Do Corporative Social Programs Generate Social Capital? A Brazilian Case Study

Janaina Macke
Rosinha da Silva Machado Carrion

Abstract

This study focuses on the promotion of the social capital and the development of a civic community through social commitment networks, and consequently, maintaining local development. The methodological procedure adopted was the case study and, as main technique of data analysis, the content analysis was used. The programs of social responsibility of companies renowned as socially responsible from the region of *Serra Gaúcha* (south Brazil) were studied, analyzing their contribution to the generation or strengthening of the social capital of the reached communities. As the main result of the study we presented the proposal of a new board of indicators for social projects of private companies in developing countries contexts.

Keywords

Brazil; Case Study Comparison; Corporative Social Programs; Social Capital; Indicators.

1 Introduction

Enterprise social actions are the set of activities that include since small and eventual donations to structured and focused programs and projects, either in health, food, education, environment, or even in factors that contribute to improve life conditions for a group of people or community (Instituto de Pesquisa Econômica Aplicada [IPEA], 2005).

The corporate social responsibility is part of the social dimension of sustainable development (Sachs, 1993). Therefore, there are different approaches and contexts - especially considering the realities of developed countries versus developing countries - the sustainability as a whole remains as a common research concern. We highlight that the first discussions on sustainable development involving the different perspectives between developed and developing countries were presented at the Conference of Stockholm, in Sweden, in 1972 (Pereira, 2009).

The discussions that followed the Stockholm Conference were very important to understand the differences and needs that exist among the countries of the North (developed) and South (developing) and how each one can contribute to the development sustainable. It was found that the main problems in developing countries are the large population growth and the lack of technology for the efficient exploitation of natural resources; while developed countries have a stable population and a good social infrastructure, but, they have also an excessive consume of natural resources, because of their lifestyle.

Currently, it is been observed the increasing interest of Brazilian private companies in acting in social management (Ashley, 2002; Baiardi and Laniado, 2002; Schommer, 2000; Melo Neto and Froes, 1999, 2001; Carrion 2000; Macke, Genari and Faccin, 2012). There are very distinct reasons that lead these companies to develop social actions. As motivators of enterprise social actions, Schommer (2002) mentions: (i) getting competitive advantages, once customers value ethics and the company's participation in the community; (ii) religious or moral reasoning; (iii) promoting values of internal brotherhood and indentifying and developing leadership among employees; (iv) answering to government's or other institutions' incentives and (v) orientation and strategic vision for surviving in a long term.

With media impulse, it is not surprising that people start thinking that the solution of the social crisis is a problem of managing resources, which would legitimate the role of a company to guide social actions, once companies know how to manage (Carrion, 2003).

The problem in the social management area is much more complex than a mere resource management matter. If not limited to the management dimension, which is the effective contribution that companies would have to practice to face the social issues?

One of the aspects to be related with the corporative social responsibility is the idea that the companies are able to solve a vast majority of social problems, once they have management competence. Companies' social programs are being used as tools to construct an ideology that makes the company the only capable agent to solve the social crisis, reducing the social problem to a matter of managing resources (Carrion, 2003).

Reconsidering the former question on what would, in fact, be an effective contribution in social management area, it is possible to argue that companies – and any other agent – will be really contributing to treat social problems and local development once their actions are focused in strengthening social capital (Macke, Genari and Faccin, 2012).

The concept of social capital, when measuring the wealth production potential which comes from several collective associative ways, allows exploring the impacts of the civil society in economic performance (Macke, Vallejos and Sarate, 2010). It is possible to identify four main ways companies use social capital found in social networks to stimulate economic increase (Skidmore, 2001): (i) high levels of social trust and strong reciprocity rules reduce transaction's costs; (ii) social networks minimize risks, once they allow members to engage innovations and higher risk's levels; (iii) social networks easy the quick dissemination of information and this fact reduces asymmetries; (iv) social networks allow their members to easily solve collective action problems.

We defend that is possible that a corporative social responsibility program contributes to local development if it incorporates the civic principles of the community, therefore enhancing the social capital in the local context.

Thus, this present study aims to evaluate the implications of social actions from a sample of Brazilian companies, which are considered socially responsible, in expanding the social capital in their communities.

Social Capital Theory: Concepts and Dimensions

Communities that have a high level of social capital are called civic communities. Within a civic community, citizens seek their own interest correctly understood (Tocqueville, 2004); in other words, they seek an interest that is defined from the context of public needs, a self-interest that is clear and sensitive to the interests of others. The main characteristics of a civic community are: (i) citizenship implies duties and rights for all; (ii) the community is united mostly by horizontal relationships for reciprocity and cooperation, while vertical relationships of authority and dependence are few; (iii) their leaders are responsible for their co-citizens; (iv) there is a wide participation of citizens in the government; (v) the public spirit prevails among citizens and (vi) there are mostly trust relationships among members (Putnam, 1993, 2000).

Reciprocity rules and civic participation systems are keys to prosperity generating virtuous circles that stimulate civism. These virtuous circles Putnam (1993) refers to, are characterized by the social capital production. The author uses the definition of social capital according to Coleman (1990, p. 302): "social capital is defined by its function. It is not a single entity, but a variety of different entities having two characteristics in common: they all consist of some aspect of social structure, and they facilitate certain actions of individuals who are within the structure".

The social capital may appear under several ways – trust, norms, and social relationship chains – and all of them are resources which increase in use, instead of decreasing, and they are over if not used (Hirshman, 1984). The lack of trust is, however, difficult to be eliminated, for it happens when people do not have an adequate social experience and induces attitudes that encourage their own distrust. It is, therefore, impossible to know if it was justifiable in fact, for it is able to satisfy itself (Coleman, 1990).

The social capital stock brings consequences for action (Nahapiet and Ghoshal, 1998; Putnam, 1993). One of these consequences is that social capital increases action's efficiency; Putnam (1993) sustains high levels of trust, decreases opportunism and the need for monitoring costs throughout the process. Another consequence is related to encouraging cooperative behavior, by means of motivating people to develop other organization ways (Putnam, 1993). The concept of social capital is, therefore, fundamental for understanding the institutional, innovation and value creation dynamics (Nahapiet and Ghoshal, 1998; Macke, Sarate and Vallejos, 2009).

Overcoming dilemmas of collective action and contra-producing opportunism that derives from this action depends on the wider social context a certain game is played. Thus, voluntary cooperation is easier to happen in a community that has inherited a good social capital in reciprocity rules and civic participation systems (Putnam, 1993).

The social capital is linked to the relevancy of relationships as resources for social action, which is an aspect most authors agree with, such as Bourdieu (2003a, 2003b, 1986), Coleman (1988) and Loury (1987 in Nahapiet and Ghoshal, 1998). As Putnam (1993) says, however, the social capital is not a one-dimensional concept, and this makes different authors to establish the focus of their discussion on different aspects of social capital.

This concept has been used to explain a series of social phenomenon. Many researchers have focused on the role of social capital in developing human capital (Coleman, 1988; Nahapiet and Ghoshal, 1998), in economic performance (Sabatini, 2008; Schuller, 2007), in knowledge networks (Webb, 2008; Yuan, Gay and Hembrooke, 2006), in entrepreneurship (Siqueira, 2007; Stam and Elfring, 2008), in cultural aspects (Swinney, 2008; Takhar, 2006; Xiao and Tsui, 2007) and in developing regions (Putnam, 1993) and countries (Fukuyama, 1995, 1999).

The central proposition of the social capital theory is that relationship networks constitute an important resource to conduct social affairs, and gives members a collectivity-owned capital, a kind of identity that comes from credit, in the very senses of the word (Bourdieu, 1986; Nahapiet and Ghoshal, 1998, p. 243).

Great part of this capital is related to knowledge and mutual recognition networks, which bring about feelings of gratitude, respect, and friendship. It is also possible do find, however, social capital under the way of some social status or social reputation (Bourdieu, 2003a, 2003b), usually when it is part of a certain network. Other resources may be evaluated within network connections, such as weak ties (Putnam, 1993; Nahapiet and Ghoshal, 1998) and the friends of friends (Boissevain, 1974 in Nahapiet and Ghoshal, 1998).

For the present study, we used Putnam's (1993) social capital concept – influenced by Coleman (1990) –, which has been widely tested and used in other researches, such as the studies by Nahapiet and Ghoshal (1998) and Onyx and Bullen (2000), authors that have written definitions for social capital from Putnam's (2000).

For Nahapiet and Ghoshal (1998, p. 243) the social capital is "the sum of the actual and potential resources embedded within, available through, and derived from the network of relationship possessed by an individual or a social unit". In this sense, Nahapiet and Ghoshal's (1998) definition for social capital seems to be close to Bourdieu's (2003a, 2003b), when he mentions both network and the assets that may be mobilized in this network.

Bourdieu's (1986) definition of social capital, however, is different from Putnam's (2000). Bourdieu (2003a) uses, besides the "social capital" definition, the "capital" definition, which may appear in different ways, since symbolic capital leads to economic capital. For Bourdieu (2003a), however, capital is always related to the position of an actor in the social field, once this actor influences the action, and this action influences the actor's position in field. Bourdieu's (2003a) social capital concept is a means accumulated with the help from objective conditions throughout time, which allows actors to legitimate their positions in the respective fields (Bourdieu, 2003a).

On the other hand, Putnam (2002) considers social capital as an attribute of social fabric, which usually constitutes a public good, quite the opposite from the conventional capital, which is usually a private good. In this definition there is no sense to state that in a same given group one person would have more social capital than another, as Bourdieu's (2003a, 2003b) definition indicate.

In this study, we defend that social capital is in the relationships; meaning it is not an exclusive property of a person. Social capital development is, then, significantly affected by factors – like time, interdependency, interaction and isolation - that shape social relationships evolution (Nahapiet and Ghoshal, 1998).

Just like other forms of capital (Bourdieu, 2003b), social capital is dependent on history – time is, therefore, essential for the social capital development, once every social capital element depends on the social structure's stability and continuity (Nahapiet and Ghoshal, 1998). At the same time, it takes time to build trust, relationship's stability and durability which are key elements to reach high levels of trust and cooperation rules (Putnam, 1993). Social relationship's duration and stability also influence a clear view of mutual obligations (Nahapiet and Ghoshal, 1998).

Within communities or "closed" groups it may be easier to develop social capital – specially the relational and cognitive dimensions. The so-called strong communities – communities or groups that exclude outsiders – have an identity and a broader sense that separate and distinguish members from non-members (Bourdieu, 2003b). Developing norms, identity and trust help isolation and develop single language codes (Nahapiet and Ghoshal, 1998).

In the study about social capital and its importance to create intellectual capital, Nahapiet and Ghoshal (1998) propose three dimensions of social capital: structural, relational and cognitive. Although authors have analytically understood social capital in dimensions, they point out most part of the studied characteristics as highly related, a fact that does not invalidate the classification, for it facilitates understanding the construct.

The distinction between structural and relational dimensions is based on the Granovetter' work (1992 in Nahapiet and Ghoshal, 1998). The structural question refers to the social system and to the relationships network as a whole. "The term describes the impersonal configuration of links between people or units (...) refers to the overall pattern of connections between actors" (Nahapiet and Ghoshal, 1998, p. 244).

In the structural face of social capital, we analyzed: the presence or absence of links among actors, the configuration or morphology of the network – describing linking patters by means of variables such as density, connectivity, and hierarchy – and the appropriable organization – that means, networks created for a purpose that may be used for another (Coleman, 1988; Nahapiet and Ghoshal, 1998).

From the relational point of view, it is described that personal relationship is developed in an interactions' history (Granovetter, 1992). This concept focuses aspects that influence behaviors, such as respect and friendship, which will determine sociability, acceptability, and prestige. Two actors may have similar positions in a network, although their personal and emotional attitudes are different, and their actions will differ in many aspects – it is, therefore a behavioral component that is revealed in trust and distrust (Fukuyama, 1996; Putnam, 2002), norms and sanctions (Coleman, 1990; Putnam, 2002), obligations and expectations (Coleman, 1990; Granovetter, 1992) and identity and identification (Merton, 1968 in Nahapiet and Ghoshal, 1998).

The third dimension of social capital, which Nahapiet and Ghoshal (1998) named cognitive, refers to the resources that come from shared views, interpretations and meaning systems, in special shared codes and shared narratives. According to the authors, this dimension is little explored in literature. Among these elements, some of them have a high correlation: (i) network connections, when symmetrical (structural dimension) and trust (relational dimension); and (ii) social identification (relational dimension) and shared codes and language (cognitive dimension) (Nahapiet and Ghoshal, 1998).

These dimensions of social capital served as basis to construct the instruments for data collection discussed in the following section.

The Study Method

The development of a human institution may not be evaluated in a short term. The rhythms of changes in institutions are slow. Thus, a study like this, intends to evaluate the enhancing of social capital and the civism degree of communities involved in social projects provided by private companies is a challenge from the methodological point of view. How to "measure" the social capital? And more, how to relate this social capital to the companies' social actions?

The adopted method was the case study. The definition of the case study, for Yin (1994,) is of an empirical research that investigates a contemporaneous phenomenon, especially when the boarder between phenomenon and context are not apparently clear, and it seems appropriate to study companies and their relationships with the stakeholders (especially, local community).

Then, the most expressive cases of social actions by companies from the South Brazil were investigated (more specifically in the *Serra Gaúcha* region). The criterion to select companies was their recognition in the society, determined by social responsibility awards. Subsequently, a program to act in the community was selected. In total, it means the analysis of seven.

The sources of evidence were: documental analysis, semi-structured interviews, and direct observation. Two instruments adapted from Milani (2010) were built: one of them directed to the company's representatives and the other to the people in the community where social actions were under way.

The constructed instruments were previously tested. The final version of the questionnaire applied to companies had 55 questions; the questionnaire applied to the communities had 53 questions. In short, it is possible to present here, for each dimension of the social capital, the most significant elements, from where questions were derived (figure 1).

Figure 1: Proposal of qualitative indexes of social capital for corporative social programs.

Social Capital Dimension	Elements
Relational	Actors' participation
	Decision making
	Motivation to participate and mobilize comminity
	Identification and qualification of social problems
	Intention to replay the program
	Taking care of beneficiaries
	Expected result for the community
Structural	Partner organizations
	Local iniatives
	Community's contributions for the program
	Changes held because of the community's suggestions
	Interest in having other partnerships
Cognitive	Necessary abilities to act in social field
	Difficulties found
	Company's values and how to put them into practice
	Meaning of the program for the company
	Actions' divulgation
	Methodology for evaluating the program's results
	Evaluation indexes for the program's results

In order to analyze data, we used the technique of content analysis, proposed by Bardin (1977). The analysis categories were previously defined from the Nahapiet and Ghoshal's (1998) study.

The South Brazilian Corporate Social Programs and the Local Context

In two researches about the evaluation of social capital levels in the south of Brazil – Monastério (2003) and Bandeira (2003) – the Serra Gaúcha region was mentioned as having one of the highest levels of social capital in the state. Widely, the reasons for this good performance in generating social capital were: (a) greater participation in voluntary associations; (b) more intense social life, evaluated in different practices, such as gathering friends, going out with colleages, visiting relatives and friends, among others; (c) political participation, measured from the affiliation to political parties, enrollment to public jobs and participation in public manifestations and participative budgets (Bandeira, 2003). The Monastério's (2003) study included variables such as: (a) social and economic aspects, like the Gini index, average area of rural properties, area used by 50% of the smallest properties, among others; (b) city management quality; and (c) social capital index built from more than twenty variables identified in literature and adapted for the state reality.

For our study, seven companies from the *Serra Gaúcha* region were chosen. For each company we aimed to analyze the most expressive social program and its reflexion within the benefited communities. There is a brief description of the analyzed social programs, highlighting the relevant aspects to understand the results obtained.

Company A, we chose a technical course program (electromechanical operator) directed to young people aged between 16 and 17 years old, under social vulnerability conditions. All teenagers have guaranteed jobs in several areas of the company; during the program, they receive a scholarship and also all benefits offered to the other company's employees.

Company B works with a project for children and teenagers from a poor neighborhood in Caxias do Sul city. Activities are carried out by the employees and they happen twice a week: lunch is provided, they watch educative lectures, and their homework is observed.

Company C sponsors and supports several projects and non-profit organizations. They are mostly local actions, such as preserving the environment, fighting violence and drugs, and donating food, clothes, medicine, and building material.

Company D provides cultural professionalizing workshops (theater, dance, painting, sports) for children aged 4 to 18 years old, in socially vulnerable situation, during the time these children are not at school. Similarly, **company E** works with professionalizing workshops as well, but with children between 7 and 14 years old.

Company F has a set of actions so employees act in the community, specially about environmental consciousness. They hand out fliers and garbage bags to the inhabitants from poor neighborhoods and they carry on the action of a group of employees that dress up like cartoon characters and go to the city hospitals to play with kids.

Finally, the project from **company G** is part of a network that works by means of a social franchising system. Franchisers open their spaces for personal and professional education for poor teenagers, who afterwards are sent to work.

Corporative Social Programs and Social Capital Development

As a way to reach the desired objective, it is important to start with some relevant observations about how case studies in general, differ from each other. It is possible to point out four aspects: (i) differences in scale; (ii) stages in the project's cycle; (iii) reliability of data; and (iv) different approaches and guiding concepts (Roche, 2002). Next, there is an examination of these aspects for the cases in this present study.

As for the differences in scale, it is interesting to analyze them in comparison to the intensity of the relationship between the company and the public benefited by the program, as it is possible to see in the figure 2 (p.34). Even if, at first sight, this relationship may seem a tradeoff – tendency to have a smaller intensity in the relationship once the number of beneficiaries increase – this analysis serves to point out how companies distribute themselves in the different quadrants. It is worth mentioning that it is less important the individualized evaluation of a company than the set evaluation; it means it is more interesting to infer about the amount of analyzed social programs. In some cases, however, certain characteristics of a specific program will be highlighted, as a way to show improvements or tendencies in the social management area.

In this case, it is possible to see that the companies distribute themselves in respect to the high-intensity relationship among a small number of direct beneficiaries. It is possible to give special attention to the Company D's Program, that helps a great number of people – around 470 children per year – and is able to establish an average of intense relationship – they keep children during half of the day in the program, they watch them (psychologically, pedagogically), they interact with the schools in the community where they study, and they have activities for their parents. It is not completely intense because the program happens only part-time (the opposite time from school), differently from Program A and Program G, when teenagers – 52, in the case of company A and 40, in company G – stay all day in the program.

The second analysis' factor, stage in the project's cycle, seems not to influence this present study, once all the programs were already edited more than once. What may influence is the length of the program if compared to the structure degree this program has already reached – considering the fact of having defined methodology and indexes' system, working in networks with other actors, evaluating and showing the results with transparence in every stage of the program.

It is expected that the older the program is the more structured it becomes. In this case, it was possible to see that companies A, F and G correspond to this expectation. There are two other situations as well: the case of companies D and E – which are positive for they have young but quite well-structured programs – and companies B and C, which could try improving their programs' structure, once they happen for a longer period, if compared to the other cases studied.

The main criterion to define the structuring degree, was based on the amount and the quality of information about the program each company had. Thus, when asking about: what are the procedures to evaluate results, what indexes are evaluated, if there is any report about this monitoring system, how these results are shown, if there are clear roles for each actor involved in the process, it is possible to verify in what measure the company has an organized and structured social program.

Data reliability refers to the existence of systematized ways

Intensity of the relationship with beneficiaries

High	Program A Program G		
Medium		Program B Program E	Program D
Low			Company C* Company F*
	Few beneficiaries		Many beneficiaries

Number of annual beneficiaries **

Figure 2: Relationship between the number of beneficiaries by the programs and intensity of the relationship between the company and the beneficiaries. Observations: * these companies do not have an important program. For this reason and considering the characteristics of their actions, it is quite difficult to measure the effective number of beneficiaries; ** in the first quadrant, 200 direct beneficiaries were considered; in the second 400, and in the third more than 400 people directly beneficiated with the program in study.

Programs' structuring degree

High			Company A
Medium	Company D Company E	Company F Company G	Company B
Low			Company C
	Young		Mature

Program's age

Figure 3: Relationship between the program's age and the program's structuring degree.

Realibility on the information about the program

High	Company F	Company D Company E	Company A
Medium	Company G		
Low	Company C	Company B	
	Low	Medium	High

Degree of actions of net partnerships

Figure 4: Relationship between the degree of acting in net partnerships and the reliability of information about the program.

Degree of beneficiaries' participation during the program's stages

High			
Medium	Company A Company D	Company E Company G	Company B
Low		Company C	Company F
	Low	Medium	High

Degree of employees' participation in the programs

Figure 5: Relationship between the degree of employees' participation in the companies' social programs and the degree of beneficiaries' participation during the different program's stages.

to monitor and evaluate programs, plus other documents and ways to communicate results. For the cases in study, this relationship is quite dispersing. Only companies A and C have this expected behavior: the greater is the network action, the greater is the reliability of information about the program.

Companies D, E, F and G, for different reasons, have had degrees of reliability much higher than expected for their degree in network action. Company D has a high reliability degree, for getting resources from *the Fundo de Amparo à Cultura* (Culture Support Found) makes the company to dedicate a lot of attention to monitoring results – thus this company has documents and details. Cases of companies F and G are similar. Company F has greater information reliability for it has SA 8.000 standard. Company G has to follow franchising norms for the program. The only exception is company E. Company E, despite of not having the legal demands the other mentioned companies do, also evaluates in details the development of its program. Moreover, this company has been studied by many researchers and has taken advantage from the results of these evaluations. For this reason, it is possible to state for company E that it will be a lot easy to develop partnerships, considering the aspect of information generation and transparency.

The different approaches and concepts show different worries as for the aspects of planning, implementing, monitoring, and evaluating the programs. As observed, either in literature or in this study's empirical results, the matter of effective participation of the beneficiaries has been a determinant factor to generate social capital from the programs of private companies.

Besides the external public's participation benefited with the program, it is necessary to analyze the participation and the commitment of another public: the internal one. This analysis shows that companies have had a very homogeneous behavior for this variable.

Either for the external or the internal public, we analyzed the degree of participation of people involved in different stages of the program – planning, implementing, monitoring, and evaluating – as well as the phase before beginning of the program, which involves selecting the social problem to be dealt with. Thus, companies in general, need to work in more ways to engage employees and external public. In companies B and F, every employee is involved in social actions. It is clear that it does not happen in every stage (such as, specially, planning), even though, there is a small group of employees that is involved in every stage. In company C, the most active participation in the company's actions is from the group of employees that make up the committee that deals with demands that arise in the company. For the assistance and ephemeral nature of some actions, however, the external public's involvement is little.

On the other hand, other companies have a low degree of employees' involvement, and they also have to improve the worries with a greater involvement of the communities during the different stages of the program.

In short, it is possible to say that the analyzed programs need to increase their internal (employees) and external (community) publics' involvement. Some companies have tried to commit their employees for actions, but this commitment is still restricted to the program's implementation stage; in very few situations the employees take part of the planning and evaluating stages. Similarly, the communities are still seen as receptors, not as co-participants of actions. The idea of community empowerment is not present yet.

Another evidenced aspect refers to the isolated form companies have acted. Network structures are weak, establishing instrumental exchanges and partnerships mostly with the company's suppliers. The initiatives for partnerships with other actors, such as the public power, universities and non-governmental organizations, are little expressive. Besides, companies still see the matter of an associated partnership almost exclusively as a possibility to get financial resources.

Final Remarks

It is evident, nowadays, the need for interdisciplinary spaces to discuss the social issues, to diversify the action of different actors, to better distribute efforts to reach masses that are not contemplated by programs yet, specially those programs that are implemented by private companies. Moreover, these spaces may enlarge the social capital in every dimension, once they promote the exchange of experiences, strengthen relationships and improve the programs' structure by means of a network action, and not isolated.

In Brazil, the programs of corporate social responsibility have been gaining increasing importance, largely due to the failures of the governments in promoting social welfare. Currently, there are in the *Serra Gaúcha region*, south of Brazil, a superposition of programs that act almost exclusively for the infant public. This is not exclusive, however, for this region. Researches such as the IPEA's (2005) and the *Fundação Semear's* (2003) have already shown this is a national reality. For every reason pointed in the results' analysis, it is possible to see that great part of this effort may be lost, once families are not ready to deal with changes in their children's behavior.

Therefore, it is necessary to create acting networks in the social area so society is seen as a whole, and not as segments. Even if the action of a certain program is focused on a single public (for example, the children), the idea would be that, inside the network, another actor could develop a program for another public directly related to the benefited children, such as programs for parents or children's tutors, schools where these children study, or the community where the children live in, etc.

Another important aspect is related to the way of voluntary working groups from private companies act. When programs are essentially based on employees' voluntary work, companies have found difficulties for commitment and "renovation" of the group members, once there are always the same people participating. On the other hand, it is not possible to demand from voluntary workers the same dedication degree and commitment than it is for professionals who are paid to carry out a social work. Voluntary work generates extra work, and it is not rare to see people spending on average 12 hours involved with the company.

The company's demands may assume a contradictory character, for it demands the employee to be in continuous learning – mostly because of the ISO norms – and, even for matters of image, it desires the employee to participate in voluntary activities. And the worker is still blamed for not being part of his/her community's matters!

Companies could, however, study some alternatives for this situation. When acting in the social area, the company has many benefits, even those that – in some cases – are not declared, such as image improvement, trade strengthening and reputation improvement face suppliers, employees, and customers. Would it not be the case of allowing a kind of "reward" when these employees are volunteers in the company's programs? Activities could be developed – as far as possible – during the working period, or there could be flexibility in working hours, or some other kind of strategy.

In parallel, the company could foment other ways for these employees to participate in the community, by organizing communitarian events, meetings, as a way to repay these employees' participation in the activities that take the name of the company.

It would be real "social management" when the society negotiates development with the State and the Market, and when it is possible to construct social control mechanisms about these two actors. Social management assumes actors that are protagonists of development.

Thus, as an answer to this question, it is expected to have proved that the complex social problems treatment may not be summarized in an efficient management of financial resources, and social transformation production is far beyond the implementation of social programs, so it demands a new posture of companies' actions in the social management area, in special to generate social capital and local development. Establishing a link between economic and social issues in developing countries may be, one of the main contributions of this study.

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Authors

Janaina Macke
Doctor's Degree in Business Administration at Universidade Federal of Rio Grande do Sul (Brazil). Professor and researcher at Universidade de Caxias do Sul (Brazil). Post-doctoral fellowship from CAPES (Coordenação de Aperfeiçoamento de Pessoal de Nível Superior, Brazil) in the Territory Science at Université Joseph Fourier (France). Contact: jmacke@terra.com.br .

Rosinha da Silva Machado Carrion
Doctor's Degree in Business Administration at Universidade Federal of Rio Grande do Sul (Brazil). Professor and researcher at Universidade Federal of Rio Grande do Sul (Brazil). Post-doctoral fellowship from CAPES (Coordenação de Aperfeiçoamento de Pessoal de Nível Superior, Brazil) in Political Sociology at Université Paris I, Pantheon , Sorbonne (France). Contact: kahlo@terra.com.br .

The Social Theory Research Group has been developing research outputs in the domains of social capital, corporative social responsibility and collaborative networks. The researches have been published in various international journal and congresses.

Contact:
Universidade de Caxias do Sul (UCS)
Rua Francisco Getúlio Vargas, 1130 – Bairro Petrópolis
95070-560 - Caxias do Sul – RS- Brasil
jmacke@terra.com.br
Tel: 55-54 3218.2011
Cel: 55-54 8135.0241
http://buscatextual.cnpq.br/buscatextual/visualizacv.do?metodo=apresentar&id=K4763596P0