

Companies Participation in Developing Sustainability in Local Communities A Literature Review

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ABSTRACT

It is observed in the world literature that sustainability has been receiving a significant interest in recent years from several researchers who revealed several results related to organizations, their stakeholders and the local community. This article purpose to highlight the characteristics of the sustainability literature that involves organizations and the development of the local community, offering the reader a refined and formal look at the main research trends, keywords, authors, among other bibliometric information. To this end, a systematic review of the literature was carried out based on the Methodi Ordinatio, which guided the search, collection, selection and systematic reading of 28 complete articles available in the Scopus and Web of Science databases. Among the results obtained, the importance of the relationship between the organization and stakeholders is emphasized, especially community involvement. The assessment using the stakeholder approach will not only create a holistic assessment of the process, but will also help to promote a sense of ownership of the community engagement program. It is concluded that the engagement between company and community brings benefits to both parties and contributes to community development.

Keywords: Stakeholders. Sustainability. Community. Engagement.

PARTICIPAÇÃO DAS EMPRESAS NO DESENVOLVIMENTO DA SUSTENTABILIDADE NAS COMUNIDADES LOCAIS: UMA REVISÃO DE LITERATURA

RESUMO

Observa-se na literatura mundial que a sustentabilidade vem recebendo nos últimos anos um interesse significativo de diversos pesquisadores que revelaram vários resultados relacionados às organizações, seus *stakeholders* e a comunidade local. Este artigo tem como objetivo evidenciar as características da literatura de sustentabilidade que envolvem as organizações e o desenvolvimento da comunidade local, oferecendo ao leitor um olhar apurado e formal acerca das principais tendências de pesquisa, palavras-chave, autores, entre outras informações bibliométricas. Para tal, realizou-se uma revisão sistemática de literatura operacionalizada a partir do Methodi Ordinatio, que orientou a busca, coleta, seleção e leitura sistemática de 28 artigos completos disponíveis nas bases de dados Scopus e Web of Science. Entre os resultados obtidos enfatiza-se a importância do relacionamento entre a organização e *stakeholders*, principalmente o envolvimento da comunidade. A análise usando a abordagem das partes interessadas não apenas criará uma avaliação holística do processo, mas também ajudará a promover um senso de propriedade do programa de envolvimento da comunidade. Conclui-se que o engajamento entre empresa e comunidade traz benefícios para ambas as partes e contribui para o desenvolvimento comunitário.

Palavras-chave: *Stakeholders*. Sustentabilidade. Comunidade. Engajamento.

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Understanding a company's interface with the community has become essential in the evaluation process, which uses the stakeholder approach not only to propose an opinion of the method but also to help promote a sense of ownership of the community development program (RAMACHANDRA; MANSOR, 2014). However, even though low institutional capacity may restrict the success of the process and the effective participation of the community, it was evidenced that the proposals with the participation of the stakeholders guaranteed greater effectiveness, efficiency, equity, flexibility, legitimacy, sustainability, and replicability that increased the performance (RAMACHANDRA; MANSOR, 2014).

Thus, stakeholder engagement can be seen as a significant activity within management, as it denotes a differentiated look with emphasis on the needs and value of dialogue with the community (CALDER; BECKIE, 2013). Although each community is unique in terms of needs and resources, major transformations occur in the community from a conversation between citizens and government, the local and general community, and the public / private sectors and technical spheres (CALDER; BECKIE, 2013).

According to the researched literature, the theme sustainability has received worldwide attention. A study in China concludes that social responsibility aligned with sustainability, the community, customers, suppliers, employees can play a significant role in organizations, and the dissemination of these activities has positive effects on sustainable development (WAHEED; YANG, 2019). In the United States, however, research by Buta, Holland and Kaplanidou (2014) revealed the importance of understanding the social environment within communities and the importance of natural resource protection programs for sustainable development. Ngo, Lohmann, and Hales (2018) showed in Australia that corporate social responsibility (CSR) actions aimed at sustainability can balance commercial viability objectives with community development. It is noteworthy that the perspective of sustainability is complex and dynamic since it emerges with different meanings due to the specific optics of stakeholders, which leads to changes in paradigm.

According to Larsen, Gunnarsson-Östling, and Westholm (2011), stakeholders have a duty to participate in local, global forums and deliberative processes for sustainable community development in order to convey the insights collected on people's needs and possibilities to improve the lives of these citizens. Considering the importance of information disclosure, in Brazil, the Brazilian Institute of Statistical Geography disclose reports that show the panorama of sustainability and how sustainable development progresses. Private companies also provide information on companies' environmental and social performance through their integrated reports, which are an important channel to meet the demands of stakeholders (BUCHHOLZ; ROSENTHAL, 2005; LAPLUME; SONPAR; LITZ, 2008).

However, the Sustainable Development Indicators in Brazil show that the country is going backwards in specific areas, mainly in the environmental aspect. Currently, environmental control in Brazil presents threats to the ecosystem in the face of government leadership systems, which end up not maintaining the goals achieved by ECO-92 from the period 2004 to 2012 (PEREIRA *et al.*, 2020). This scenario harms aspects such as cli-

mate change, development of the social environment within communities, investment in technology by companies to promote sustainability, among others (ALMEIDA; GONÇALVES, 2018).

Abessa, Famá and Buruaem (2019) still emphasize that in terms of the environment, there is a dismantling of Brazilian environmental legislation and this can compromise global sustainability. Corroborating with the authors' finding, data from the National Institute for Space Research show that deforestation in the Amazon rainforest grew by 63.75% in April 2020, compared to the same month last year (2019) (ABESSA; FAMÁ; BURUAEM, 2019).

Mascarenhas, Nunes, and Ramos (2014) fully agree on the importance of having an indicator, note that it must be local, and defined by region. Wassmer, Paquin, and Sharma (2014) complement that companies develop strategies, structures and capacities to manage and balance social, environmental and economic aspects in the performance of growing demands for sustainability and highlight the importance of stakeholder engagement with the community and the company. However, this issue is still a major challenge for sustainability in community networks and the importance of stakeholder engagement that seems to be a necessary but not sufficient condition for sustainable operation (MICHOLIA *et al.*, 2018).

Based on the above, this article aims to highlight the characteristics of the sustainability literature that involves organizations and the development of the local community, offering the reader a refined and formal look at the main research trends, keywords, authors, among others, other bibliometric information. Based on this problem applied to a specific context, this literature study aimed to investigate the literature that addresses assessing the engagement of stakeholders and the impact on the development of the sustainability of local communities, which seeks to meet human needs, enable good-being and improving people's long-term quality of life (KLARIN, 2018). This research is believed to contribute to the literature since no studies were found that related these topics together as evaluated in the present work.

For better understanding, the theoretical framework is initially presented and then the methodology used in conducting the research is exposed, followed by the main results and discussions, which led to the study's conclusions.

THEORETICAL BACKGROUND

Relationship between stakeholder engagement and sustainability

Since 1930s, stakeholder engagement was the first aspect established and applied in the field of business management; only in 1990 did the topic gain relevance for the implementation of sustainability policies and from the 2000s, a growing wave of interest in the issues of sustainable gained visibility (QUE *et al.*, 2018).

From this perspective, stakeholder engagement as a technique is used to investigate the behavior and preference of individuals who share similar characteristics (Que *et al.*, 2018). Their results can be used to organize their preferences and thus promote the progress of decision-making (QUE *et al.*, 2018). It is possible to gain an improved understanding of stakeholder wishes and thus formulate sustainability policies that are

more in line with community needs. However, there are some difficulties in the relationship with these actors, among them stands out, how to explain to the community the development of the projects and the possible impacts, as they use technical terms which difficult the dialogue (QUE *et al.*, 2018).

Roseland, Cureton and Wornell (2005) and Markey, Connelly, and Roseland (2010) state that the main goal of sustainability planning is the transformation of the community through democratic dialogue and decision-making in which all citizens participate. Cooper, Vargas and Vargas (2004) pointed out that dialogue brings legitimacy, transparency, and accountability to the process. Thus, communication is fundamental for creating public awareness, dialogue, and strategic development, as well as designing and implementing institutional practices that mobilize a community toward sustainability (WELP *et al.*, 2006).

Thus, assessing the implications and relationships of the authors, sustainability is a complex concept surrounded by innumerable challenges that must be discussed and resolved based on the democratic engagement between the interested parties, aiming at the transformation of the community in the environmental, economic and social aspects. Among these challenges, the initiatives of stakeholder engagement for the development of sustainability in local communities stand out, a theme to be discussed in the next topic.

Stakeholder engagement initiatives focused on developing sustainability in local communities

The introduction of sustainability management in organizations is believed to have great potential for transforming organizations that implement these policies and somehow benefit communities (ZEEMERING, 2018). In other words, sustainability is essential to define practices that demonstrate to stakeholders the commitment to sustainable development.

Zeemering (2018) commented that the Brundtland commission popularized the concept of sustainable development by arguing that it should meet the needs of the present without compromising the ability of future generations. Cohen, Kligerman and Barcelos (2011) stated that the practice of organizational management results in sustainable development, which impacts on stakeholders. For better understanding, Freeman (1984) explains that a stakeholder is any group or individual that can affect or is affected by the achievement of a corporation's goal. This highlights the importance of partnership among partners, including the community, corporate leaders, organizations and others for better development of sustainability in communities (ACHARYA; PATNAIK, 2018).

In this sense, there are authors who agree that multi-stakeholder engagement maximizes and benefits the development of sustainability, but it is not clear how this process should be carried out as the structure of a sustainability project still remains complex (CORNELIUS *et al.*, 2008; JAMALI; ZANHOOR; KESHISHIAN, 2009).

Researchers such as Lawal, May and Stahl (2017) suggest that the first step in developing a successful sustainability action is to engage a committed stakeholder group with well-known and politically active community leaders. Subsequently, the authors

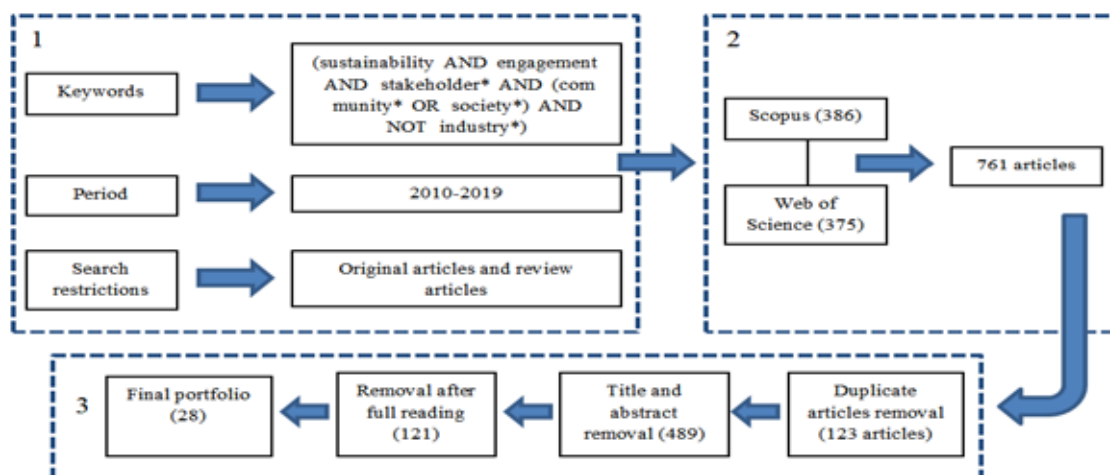
point out the need to develop trusting relationships where there is open space for dialogue between implementers and stakeholders, as well as educational meetings, providing explanatory material and financial support. All this optimizes the relationship process and implementation of new sustainability actions in the community. However, managers are concerned about the costs related to these sustainability projects and state that their implementation is currently the biggest challenge faced by the organization (LAWAL; MAY; STAHL, 2017).

METHODOLOGY

To perform the theoretical framework, which consists of a systematic literature review, we chose the methodology for the systematic literature review proposed by Pagan, Resende and Kovalski (2015), the *Méthodi Ordinatio*. This methodology is based on nine steps: (i) Establishment of research intent; (ii) Preliminary search with the keywords in the databases; (iii) Definition of the combination of keywords and databases to be used; (iv) Final search in the databases; (v) Filtering procedures; (vi) Identification of impact factor, year of publication and number of citations; (vii) Ranking the papers using the *InOrdinatio*; (viii) Finding the full papers; (ix) Final reading and systematic analysis of the papers

We used the Scopus and Web of Science databases for research papers, with a defined time period from 2010 to 2019. To define the keyword group, symbols and boolean operators were used as follows: “(sustainability AND engagement AND stakeholder* AND (community* OR society*) AND NOT industry *)”. After searching the databases, a result of 761 articles was obtained. Subsequently, 123 duplicate articles were excluded, resulting in a result of 638. Filtering by title and abstract was performed, eliminating those studies that were not related to this search, thus obtaining 149 articles. After the complete reading, other articles not aligned with the topic of interest were found and, therefore, 28 articles remained in the final portfolio. Figure 1 shows the summary of the literature review steps:

Figure 1 – Summary of literature review steps



Source: Authors (2020).

To perform this method, the software Mendeley, Jabref and Microsoft Excel were used to accomplish data entry. The Méthodi Ordinatio suggests an equation formula that relates the number of citations of the article, IF (impact factor) and year of publication. Google Scholar was used to define the number of citations, for the impact factor was considered JCR 2018 (Journal Citation Reports), these data were obtained in September 2019. In Ordinatio coefficient is considered the year of publication and a score (α) rated from 1 to 10 by the author, where the closer to 10 is considered the importance of the actuality of articles in relation to the year of publication. The authors' choice was a score of 10, as it provides a time limit as the authors perform a five-year time frame. For the 28 articles, the following formula was applied:

$$\text{InOrdinatio} = (\text{Fi} / 1000) + \alpha * [10 - (\text{YearPesq} - \text{YearPub})] + (\sum \text{Ci}).$$

Where:

Fi: Periodic impact factor;

α : Coefficient attributed by the researcher, usually 10;

YearPesq: Year of research;

YearPub: Year of publication of the paper; and

Ci: Citation number of the article in other studies.

The InOrdinatio equation provides an aid in the decision-making procedure regarding the definition of the scientific representativeness of each paper. No paper was eliminated at this stage since, with the application of the equation, no article with negative index was returned. In addition, visual maps were constructed using VOSviewer software.

RESULTS AND DISCUSSION

To perform the analysis, Table 1 shows characteristics such as the categories for selecting high-impact articles and the InOrdinatio coefficient. Table 1 is ordered according to the classification determined by the InOrdinatio formula.

Table 1 – Result of Systematic Review

Article	IF	Ci	InOrdinatio	Reference
1 The role of common local indicators in regional sustainability assessment	4,49	178	188	Mascarenhas <i>et al.</i> (2010)
2 Firms and sustainability: Mapping the intellectual origins and structure of the corporate sustainability field	10,427	120	160	Linnenluecke and Griffiths (2013)
3 Social impacts of community renewable energy projects: Findings from a woodfuel case study	4,88	103	133	Rogers <i>et al.</i> (2012)
4 The Engagement of Firms in Environmental Collaborations: Existing Contributions and Future Directions	5,013	76	126	Wassmer, Paquin and Sharma (2014)
5 Stakeholder engagement in adaptation interventions: an evaluation of projects in developing nations	4,797	75	125	Sherman and Ford (2014)
6 The impact of institutional and social context on corporate environmental, social and governance performance of companies committed to voluntary corporate social responsibility initiatives	6,395	61	121	Ortas <i>et al.</i> (2015)

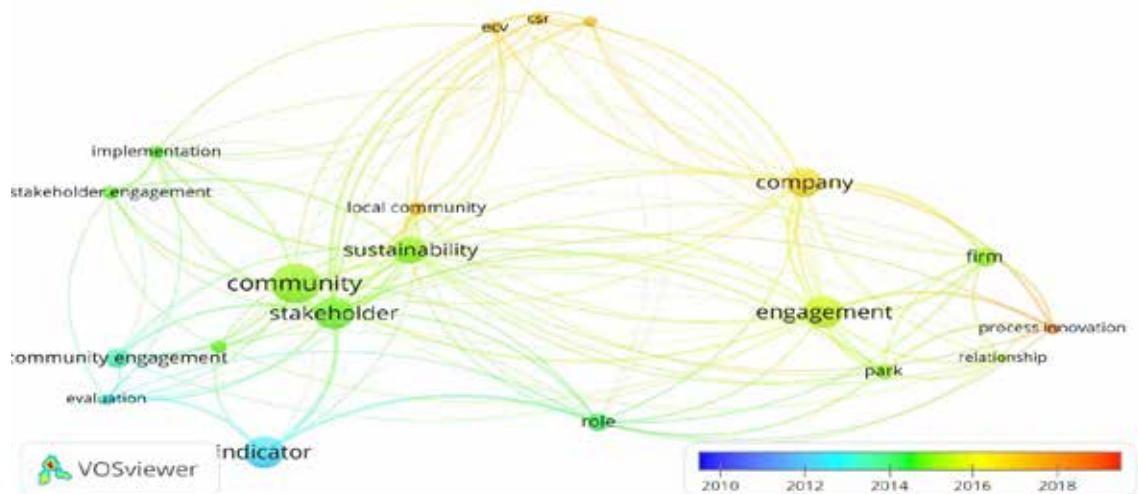
7	Local communities and protected areas: The mediating role of place attachment for pro-environmental civic engagement	0	63	113	Buta, Holland and Kaplanidou (2014)
8	Community networks and sustainability: A survey of perceptions, practices, and proposed solutions	22,973	15	105	Micholia <i>et al.</i> (2018)
9	Effect of corporate social responsibility disclosure on firms' sales performance: A perspective of stakeholder engagement and theory	5,513	3	103	Waheed and Yang (2019)
10	Co-producing urban sustainability transitions knowledge with community, policy and science	7,514	11	101	Frantzeskaki and Rok (2018)
11	Process innovation and environmental sustainability engagement: An application on technological firms	6,395	11	101	Moyano-Fuentes, Maqueira-Marín, and Bruque-Cámara (2018)
12	Environmentally driven community entrepreneurship: Mapping the link between natural environment, local community and entrepreneurship	3,815	10	100	Gurau and Dana (2018)
13	Engaging a rural agricultural community in sustainability indicators and future scenario identification: case of San Luis Valley	1,676	0	100	Dubinsky <i>et al.</i> (2019)
14	Sustainability management, strategy and reform in local government	3,162	8	98	Zeemering (2018)
15	Collaborative marketing for the sustainable development of community-based tourism enterprises: voices from the field	3,4	6	96	Ngo, Lohmann and Hales (2018)
16	Corporate social responsibility in community development and sustainability: Rourkela Steel Plant, a unit of SAIL, India	0	5	95	Acharya and Patnaik (2018)
17	Corporate social responsibility in resource companies - Opportunities for developing positive benefits and lasting legacies	3,185	14	94	Fordham, Robinson and Blackwell (2017)
18	The status of the local community in mining sustainable development beyond the triple bottom line	0	2	92	Que <i>et al.</i> (2018)
19	Exploring the self-assessment of sustainability indicators by different stakeholders	4,49	37	87	Mascarenhas, Nunes and Ramos (2014)
20	The Significance of Corporate Social Disclosure for High-Tech Manufacturing Companies: Focus on Employee and Community Aspects of Sustainable Development	5,513	6	86	Lawal, May and Stahl (2017)
21	Community Engagement Strategies for Implementation of a Policy Supporting Evidence-Based Practices: A Case Study of Washington State	2,681	4	84	D'Angelo, Pullmann and Lyon (2017)
22	An application of stakeholder theory to advance community participation in tourism planning: the case for engaging immigrants as fringe stakeholders	3,4	20	80	Khazaei, Elliot and Joppe (2015)
23	Managing sustainable development through people Implications for multinational enterprises in developing countries	1,362	14	74	Newenham-Kahindi (2015)

24	Sustainability, education and local government: insights from the Australian state of Victoria	1,848	0	70	Thomas and Millar (2016)
25	Sustainability of community engagement - in the hands of stakeholders?	0	15	65	Ramachandra and Mansor (2014)
26	The sharing city as a platform for a more sustainable city environment?	0	5	65	Harmaala (2015)
27	Environmental scenarios and local-global level of community engagement: Environmental justice, jams, institutions and innovation	2,214	32	52	Larsen, Gunnarsson-Ostling and Westholm (2011)
28	Community engagement and transformation: Case studies in municipal sustainability planning from Alberta, Canada.	0,725	10	50	Calder and Beckie (2013)

Source: Own Authorship (2020).

The results are presented according to the final portfolio of the 28 high impact articles, after having passed the criteria in the selection process described in the methodology. Using text data, a visual map was constructed considering title and summary, complete counting method, with a minimum number of 5 occurrences, thus 24 terms out of a total of 779 met the criteria, as shown in Figure 2.

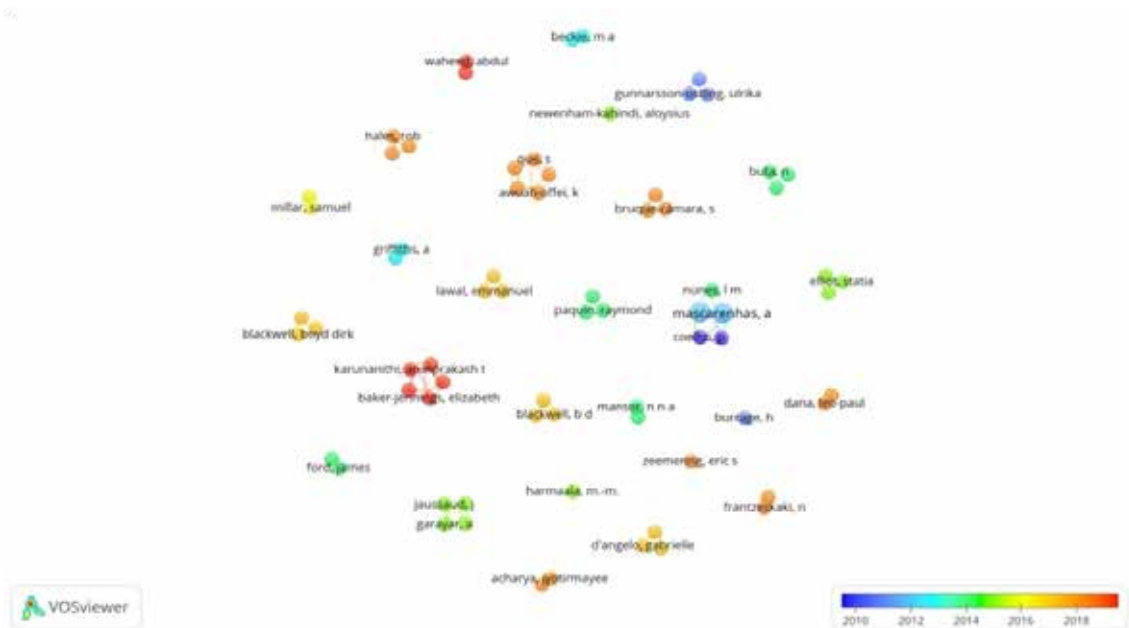
Figure 2 – Co-occurrence of terms – final portfolio



Source: Own Authorship (2020).

In terms of competition of terms and their interrelations, it can be seen that the terms community engagement, evaluation and indicators (in blue tones) appear in the early years. In addition, the terms process innovation, company, local community, CSR (in orange tones) appear in studies in recent years. However, it is clear that the high-impact research between 2016 and 2017 was directed towards the implementation of corporate social responsibility in companies and the impact on local communities as an innovation process, starting in 2018, and these surveys, in addition to the corporate social responsibility theme, present studies of the community and company relationship as an innovation process. Figure 3 shows the co-authorship map.

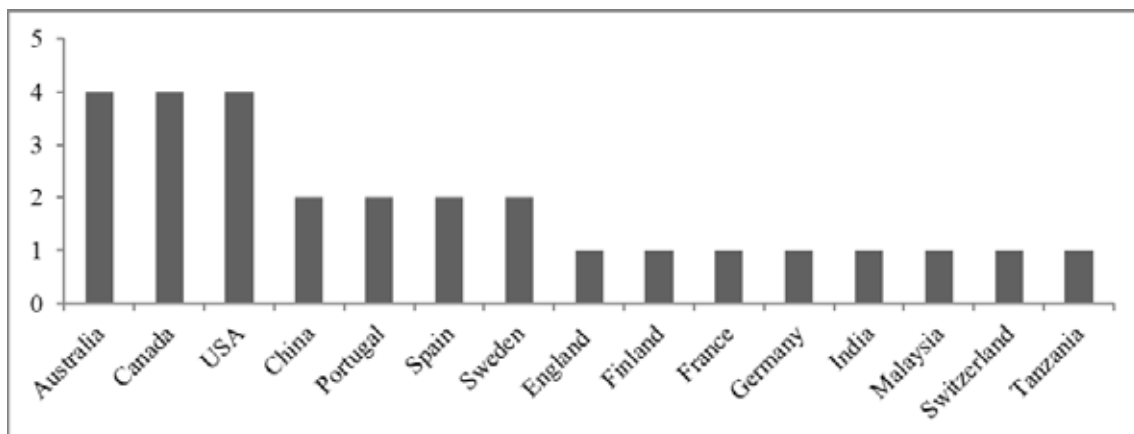
Figure 3 – Co-authorship – final portfolio



Source: Own Authorship (2020).

The co-authorship map was based on bibliographic data, type of co-authored analysis, and unit of analysis by authors and complete counting method. The network found was made up of 71 authors and co-authors, with the formation of 27 clusters (authors who carried out jute studies) with 74 ties. Thus, it is clear that within this theme there is a beginning of a relationship between the authors. The classification of publications by countries is shown in Figure 4.

Figure 4 – Number of publications per country



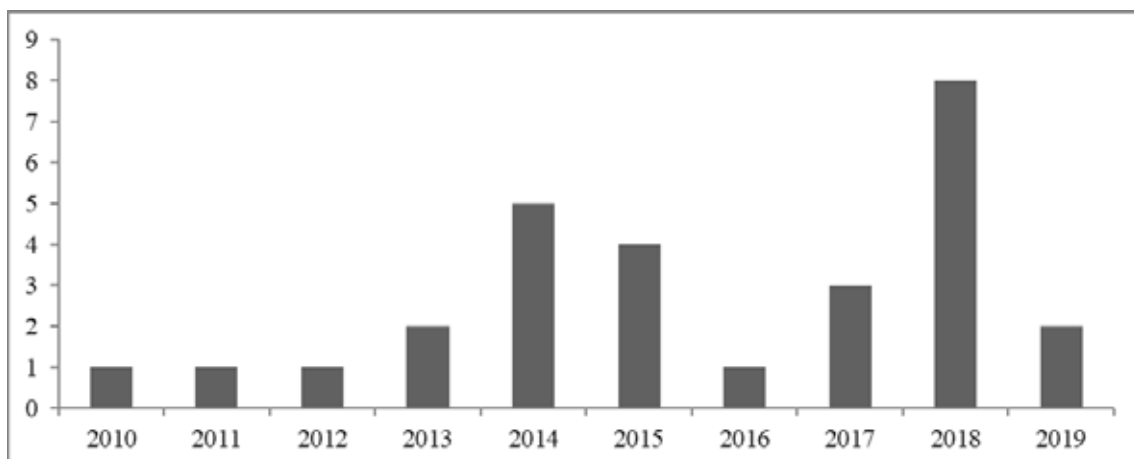
Source: Own Authorship (2020).

It can be seen, according to Figure 4, that this approach occurs mainly on the continents of Europe and America, with greater emphasis on Europe, since 11 of the 28 studies analyzed are European. The countries with the largest contribution are Australia, Canada and the USA with 4 publications each.

Australia develops collaborative marketing work where the objectives of the viability of trade and the development of communities present a balance that provides better sustainability for companies (NGO; LOHMANN; HALES, 2018). In addition, organizations in the country carry out CSR work with their employees, affected communities and stakeholders, including a focus on building the capacities and skills of local communities so that they can benefit from CSR programs (FORDHAM; ROBINSON; BLACKWELL, 2017). This CSR work in Australia is similar to other approaches also implemented by organizations in the USA and Canada, to which companies present training actions for greater involvement of the local community (WASSMER; PAQUIN; SHARMA, 2014; ZEE-MERING, 2018; DUBINSKY *et al.*, 2019).

Studies carried out in India and Tanzania have not been highlighted in the area of CSR and stakeholder engagement. Multinationals develop few sustainability initiatives for the development of rural communities, requiring strategies to incorporate actions aimed at engaging their employees with communities (NEWENHAM-KAHINDI, 2015; ACHARYA; PATNAIK, 2018). Figure 5 shows the number of publications per year.

Figure 5 – Number of publications per year



Source: Own Authorship (2020).

It appears that the year 2018 had the highest number of publications in the last ten years, with increasing publications from 2016 to 2018. The increase in the publication of studies on the engagement of organizations and the impact on the sustainability of local communities highlights the importance of research on the subject in the academic area. The search in the databases was by the mid-2019s, for this reason, the low number of publications found, compared to 2017 and 2018.

To complement the analysis, Table 2 shows the analysis of the 28 paper that were selected in the literature according to the InOrdinatio method from 2010 to 2019, regarding the engagement of organizations and the impact on the development of sustainability in local communities, relating authors, the country, methodology and the main results of the research.

Table 2 – Organizations and Sustainability in Local Communities

	Organizations and Sustainability in Local Communities	Reference	Country	Methodology
1	Most of the surveyed municipalities fully agree on the importance of developing a minimum common local indicator defined for the region.	Mascarenhas <i>et al.</i> (2010)	Portugal	Literature review
2	The four genealogies comprise only one focused research scope. There is very little integration and citation of work in other disciplines, areas such as ecology or environmental science. The existing literature has a strong focus on empirically examining the relationship between a company's environmental and / or social performance and its financial performance. Finally, there is little consideration of the managerial implications and consequences of climate change in corporate sustainability literature.	Linnenluecke and Griffiths (2013)	Australia	Systematic review (bibliometric analysis)
3	The use of biomass for heating provides a more economical and environmentally sustainable way to decarbonize the UK economy. Research should help policy decisions assess the benefits of providing support for projects and allow an informed analysis of their contribution to energy policy.	Rogers <i>et al.</i> (2012)	UK	Case study
4	The survey offers a perspective on how companies develop strategies, structures and capabilities to manage and balance environmental and economic aspects in meeting the growing demands for environmental sustainability from various stakeholders and society.	Wassmer, Paquin, and Sharma (2014)	Canada	Literature review
5	The involvement of stakeholders in the community and the implementation of the project led to greater effectiveness, efficiency, equity, flexibility, legitimacy, sustainability, and replicability. Although low institutional capacity restricts project success and effective community participation, projects that have hired international staff to assist with implementation have seen an overall performance increase.	Sherman and Ford (2014)	Canada	Systematic review
6	The economy assumes that large transnational companies tend to have similar priorities related to CSR activities, although different voluntary CSR recommendations are adopted. The conclusions of this research show that CSR is a meta-construction that comprises different social and ethical concepts, and can vary between different institutional and social schemes.	Ortas <i>et al.</i> (2015)	Spain	Case study
7	This study reveals the importance of understanding the social environment within communities and showing that social perceptions can shape the attachment to be protected. The implications for the pro-environmental civic management beliefs, programs for the protection of natural resources designed to increase the location are highlighted.	Buta, Holland, and Kaplanidou (2014)	USA	Literature review
8	The research addressed the issue of sustainability in community networks, answering the various political questions, socio-cultural and economic perspectives of its participants and stakeholders.	Micholia <i>et al.</i> (2018)	Switzerland	Literature review, interviews and questionnaires
9	It is concluded that CSR activities, that is, responsibility for the environment, community, customers, suppliers, employees, and responsibility for government rules and regulations, can play a significant role in optimizing organizations' sales.	Waheed and Yang (2019)	China	Literature review, interviews and questionnaires

10	Collaborative learning, collective and individual training, as well as inter-institutional connections are extremely valuable for any community and can accelerate urban sustainability. It is argued that the researchers intervene, not only acting as facilitators but also paying attention to the whole process.	Frantzeskaki and Rok (2018)	Germany	Literature review
11	It is evident that as companies accumulate years of operating in a science and technology park, the relationship between process innovation and engagement in environmental sustainability becomes negative. These findings suggest that there is a strong link between process innovation and engagement in sustainability. Companies tend to satisfy both economic constraints imposed by a competitive environment and institutional pressures exerted by their stakeholders, although in a way that is not evenly distributed over time.	Moyano-Fuentes, Maqueira-Marín and Bruque-Cámara (2018)	Spain	Literature review, interviews and questionnaires
12	The analysis of three case studies of environmentally oriented companies provides interesting insights into the structures and processes implemented by these organizations. These initiatives redefine the relationship between territorial communities and natural resources, increasing awareness of their dynamic interdependence, and acting as guardians, educators, and boundaries, reshaping the perception, beliefs, and values of human actors.	Gurau and Dana (2018)	France	Case study
13	The research aims to use local data to update specific regions with models of greenhouse gas emissions and water consumption. A community was found where the engagement process was successful both in terms of its usefulness in conducting the research, as well as its impact on the community stakeholders involved in this project.	Dubinsky <i>et al.</i> (2019)	USA	Case study
14	Sustainability is the strategy that the local government can offer researchers as an opportunity to differentiate cities and to change their organizations that will leave the concept behind yet another fad.	Zeemering (2018)	USA	Systematic literature review
15	The results of this study reveal a long-term collaborative marketing approach among stakeholders. The objectives of commercial viability and community development are balanced; it can lead to better sustainability.	Ngo, Lohmann and Hales (2018)	Australia	Case study
16	The results indicate that the brand can create a long-term positive commercial impact and create a responsible corporate citizen.	Acharya and Patnaik (2018)	India	Literature review, interview and questionnaire
17	The findings provide valuable lessons for public and private companies as they stimulate partnerships and potentially have broader implications for the development of solutions for sustainability in rural and remote communities.	Fordham, Robinson and Blackwell (2017)	Australia	Literature review, interview
18	The study on sustainability and mining shows that in addition to economic balance, environmental and social aspects, the mine owner and the local community were directly involved. The negotiation cycle starts with the mine owner and goes back and forth between the owner and the site / community until an agreement is reached; a balance is achieved when profit is maximized for both sides.	Que <i>et al.</i> (2018)	China	Literature review

19	The results show several disagreements between the different participants; in some cases, each group makes different interpretations of sustainability indicators. Different response patterns were identified among local stakeholders in different municipalities in the region. It was also possible to identify which indicators require improvements and what types of improvements are needed, namely to improve the indicators' communication capacity.	Mascarenhas, Nunes and Ramos (2014)	Portugal	Case study
20	Greater corporate social disclosure, with an emphasis on the actions of employees and the community, is positively related to the increase in the company's financial performance. In addition, considering specifically the rise in the technology development sector, it is emphasized that innovation will play a significant role in the company, essentially in financial performance.	Lawal, May and Stahl (2017)	Switzerland	Bibliographic and documentary research
21	There are new opportunities for researchers, policy makers, the community and suppliers to collectively educate themselves and some of the needs and gaps in the state of Washington's readiness to adopt the EBP (Operations Specialist Program). However, these engagement strategies can be successful if strategic planning and stakeholder input are carried out.	D'Angelo, Pullmann and Lyon (2017)	USA	Literature Review and Case Study
22	In accordance with the normative and instrumental assumptions for sustainable tourism development, training of members of the marginal community in planning processes and advancing to higher levels of participation should be an integral part of any long-term strategy and vision of planning and decision-making.	Khazaei, Elliot and Joppe (2015)	Canada	Literature review
23	This study suggests that if MNCs (multinational mining companies) want to leverage sustainability initiatives in rural communities, they should consider implementing a locally oriented strategy in their overall business activities that incorporate significant engagement initiatives with their employees and with communities.	Newenham-Kahindi (2015)	Tanzania	Case study
24	LG has an important element in education and in the engagement of sustainability. The surveyed employees are closely involved in activities within their LG organization, but are less engaged with specific educational institutions, organizational sectors and the wider community.	Thomas and Millar (2016)	Australia	Literature review, interview and questionnaire
25	The assessment using the stakeholder approach will not only create a holistic assessment process, but will also help to promote a sense of ownership of the community involvement program.	Ramachandra and Mansor (2014)	Malaysia	Literature revision
26	While it is not clear whether the adoption of collaborative business models and the shared economy in city planning will result in sustainability, it is clear that sustainability cannot be achieved without the involvement of cities and their residents. If, the evidence points out, the collaborative economy can increase participation, involvement and engagement, it may be just what is urgently needed.	Harmaala (2015)	Finland	Literature review

27	The importance of local and global forums and deliberative processes for community involvement was verified, in order to incorporate the perceptions of interested parties about the future options for living with low carbon, traveling and consuming services and products. We also recognize the importance of the local and global level of deliberative processes aimed at sustainable urban futures.	Larsen, Gunnarsson-Ostling and Westholm (2011)	Sweden	Literature Review and Case Study
28	This study emphasized the need and the value of dialogue as a facilitating agent for change and local decision-making. The processes and transformations of the community, through citizen involvement and the development of a shared vision.	Calder and Beckie (2013)	Canada	Case study

Source: Own Authorship (2020).

It can be seen that CSR in recent years has received significant interest from several researchers who revealed the results of CSR disclosure in relation to organizational performance worldwide (BUTA; HOLLAND; KAPLANIDOU, 2014; ORTAS *et al.*, 2015; WAHEED; YANG, 2019)

According to Ortas *et al.* (2015), in a database survey conducted in Spain, France, and Japan, showed that the study results provided relevant implications for improving various processes, such as: (1) for academics because differences between countries require new CSR research that make it possible to better understand the complex reality, (2) for professionals, because they will be able to properly manage sustainability and social development issues and, more specifically, to improve ESG (environmental, social and governance) performance in transnational companies.

It is noticed that several studies associate the importance of the behavior of stakeholders based on concerns associated with sustainability in environmental, social and economic perspectives. Therefore, sustainability is the search for stakeholders in an attempt to have a healthy relationship with natural and social resources, while considering the economic factor (QUE *et al.*, 2018; MICHOLIA *et al.*, 2018; RAMACHANDRA; MANSOR, 2014; LAWAL; MAY; STAHL, 2017).

According to Micholia *et al.* (2018), the economy is part of the sustainability goals. Therefore, economic sustainability is a challenging issue, which appears to be a necessary, but not sufficient, condition for sustainable operation. A sustainable operation means the identification and implementation of solutions to optimize the engagement of the stakeholders involved. It is noteworthy that the best practices and lessons learned, together with the challenges of nature's technical and regulatory standards for sustainability are a paradigm shift in the long run. The authors Ngo, Lohmann and Hales (2018), emphasize that marketing is used as an unconventional economic tool, but a strategic mechanism to achieve sustainability. However, in order to successfully achieve the integration of collaborative marketing and sustainability, it is necessary to bridge the gap between theory and practice and reconcile divergent perspectives between stakeholders.

According to Frantzeskaki and Rok (2018), intersectoral connections within a company protect spaces with various stakeholders of daily politics, at least in its first fragile period. If multi-stakeholder engagement spaces fulfill their promise to equip their participants with new knowledge, for action and a better understanding of the transition

dynamics, they can continue without the protection of science and find their own ways of influencing a broader local context. Zeemering (2018) also highlights that through the development of partnerships between scholars of public administration and local government professionals, the exploration of propositions can create new evidence about which management actions generate the clearest benefits for government sustainability place.

The results of the study by Mascarenhas, Nunes and Ramos (2014), show a notion that an assessment of sustainability performance by stakeholders can be used as an indirect way of assessing the strengths and weaknesses of the sets of technical indicators and extracting conclusions about its general utility and social value. Lawal, May, and Stahl (2017) show through documentary analysis that the size of the company will have a positive relationship with the extent of corporate social disclosure, that is, larger companies in the high-tech sector are more likely to involve and disclose the highest level of CSR involvement.

Management and business research has been criticized because of its lack of involvement with pressing issues, such as climate change, despite a large number of publications on corporate sustainability topics in recent years (LINNENLUECKE; GRIFFITHS, 2013). The research carried out by Larsen, Gunnarsson-Ostling, and Westholm (2011) discuss the representativeness of local and global forums and deliberative processes for community involvement. Political transformations in the planning of low-carbon societies are described, the study concludes with three observations on the importance of citizen participation for understanding local conditions of change, internationalization processes and new roles for countries facing the challenge of change climate change.

FINAL CONSIDERATIONS

This article aimed to highlight the characteristics of the sustainability literature that involves organizations and the development of the local community, offering the reader a refined and formal look at the main research trends, keywords, authors, among other bibliometric information. With final portfolio of 28 papers, we analyzed the relationship between organizations, sustainability and the local community. According to the research, it is noted that companies are implementing sustainability actions, either under pressure from investors or from the population itself, which no longer tolerates corporate hypocrisy and wants to be heard. In this sense, companies develop actions that address the three dimensions of sustainability with the aim of improving the quality of life of residents of local communities, as well as preserving the planet's resources.

The results of this research conclude that the environmental dimension of sustainability is the best known and referenced mainly where companies that extract resources from nature operate. The social aspect had an emphasis on communities that are more dependent on CSR initiatives, especially in the health and education sector. Regarding the economic issue, the most discussed issue was the payment of fair wages. In view of the above, the importance of the engagement of companies with communities and other interested parties is perceived to alleviate the issues that the government does not solve alone. Finally, the findings reinforce the relevance of partnerships between stakeholders in community development.

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