



Research on the Relationship Between Social Responsibility, Social Resources, and Core Competitiveness

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Abstract. With the development of enterprises, the significance of enterprises in social responsibility has become prominent. This paper examines the relationship between corporate social responsibility, social resources, and core competitiveness through the example of social responsibility performed by Vanke, to highlight that the fulfillment of corporate social responsibility plays a significant role in the achievement of core competitiveness and urge more companies to pay attention to their social responsibility.

Keywords: social responsibility · core competitiveness · social resources

1 Introduction

Due to the rapid development of the economy, the competition among companies become more intense. Some companies are obsessed with maximizing profits and neglect their corporate responsibilities, leading to social hazards and pollution. Such as the Enron financial fraud incident, the black brick kiln incident, etc. To break this behavior, the 19th National Congress pointed out that we should promote the construction of integrity, and strengthen the sense of social responsibility. Therefore, in recent years, social responsibility has become the focus of attention.

In recent years, research related to social responsibility has been more extensive. Ye Hua et al. [1] analyzed data on pharmaceutical manufacturing companies and concluded that the fulfillment of CSR is beneficial to the improvement of corporate financial performance. Xu Yixia [2] argued that the economic efficiency of enterprises is not the only criterion for evaluating enterprises, and the fulfillment of social responsibility is more likely to influence business performance. Zhao Yu et al. [3] also pointed out that companies must fulfill social responsibilities to achieve mutual benefits, so taking social responsibility can promote the development of companies.

However, most of the studies are about corporate value and corporate performance, and there are fewer studies on the acquisition of corporate core competitiveness after taking social responsibility. Given this, this paper investigates the impact of taking social responsibility on corporate core competitiveness and introduces social resources to better explore the mechanism of the three roles.

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2 Theoretical Framework Design

In the process of acquiring core competitiveness, corporate social responsibility plays an important role [4]. A survey published in the Business Times Social Enterprise in London, UK, shows that companies need to develop sound systems of social responsibility if they want to achieve economies of scale. Nearly ninety percent of the world’s top 500 companies have established ethics education programs. To gain competitiveness, companies need to realize the importance of social responsibility and make it a major driver of their core competitiveness. But how does the fulfillment of social responsibility enable companies to gain core competitiveness? This research paper argues that by fulfilling social responsibility, enterprises can gain access to human resources, financial resources, and social relationship resources so that they can have core competitiveness in three aspects, such as ability, resources, and relationship.

Why does the fulfillment of social responsibility bring various social resources to the company? The literature shows that the reputation and the goodwill of enterprises have the role of irreplaceable “information signals” in the acquisition of social resources, and the fulfillment of social responsibility enables enterprises to gain reputation and goodwill [5]. By fulfilling social responsibility, enterprises can gain reputation and goodwill, and at the same time, they can send “information signals” to the outside world, so that they can gain trust from the market and obtain social resources such as human resources, financial resources, and social relationships more easily.

Therefore, this paper constructs a mechanism framework of social responsibility, social resources, and core competitiveness, as shown in Fig. 1.



Fig. 1. Mechanism of the role of social responsibility, social resources, and core competitiveness. Based on a case study repertoire.

3 Case Study Business Descriptions

Since the report of the 19th Party Congress has made comprehensive plans for precise poverty alleviation, building a beautiful China, and the direction of industry development, Vanke has achieved fruitful results in health movement, green environmental protection, and precise poverty alleviation. Therefore, the Vanke Group is selected as the case study in this paper.

3.1 Promoting Healthy Abundance

In recent years, Vanke has been working on promoting different forms of health sports to promote its social influence and to attract more people to join in physical exercise to “create a healthy and fruitful life”.

Vanke launched and hosted the 5-km City Run in 2013 to guide companies to pay attention to the physical and mental health of their employees and promote a healthy working lifestyle. To appeal to more people to participate in the Fun Run, Vanke has enriched the format of the race. Finally, a full series of activities include the City Run, which promotes the healthy development of the city, and the Community Run, which promotes family harmony.

3.2 Contribute to Building a Beautiful China

With the company’s strategic planning adjustment, Vanke’s exploration in the field of environmental greening has expanded from the original residential field to services closely related to the city. The company strives to take social responsibility in the field of environmental greening and contribute to the construction of a beautiful China.

To provide support for green initiatives in the Xiongan New Area, Vanke invested in establishing the Xiongan Vanke Green Research and Development Center. To maximize the social benefits of philanthropic funding in the environmental field, Vanke joined hands with China Green Carbon Sink Foundation, Alaska SEE Foundation, and other organizations to create the Environmental Funders Network and jointly promote the synergy and cooperation of funders in the environmental field.

3.3 Exploring Sustainable Poverty Alleviation

Vanke adheres to the poverty alleviation policy of the 19th National Congress, actively assists local product development, and helps people in remote areas through “blood-breeding poverty alleviation”. In the process of helping Zhangbei County’s industrial development, Vanke has grasped its specificity as a national renewable resource center and donated 28 million RMB to Zhangbei County free of charge through the model of “corporate donation + government-led + income for poor households”, and helped 12 poor households in the county to build village level photovoltaic power stations with a total capacity of 300 kW. (The data is obtained from the Vanke announcement.) In addition, the first museum of Tibet’s intangible cultural heritage, jointly built by Vanke and the Shenzhen government, will be completed in June 2022. In the future, Tibet’s intangible cultural heritage will be protected, inherited, and innovated to better achieve sustainable poverty alleviation development.

4 Case Studies

4.1 Attracting Excellent Human Resources and Improving Competence Competitiveness

Competence competitiveness is the strength that ensures the development of the company and maintains its competitive advantage [6]. In the era of the knowledge economy, human resources have become one of the most important social resources for enterprises [7].

To a certain extent, the competition for first-class talents is an important factor for enterprises to achieve core competitiveness. For companies that actively fulfill their social responsibility, reputation, and goodwill are more prestigious, so it is easier to retain excellent talents in the recruitment process.

Vanke has continued to advocate the concept of a “Healthy and Abundant Life”, attaching importance to balancing the work and life of employees. Employees can work better in this working atmosphere, and their working ability and efficiency are even higher. From the above case of “advocating health and abundance”, Vanke not only cares about the working lifestyle of its employees but also actively drives other enterprises to value the working lifestyle of their employees. In the process of holding the Fun Run, more people feel that Vanke values and respects its employees so that Vanke can gain a greater advantage when competing with competitors for talent resources and better control the ability competitiveness of its core competitiveness.

4.2 Access to Abundant Financial Resources to Improve Resource Competitiveness

Resource competitiveness refers to the various resources that distinguish an enterprise from others [8]. Financial resources are an important part of resource competitiveness, and the fulfillment of social responsibility is indelibly related to the acquisition of financial resources. Companies that actively fulfill their social responsibility not only receive preferential policies from the government but also send a signal to the outside world that the company is doing well, thus providing them with more financing facilities and abundant financial resources [9]. From the case of “Contributing to the Construction of Beautiful China”, we can see that Vanke values environmental protection and greening, from the original residential field to the content related to cities, and takes an important social responsibility in the development of environmental greening. In the process of advocating environmental protection and greening, Vanke constantly cooperates with Xiong’an New Area, China Green Carbon Exchange Foundation, and other organizations, which to a certain extent highlights Vanke’s good development and the authenticity and reliability of various channels, allowing him to obtain rich financial resources and improve the competitiveness of resources in its core competitiveness.

4.3 Strengthen Social Relationships and Improve Relationship Competitiveness

Relationship competitiveness refers to the various relationships that occur in the competitive process, including the relationship between the company and other companies, and the relationship between the company and the country [10]. Whoever has stronger social relationships will be able to achieve relational competitiveness. Unlike other resources, which once acquired can have permanent ownership and use rights, social relationships need to be maintained and relationship competitiveness improved by building trust with various enterprises and social groups through the continuous fulfillment of social responsibilities.

In the above case of “contributing to the construction of beautiful China”, Vanke has been cooperating with Xiongan New Area and various foundations to strengthen its relationship with enterprises. What’s more, Vanke focuses on not only the corporate

relationship with enterprises but also the relationship with the government. From the case of “exploring sustainable poverty alleviation”, Vanke actively responds to the national policy of poverty alleviation by joining hands with the government to establish a special way of poverty alleviation to help Zhangbei County get rid of poverty; and cooperates with Shenzhen government to protect Tibetan non-traditional culture, etc. Vanke has gained social recognition from the government due to its active social responsibility. The government will give Vanke certain inclination and support to its development in policy implementation so that Vanke has more freedom and flexibility to operate in the market. Therefore, Vanke’s fulfillment of social responsibility of poverty alleviation allows him to obtain not only the relationship with the enterprise, but also the relationship with the government, and its advantages are self-evident in the competitiveness of the relationship.

5 Conclusions and Shortcomings

Taking Vanke as an example, this paper examines the relationship between social responsibility, social resources and core competitiveness in terms of Vanke’s commitment to health movement, green environment, and precise poverty alleviation. This paper concludes that social resources play an intermediate bridge role in social responsibility and core competitiveness. By fulfilling social responsibility, enterprises obtain human resources, financial resources and social relationship resources in the society, thus allowing them to have core competitiveness in three aspects, such as ability, resources and relationship. Therefore, if enterprises want to obtain social resources and improve their core competitiveness, they must pay attention to the fulfillment of social responsibility to occupy an advantageous position in the fierce market.

The shortcoming of this paper is that the study is a preliminary study of the relationship between social responsibility, social resources, and core competitiveness in the form of a single case study, which may not be as comprehensive and detailed in the analysis process, and whether there is a more complex relationship between the three is to be further explored and analyzed.

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