

Examining drivers and outcomes of corporate social responsibility in agri-food firms

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Electronic supplementary material

Supplementary Tables S1

Table S1. Reliability and convergent validity

Variables and items	VIF	Weight	Load	Reliability
Employees				
(Emp1) Our company implements flexible policies to provide a good balance between work and life for its employees.	1.917	−0.061	0.506***	N/A
(Emp2) Our company implements training and personal development programs for employees.	1.502	0.246	0.655***	
(Emp3) In general, our company promotes positive discrimination programs in favour of women and the disabled.	1.443	0.554***	0.676***	
(Emp4) Our company promotes stable employment and recognizes its importance to its employees and to society.	1.863	−0.084	0.484***	
(Emp5) Our company has a communication channel with its employees and is receptive to their proposals and complaints.	1.653	0.210	0.574***	
(Emp6) Our company evaluates the work climate and the satisfaction of its employees on a regular basis.	1.568	0.488**	0.722***	
(Emp7) Our company has internal policies that prevent discrimination against foreign minorities.	1.518	0.132	0.465***	
Partners				
(Par1) Our company always tries to obtain the maximum benefit from its activity.	1.044	0.454***	0.619***	N/A
(Par2) Our company provides its partners/shareholders with clear, complete and accurate information on its policies, decisions and activities.	1.923	0.097	0.670***	
(Par3) Our company has an adequate communication channel with its partners/shareholders and is receptive to their proposals.	1.967	0.732***	0.893***	
Customers				
(Cus1) Our company has a large capacity to supply its customers throughout the year.	1.619	0.297**	0.705***	N/A
(Cus2) Our company has a wide range of products, standardized in quality and price.	1.753	0.080	0.684***	
(Cus3) Our company carries out studies on customer satisfaction.	1.357	0.082	0.557***	
(Cus4) Our company provides complete and accurate information about its products to its customers.	1.714	−0.050	0.601***	
(Cus5) Our company establishes prior control procedures to ensure compliance with clients.	2.468	0.533***	0.908***	
(Cus6) Our company responds to customer complaints	2.135	0.287	0.824***	
Farmers				
(Far1) Our company contributes to the growth of farmers/producers and to the maintenance of their farms' profitability.	3.406	−0.086	0.692***	N/A
(Far2) Our company has procedures to control the working conditions and the hiring policy of its suppliers.	1.345	0.390***	0.679***	
(Far3) Our company has a communication channel with its farmers/producers and is receptive to their proposals and complaints.	1.461	0.320**	0.659***	
(Far4) Our company cooperates with its farmers/producers, providing technical advice for the improvement of their products.	2.808	0.222	0.643***	
(Far5) Our company promotes organic and/or integrated production among its farmers/producers.	1.460	0.215	0.626***	
(Far6) Our company considers it essential that its farmers/producers have certification of good agricultural practices, food safety certification and environmental certification	1.464	0.400**	0.765***	

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Table S1. To be continued

Variables and items	VIF	Weight	Load	Reliability
Environment				
(Env1) Our company manages waste properly.	1.345	−0.275	0.186	
(Env2) Our company has an energy saving program.	2.726	0.446**	0.807***	
(Env3) Our company adopts programs for the use of alternative energies.	2.482	−0.022	0.676***	
(Env4) Our company has implemented a program to reduce water consumption.	1.993	0.540***	0.904***	N/A
(Env5) Our company carries out regular environmental audits.	1.616	0.167	0.600***	
(Env6) Our company promotes among its farmers/producers an efficient use of inputs (water, fertilizers and phytosanitary products), as well as an adequate treatment of agricultural residues.	1.605	0.183	0.638***	
Community				
(Com1) Our company gives priority to hiring employees from our municipality or region.	1.730	−0.314	0.368	
(Com2) Our company gives priority to contracting product suppliers from the region.	1.738	0.743***	0.753***	N/A
(Com3) Our company dedicated part of its budget to donations to the underprivileged and actively sponsors or finances social events (sports, music, etc.).	1.130	0.681***	0.816***	
Competition				
(Comp1) Our company promotes free competition between companies in its sector.	1.163	0.325*	0.591***	
(Comp2) Our company promotes cooperation (alliances, partnerships) with companies in its sector for commercial purposes.	2.046	0.027	0.725***	N/A
(Comp3) Our company carries out cooperation initiatives (alliances, partnerships) for innovation purposes.	1.957	0.830***	0.950***	
Potential absorptive capacity				
(Kac1) Our company participates in forums or meetings on CSR.			0.868***	
(Kac2) Our company is in frequent contact with our customers and generates a lot of information related to CSR (environmental friendliness, food safety, socially responsible practices with employees and suppliers).			0.860***	
(Kac3) Our company collects information on socially responsible practices through specific CSR reports, reviews and websites.	N/A	N/A	0.916***	CA = 0.949
(Kas1) Our company can quickly identify and interpret changes and new CSR requirements.			0.919***	CR = 0.959
(Kas2) Our company has methods and tools to distribute and share the CSR knowledge acquired (meetings, discussion forums, intranet).			0.900***	AVE = 0.797
(Kas3) Our company immediately recognises the relevance of CSR-related information. (*)			0.893***	
Realised absorptive capacity				
(Ktr1) Our company regularly considers the consequences of changes in CSR demands and requirements.			0.958***	
(Ktr2) Our company is able to quickly recognise the usefulness that new CSR knowledge has to reinforce existing knowledge. (*)			0.959***	CA = 0.978
(Ktr3) Our company is working hard on the opportunities generated by new external knowledge on CSR.	N/A	N/A	0.953***	CR = 0.982
(Kex1) Our company is continuously considering how it can exploit newly acquired CSR knowledge.			0.931***	AVE = 0.884

Table S1. To be continued

Variables and items	VIF	Weight	Load	Reliability
Realised absorptive capacity				
(Kex2) Overall, our company successfully applies CSR information in its internal and external processes.			0.932***	
(Kex3) Innovations in our company take into account the social and environmental requirements of the CSR.	N/A	N/A	0.910***	CA = 0.978 CR = 0.982 AVE = 0.884
(Kex4) Our company responds quickly to major changes in our business environment in relation to CSR.			0.938***	
Perceived role of ethics and social responsibility				
(ImE1) Behaving in an ethical and socially responsible manner is the most important thing a company can do.			0.744***	
(ImE2) A company's ethics and social responsibility are essential to its long-term profitability.			0.801***	
(ImE3) The success of a business can be largely determined by its ethical and socially responsible behaviour. (*)	N/A	N/A	0.621***	CA = 0.718 CR = 0.825
(SuE1) The most important concern for a company is to make a profit, even if it means forcing or breaking the rules.			0.705***	AVE = 0.541
(SuE2) Companies need to disregard ethics and social responsibility to remain competitive in a global environment. (*)			0.355**	
(SuE3) If the survival of the company is at stake, ethics and social responsibility must be put aside.			0.644***	
Image and reputation				
(ImR1) Our company is a dynamic company.			0.871***	
(ImR2) Our company is an innovative company.			0.827***	
(ImR3) Our company is a company with high quality standards.			0.820***	CA = 0.936
(ImR4) Our company is an efficient company.	N/A	N/A	0.806***	CR = 0.948
(ImR5) Our company is a recognized company.			0.864***	AVE = 0.723
(ImR6) Our company is an admired company.			0.846***	
(ImR7) Our company is a prestigious company.			0.912***	
Financial performance				
(FP1) Sales have increased.			0.905***	
(FP2) Market share has increased.			0.878***	CA = 0.853
(FP3) Profitability has increased.	N/A	N/A	0.796***	CR = 0.902
(FP4) Productivity has increased.			0.754***	AVE = 0.698

***, **, * $P < 0.01$; $P < 0.05$; $P < 0.10$, respectively; (*) items deleted after a scale purification process; CA – Cronbach's alpha; CR – composite reliability; AVE – average variance extracted; N/A – not applicable; VIF – variance inflation factor