

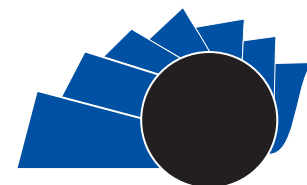


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## Stakeholders managers of the social responsibility strategy in oil companies

*Grupos de interés gestores de la estrategia de responsabilidad social en empresas petroleras*

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### ABSTRACT:

In this paper, stakeholders are analyzed as managers of the social responsibility strategy in oil companies; Being a quantitative, descriptive work, non-experimental, transactional, field design, the population 60 managers, with a sample of 30 with functions of human talent leadership and social management, the information was obtained from a 14-item questionnaire with multiple responses, approved by experts, having a reliability of 90%; the results were interpreted using descriptive statistics. In conclusion, the stakeholders constitute social managers of social responsibility, working as a team to apply strategies that facilitate the voluntary attention of the neighboring communities to the area of business influence, through a synergy provided by philanthropy, alliances and social investment in social, educational, health, cultural and recreational activities aimed at improving the quality of life and promoting people's well-being.

### RESUMEN

En este artículo se analizan los grupos de interés como gestores de la estrategia de responsabilidad social en empresas petroleras; siendo un trabajo cuantitativo, descriptivo, diseño no experimental, transaccional, de campo, la población 60 gerentes, con una muestra de 30 con funciones de dirección de talento humano y gestión social, la información se obtuvo de un cuestionario de 14 ítems con respuestas múltiples, aprobado por expertos, teniendo una fiabilidad de 90 %; los resultados se interpretaron usando la estadística descriptiva. En conclusión, los grupos de interés, constituyen gestores sociales de la responsabilidad social, trabajando en equipo para aplicar estrategias, que faciliten la atención voluntaria de las comunidades vecinas a la zona de influencia empresarial a través de una sinergia que propende la filantropía, alianzas e inversión social en actividades sociales, educativas, salud, culturales y recreativas destinadas a mejorar la calidad de vida y el fomento del bienestar de las personas.

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## 1. Introduction

Currently companies are mired in constant transformations in management processes, focusing their actions on the criteria that support globalized markets, which every day demand the practice of strategies, which empower their mission aspirations, creating competitive advantages, to achieve positioning in the sector where they locate their goods and services; hence their interest in working to achieve the planned economic indicators, but at the same time incorporating those of social interest, as a consistent action between what they do and perceive from the environment in which the activities are based, integrated in the work of the stakeholders as social managers in the practice of social responsibility, this will create a good business environment, increase the level of productivity of company personnel which is a good indicator of competitiveness [1] [2].

It is true that companies should focus on the possibility of recognizing the processes that have caused the emergence of new approaches to organizational management, emphasizing the development of activities that relations between stakeholders, with the practice of processes framed in visible trends in the international market, making necessary to distinguish the substantial functions of thier economic activity among the different analysis frameworks presented by management models that address the social interest, in order to acquire an integrating perspective that helps the development of nation.

That is why, social responsibility has been characterized as a strategic element in business management, which has evolved in international economies. However, in Latin America it continues to develop despite its insertion in strategic plans, to guarantee practices from within to its social and environmental atmosphere. It means, not only being managers of well-being of the collaborators, but also of people settled in neighboring communities, establishing a shared synergy to contribute to improving the quality of life for all, and where their results positively impact profitability, image and reputation in the market, in potential customers, and environmental sustainability too. Limiting the environment [3], it is expressed the importance of an environmental administration strategy framed in the pillars of sustainable development, this because they will allow to generate changes adapting the organization to the circumstances of the environment and at the same time being an engine for the transformation that favors it, which a balance can be struck between economic growth, social welfare and the use of natural resources [3] [4].

However, there are diverse business actors, who admit that the applicability of social responsibility presents gaps to fulfill its management, while others assure that it is a voluntary business strategy to participate in favor of the well-being of people internal and external to the company, leading its performance to exercise ethical and transparent decision-making from within, transcending the borders of legality and mandatory processes. According to Paz, Paz y Paz [5], social responsibility is a business strategy, characterized by voluntariness, which stakeholders work as a team to achieve competitive advantages, delimiting what was expressed by Yépez [6], when he says that it is necessary because organizations cannot escape the change that has permeated all business activities.

Likewise, social responsibility has continued to evolve, although the premise of the strategy based on an economic pyramid has been maintained, they have also been proposed in the insertion in the ethical, economic, legal dimensions, social commitments, financial and environmental sustainability. In addition to the company's social behavior, it must be embedded in a set of values and beliefs [7] [8]. In turn, Blanco [9] and Castro [10], express that CSR occurs when organizations, on a voluntary basis, collaborate in some of the aspects of social, environmental or community development.

In this sense, from the strategic perspective of the companies, without excluding the oil companies, and in particular the Venezuelan companies, where their work represents the main heading of the economic system, these companies currently work under a dual effect, of economic interest, but also of social management, where both processes require joint participation with stakeholders, promoting in practice their actions the well-being of their collaborators and the communities located in their surroundings, through a collaborative, voluntary and shared commitment, to attend to their necessities. Although social responsibility is not a new argument in the functions of these companies, it is an approach that integrates the actors such as managers in the contribution of ideas that promote the solution of environmental problems.

In general, the oil companies of this study are not the exception in the development of activities for the analysis of the social system, due to they have established social responsibility in their management, welcoming it as a voluntary strategy that vitalizes business excellence, which promote collective well-being, with the integration of stakeholders, being actors in a social change in favor of everyone, in which their tasks favor working for the equity and equality

demanded by developing countries, where Venezuela with an emerging economy, presents shortcomings in the socio-economic structure, requiring teamwork, with the various social managers to promote the construction of a sustainable society, which collaborate for the well-being of people, through alliances and social investment, because it is only about the direction of their economic processes, but social ones to guarantee their stability and participation in the market, hand by hand with the proper identification of environmental aspects and their evaluation of the effects caused by corporate activity, this being a management strategy to be used in favor of the environment and that of the company itself [11] [12].

In this context, it is inferred that the companies are characterized by developing socially responsible management, making activities with social relevance, which are allied for collaborating with the sustainability of the communities, with strategies that insert the stakeholders as representatives who create, formulate and execute ideas to cement a sustainable social fabric, the human factor is the fundamental element for achieving organizational objectives [13].

Organizations, in their contribution to the management of social responsibility, must create strategies that support their collaborators and the environment around them [14] [15] [16]. Companies must create social responsibility strategies, aimed at promoting well-being and improving people's quality of life, through actions that respond to their needs. In turn, it is necessary that CSR is part of their strategic planning since it will determine the actions that the organization will take in its business model [17]. According to the aspects contemplated, in the article, the following objective is forged to analyze stakeholders as managers of the social responsibility strategy in oil companies

### Social responsibility of Venezuelan oil companies

According to the criteria of the researchers, social responsibility becomes the strategic and voluntary exercise that accompanies the development of the activities inserted in business management, where the excellence of its management stems from the commitment of the stakeholders that, as social managers work for the common good. In this sense, the various positions of authors on the subject of social responsibility are listed below. See table 1:

AUTHORS	YEAR	CONCEPTUALIZATION
Gutiérrez, Prieto y Carmona	2018	It is a business strategy that contributes to profitability indicators, also contributes to the strengthening of internal and external processes to the company.
Paz, Sánchez y Magdaniel	2017	It is the voluntary commitment of all stakeholders, who contribute to transparent business practices, benefiting human talent, society and the environment.
Ojeda, López y Álvarez	2017	It corresponds to how the strategic actions of the organizations have an impact on the society where they carry out the development of their economic activity.
Castro, Hernández y Bedoya	2016	It is the dynamic and proactive attitude of companies, which is inspired by volunteers and committed to society.
Paz, Paz y Franco	2013	It is the voluntary strategy of companies that provides an inside look to project prospective scenarios in favor of the collective good.

**Table 1.** Social responsibility. Source. own.

In general, it is explained that social responsibility includes the voluntary strategy of Venezuelan oil companies, to promote shared commitment with stakeholders, working in an integrated way for the needs or problems of neighboring communities, being spokespersons for collective well-being and forgers of a sustainable social fabric, under a participative and dynamic communication, with the purpose of obtaining the reach of the common ends with a humanitarian, equitable, just and solidarity sense.

### **Stakeholders social managers of Venezuelan oil companies**

Nowadays, business evolution, without excluding Venezuelan oil companies, is committed to working for the common good, creating an environment that favors participatory, inclusive, humanized, responsible, transparent and ethical management of all collaborators towards praxis of social strategies, representing the composition of stakeholders, social managers, who carry out shared actions as allies in promoting collective well-being. In this regard, Rodríguez [18] states that the stakeholders are individuals or groups, where the decisions of the company are usually positively impacted or not, being present in the success or failure in the management of their activities, these being necessary and inescapable actors such as bearers of purposes, formulators and executors of plans, as well as regulators of the social management of companies.

Stakeholders are represented by individuals or groups impacted by the actions of the company or that impact the company, as a result of their decisions, including collaborators, companies, customers, suppliers and communities [19]. Similarly, Guédez [19] affirms that the stakeholders are people, in which the company shows a moral commitment, being both internal and external, such as shareholders, collaborators and allied partners, consumer customers, suppliers, distributors, creditor contractors, competitors and unions, communities, government (local, regional and national); other companies, the media, NGOs, among others. On the other hand, the author explains that stakeholders are attributed to every person who participates in a company, or is related in some way to it, being classified as:

- . Participants, in which the collaborators, suppliers, creditors, clients, contractors and shareholders are known.
- . Social relations, are institutions related to the company; coupled with being neighbors of the communities adjacent to where it operates.

- . Interlocutors, representing consumer, environmental and media associations
- . Affected, are affected by business activity or benefited by business actions.

Stakeholders are people or groups that influence or are influenced by the results obtained in an organization, having direct or indirect inherence in the company; which contribute to the success of the business, including shareholders, customers, officials, suppliers, regulatory entities, unions, among others [20]. Within this framework, the stakeholders are social managers who stimulate the integrating participation of both internal and external collaborators, through the shared commitment, fostered by the management of Venezuelan oil companies and neighboring communities, with activities that forge the well-being, through the exposition and execution of ideas that give solution to pressing problems.

Volpentesta mentions, cited in Paz, Sánchez and Magdaniel [21], the stakeholders are people, groups, organizations, community and society that have an interest in contributing to the development of the company and its links with the environment, with the participation of collaborators such as clients, suppliers, shareholders and investors, public entities, private companies, associations, communities, civil societies, non-profit organizations (NGOs), the general public; among others, which carry out activities that vitalize the common good.

### **Social responsibility strategy of Venezuelan oil companies**

Currently talking about business competitiveness, not only translates into the scope of economic indicators, which contribute to positioning and profitability in the market, but also being a precursor from its management of social transparency in the environment where it operates. For this purpose, achieving business excellence must assume responsible behavior with actions that facilitate intervention and inclusion in the market from the socially responsible model with itself and the environment, supported by the management philosophy, which they disseminate among their stakeholders. From the foregoing, it is explained that social responsibility must be shown implicitly or explicitly in the philosophy of business management, or in any of the elements that dimension it. It could be shown in the mission, vision or policies or in the values; being an inherent factor of the corporate strategy. In this regard, it coincides with that provided by Villasmil, [22] which admits that social responsibility is an

integral element of the business strategy. Likewise, Duque, Cardona and Rendón [20] agree that social responsibility must be inserted in business management, taking into account ethics, social commitment, politics, culture, environment, and economy in their strategy.

In this sense, business strategies refer to the practice of new management models where the social factor is inserted, in which the development of activities aimed at the well-being of the collective, but also towards ecological preservation, are oriented; showing from its performance a balance between the economic, social and environmental, being the stakeholders co-responsible for the shared commitment. The social responsibility strategy is developed from within the organization, to meet internal and external requirements [23]. The strategies in any organization have obtained a sequence adjusted to the evolution of the company concept and associated with the demands of the environment, so the responsibility of the company is governed by a vision of socially protecting employees; Like the environment of its production activity, among such strategies is philanthropy, alliance and social investment [19].

**Philanthropic:** Philanthropy refers to entrepreneurial behavior, in which the company plans the use of its expenses or profits, for voluntary social investment purposes, using the resources available, therefore a philanthropic investment, brings collective benefits but also economic; being an element of the strategy of social responsibility [19]. Corporate philanthropy is associated with the company's strategy and area of action, being effective in synchronously creating social and economic value [24]. Volpentesta [25] emphasizes that philanthropy is a type of business action for the management of social responsibility, which determines the practice of actions aimed at communities adjacent to companies, where through the orientation of social activities the good is sought common.

In general, the Venezuelan oil companies promote voluntary performance oriented, by the desire to carry out social activities that are not entrusted to them, but they are forced by the law or they are not generally expected from them in an ethical sense (giving money for creative causes, initiating schooling programs, financed child care center for working parents, among others). While social responsibility is preceded and influenced by a philanthropic conception that arises from business performance, developing activities in accordance with the resources that it has, being able to compensate what it does, and giving back to society part of the benefit that it obtains. It means that it is directly associated with the orientation to the benefit that it

pursues. The practice of social responsibility incorporates an individual performance, but like stakeholders, to achieve the achievement of common social objectives, conducting it is a pertinent and coherent strategy in the management of the established social plans [15].

**Social Investment:** social investments aim to act on the causes of the problem, relying on ideas of cooperation and reciprocity, promoting the management of sustainable projects, creating social efforts aimed at preserving natural resources, creating a balance among economic, social and environmental. Under this concept, it is highlighted that the companies of this study participate in the management of social responsibility strategies, being represented to serve a benefit to society [26].

**Social Alliance:** the integration of stakeholders is oriented towards social alliances, ensuring the relationship between companies and the community, sharing projects, and assuming joint responsibility among those involved, constituting social responsibility as a strategic, indispensable and inescapable axis to achieve the social inclusion of disadvantaged people [24].

It must be taken into account that social responsibility strategies are a referential framework for the action of stakeholders, aimed at the search for consistent objectives towards sustainability, such as economic, social and environmental, inserted in a management system comprehensive, which requires the incorporation of the element of technology, innovation and continuous improvement of the relationships of the groups, which are intervened, in such a way that their actions prevail three basic aspects: the inspiration or institutionalization of responsible practices in the long term; integration of social responsibility in strategies, training of human talent, management systems and, finally, learning from these experiences, which combine philanthropy, alliances and social investment [21].

## 2. Materials and methods

This article is made from the scientific work to study the research topic, with the practice of methodological activities responding to the proposed objective, supported by the quantitative paradigm, positive approach, interpreting the data thrown from the opinion issued by the people surveyed using descriptive statistics, in order to generalize results for the writing of conclusions and recommendations pertinent to the proposed context. Quantitative research consists of

guiding the work from the deductive writing field, interpreting the information using statistical practice. Added to this aspect, it is the contribution made by Ugalde and Balbestre [27], indicating that the quantitative, positivist studies work with systematic procedures, to be contrasted with the theories cited by the researchers, in order to argue the data extracted from the field work.

According to the nature of the research objective, it is a descriptive type, extracting outstanding characteristics from the study variable and its behavior in Venezuelan oil companies. Descriptive research looks for characteristic aspects present in the phenomenon of study, through the analysis of people, groups, communities, processes or objects or any other aspect under research at any time. Also, according to the orientation of the research, it is a non-experimental, transactional, field design, where the information is not managed by the researchers, but is extracted from real scenarios in a time planned by them. The non-experimental design, in the research, the variables are not manipulated, but the phenomenon is observed as they occur in its natural setting, to be later interpreted [28].

On the other hand, it is a field investigation, in which the data on the investigated facts are obtained from the application of techniques and instruments of information collection to the subjects of the population in the companies under study, being able to know the opinion on the stakeholders that participate as managers in the social responsibility strategy to meet the needs of neighboring communities. The field research collects data directly in the reality where the facts are generated, without manipulating or controlling any variable [29].

The study was carried out with the consultation of information to the managers who fulfill the role in the

positions of human talent management and social development management in the 15 oil companies under the mixed structures, located in the Zulia state in the western part of the Bolivarian Republic of Venezuela, being represented by 30 managers, constituting a population census. To this aim, the information was compiled with the applying of the survey and a 14-item questionnaire with multiple alternatives was validated, it was validated by 10 experts and calculated reliability with a pilot test in populations related to the economic activity of Venezuelan oil companies, using the alpha Cronbach formula, reflecting a result of 0.97 of reliability. Therefore, the results of the questionnaire applied were demonstrated with descriptive statistics, supported by an average data interpretation scale.

**Table 2.** Scale of interpretation of the average data

Ranks	Categories
1,00 ≥ 1,80	Very low
1,81 ≥ 2,60	low
2,61 ≥ 3,40	Moderate
3,41 ≥ 4,20	High
4,21 ≥ 5,00	Very high

Paz, Pinto & Castro (2020)

**3. Results**

According to the arguments presented by the subjects that are part of the surveyed population, the analysis of the results is shown, which constitutes the quantitative composition derived from the opinion of the managers surveyed in the study companies, in which the results were interpreted by descriptive statistics, breaking down the information into indicators to measure the behavior of stakeholders as managers of the social responsibility strategy in oil companies.

**Table 3.** Stakeholders

Indicators	Respon se Alternative	MANAGERS										Averages		
		A		AA		S		HE		N		Item	Indi	Dimen.
	Ítems	Fa	Fr%	Fa	Fr%	Fa	Fr%	Fa	Fr%	Fa	Fr%			
Internal stakeholders	1	21	70%	7	23%	2	7%	0	0%	0	0%	4,6	4,7	4,5
	2	24	80%	5	17%	1	3%	0	0%	0	0%	4,8		
	3	20	67%	10	33%	0	0%	0	0%	0	0%	4,7		
External stakeholders	4	14	47%	11	36%	5	17%	0	0%	0	0%	4,3	4,4	
	5	15	50%	10	33%	2	7%	3	10%	0	0%	4,2		
	6	18	60%	12	40%	0	0%	0	0%	0	0%	4,6		

Source : Paz, Pinto & Castro (2020)

According to the data shown in Table 3, the results related to the analysis of the management stakeholders of the Venezuelan oil companies can be observed, where according to the **internal stakeholders** indicator, items 1, 70% of the respondents expressed that employees collaborate with the orientation of community councils in social activities, while 23% reported doing so almost always and 7% sometimes, the average value of the items was 4.6, constituting a very high presence. Regarding the results obtained from item 2, 80% of the opinion of the surveyed population stated that the company always sponsors social activities where it involves all its collaborators, 17% almost always and 3% sometimes, the average result of the items was 4, 8 having very high presence. In item 3, 67% of the respondents expressed that the shareholders are always involved in the activities carried out of social interest with the communities neighboring the company; the average of the items was 4, 7 placing in the category of very high presence.

Subsequently, to know the behavior of the indicator of **external stakeholders**, the respondents indicated in items 4 47% stated that the company always encourages the participation of suppliers in the social activities of the community, 36% almost always and 17 % express that sometimes the mentioned promotion happens, the average value of the items was 4, 3 showing very high presence. In relation to items 5, about the company involving unions to participation in community activities, the respondents indicated that they always do so with 50%, 33% almost always, followed by 7% sometimes, and 10% such involvement never occurs. The average of the indicator was placed at an average of 4.2 as high. In the results of items 6, in which the possibility of making calls to other companies to create

initiatives to participate in community activities in their environment is raised, 60% showed receptivity by inferring that always and 40% almost always; the average of the items was 4, 6, having a very high presence.

Regarding the behavior stakeholders' dimension of Venezuelan oil companies, the highest average value of the data obtained was attributed to 4.7, standing in the range of the scale as a very high presence of internal groups of companies. Venezuelan oil companies as managers in the strategy of social responsibility to meet the needs of neighboring communities for their administrative and operational activities; while the dimension reached an average factor of 4.5 represented in the scale of interpretation of average data as very high the presence of stakeholders in the social management of the companies under study.

In this sense, it is worth noting that the results coincide with the criteria of Fernández [27], where he states that the stakeholders are people who are integrated as groups, without whose support the organization would cease to exist, these being internal in nature. Those that identify the collaborators, while in the external ones point out to the suppliers, unions and others they generate the social commitment starting from the involvement of the community activities with them. Stakeholders are people in which the company shows a moral commitment, being internal, shareholders, collaborators and allied partners, consumer customers, suppliers, distributors, creditor contractors, competitors and unions; while in the external ones, there are the communities, government (local, regional and national); other companies, business and union federations, the media, NGOs, living forces and others [24].

**Table 4. Social responsibility strategy**

Indicators	Response Alternative	MANAGERS										Averages		
		A		AA		S		HE		N		Ítem	Indi.	Dimen.
	Items	Fa	Fr%	Fa	Fr%	Fa	Fr%	Fa	Fr%	Fa	Fr%	Ítem	Indi.	Dimen.
Philanthropic	7	24	80%	3	10%	2	7%	0	0%	1	3%	4,8	4,7	4,6
	8	22	73%	5	17%	1	3%	0	0%	2	7%	4,7		
	9	21	70%	7	23%	1	3%	1	3%	0	0%	4,7		
Social investment	10	15	50%	13	43%	2	7%	0	0%	0	0%	4,4	4,4	4,6
	11	17	57%	10	33%	1	3%	2	7%	0	0%	4,4		
	12	13	43%	10	33%	5	17%	2	7%	0	0%	4,3		
Social alliance	13	10	33%	19	63%	0	0%	1	3%	0	0%	4,5	4,6	4,6
	14	17	57%	13	43%	0	0%	0	0%	0	0%	4,6		

**Paz, Pinto & Castro (2020)**

Analyzing the results identified in Table 4, about characterizing the strategies of social responsibility in Venezuelan oil companies, it was possible to show in percentage terms the data obtained from the opinion expressed by the respondents, in the philanthropy indicator, in items 7, the population studied considered that they always agree that the community is oriented in planning activities for the common welfare, 10% often, 7% sometimes and 3% respond that they are never oriented, the items gave a value average of 4, 8 placing in the category of very high presence.

Regarding items 8, the respondents opined with 73% on the alternative, always agreeing that they invest in the execution of social activities, even when they have not been entrusted with responsibility, 17% almost always, 3% think that sometimes, the remaining 7% indicated that they are never informed about the execution of the mentioned activities; the average of the items was 4.7 placing in the category of very high presence. The percentage behavior of items 9 showed that 70% of the surveyed population answered that whenever the community makes complaints about activities carried out, they collaborate with money, 23% almost always give opinions, 3% sometimes, and the remaining 3% the community hardly ever expresses such complaints. The average of the items was 4, 7 being in the category of very high presence. In this particular it is inferred that the average value of the philanthropy indicator, was arranged in an average of 4.7, having a very high presence.

Regarding the **social investment** indicator, in items 10, 50% stated that the social inclusion of disadvantaged people is almost always achieved as part of the company's social responsibility, 43% almost always responds and the remaining 7% opine that sometimes agree on the aforementioned achievement to exercise social inclusion; This item was placed at an average value of 4.4, having a very high presence. In items 11, it can be seen that 57% of the respondents agree, the expectations of the community are always collected to assess their socio-environmental behavior, 33% think that almost always, 3% respond to agree some times and the remaining 7% almost never express the aforementioned expectations. In this sense, it gave an average value of 4.4, showing a very high presence. Compared to items 12, 43% of the study population always agree that they cooperate with the community when unforeseen events caused by business occur, 33% almost always express, 17% think that sometimes and the remaining 7% they believe that almost never, the average value of the items was 4.3 having a very high presence.

Regarding the **social alliance** indicator, in items 13 it is evident that the studied population expresses 33% agree that they have always resorted to the support of non-governmental organizations to carry out social responsibility activities in the community, 63% in their opinion, they almost always agree, with 3% stating that almost no such support has been used. The average value of the items was 4.3, having a high presence. According to the data of items 14, it is observed that 57% of the respondents consider that they always agree that written alliances have been signed with the community council to meet the needs of the community, 43% believe that almost always such alliances have been signed. The mean of the items was 4.6, reflecting a very high presence. However, the behavior of the indicator showed a very high presence with an average value of 4, 6; Likewise, the strategy dimension of responsibility showed a very high presence with an average of 4.6.

The proposed results coincide with the theory provided by Del Castillo, who, citing Paz, Sánchez and Magdaniel [21], They express that social responsibility strategies are a referential framework for the action of stakeholders, aimed at the search for consistent objectives towards sustainability, such as economic, social and environmental, inserted in a comprehensive management system, which requires the incorporation of the element of technology, innovation and continuous improvement of the relationships of the groups, with which it intervenes In such a way that its actions prevail three basic aspects: the inspiration or institutionalization of responsible practices in the long term; integration of social responsibility in strategies, training of human talent, management systems and, finally, learning from these experiences, which combine philanthropy, alliances and social investment.

#### 4. Conclusions

As a final analysis, the data interpreted from the research objective is shown, to give the discernment of the study situation, on the analysis of stakeholders as managers of the strategy of social responsibility in Venezuelan oil companies. According to the information provided by the respondents, it was known that they constantly guide their collaborators to work as a team through a collaborative and voluntary commitment to carry out social activities with the communal councils located in the vicinity of the companies, with the preparation of proposals according to the needs of the communities, where through ideas they contribute to creating sustainable spaces, with the integral participation of all stakeholders as co-responsible managers of the strategy of social



responsibility for the construction of sustainable societies, but at the likewise promoters of socially responsible companies, which fertilize from their management social initiatives in harmony with their realities, with the support of their people, clients, suppliers, unions, among others. It means that their performance favors both internal and external groups to their business performance, having as guidelines their social role.

Consequently, Venezuelan oil companies promote dialogue with community councils, to find out their pressing needs, in order to join efforts to carry out social plans and programs that contribute to improving the quality of life in people, being groups of interest managers of the common good, and allies to promote sustainability; For this reason, social responsibility, from an integral perspective, must be inserted in the business strategy that adds value to the competitive and distinctive advantages, being a model of voluntary, dynamic, proactive, collaborative and humanistic work where stakeholders participate, to work not only in the image and business reputation, but also the collective well-being.

On the other hand, in terms of social responsibility strategies in Venezuelan oil companies, from the opinion of the respondents, it is deduced, in competitive advantages, not only for carrying out activities that facilitate them to increase profitability and productivity indicators, but also social, bringing benefits to monitor community councils located in neighboring areas, in the fulfillment of planned activities with philanthropic actions, also creating partnerships with public and private entities to promote social investment, being able to minimize risks or deviations that could lead to an increase of complaints and dissatisfaction of the social management processes that are carried out in the communities, putting at risk the sustainability of the social fabric. It means, integrating the missionary functions of the company with those of society, to introduce a business-community synergy and vice versa.

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