection, risk reduction when some type of tragedy or catastrophe happens, and even promotes savings (Superintendency of Banking, Insurance, and AFP, 2016).

Due to the importance of insurance, this study was carried out in the company Pacífico Seguros, domiciled in the San Isidro district, located in the ranking of the five best insurers in Peru with more than half a century of activity. Its mission has been to assist its clients by safeguarding their financial stability and vision, to be the most prominent insurer in Latin America with highly qualified and inspired collaborators.

From another perspective, in Peru, there are companies with the 2019 Socially Responsible Company Distinction such as Calidda, Arca Continental Lindley, Sodimac, Backus, Pacífico, Motored, Pacasmayo, Ferreyros CAT, BCP, among others. Thus, in Peru, this is the only seal that provides added value to institutional reputation and competitiveness related to best practices in sustainable development and social responsibility and quality (Peru 2021, 2019).

In accordance with the above, quality can be understood as the discrepancies between the consumer's perceptions of a certain good or service and the expectations about said service (Loranca-Valle et al., 2019) and, within this framework of ideas, the management of quality should not only aim at the proper and smart handling of the merchandise or service that is provided, but that the errors in the procedures are 0% and give the utmost importance to people by relating them to the management of social responsibility through the time and maturity (Deulofeu, 2006). In this regard, in Peru, only 1% of all formal companies have a quality management system, one of them is the Higher Agency for Energy and Mining Investment, which received the National Quality Award in 2019 and a Leader medal in the Gold Category, because they have systematized their processes and measured their results, which has produced well-being in the organization and improved the quality of its energy services (Cisneros, 2019). The non-implementation of this type of system in most companies in the country is due to the fact that it has not been integrated into the quality circle, nor has a new Peruvian technical standard been created and given greater importance to the National Institute

of Quality. Factors that will contribute to the improvement of competition in the Peruvian market that helps to improve the life and sustainability of the environment.

1.1. Theories of social responsibility

Among the various theories on social responsibility, we can cite that of Bowen (1953) studied by Ormazza et al. (2020) whose proposal was to reduce, in the long term, the economic problems of society if the objectives of a business organization are achieved. Likewise, the proposal of the same author agrees with the analysis of Duque et al. (2013) since businesspeople, although their objective is economic, their purpose is social, although Ferrero (2014), when studying Friedman (1970), concludes that the damages produced in society are externalities and their solution falls under the responsibility of the government that must seek the most effective solution; this position is interpreted by Duque et al. (2013), who, in relation to the same author, argues that these problems should be solved by market forces.

In relation to the above, Carroll (1979), cited by Duque et al. (2013) establishes that Corporate Social Responsibility (CSR) considers the legal, ethical-moral, economic perceptions that society has of companies at a given time. This position is complemented by that of Licandro et al. (2019), citing the same author (Carroll, 1985) in the sense that socially responsible management manages the impacts within the organization or abroad, seeking to protect the environment and produce improvements in it.

For the purposes of this research in relation to the concepts of social responsibility, we cite Verduzco (2006), who considers it as the predisposition of an organization to listen, understand and meet the requirements of citizens, contributing to internal development and its positive impact on its context. Likewise, we consider responsibility in the environment as another of the concepts to consider, which becomes the commitment that an organization has with respect to caring for the environment (Oxfam Intermón, 2016) and responsibility with the community as the contribution made by the organization to solve the impacts that it generates and due to the different problems, that exist such as extreme poverty, social inequality, corruption, among others (Uribe et al., 2005).

1.2. Quality management theories

In reference to the various theories of quality management, Lizarzaburu (2016), cited by Amaya et al. (2020), indicates that this system has evolved over time from approaches of full satisfaction of consumers and users; from inspection to quality control; the assurance; until modernly developed as quality management and quality of integrated management systems. Therefore, we consider what was expressed by Hernández et al. (2018), citing Goetsch and Davis (2014), which is a transcendental mechanism to plan, control and improve quality in companies, which is consistent with what was stated by Morán (2016), citing the cycle of Deming and Traba et al. (2020), which in turn cites the work of Peter Drucker entitled "Life of the new organization", who argues that the company of tomorrow is like a symphony orchestra, where high individual specialization with coordination and synchronism prevails. Finally, Hernández et al. (2018), citing Hernández (2011), point out that quality must undoubtedly be related as an integral part of social responsibility strategies that generate social and environmental improvements such as the placement of products or services that are suitable for customers.

For the purposes of our research, in relation to the definitions of quality management we consider that of Camisón et al. (2006) as factors, directives, standards, capabilities, knowledge, goals, among others, by which the employer establishes action

plans, manages, executes and controls various activities to achieve the established goals. Additionally, we consider as another concept in this research the level of job performance such as the evaluation, performance and previous and current actions of workers in relation to their standards (Dessler & Varela, 2011); and the level of safety and health of the employees as the system that is in charge of recognizing, evaluating, mitigating and eliminating the dangers that can cause accidents, incidents or illnesses in the employees, which can be managed by the employer, but also by collaborators, who must receive training to be able to collaborate with it (Tovalino, 2017).

1.3. Dimensions, principles, and measurement of the variables under study

According to Levante (2015), the issue of social responsibility is not only a marketing instrument but a real commitment to society, which strengthens the reputation of the organization. This helps to plan the strategy and manage knowledge, which is integrated into the way of thinking of the members of the organization. The principles that identify companies that practice social responsibility policies are: a) comply with international and national legislation, b) organizational ethics, c) meet the needs of stakeholders, d) social, economic, and environmental balance, and e) provide information. These guidelines are considered by various entities such as the Global Compact, the OECD, the International Labor Organization and the rules on Social Responsibility of the European Union contained in its Green Book (Puentes et al., 2020).

Social responsibility has two dimensions: intrinsic and extrinsic. The *intrinsic dimension* is related to the workers, the environment, the coordination of raw materials, the working conditions, or the danger the workers may face when they make products or provide services. While the *extrinsic dimension* refers to society, suppliers, consumers, customers, among others, who are linked to the business and for whom value must be created. The company can belong to any of these dimensions, but they all have common needs such as (i) information transparency; (ii) participation, and (iii) mutual benefit (Fernández, 2010).

Within this dimension (extrinsic) is the environment, which is guided by the ISO 26000 standard, which is governed by seven vertical axes, the direction of the business, jurisprudence, labor practice, the environment, the best practices of the tasks, buyers, and active collaboration in the improvement of the community (Estévez, 2015). To measure the environment, the following instruments can be used: the carbon footprint or the water footprint. The first is measured by means of an analysis of GHG emissions during a year or another determined period, which is carried out through the accumulation of an inventory of studies (Gerendas, 2018).

Another aspect to consider is the responsibility with the community and to measure the satisfaction of the communities with the projects carried out by the companies. For this, surveys and interviews are used, depending on the size of the community since if it is a large community, Likert scale surveys can be carried out. If it is a small community, it can be carried out personally with each of the families through interviews and a more specific questionnaire (Uribe et al., 2005). This activity can well be classified as social advertising (Cárdenas-Rebelo & Orosco-Toro, 2020), which has to do with the perception and acceptance that communities have of the development of companies, the understanding of their demands and requirements, their shortcomings, and their perspectives, which will constitute information of interest to companies, but it is very expensive and for some companies inaccessible, especially for SMEs (Romero, 2018). A case related to this analysis is the one carried out by Barrio (2016) in the Unilever company, in which it was shown that through the campaigns carried out by the company it was possible to impact more than ten million people through the creation of jobs,

and make people aware of their health and well-being habits. However, Reyes (2017) indicates that many companies have environmental policies but these are not used by employees because there is no training and support plan that allows promoting the culture of the business environment.

Every company has three aspects that corporate social responsibility must influence: *environmental*, economic, and social (Puentes et al., 2020). On the environmental side, the exploitation of the planet's materials, its depredation, the existence of industrial and domestic waste, and the biodegradable products that affect the planet have forced the creation of the so-called environmental finances, the objective of which is to reduce these threats with emission Reduced Reductions certificates (CER) and the carbon market, which are disseminated by the Executive Council of the Clean Development Mechanism, and which are monetized at the end of the year. Its purpose is to reduce the sufficient emission of this polluting compound at the lowest cost (Estévez, 2015). If a balance can be found between these, sustainable development can be improved and natural and human resources managed in a better way, which is the basis for the continuity and success of the company (Antelo & Robaina, 2015). Each company, when developing products or services, affects the environment in a particular way and therefore its mission is to establish strategies to avoid, reduce corrective measures, control measures, as well as adequately train staff to contribute to the environment (Pérez et al., 2016).

In reference to the *economic* aspect, this refers to the investment for the acquisition of goods or resources that the companies require to generate profits and become, at the market level, strong competitors that generate benefits in the immediate, medium, and long term to those related. While, in the social aspect, employees must be integrated by good practices such as adequate remuneration and working conditions, correct training based on values that the company holds, and practices such as support for its community (Puentes et al., 2020).

In the study by Tarí and García (2009), it is highlighted that there are eight dimensions that deserve to be identified: the first is *leadership*, which involves the exercise of power by the employer so that employees will obey orders even when they can attend the decision-making meeting. The second is *planning* or the succession of steps to achieve objectives. The third is employee management, which involves *training* workers and their equipment or tools to use. The fourth is *process management*, which includes the coordination and administration of the improvement of procedures. The fifth is *information and analysis*, which involves the study of quality, measurement, and comparative analysis; the sixth is the *customer approach*, which studies the strategy that links with users. The seventh is *supplier management*, which interprets the relationship that businesses have with suppliers; and finally, *product design*, which quantifies the collaboration of all affected areas with the product structure and its verifications.

ISO 9001: 2015, in section 9.1.1, requires the measurement of this system as a requirement by stating that every company must assess performance and its effectiveness. Each organization can decide what best suits its needs; however, there are measures to quantify system performance such as (a) customer satisfaction; (b) use factors that measure according to their elaboration; (c) profitability and profit growth indicate whether financial ratios are good or not; and (d) the rate of return which, when measuring this indicator, companies assess the effectiveness of the quality management system is measured (IsoTools Excellence, 2017).

However, to maintain continuous improvement of this system, it must be monitored through audits. Similarly, mandatory physical or electronic records must be documented and evidenced, such as the internal work regulations; the Occupational

Health and Safety System, the criteria for identifying risky accidents and incidents, prevention measures, among others; inspection records, occupational medical examination records, among others (Tovalino, 2017).

1.4. Analogy and relationship between responsibility and quality management

While quality seeks to satisfy the needs of customers, social responsibility processes and meets the expectations of stakeholders (Morán, 2016). Both variables are not improvised, they are the result of a long path that companies travel through the analysis and implementation carried out by managers and front-line bosses, who through constant change in the world must adapt to new challenges and technological advancement. Likewise, the commitment of the collaborators of an entity with the less privileged communities is related to the study by Henao (2014), which demonstrated the need to have an area of social responsibility in the entity in order to achieve financial success. Social responsibility and quality go hand in hand since Deming's proposal can be applied to both. The author indicates that it is imperative for both to respond in an agile and effective manner to 5W and 1H, for its acronym: what?, why?, where?, when?, who?, and how? This is only theoretically, but it is essential that the partners and managers of these companies hire trained personnel who have high ethical standards, both personally and professionally; and, with notable values, since this produces a stronger bond between quality management and social responsibility as stated by Morán (2016) and Navarro (2015) allowing a selection and development of tools, that, with a process approach, integrate organizational and technological aspects (Pacheco et al., 2021).

Finally, the two variables under study are linked in the full execution of the so-called knowledge management, since the organizations that adequately handle the information and give it value have an advantage when applying their policies, impacting positively within and without. Thus, according to Echeverry et al. (2018), knowledge management helps in the way of managing and encouraging the development of innovative and useful ideas since it encourages creativity essential for change and competition.

In the same sense, Agudelo and Valencia (2018) argue that the incorporation of knowledge in the company gives it value by helping to form competitive advantages that must be translated into production. This allows contributing in the execution of the two subjects under study because there is a full relationship between the so-called economic strategies that seek to place products or services on the market with the symbolic ones that aim to bring the organization closer to the environment to reduce the negative perception that the business may have as a result of its development and influence (Pellegrin et al., 2018).

2. Materials and method

The main objective of this study was to determine the relationship between social responsibility and quality management in a Peruvian insurance company, while the specific objectives were: to determine the relationship between responsibility with the community and quality management, and the responsibility with the environment with quality management in a Peruvian insurance company.

It is a descriptive correlational research, with a positivist paradigm of quantitative approach, of cross-sectional scope (Rivera-Camino, 2014) and non-experimental design with the purpose of conducting basic research (Hernández et al., 2010). The population and research sample of this Peruvian insurance company is made up of 2387 employees, of which 68% are female and 32% male; 48.8% belong to the area of managers, assistant

managers, and administrative personnel; 43.6% to the sales force area; and 7.6% are practitioners. The collaborators work in Lima. To find the sample, the simple random probability sampling formula was applied, which had a result of 331 collaborators.

A survey of 25 questions with a five-level Likert scale was used which, according to Llaurado (2014), becomes a tool to measure attitudes and the degree of agreement of the respondents to the statements. Table 1 describes the operationalization of the variables, dimensions, and indicators of the present study.

The content validation was applied by expert judgment, made up of four research professors from the University of Piura with master's and doctor's degrees from the School of Business Administration. As well as two specialists from the investigated company, the Social Responsibility Deputy Manager and the company's public relations consultant. To perform the validation, three indicators are considered: clarity, convenience, and scope. According to Cochachi (2018), an investigation is reliable if the alpha coefficient is greater than 0.7. When the questionnaire was processed by the SPSS system, it gave us a result of 0.962, which indicated that the instrument has high reliability through the Cronbach alpha.

3. Results

When carrying out a descriptive analysis, the behavior of both variables is considered to later analyze the explanation of the information collected. A total of 331 collaborators were surveyed who were randomly selected, using simple random sampling.

Table 1. Social responsibility by dimensions

	Social responsibility	Responsibility with the community dimension	Environmental responsibility dimension
N	331	331	331
Mean	38,12	18,12	19,99
Deviation	8,250	2,879	5,763
Median	43,00	19,00	23,00

Source: Own elaboration.

In Table 1, it can be seen that social responsibility obtained an average score of 38.12 ± 8.25 and a median score of 43, which indicates that 50% of employees have a score above 43; the maximum score obtained is 50 points. Therefore, the employees of the insurance company have a high social responsibility towards the community and the care of the environment.

Table 2. Quality management by dimensions

	Quality management	Level of security with collaborators dimension	Employee performance level dimension
N	331	331	331
Mean	34,49	16,74	17,75
Deviation	7,282	4,338	3,306
Median	38,00	18,00	19,00

Source: Own elaboration.

In Table 2, it can be seen that quality management obtained an average score of 34.49 ± 7.28 and a median score of 38, which indicates that 50% of collaborators present a score above this value, the maximum score being 45 points. Therefore, the employees of the insurance company present a high level of safety and performance.

Table 3. Spearman's Rho for social responsibility with quality management

			Social responsibility	Quality management
Spearman's Rho	Social responsibility	Correlation coefficient	1,000	,721**
		Sig. (bilateral)	.	,000
		N	331	331
	Quality management	Correlation coefficient	,721**	1,000
		Sig. (bilateral)	,000	.
		N	331	331

** The correlation is significant at the 0.01 level (bilateral).

Source: Own elaboration

The relationship between quality management and CSR was evaluated from the calculation of the Spearman correlation coefficient, obtaining a coefficient of 0.721, which indicates a high and positive relationship between the two variables. That is, the higher CSR, the higher quality management in the insurance company.

Table 4. Spearman's Rho for Community Responsibility and Quality Management Dimensions

			Responsibility with the community dimension	Level of security with collaborators dimension	Employee performance level dimension
Spearman's Rho	Responsibility with the community dimension	Correlation coefficient	1,000	,756**	,577**
		Sig. (bilateral)	.	,000	,000
		N	331	331	331
	Level of security with collaborators dimension	Correlation coefficient	,756**	1,000	,601**
		Sig. (bilateral)	,000	.	,000
		N	331	331	331
	Employee performance level dimension	Correlation coefficient	,577**	,601**	1,000
		Sig. (bilateral)	,000	,000	.
		N	331	331	331

** The correlation is significant at the 0.01 level (bilateral).

Source: Own elaboration

In Table 4, the relationship between the community responsibility dimension with the quality management dimensions was evaluated, when evaluating the relationship of responsibility with the community and safety with the collaborators, a Spearman correlation coefficient of 0.756 was obtained, which indicates a high relationship between both dimensions, with a positive relationship.

In other words, the greater the responsibility with the community, the higher the level of security of the collaborators. Thus, we also observe a strong relationship between the level of security and the level of performance of the collaborators ($\rho = 0.601$; $p = 0.000$), this relationship being positive, that is, the higher the security level, the higher the performance level.

Table 5. Spearman's Rho for Environmental Responsibility and Quality Management Dimensions

			Environmental responsibility dimension	Level of security with collaborators dimension	Employee performance level dimension
Spearman's Rho	Environmental responsibility dimension	Correlation coefficient	1,000	,571**	,782**
		Sig. (bilateral)	.	,000	,000
		N	331	331	331
	Level of security with collaborators dimension	Correlation coefficient	,571**	1,000	,601**
		Sig. (bilateral)	,000	.	,000
		N	331	331	331
	Employee performance level dimension	Correlation coefficient	,782**	,601**	1,000
		Sig. (bilateral)	,000	,000	.
		N	331	331	331

** The correlation is significant at the 0.01 level (bilateral).

Source: Own elaboration

In Table 5, the relationship between the environmental responsibility dimension with the quality management dimensions was evaluated. When evaluating the relationship of responsibility in the environment and safety with the collaborators, a Spearman correlation coefficient of 0.571 was obtained, which indicates a high relationship between both dimensions, with a positive relationship. In other words, the greater the responsibility with the environment, the higher the level of safety of the collaborators.

Quality management models have been incorporating elements of social responsibility to meet the needs of stakeholders; however, they take elements of integrity, equity, transparency, care, and freedom; they are also elements of responsibility, each time they intertwine more and more (Tari & García, 2009).

4. Discussion and conclusions

4.1. Discussion

In Table 1, it can be seen that, in relation to social responsibility, 50% of employees of the insurance company present a high social responsibility towards the community and care for the environment. Likewise, in table 2, it can be seen that in reference to quality management, 50% of collaborators present a high score, which implies that the collaborators of the insurance company present a high level of safety and performance. These results are related to the policy developed by managers when promoting social responsibility campaigns in the company. At the same time, they agree with the findings of the research carried out (Levante, 2015; Henao, 2014), also verifying the existence of the Deming cycle cited by Morán (2016) as an integrated system exposed by Hernández et al. (2018) citing Goetsch and Davis (2014) and is related to what was proposed by Hernández et al. (2018) citing Hernández (2011) that allows generating value to the company with CSR.

In relation to the results of Table 3, when evaluating the relationship between quality management and CSR, it is revealed that there is a high and positive relationship between the two variables, that is, the higher CSR, the greater the quality management in the insurance company. This result is evidenced by the motivation that the company encourages in employees with training workshops on health and work with the preventive objective of avoiding some type of work accident (Dessler & Varela, 2011) and (Tovalino, 2017), in the sense of improvements in working conditions; what leads according to Navarro (2015) and Pacheco et al. (2021) to establish an organic system among the variables analyzed in this research to achieve the appropriate procedures or techniques and achieve sustainability over time. The result is also evidenced by the position of Bowen (1953) supported by Ormaza et al. (2020) in the sense that the market can solve environmental problems. Likewise, most of the collaborators indicated that they are volunteers of the social responsibility programs because they are convinced that their help will improve the community (Antelo & Robaina, 2015), their own lives, that of their families and the community, in accordance with the above by Carroll (1979), cited by Duque et al. (2013), in the sense that CSR impacts the interior or exterior of the company by the studies developed (Uribe et al., 2005; Verduzco, 2006).

According to the results of Table 4, the relationship between the community responsibility dimension with the quality management dimensions was evaluated, resulting in a positive relationship. That is, the greater the responsibility with the community, the higher the level of safety of the employees, and there is a strong relationship between the level of safety and the level of performance of the employees; that is, the higher the security level, the higher the performance level. In this regard, it can be seen that there is an association with quality management, studied by Barrio (2016), when analyzing the impact of Unilever company campaigns on the creation of jobs and on raising awareness on their health habits and of well-being that is related to the analysis of the care for the environment of Oxfam Intermón (2016); and the position of Traba et al. (2020) while citing Drucker, stating that companies must behave with quality to integrate collaborators and the environment, which reveals safety and work performance related to what was expressed by Tovalino (2017) and Dessler and Varela (2011), in the sense that symbolic strategies should be promoted (Pellegrin et al., 2018), with which the organization's knowledge (Echeverry et al., 2018) will be properly managed. This provides added values that allow innovation.

Based on the results of Table 5, a high relationship between the dimension of environmental responsibility and the dimensions of quality and safety management was evidenced; in other words, the greater the responsibility for the environment, the higher the level of safety of the collaborators. This is related to the theoretical position established by Pérez et al. (2016), who indicated that for there to be business stability with responsible behavior, its members must act consciously respecting the rules and the environment, including the natural environment. This dependence that exists between responsibility in the community and quality management was demonstrated in the analyzes by Reyes (2017), where the opposite is evident, since according to the indicated author, many organizations have environmental policies, but they are not realized due to lack of motivation, training or simply ignorance of what can happen in the company under analysis.

4.2. Conclusions

Therefore, it is evident that there is a relationship between social responsibility and quality management because throughout these years the company has established and implemented policies related to the studied variables, this has progressively convinced many employees of the need for them to participate in what is classified as a sustainable quality entity aligned with the main line of business. The level of satisfaction in the collaborators is important because the company has an impact on their permanent training with courses on safety, health at work to avoid occupational accidents, among other training programs, which allows them to achieve work goals, but above all, because of the fact of being integrating into a prestigious and sustainable entity.

Likewise, there is evidence of a relationship between social responsibility and the environment because it is closely linked to the mainline of business through the purchase of carbon bonds, which come from the Tambopata reserve, which has managed to reduce CO₂ emissions, the product of the energy consumed by the company with the use of computers, air conditioning, among others. Added to this are recycling campaigns and support for campaigns for the preservation of the environment despite the fact that the majority of employees do not participate.

There is a relationship between quality management and social responsibility in the community, because it has been recognized in the disadvantaged communities in districts such as Villa María del Triunfo or San Juan de Lurigancho in Lima, that it influences on the health of these families as the case of the so-called *ponchilas* for children that were backpacks with a poncho to help combat the cold when children from remote areas of the Andes went to schools, and instruction to families on health, personal accidents and the preservation of the environment.

The main limitation of the organization is that it still needs to work on the development of symbolic strategies, that is, to manage knowledge of issues that motivate employees and also involve suppliers to participate convinced of the benefits of responsibility, and quality management programs, in order to bring the company closer to the environment and reduce the negative perception that organizational impact generates, especially in this stage of pandemic and in which it will be generated after the era of COVID-19, in which organizations will face higher levels of competition. Therefore, we suggest investigating the development of strategies developed by various entities to reverse these types of limitations.

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