UNIVERSITAT DE
BARCELONA

Characterization and measurement
of social responsibility in micro, small and medium
enterprises of the Caribbean Region of Colombia

Guillén León

PhD in Business

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Thesis title:

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Date:
September 2019

UNIVERSITAT DE BARCELONA

to my parents

Acknowledgments

To God for always accompanying me

To my dear parents, who always supported my academic initiatives. Without their support and wise advice it would not have been possible to achieve any academic and professional achievement. I will always be grateful to them, because their effort and work to achieve a better future for their children is materialized in part in this thesis.

My daughter Valentina, for all the time stolen to share and enjoy her childhood. Her love, joy and tenderness motivated me to persist in this academic purpose.

Alejandra, for her love, patience and understanding.

To my first director, Dr. José María Castán Ferrero, for his encouragement and valuable advice to advance the thesis. No doubt his support was essential to continue in difficult times. Also, to my director and tutor, Dra. María Mercedes Claramunt Bielsa, whom I met when she served as director of the Doctorate in Business Studies. An exemplary academic person and above all a great human being. Thank you for your trust in the direction and completion of this thesis.

To the University of Barcelona, for giving me the opportunity to take this PhD, and especially to Professor Juan Tugores for his encouragement and academic collaboration.

To the Universidad Autónoma del Caribe, and particularly to the International Business and Finance program for institutional support.

To Professor Juan Carlos Trujillo for his advice. To my friends in Barcelona Albert Miro for his sincere friendship and especially to Sergio Afcha with whom I have a great friendship that was forged since my arrival at the University of Barcelona and that has grown stronger over the years.

To all the members of the court for agreeing to judge this thesis.

Finally, thanks to all personnel and staff of the Doctorate in Business studies for their efficient and constant support. Thank you very much.

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Chapter 1. Introduction

1.1 Introduction, motivation and research objectives

"There are no successful companies in deteriorated communities"

Peter Drucker

In both the academic and industrial sectors, the importance and global recognition of corporate social responsibility (CSR, hereinafter), as a business practice, is growing. The positive externalities, (for example, improvement of the business image), of undertaking actions and practices of social responsibility are analyzed in different business contexts. This is so, given that for more than five decades of debate on corporate social responsibility a theoretical framework has been woven and such has favored the development of approaches, methodologies and terms that allow its study to be addressed in greater depth, both at the conceptual and theoretical levels. However, the theoretical development of CSR and its application has focused mainly on large companies and multinationals in developed countries (Belal, 2001; Spence, 1999), and very little of its application is found in smaller companies, where CSR research and literature is very scarce (Spence 2007, Jenkins, 2006; Sen & Cowley 2013; Vázquez & López, 2013).

On the other hand, the study of social responsibility in small and medium sized enterprises (SME's, hereinafter) has been shaped around the analysis and experience of large companies. As with other business issues, SME's adapt and experiment with theories, approaches and innovative and successful business models of the larger companies, without distinction of geographical origin, as seen in some North American management models (Reengineering, Benchmarking, Empowerment, Strategic Planning), Japanese models (Kaizen, Kamban, Just in Time, Total Quality), European models (Management Administration, division of labor) that have been replicated by smaller companies. However, approaches or management models of large companies adapted and replicated to SME's present great limitations, because the solutions offered for large companies are not always practical in other contexts where the local culture, traditions and business idiosyncrasies have very different and particular nuances. In that sense, several CSR researchers suggest establishing a theoretical research that begins with the perspective of the SME and adapts to its idiosyncrasy in its central unit of analysis (Spence, 2016).

It also insists on the need to promote more CSR studies in SME's in developing countries (Jamali, Lund-Thomsen & Jeppesen, 2017a), given the growing evidence of their inclinations of positive responsibility (Man, Lau & Chan, 2002) and their important contribution to job creation and poverty reduction, since these companies have intensive production processes based on labor and important employment growth rates (De Kok, Deijl & Veldhuis-Van, 2013). According to data from the International Council for Small Business (ICSB), micro, small and medium-sized enterprises, formal and informal, represent more than 90% of all companies, generate between 60 and 70 percent of employment and are responsible for 50 percent of the gross domestic product (GDP) worldwide. These companies generally employ less than 250 people and constitute the economic structure of most of the world's economies, especially in developing countries, where they play a fundamental role in reducing poverty and promoting development. In Colombia, SME's represent 98% of productive establishments, contribute 80% of employment and contribute 40% of GDP.

In this sense, the recognition of SME's as important economic agents worldwide, has driven in the business literature the interest to explore the incidence of these companies in other areas associated with social development and environmental protection. In particular, social responsibility theory has been used to understand the interaction of SME's with different Stakeholders and to evaluate social responsibility practices (Nejati, Amran & Hazlina, 2014). In this context, this doctoral thesis is inscribed, when addressing the study of corporate social responsibility of SME's in the Caribbean Region of Colombia[1], given the absence of works that provide information on the state of knowledge and application of the CSR in SME's in this geographical area, because in Colombia the study of CSR has had as object of study the larger companies of nationwide order. The economic importance of the Caribbean region in the Colombian context

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[1] Colombia is divided geographically into five regions: Andean Region, Amazon Region, Caribbean Region, Pacific Region and Orinoquia Region. The Caribbean region is located in northern Colombia, made up of seven continental departments (Atlántico, Bolívar, Cesar, Córdoba, La Guajira, Magdalena and Sucre) and an insular one (Archipelago of San Andrés, Providencia and Santa Catalina), which in all occupy 11.6% of the area of land of the country and where 22% of Colombians live, that is, 10.9 million inhabitants according to the 2018 census (Aguilera, Reina, Orozco, Yabrudy & Barcos, 2017).

deserves special attention, since it produces 15% of gross domestic product (GDP), has an occupancy rate of 56.8%, concentrates 22% of the population and congregates 147,313 micro, small and medium-sized companies in the eight capital cities of the region (Barranquilla, Cartagena, Monteria, Riohacha, Santa Marta, San Andres, Sincelejo and Valledupar), of which 136,438 (92.6%) are microenterprises, 8,474 (5.7%) small businesses, and 2,401 (1.6%) medium-sized companies.

Therefore, this thesis advances in the knowledge of CSR when answering the call of the literature to approach the investigation from the perspective of the small companies of developing countries. Additionally, we provide the first theoretical-empirical study that explores in the eight capital cities of this region the status of the CSR in SME and we offer recommendations for the development of the theory and practice of responsible actions in smaller companies. It is hoped that the results of this thesis will contribute to a better understanding of the CSR-SME and can help design strategies and policies aimed at promoting good practices in all sizes of companies at the local, regional and national levels. This is particularly relevant for Colombia, where CSR is not a widespread practice at the enterprise level.

This thesis presents three independent works that seek to answer the following research questions:

RQ1. What is the status of academic literature related to corporate social responsibility research of small businesses?
RQ2. What is the knowledge about responsible practices and what is the level of implementation of such practices by micro, small and medium enterprises in the city of Barranquilla?
RQ3. How does social responsibility relate to the corporate image in the context of micro, small and medium enterprises in the Caribbean region of Colombia?

The purpose of the first article is to explore and establish the status of social responsibility literature in the context of SME's. In this sense, through the use of bibliometric methods, the trends, status and evolution of the CSR-SME literature is described in order to identify potential areas for future research contributes to the development and consolidation of the discipline.

The second article aims to assess the degree of perception and application of social responsibility practices in micro, small and medium enterprises (MSME's) of the city of Barranquilla. The particular study of the CSR-SME in this city has a special connotation, since Barranquilla is the main economic and financial center of the Caribbean region of Colombia; presents the highest rate of entrepreneurial activity in the region and the fifth at the national level; it contributes almost 4.7% of the national GDP and has approximately 44,000 micro, small and medium enterprises registered in the Barranquilla Chamber of Commerce. At the national level, it is the fourth most important economy in the country. Therefore, the local study of social responsibility can offer a regional perspective on the level of involvement of CSR-SME practices given the uniqueness and similarity of economic, cultural and social patterns with other cities in the Caribbean region.

Finally, the third article develops and validates a scale to measure the manager's executive perception of the CSR from the causal relationships with the economic, social, environmental domains and their impact on the corporate image in the micro, small and medium enterprises of the eight capital cities of the Caribbean region of Colombia, that is to say: Barranquilla, Cartagena, Montería, Riohacha, Santa Marta, San Andrés, Sincelejo and Valledupar.

1.2 Structure and contributions of the thesis

The contribution of this thesis to the investigation of social responsibility of small companies materializes in three independent articles, but at the same time it is complementary to the study of the CSR-SME, which together represents the main contribution of this work, that is, the study of social responsibility in one place (Caribbean region) and period of time from different perspectives, with the aim of analyzing them in all their complexity. Table 1.1 provides an overview of the three articles that constitute this thesis.

Chapter two presents the first article. This paper describes the evolution of social responsibility research in small and medium enterprises. With a database of 120 articles focused on CSR-SME, an analysis is made with

bibliometric methods and techniques to describe the evolution of scientific activity, the most productive authors, main journals, countries and institutions, reference theories, applied methodologies and in general the current state of research in this field. The results show that the CSR-SME is a relevant topic in business research that has progressively made its way into the academic communities, with studies in various regions around the world, although with marked predominance in developing countries in Europe and North America. CSR-SME research also shows a predominance of descriptive and predictive studies, complemented by quantitative and qualitative methods as a mechanism for improving the understanding of social responsibility in these companies. Finally, and taking into account the scientific growth approach of von Krogh, Rossi-Lamastra and Haefliger (2012), we recognise the field of CSR-SME as being in the growth stage with little evidence of a state of maturation in the area of knowledge

Chapter three presents the second article that evaluates the application of social responsibility practices in micro, small and medium enterprises (MSME's) of the city of Barranquilla, following the theory of Stakeholders, since the literature on SME describes the theory of Stakeholders as a viable explanatory theory for CSR activity in SME (Graafland, van de Ven & Stofelle, 2003; Jenkins, 2006; Kusyk & Lozano, 2007; Lepoutre & Heene, 2006; Perrini, 2006; Spence, 2007; Sweeney, 2007). A number of 779 surveys were carried out and an exploratory factor analysis was implemented to discover the dimensions or factors underlying the data. Six dimensions that make up the factor structure of the main Stakeholders were identified to explain the influence of CSR practices on micro, small and medium-sized local companies. The document contributes to the specialized literature on the measurement of CSR in developing countries through the examination of stakeholders and their influence on CSR practices in SME's. The results reveal that the MSME's of Barranquilla experience a certain level of familiarity with the practices and awareness of the CSR; especially in actions related to employees, environment and community; and to a lesser extent, corporate management, value chain and government/public sector. However, there is a weak perception and lack of will among owners and managers to undertake integrated programs of social responsibility, as well as the formalization of those actions underlying the company's operational function with an impact on responsible practices. Likewise, issues such as the lack of

training and capacities to develop CRS programs stand in the way of adopting formal measures of social responsibility. Finally, the results can be useful for managers and unions of local MSMEs interested in incorporating CSR issues into their management plan, especially because their products or services can be part of the supply chain of large companies.

Chapter four describes the third article that explores the relationship between corporate social responsibility and the corporate image of micro, small and medium enterprises (MSME's) in the Caribbean region of Colombia. For this purpose, a scale is developed that measures the perception of the owner-manager of MSME's on a database of 3069 companies distributed in the eight capital cities of the region. The most significant contribution of this article, besides the wide coverage of data obtained in the region, was the empirical validation of three different dimensions to measure social responsibility and the influence of this builds on the corporate image of MSME's. The results have important implications for management by understanding the mechanism underlying the relationship between CSR perceptions and the impact on the corporate image. In this sense, the proposed scale allows MSME managers to measure their CSR performance more directly and obtain a more accurate understanding of the behavior of each dimension. This evaluation can help identify deficiencies in CSR participation and the implementation of strategies that favor the corporate image through the design of specific CSR actions.

Finally, Chapter 5 presents a summary of the main results of the thesis.

Table 1.1 Summary of the articles included in the chapters of this thesis

	Chapter 2	**Chapter 3**	**Chapter 4**
Title of the article	Research on social responsibility of small and medium enterprises: a bibliometric analysis	Evaluation of the perception and application of social responsibility practices in micro, small and medium enterprises in Barranquilla. An analysis from the theory of Stakeholders	Social Responsibility and Corporate Image of MSMEs: Perceptions of Owners and Managers

Purpose	Examine the state of the literature and identify trends and potential research lines of corporate social responsibility of small businesses	Evaluate the degree of comprehension and enforcement of social responsibility practices in micro, small and medium enterprises in Barranquilla	Develop a new scale to measure the perception by owners and/or managers of corporate social responsibility activities and the effect of this perception on the corporate image of micro, small and medium enterprises in the Caribbean region of Colombia.
Research question	What is the status of academic literature related to corporate social responsibility research of small businesses?	What level of knowledge and implementation of responsible practices do micro, small and medium enterprises in the city of Barranquilla experience?	How is social responsibility related to the corporate image in the context of micro, small and medium enterprises in the Caribbean Region of Colombia?
Theoretical framework	Bibliometric Methods	Stakeholder theory	Theory of sustainable development
Methodology	The document implements methods and bibliometric techniques to describe the status and evolution of scientific activity of SME CSR in a sample of 118 articles	This document performs a factor analysis in a sample of 779 micro, small and medium enterprises in Barranquilla	A multidimensional scale was developed and validated to measure managerial perception of corporate social responsibility and to explore, through structural equations, the causal relationship with the corporate image. A sample of 3069 owners and/or managers of small businesses participated in this study
Main findings	The results show that the CSR-SME literature is in the "growth" stage with the challenge of moving to the "mature" level. However, it is necessary to advance in the development of a useful and relevant theory to the SME context, since several theoretical frameworks are currently used that do not facilitate the consolidation of the	The results show a greater influence of employees, environment and community towards the CSR. In contrast, corporate management, value chain and public sector condition their development. There is also a weak perception and lack of willingness of owners to undertake comprehensive social responsibility programs.	The results show that the managerial perception of CSR in SME can be measured from a multidimensional scale. In particular, the economic dimension is the most influential domain of the CSR, as opposed to the environmental dimension that is less relevant. In addition, a positive perception of the CSR acts as a key mediator of the corporate image

	CSR-SME as a scientific discipline.		
Outcomes	Under review in International Journal of Business Science and Applied Management (Scopus)	Article published in the Journal of Management and Economics for Iberoamerica "Estudios Gerenciales" http://bit.ly/2LffvVU	Under review in Journal of Business Management (ISI: Q2)

Source: Own elaboration.

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Chapter 2. Research on social responsibility of small and medium enterprises: a bibliometric analysis

Research on social responsibility of small and medium enterprises: a bibliometric analysis

2.1 Abstract

Research on corporate social responsibility has evolved in the field of administrative sciences and related areas by incorporating smaller companies into its analysis and fostering a progressive interest in a more in-depth study of the subject. This paper carries out a review of available literature with the aim of analysing research trends in the field of corporate social responsibility of small and medium enterprises for the period 1970-2018. In this study, bibliometric methods and techniques are used with 118 articles published in the Web of Science and Scopus databases to calculate indicators of quantity, quality and structure. The results reveal a greater interest in the subject from the start of the twentieth century onwards and in particular between 2006 and 2016, where more output by researchers was registered, mainly from developed countries in Europe and North America. We also identify the increase of empirical studies and the relative decrease of articles with a descriptive scope. In parallel with greater collaborative and multidisciplinary research among authors, a low level of connectivity among authors is observed at the level of the entire network. Additionally, our findings provide evidence of the state of research, theoretical approaches, methodologies, drivers and barriers of social responsibility in small business contexts, which can serve as a point of reference for the theoretical and methodological positioning of future research.

2.2 Introduction

Research on corporate social responsibility (CSR) has evolved in the field of administrative sciences and other related areas by incorporating smaller companies into its analysis. Although CSR research in small and medium enterprises (SME) is limited (Fassin, Van Rossem & Buelens, 2011), fragmented (Ortiz, Domnanovich, Kronenberg & Scholz, 2018) and "reactive" (Soundararajan, Jamali & Spence, 2017) by way of replication, comparison or inspiration of broader CSR approaches, a progressive increase has been seen in publications in this field in the last decade (Herrera, Larrán,

Lechuga & Martínez, 2015), reflecting a growing interest at an academic and business level. In fact, for some years now the CSR-SME research has been contributing to the so-called "second wave of research" (Soundararajan *et al.,* 2017).

The growth of research in CSR-SME is accompanied by a variety of theoretical approaches from broader fields of CSR adapted to the context of SME, such as Stakeholders theory (Jenkins, 2006), theory of social capital (Perrini, 2006), institutional theory (Egels-Zandén, 2017), theory of self-interest (Besser, 1999) and the theory of administration (Davis, Schoorman & Donaldson, 1997) as well as by the implementation of various methodological proposals of a quantitative and qualitative nature such as structural equations (Torugsa, O'Donohue & Hecker, 2012), logistic regression (Uhlaner, Berent-Braun, Jeurissen & de Wit, 2012), case studies (Allet, 2017) and in-depth interviews (Wickert, Scherer & Spence, 2016).

In addition to the variety of approaches, there is a broad conceptual and terminological fragmentation within the academic literature for referring to the notion of corporate responsibility. Ortiz *et al*., (2018) identify 56 alternative terminologies related to CSR to designate social responsibility practices. Some of the terminology includes: responsible business conduct (Avram & Kühne, 2008), social responsibility of small businesses (Lepoutre & Heene, 2006), responsible entrepreneurship (Fuller & Tian, 2006), responsible business practice (Moore, Slack & Gibbon, 2009). This diversity of terminology to review CSR in smaller companies has been the main cause of fragmentation in consolidation and development of the theory (Jenkins, 2006) as well as in the dispersion and evasion of real commitments to CSR (Dahlsrud, 2008).

Regarding literature review publications of CSR in SME, the last decade offers significant work in this regard. In particular, Vázquez and López (2013) carry out a systematic review of CSR in SME and offer a perspective of the theories of reference, drivers, obstacles and potential impact of CSR in SME. In addition, Herrera *et al.,* (2015), using bibliometric techniques, describe the evolution of the literature and suggest some potential areas of CSR research in the context of SME. Soundararajan *et al.*, (2017) provide an overview of the theories and methodologies used, establishing three levels of

analysis to obtain a deeper understanding of social responsibility of small businesses (SBSR). Finally, Ortiz *et al.,* (2018) explore the different CSR expressions used in the SME context and propose four themes to integrate and evaluate CSR actions in the strategies of these organizations.

However, despite the advances in literature review in the field of CSR and SME, other researchers call for yet further advances in studies in order to help consolidate research in this field (Jamali & Karam, 2016). Our work analyses the research trends in the field of CSR in SME during the period 1970 – 2018 in order to offer the academic community an updated review of the state of literature using bibliometric methods and techniques.

The paper is organised in four sections. First, a methodological section exposing the stages of compilation of the database of articles of social responsibility at small companies. The second section shows describe the bibliometric analysis and results. The third section explores the epistemological orientation, drivers and barriers of the CSR-SME. The fourth section discusses the results and status of the research. Finally, the conclusions are shown.

2.3 Methodology

The exponential growth of academic output in the different scientific areas of knowledge has led to the development of mathematical, statistical and technological instruments to capture the large volume of outcomes and summarize it in a set of indicators that provide an overview of the degree of consolidation and development of a certain field. In this sense, bibliometrics as a subdiscipline of scientometrics allows quantitative analysis of scientific output through literature, studying the nature and course of a discipline (Pritchard, 1969). This is used to analyse the information related to scientific output, allowing evaluation of the impact of, for example, influence among researchers, a journal, scientific relevance and disciplinary articulation. It also helps identify research strengths and opportunities, dominant approaches, trends, relationships and gaps. In addition, clusters of knowledge, of scientific communities and of academic networks can be established. Everything is possible through bibliometric indicators which enable the classification of output from authors, institutions, countries, most

influential journals, and so on, thus assessing the scientific activity of a specific field in certain periods and its impact as highlighted by indicators.

For the bibliometric analysis, a systematic approach is taken that includes two stages for the compilation of the database as well as using the guidelines of the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). This process allows us to collect 118 articles that presented research on CSR in SME between 1970 and 2018. With this database, bibliometric indicators of quantity, quality and structure are used to evaluate the scientific activity in this field. The following section describes each of the stages.

Stage 1: Identification of search terminology

To capture most of the relevant publications on the subject under review, bibliometric research recommendations are considered (De Bakker, Groenewegen & den Hond 2005; Kitchenham *et al.,* 2009) and predetermined and equivalent search terminologies are defined for i) corporate social responsibility (CSR), and ii) small and medium-sized enterprises (SME). Therefore, the search equation includes a combination of terminology and synonyms that cover these two areas (see table 1). The databases consulted were Web of Science and Scopus, given the high quality of articles included in these sources (Vergne & Wry, 2014), and the search was limited to articles in English that had been peer-reviewed which included the terms CSR and/or SME in their title, summary or keywords.

Our study covers articles published between 1970 and 2018. Other types of documents which are not specifically articles are excluded, since the quality of a review can be improved by focusing only on peer-reviewed journal articles (David & Han, 2004; Newbert, 2007). Additionally, the filters used by Soundararajan *et al.,* (2017) are applied to debug the final database, thus giving us a final sample of 118 articles.

Table 2.1 Search process

Database	Search terminology
Web of Sciencie - Scopus	CSR OR "corporate social responsibility" OR "social responsibility", OR "corporate responsibility"
	AND
	SME OR "small business" OR "small firm" OR "small and medium-sized enterprise" OR "medium businesses" OR "small and medium businesses" OR "small and medium sized businesses"

Source: Own elaboration

Stage 2: Data encoding

From literature reviews on CSR in SME (Vázquez & López, 2013, Soundararajan *et al.,* 2017, Ortiz *et al.,* 2018), thematic analysis (Braun & Clarke, 2006) and emergent encoding (Stemler & Bebell, 1999) as a method for identifying patterns within a study, an article encoding template is developed that includes bibliometric indicators of quantity (productivity), quality (impact) and structure (connection between topics and researchers). Additionally, the article classification scheme proposed by De Bakker *et al*., (2005) is used to identify the evolution and epistemological orientation of the literature (conceptual, exploratory, predictive, prescriptive or descriptive) and the state of research in this field (embryonic, growth and maturity), following von Krogh, Rossi-Lamastra and Haefliger (2012) and the Price model (Fernández-Cano, Torralbo & Vallejo, 2004).

2.4 Bibliometric analysis

Next, the results of the bibliometric analysis are presented and discussed, in three dimensions, namely: the analysis of indicators of quantity (productivity), quality (impact) and structure (which reveal trends in the creation of collaborative networks among the authors that contribute to the consolidation of the field of knowledge).

Indicators of quantity

The volume or count of scientific publications helps to identify terminologies in the output from researchers, journals or universities over a range of time (Durieux & Gevenois, 2010). This measurement can be carried out on three levels of aggregation; micro (output from authors), meso (output from institutions) and macro (output from regions and countries) (Tan, Goudarzlou & Chakrabarty, 2009).

Evolution of publications over time

Despite the fact that CSR research began in the 1950s (Backman, 1975), the distribution of publications per year evidences a boom in CSR-SME research over the last decade (see figure 2.1) since more than 70% have been published after 2006, which is equivalent to 2.9 times the number of articles published before that year. In particular, the results obtained reveal on average a percentage growth of 0.47% between 2006-2018 (i.e. 4 articles), with the years 2006 and 2016 being the most productive, with 11 articles each (combined they represent 18.64% of the total publications) and the year 2007 the least productive, with 2 papers. However, despite the trend of progressive growth in recent years, 2018 experienced a decrease rate of 0.4 (that is, it lost 2 articles) compared to 2017.

Figure 2.1 Distribution of publications by year
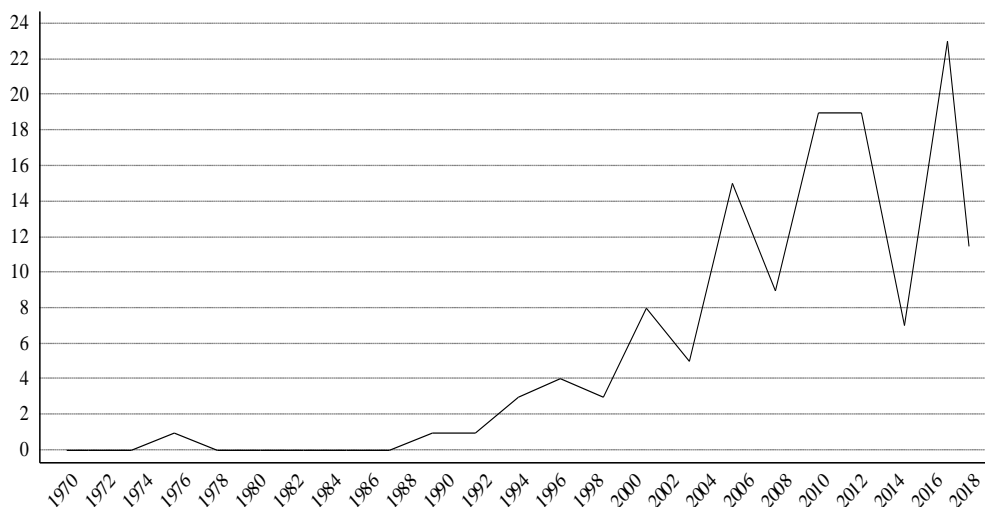
Source: Own elaboration

Output by journals

In our database, there is a significant presence of management journals that address CSR issues within their own research topics (51.7%). However, in the specific field of CSR-SME 3 journals collate 73.7% of publications (87 articles), in particular the Journal of Business Ethics (62 articles), followed by Business & Society (13 articles) and Journal of Small Business Management (12 articles). Nevertheless, a significant number of papers (32 articles) are published in "other" journals in the field, illustrating the degree of growth in this area (see figure 2.2). Given the above, the journal output is very close to compliance with the Pareto Law, since 22% of journals are responsible for 80% of output. This high concentration of publications in the field of study reflects the presence of few journals in this specific area and the tendency for specialization in the subject.

Figure 2.2 Journals with greatest output in the field of study of CSR-SME
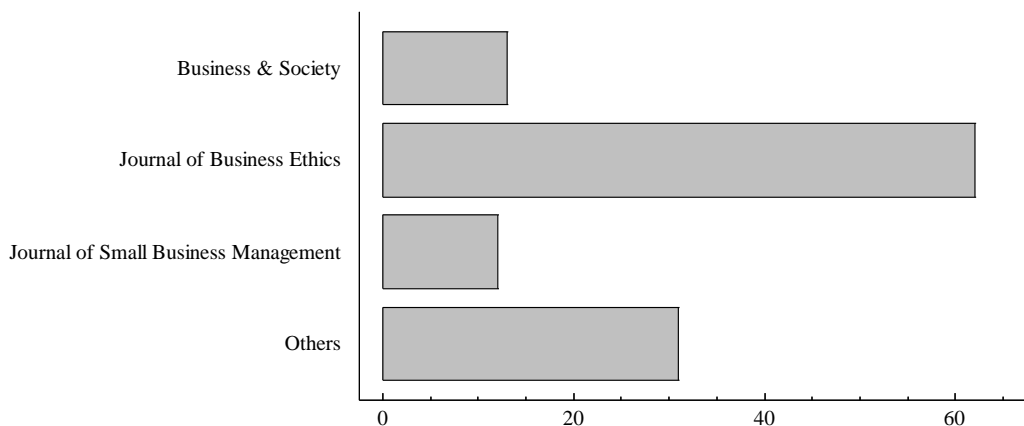
Source: Own elaboration

Output by authors

According to the indicators used, the most productive author in terms of publications is Richard Arend with 2 CSR-SME publications. However, as De Bakker *et al.,* point out (2005) it is common to find a number of authors each with a single publication as the research progresses. In fact, 95% of authors (that is 18) fulfil this characteristic, while only 5% have two articles

and no author has more than 2 publications. When analysing the productivity of authors from the perspective of the Pareto Law it is seen that 65% of the authors publish 80% of the publications (that is, that law is violated), and therefore the research knowledge is not limited to a few authors but spread across the academic and research networks. When the authors are separated by quartiles, 12.5% of the authors are found to be responsible for 25% of the publications (quartile 1), 40.6% of the authors are responsible for 49.83% of the publications (quartile 2) and 70.3% of the authors are responsible for 74.94% of the publications (quartile 3).

Alternatively, it is possible to classify the productivity of authors according to the categories proposed by Crane (1969), that is: i) large producers (≥10 articles), ii) moderate (5-9 articles), iii) aspirants (2-4), and iv) transients (1 article). As shown in table 2.2, there are no "moderators" and "large producers" in our database.

Table 2.2 Output by authors

No. articles by author	Authors	Percentage of total authors	Classification	Authors
1	18	95	Transients	Other authors
2	1	5	Aspirants	Arend, R.

Source: Own elaboration

Similarly, analysis of the number of authors per article shows that 83% of publications include the participation of 1, 2 or 3 authors (see table 2.3) and in this sense a greater regularity of publications on the subject. In particular, some influence of the collaborative work of authors in the advancement of the discipline is found. For example, L. Spence and A. Russo, along with other researchers, publish articles regularly from 2000 to 2010, excelling in 2003 with three contributions from Spence and other collaborators. Since 2009, new authors such as D. Jamali and V. Soundararajan have emerged who, along with other interested parties, have maintained a constant output until the present time.

Table 2.3 Distribution of articles by authors

No. Authors per article	No. articles	Percentage of total authors
1	20	16.95
2	40	33.90
3	38	32.90
4	14	11.86
5	3	2.54
6	3	2.54

Source: Own elaboration

Output by Institution

Knowing the institutional affiliation of the authors consulted in this study, it is possible to determine the institutions and departments that carry out research on CSR-SME. In general, universities are the institutions where research in this field is promoted (see table 2.4). In particular, 6 universities produce three or more publications (18% of the total). Likewise, 13% of the institutions have two publications and the rest one publication (69%), reflecting the dispersion of output and dissemination of knowledge at the institutional level.

Table 2.4 Publications by institution

Institution	No. articles	Percentage of total publications
University of Beirut, Bocconi University, Brunel University, Ghent University, Iowa State University y University of London	21	18
Copenhagen Business School, Deakin University, Durham University, Northwest Missouri State University, University Amsterdam, University of Birmingham, University of Manchester	15	13
Others	82	69

Source: Own elaboration

In addition, when reviewing the departments of the academic affiliation of each author, a link is found with mainly business departments, administration, marketing and entrepreneurship centres, CSR, environment, etc. (see table 2.5). However, there is also the presence of authors associated with departments from other areas that develop research on CSR-SME, although less frequent, with each area having a publication signed on average by two authors. In particular, there is evidence of contributions from the department/school of law, education, anthropology, sociology, etc., which are grouped in the "other" category. In summary, although the field of study of CSR of small companies appears to encompass multidisciplinary departments, most of the research is concentrated in departments related to the area of economic and business sciences.

Table 2.5 Publications by department

Departments	No. authors	Percentage of authors
School of Business	77	25
Department of Management	55	18
Department of Marketing	20	7
Centres of Corporate Social Responsibility, Environmental, Business Relationships, Sustainability, Entrepreneurship	16	5
Faculty of Economics	9	3
Others	35	11

Source: Own elaboration

Output by region and country

Although several authors point to a focus of research on CSR-SME in developed contexts (Ma, 2012; Jamali & Karam, 2016), mainly Europe and North America, our sample of 118 articles found research in developing contexts at regional and country level (11 articles, 9% of the total), which indicates the interest in siting research of this field in other geographical contexts. As shown in figure 3, Europe has the largest number of studies where data was collected and research carried out (39), followed by America (27), Asia (10), Oceania (6) and Africa (5). This configuration is interesting because, despite the fact that general research on CSR had its beginnings in North America around 1950 (Bowen, 1953) continuing until the nineties, it

suffered a setback after the year 2000 and research in Europe began to emerge with more prominence. In particular, after 2003 the United Kingdom (33%), Spain (16%), Italy (12%), Germany (9%), the Netherlands (9%), France (6%) and Switzerland (6%) rank as the most productive countries in Europe in CSR-SME research, generating 81% of all publications in Europe and 28% globally.

Asia (8% of the global research, GI) is represented by mainly India and China. Oceania (6% GI) is represented by Australia and New Zealand. Africa (3% GI) is represented by South Africa, Zambia, Nigeria and Cameroon; and Latin America (2% GI) by Brazil and El Salvador. These results confirm that although CSR-SME research is expanding around the world with publications from different countries the majority remains concentrated in developed countries, identifying a tendency to continue growing in Europe and North America.

Figure 2.3 Articles by continent
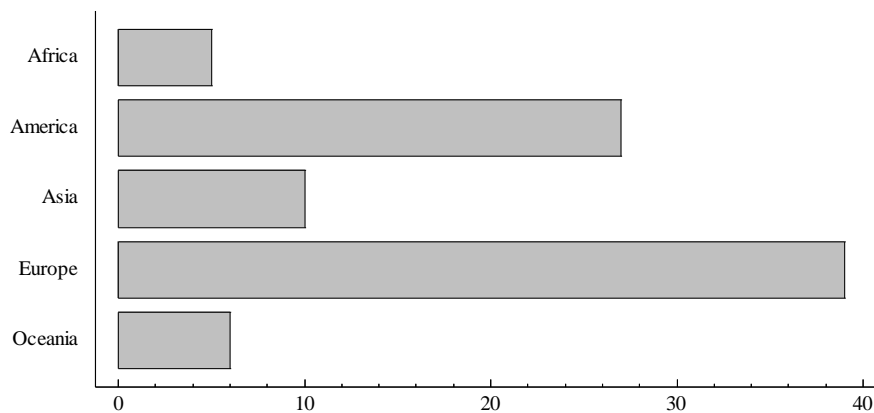
Source: Own elaboration

Indicators of quality

Indicators of quality are related to the impact that publications have and are determined by the frequency that a publication, author or journal is cited by other publications (Durieux & Gevenois, 2010). However, output does not imply impact (Van Raan, 2005) and therefore the indicators of quality and quantity are both analysed.

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Journals and impact

The 118 articles that make up the sample in this research were published in 23 journals, both at a general business level and in journals more specifically related to CSR, thus demonstrating the existence of a wide range of journals presenting articles on CSR-SME and indicating the "growth" status of the field of study and the range of journals interested in promoting research in this field. However, the greater number of journals causes a possible "dispersion" of knowledge and proliferation of methods, theoretical approaches, terminology etc., due to greater participation of researchers with different interests, training and abilities but with similar research proposals of CSR in SME. This is further complicated by the greater opportunities for publishing, given the variety of journals. This finding is in line with the results of Herrera *et al*., (2015) who point out a scientific dispersion in this field of knowledge.

However, this field of knowledge also seems to be particularly developed and concentrated in a number of specialized journals on the subject. Our review identifies three prominant and influential journals (Journal of Business Ethics, Business & Society, Journal of Small Business Management). These journals published 73.7% of the articles in our sample; Journal of Business Ethics with 62 articles followed by Business & Society with 13 and Journal of Small Business Management with 12. The joint analysis of these three journals indicates that they published approximately two out of every three articles on CSR-SME in the study period. In the case of the Journal of Business Ethics, the first issue in September 2003 and the third issue in September 2006 stand out as special editions that publish a collection of articles on social responsibility in smaller companies. Likewise, Business & Society dedicates the first issue of January 2017 to SME and CSR in developing countries.

In general, the data show academic interest in researching CSR-SME and publishing in prominant journals a trend that is likely to continue in the future. Table 2.6 shows the journals with the highest number of citations per publication. The Journal of Business Ethics has the most citations, with 87.75 citations, as well as being the most productive magazine with 52 articles. This

is followed by the Business & Society with 25.71 citations and 8 articles, and then Journal of Small Business Management with 6.28 citations and 9 articles

Table 2.6 Most cited journals

Journal	Categories	No articles CRS-SME	Cumulative IF
Journal of Business Ethics	Business Ethics	52	87.75
Business & Society	Business Ethics	8	25.71
Journal of Small Business Management	Business Management and Entrepreneurship	9	6.28

Source: Own elaboration

Most cited articles and authors

In addition to the journals, the areas of study identify the specialty and strength of the most prominent articles and authors, that is, those that are cited most frequently (Ponomarev, Lawton, Williams & Schnell, 2014). Table 2.7 shows a general description of the articles and authors cited most frequently in Scopus. Jenkins, H. (2006) and especially his article "Small Business Champions for Corporate Social Responsibility" is the most influential work until 2018, with 360 citations. When considering the number of citations obtained by author (summation of citations among the number of publications of that author), we find that Jenkins and Perrini occupy the first places. However, Spence has published more CSR articles (7) than the rest of the authors and his last position is explained by the average number of citations. Naturally, some of these articles are recognized as seminal publications in the field and, therefore, it is expected that the number of citations will increase over time because, as has been seen, the research of CSR-SME is increasingly consolidated in the scientific literature

Table 2.7 Most cited articles and authors

Most cited articles	No. citations	Most cited authors	No. articles	No. citations	No. citations/article	Rank
Spence, L. (2007)	139	Spence, L.	7	228	32.5	4
Perrini, F. (2006)	193	Perrini, F.	3	341	113.7	2
Jamali, D. (2008)	350	Jamali, D.	5	568	113.6	3
Jenkins, H. (2006)	360	Jenkins, H.	2	532	266.0	1

Source: Own elaboration

Indicators of structure

The calculation of these indicators enables the identification of the structure of collaboration between the different authors and publications as well as highlighting the research centres and networks in the field of knowledge (Umadevi, 2013). In this section, this analysis is presented at a general and disaggregated level for two periods of time (1970-1999 and 2000-2018).

Analysis of collaborative work

Generally, the growth of publications in a field of study is led by a group of researchers who publish independently or in collaboration with other researchers. However, the participation of two or more authors from different geographical contexts in the production and publication of articles seems to be more recurrent, which reflects the internationalization and development of the theme of CSR-SME in the world. Structure indicators help analyse the structure of the collaboration and co-authorship networks of the publications (Cummings & Cross, 2003; García, 2013).

In fact, structure indicators seek to measure connectivity between publications and authors in addition to associating patterns in the construction of knowledge (Rueda, Gerdsri & Kocaoglu, 2007). In particular, a network of co-authors will show a group of connected researchers when co-authorship relations exist in the production of articles. Thus, the analysis of these networks helps identify the main researchers of a specific field and how they work collaboratively (Umadevi, 2013).

To visualize the topological map of the network of authors, we use the Cytoscape Free Access Software (Smoot, Ono, Ruscheinski, Wang & Ideker, 2011), finding a greater presence of articles published in collaboration. In general, most of the manuscripts (84%, corresponding to 98 articles) were published collaboratively; by two authors (41%, 40 articles), by three authors (39%, 38 articles) and more than three authors (20%, 20 articles). Thus, the most productive authors are part of small networks with a common diameter of 2 to 3 people who together publish 79% of articles (78 manuscripts) of our

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database, while the least productive authors work independently and are responsible for 16% (20 articles) of the total number of publications. A further point of interest is that each author, working with two or three authors, publishes an average of 2.47 articles.

Additionally, indicators related to scientific collaboration were calculated using network analysis methods (density, centrality, size, structural holes). As Table 2.8 shows, the density of the network is close to zero (0.008), which indicates a very low level of connectivity among the authors of the entire network. This result could indicate that the dispersion of production is significant, since the heterogeneity (0.773) is greater than the degree of grouping (0.576). The organization of the networks between 1970 and 2018 is shown in Figure 2.4.

Figure 2.4 Topological map of the network of authors
in the field in the period 1970-2018
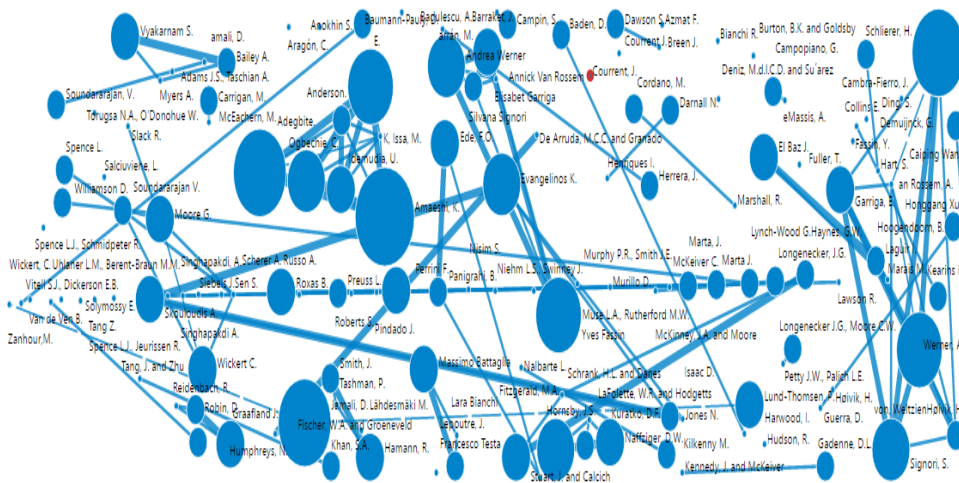
Source: Own elaboration

Thus, as seen in the topological map (figure 2.4), there are very concentrated sub-networks with few authors. This scenario implies that the subnet has a central node connected to the other nodes which can serve as a bridge for connections between authors and thereby strengthen the nodes with which it has links. As shown in Table 2.8, there is a low degree of clustering of the network, that is, there is a small number of agents in the field of knowledge to whom the authors relate directly (0.576). The above is consistent with the

indicator of the average number of neighbours, where the extent to which an author is among other authors of the network (2,063) is evaluated, showing a low level of co-authorship among authors working on the subject.

Table 2.8 Analysis of collaborative work

Indicator	1970-2018
Number of nodes	252
Network density	0.008
Network diameter	3
Expected characteristic distance	1.168
Number of connected components	102
Average number of neighbours	2.063
Degree of grouping of the network (Clusterization)	0.576
Centralization of the network	0.020
Heterogeneity of the network	0.773
Number of isolated nodes	25
Components connected by nodes	4

Source: Own elaboration

With regards to the evolution of collaborative work, table 2.9 reveals the evolution of the network based on comparative indicators of structure over two periods (1970-1999 and 2000-2018). The results show an increase in the number of authors (number of nodes), number of independent authors (number of isolated nodes) and number of isolated subnets (number of isolated components). However, the growth rate of the nodes is greater than the isolated nodes and the connected components, showing that collaborative work has become a dynamic in increasing output in this field of knowledge. Indeed, the growth of the network and growth of the indicator of the number of connected components suggests that the authors linked in the field do so through previously established networks.

On the other hand, the approach to zero (0.009) of the density of the network suggests that the intensity of links between authors across the network decreased during these two periods. In addition, it can be seen that there are no notable variations in the degree of clustering of the network (that is, the networks are not growing). However, we note the formation of new knowledge production networks, suggested by the increase in indicators of the number of connected components and the number of nodes. In this context it is important to highlight that grouping by nodes offers a strategy

for planning and ordering reliable information in relation to the structures and bases of knowledge (García *et al.,* 2018). Barbastefano *et al.,* (2013) state that the identification of authors is a critical factor in studies related to research with a high degree of development and, therefore, it is important to identify those authors within the density of a network who present components that contribute to the research.

Table 2.9 Evolution of collaborative work

Indicator	1970-1999	2000-2018
Number of nodes	31	222
Network density	0.069	0.009
Network diameter	1	3
Expected characteristic distance	1	1.185
Number of connected components	13	90
Average number of neighbours	2.065	2.054
Degree of grouping of the network (Clusterization)	0.613	0.568
Centralization of the network	0.069	0.023
Heterogeneity of the network	0.627	0.795
Number of isolated nodes	4	21
Components connected by nodes	0	4

Source: Own elaboration

Finally, it should be noted that the network is increasingly decentralized and heterogeneous, that is, there are no common core authors for the entire field but there are for each subnet. The decrease in the degree of grouping of the network shows, together with the indicators previously presented, that there is an emerging interest in investigating this issue in particular contexts in economic and business terms, as is the case in Latin America and Africa, countries where emergence of new networks can be found.

Analysis of key words

The method of associated words or "co-words" indicates that a scientific or technical text can be defined by the appearance of a set of words that make up the text (Callon *et al.,* 1995). As such, a specific field of discipline can be defined by its own terminology or common words that are used within the discipline. The method of associated words or "co-words" is identifying specific words, or keywords, which are common to the different documents and which are generally found in the titles and summaries. In order to identify

trends and possible lines of research, a network analysis is carried out based on the keywords of articles. The period of observation is divided into two timeframes in order to compare emerging, growing and decreasing issues. As can be seen in Figure 2.5, the CSR-SME research increasingly focuses on issues relating to: i) the environment, ii) Stakeholders, and iii) sustainability. However, the issues associated with CSR such as innovation, family ownership, competitive advantage are in a stage of decline, suggested by the decrease in output in these areas. Likewise, emerging words which appear in the new lines of research of the CSR-SME are identified as, for example, entrepreneurship, sustainable development, developing countries and business ethics. In this way, the emerging keywords offer signs of topics that suggest an advance in the field and on which future research can be directed.

Figure 2.5 Topological map of tendencies in the field through analysis of keywords
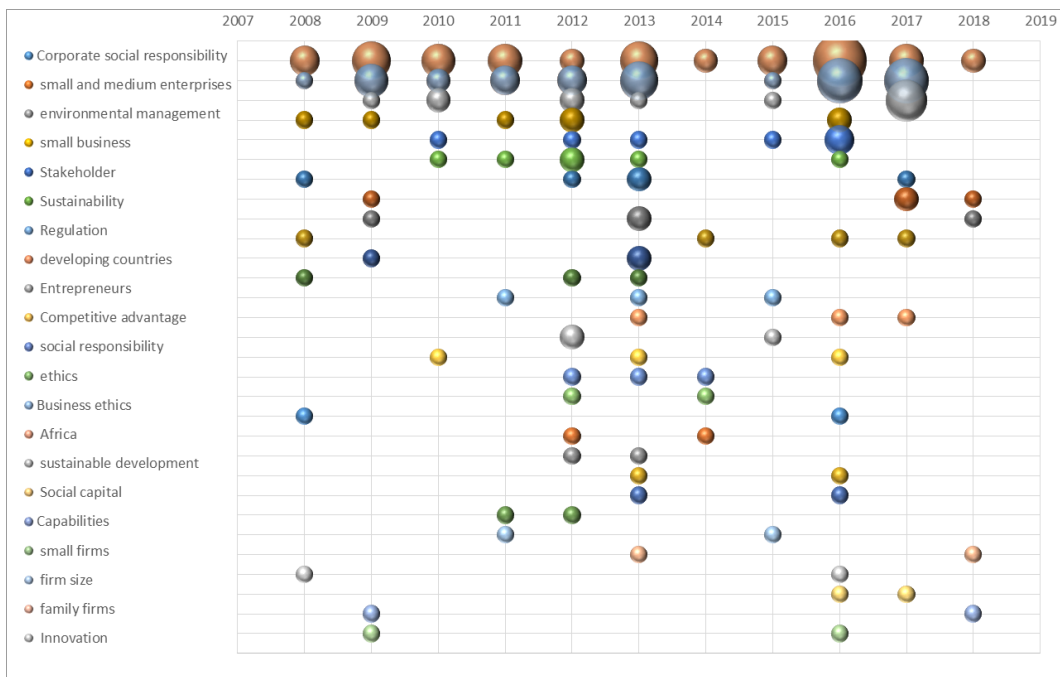
Source: Own elaboration

Epistemological orientation, theories and methods used.

In line with De Bakker *et al.,* (2005), the epistemological orientation of the articles in the sample is examined and classified into five categories

(theoretical/conceptual, theoretical/exploratory, theoretical/predictive, prescriptive and descriptive) over two periods (1970-1999, 2000-2018). According to the scheme proposed by D*e* Bakker *et al.,* (2005), articles may have a theoretical, prescriptive or descriptive orientation at a general level. From a global perspective, articles make a theoretical contribution if they improve the systematic understanding of some phenomenon at an abstract level, which may include (though not necessarily) the collection of new empirical data.

Conceptual articles aim to advance the theory from a deeper discussion of the literature, without relying on empirical data. Explorative studies develop propositions, hypotheses and correlations between theoretical constructs, based on the examination of new and extensive empirical data. The predictors prove (refutation, confirmation) propositions, hypotheses or correlations between theoretical constructions, based on the examination of new and extensive empirical data. Articles make a prescriptive contribution if they provide practical procedures (means, ideas, action plans) for the professionals to achieve some desired end. Finally, the descriptive articles report data or opinions without particularly contributing to the theory or practice.

In this scenario, the findings of this study reveal that prior to the year 2000 the research focus is represented by mainly predictive manuscripts (6 articles), followed by exploratory (3 articles) and descriptive (3 articles). This trend deepens further in the years after 2000 with most of the studies being of an empirical nature (i.e. 83 qualitative and quantitative articles) with 40 articles of predictive level, 27 of descriptive level, 14 of exploratory level and 2 articles of nature prescriptive; while the theoretical articles (22 conceptual articles and literature reviews) represent a fifth (21%) of the total the studies. (see figure 2.6)

Figure 2.6 Epistemological orientation of the articles after the year 2000
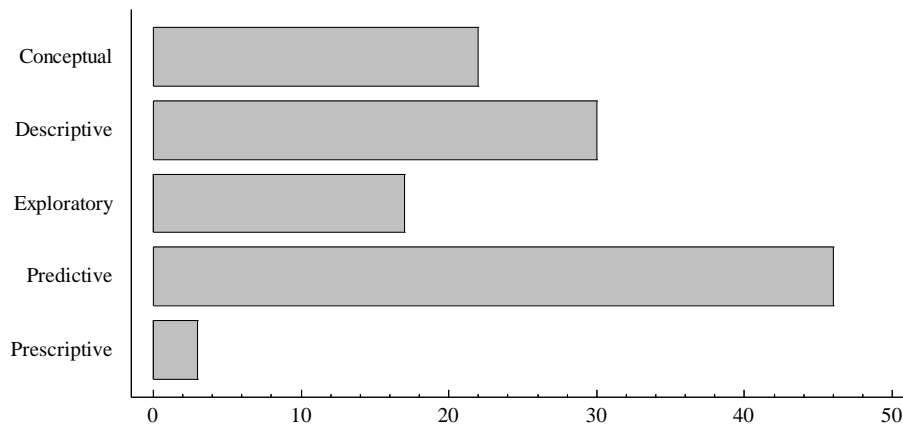
Source: Own elaboration

A review of empirical articles shows quantitative studies (41 articles, corresponding to 39%) and qualitative studies (42 articles, which constitute 40%) are used approximately in the same proportion (see figure 2.7). The qualitative methods most frequently used are semi-structured interviews (26 articles, with 55%) and case studies (14 articles, with 47%) and, less frequently, surveys (4 articles, with 8%).

The most recurrent methods of quantitative research are logistic regression (23 articles, corresponding to 48%), factor analysis (16 articles, corresponding to 33%) and structural equation model (8 articles, with 17%). The majority of the empirical research is from the United States (24 articles), the United Kingdom (11 articles) and other European countries (22). The overtaking of empirical research with respect to theoretical research over the last decade suggests a tendency within the field towards more focused studies for the development of the academic discipline rather than a study of a theory of CSR for small businesses. In this sense, SME research uses quantitative analysis as a method to explain and advance the theory of CSR, which can be associated with a growth stage in the field.

Figure 2.7 Methods used
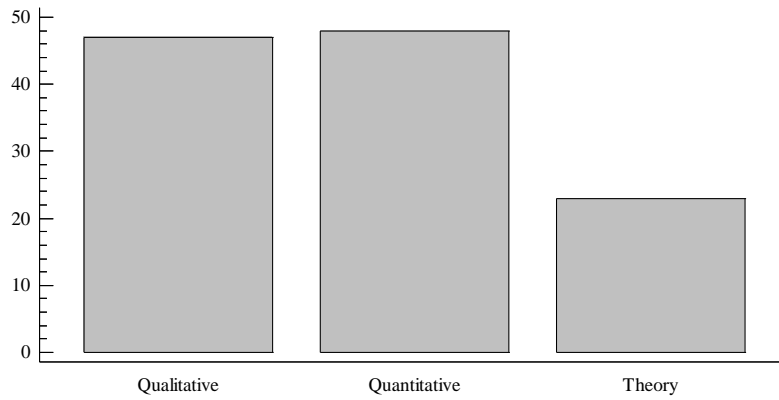
Source: Own elaboration

Regarding the main theoretical frameworks that guide CSR-SME research, figure 2.8 shows the absence of a dominant theory in the field of study. While the global theory of CSR (24 articles, corresponding to 20%) and theory of Stakeholders (15 articles, with 13%) constitute recurrent approaches to studying CSR in small companies, a greater participation of publications is observed (74 articles, with 62%) that use "other" theories or approaches to study the field, such as: supply chains, sustainable, family business theory, financial performance, entrepreneurship, microfinance, etc.

Figure 2.8 Theoretical frameworks
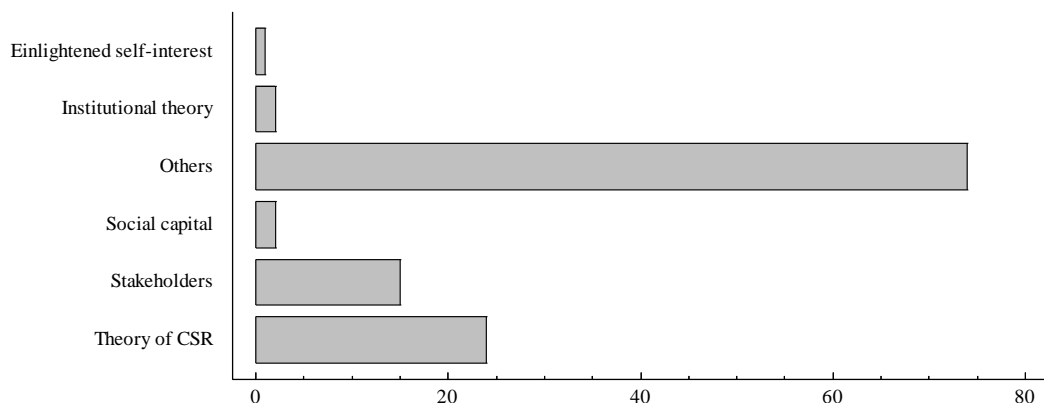
Source: Own elaboration

Drivers and barriers to CSR-SME

Although CSR can be seen as a factor that adds value to SME (Von Weltzien & Shankar, 2011), with more opportunities than costs, different factors (drivers) and obstacles (barriers) are identified in the literature that influence the implementation and development of CSR practices in these companies. Table 2.10 shows the main factors identified in the literature that favour the execution of CSR actions. In particular, the main motivation to implement CSR practices in SME comes from the pressure of Stakeholders (31%), both internal and external, who influence the implementation of responsible actions related to the community, employees, customers, suppliers, large companies, supply chain and government institutions. Likewise, the influence and interest of the owner and/or manager in developing CSR actions (20%), motivated by personal beliefs and values also acts as an important driver.

Another notable factor is the presence of an ethical concept at a business and family level to develop commercial activities (16%) as well as an organizational commitment to the promotion of good practices (13%). Additionally, other factors of less influence are present, such as the size of the company (6.5%), compliance with regulations (5.6%), social and environmental awareness (5.6%) and the perception that CSR activities contribute to an improvement in economic benefits (2.8%) in the short and/or long term.

In general, stakeholder pressure seems to trigger a specific CSR implementation pattern where activities related to employees, communities and clients tend to influence the actual implementation of practices related to CSR in core business operations and a high level of interaction with employees when deciding respective agendas.

Table 2.10 CSR drivers

Drivers	No articles	% per driver
Stakeholder pressure	33	31
Owners	21	20
Business and family ethics	17	16
Organizational commitment	14	13
Size	7	6.5

Regulations	6	5.6
Social and environmental awareness	6	5.6
Economic benefits	3	2.8

Source: Own elaboration

The following barriers are identified as hindering the implementation and development of CSR practices in SMEs: the lack of commitment of the organization (28%); the perception of not adding value to the company (13%); the lack of knowledge and training of personnel (10%); and financial restriction (10%). To a lesser extent are issues associated with the cultural environment (7%) such as informality, institutional weakness, corruption, etc. or bureaucratic and normative aspects (6.2%) that make it difficult to undertake global CSR management actions in SME (see table 2.11).

Table 2.11 CSR barriers

Barriers	No articles	% per barrier
Lack of organizational commitment	27	28
No added value	12	13
Lack of knowledge	10	10
Financial restrictions	10	10
Cultural environment	7	7.3
Bureaucracy and regulations	6	6.2
Employee commitment	5	5.2
Procedural informality	5	5.2
Perception of costs	5	5.2
Lack of incentives	4	4.1
Size	3	3.2
Theory consolidation CSR-SME	2	2.1

Source: Own elaboration

2.5 Discussion

Despite the evolution of scientific activity of CSR in the context of SME in recent years, there is still a need to develop a theoretical approach relevant to the context of small businesses, one that recognises the idiosyncrasies and characteristics of this type of organization, as well as unite agreement on the terminology that defines and identifies social responsibility practices in smaller companies. In this sense, the term social responsibility of small companies (SBSR) proposed in the literature (Jamali *et al.,* 2009, Wickert *et*

al., 2016, Soundararajan *et al.,* 2017) is seen as the distinctive term that can facilitate the study and consolidation of CSR research around small businesses.

Within the framework of this study, we take a more detailed look at the stages of CSR research in SME contexts according to the proposal by von Krogh *et al.,* (2012) of three stages: embryonic, growth and maturity. A review is carried out of the conceptualization of the authors at each stage and linked to the findings of the bibliometric analysis to formulate some recommendations that contribute to the progress and maturation of this field of research.

Embryonic stage

Although initial articles of CSR-SME appeared in the literature in the late 1970s and early 1980s (Keim, 1978, Wilson, 1980) their approach was basically professional rather than theoretical, as they offered a descriptive look at CSR activities without theoretical foundation. These first documents basically focused on providing information about activities, challenges and possibilities for developing CSR in SME. According to von Krogh *et al.,* (2012) this indicates the embryonic stage of a field of study, being initiated from a professional interest perspective.

Later, in the nineties, the strategic management model of CSR was adopted and its strategic use as a mechanism to obtain a competitive advantage, with CSR research being focused on the results of the market (Lee, 2008). In this decade, the theory of Stakeholders was adopted, developed and tested in CSR research (Freeman, 1994). However, the output of research on CSR-SME was not very prolific at this time, with only eleven articles being published. However, they offered progression in the literature by moving away from being of a descriptive nature towards incorporating some theoretical approach in support of findings, mostly of predictive and exploratory nature. In addition, there was a dispersion of publications in different journals, fields and theoretical frameworks. This characterizes the embryonic stage of a field of study, since few academics are interested in understanding a new phenomenon until a common language is established and terminology identified by which to communicate the progress of the research (von Krogh *et al.,* 2012). Indeed, in recent decades, some studies have focused on

establishing definitions and distinguishing them from other terms of CSR, such as philanthropy.

CSR research also shows a closer relationship with the instrumental approach, evaluating the effects of good practices on the performance of the company and the market. Similarly, and over the same period of time, the SBSR research also gradually shifted to a strategic management orientation, focusing more on the circumstances, and strategic and instrumental results in terms of financial performance (e.g., Niehm, Swinney & Miller, 2008), product and process performance (e.g., Jenkins, 2006) and market performance (e.g., Fuller & Tian 2006).

Growth stage

The growth stage of a field of knowledge is characterized by a greater scientific interest, bringing together a wider academic community (von Krogh *et al.,* 2012). The sustained growth of publications of CSR-SME from 2003, with some booms attributable to special issues on the subject in scientific journals, reflects the marked interest in furthering research of CSR-SME. According to von Krogh *et al*., (2012), in the growth stage it is common for journals to publish special issues reviewing the relevant literature on a phenomenon with the purpose of stimulating future research with authors and editors highlighting the central themes of reference of the CSR-SME for new participants of the field.

The increasing appearance of publications on CSR-SME in three prominent journals (Journal of Business Ethics, Business & Society and Journal of Small Business Management) and the annual establishment of the International Conference on Social Responsibility, Ethics and Sustainable Business are additional indicators of the gradual formation of a scientific community dedicated to the study of CSR with the inclusion of SME.

Finally, the growth stage is characterized by a growing variety of research methods that attempt to capture different facets of the phenomenon, partly motivated by discrepancies between how the phenomenon is observed in practice and how it is described and understood in the academic literature (von Krogh *et al.,* 2012). The analysis here of the methods used and the types

of articles in the literature by year of publication shows that empirical research on CSR-SME became more popular from 2005; prior to this it was mainly conceptual and exploratory. In this sense, the findings coincide with the literature which points to a rise in quantitative research in CSR-SME (Vazquez & Lopez, 2013). We can classify this field as embryonic from 1970 to 2005 and as growing from 2006 to the present.

Mature stage

As evidenced by the marked increase in publications in the last ten years, CSR-SME research is in the growth stage, with the current challenge of evolving into a "mature" field, where research reaches a level of strength and consolidates around a specific theory and methods. As pointed out by von Krogh *et al.,* (2012), a field of study qualifies as mature when the phenomenon becomes a legitimate field of study in its own right, establishing its own associations, journals and doctoral programs, with scientists who study it acquiring notable positions in top-level universities, regularly obtaining prestigious research grants. The evidence available to date from the CSR-SME field implies that it does not yet meet the standards required to qualify as a mature field of study.

Firstly, although the definitions of CSR and SME are increasingly in agreement and cited in the literature, these key constructs are still treated more often as implicitly understood rather than as operationalised and measured as variables. Secondly, many of the empirical articles on CSR-SME suffer from the limitation that their theoretical frameworks are not properly aligned with their methods and processes. Thirdly, empirical work on CSR often remains exploratory, with cross-sectional data collected on small samples without a deliberate sampling strategy (Champion, 1993). And lastly, although publications on CSR-SME are increasingly focused on a series of clearly identifiable themes, the field is still far from having a journal dedicated specifically to CSR-SME. Therefore, although research in this field has made important progress, there is still a solid theoretical base needed to support it in order to enter the initial stages of maturity.

2.6 Conclusions

Social responsibility in general and, in particular, social responsibility of SME are two areas that, since their first appearance in the literature, have been growing and presenting new knowledge. The objective of this study was to explore the status and evolution of research in the field of CSR in SME for the period between 1970 - 2018, using various techniques and indicators of bibliometric studies. In particular, our results show that the CSR-SME is a relevant topic in business research that has progressively made its way into the academic communities, with studies in various regions around the world, although with marked predominance in developing countries in Europe and North America.

At this study we advanced the literature by exploring the drivers and barriers of the recent literature in CSR-SME. Despite the existence of recent literature surveys in the field of CSR and SME, other researchers call for yet further advances in studies in order to help consolidate research in this field (Jamali & Karam, 2016). We analysed the main evolution of the literature in the field of CSR in SME during the last 4 decades, in order to offer the academic community an updated review of the state of literature using bibliometric methods and techniques.

There is also a wide variety of journals for publishing CSR-SME research, since numerous journals incorporate social responsibility issues into their lines of study. However, there are a number of journals, in particular the Journal of Business Ethics, Business & Society and the Journal of Small Business Management, which publish the most research in the field.

However, the output registered by authors and institutions reveals a diversification of knowledge of the field. With a large presence of authors and institutions developing research in CSR-SME, this has contributed to the dispersion of knowledge as well as the proliferation of methods, theoretical approaches or terminology, in line with the variety of skills and knowledge of the authors interested in publishing. In addition, the productivity of the authors indicates a predominance of works carried out by transient authors.

CSR-SME research also shows a predominance of descriptive and predictive studies, complemented by quantitative and qualitative methods as a mechanism for improving the understanding of social responsibility in these companies. This complementarity of approaches favours the growth and strengthening of CSR knowledge in smaller companies. Finally, and taking into account the scientific growth approach of von Krogh *et al.,* (2012), we recognise the field of CSR-SME as being in the growth stage with little evidence of a state of maturation in the area of knowledge.

Regarding the limitations of this study, we focus exclusively on articles published in two databases (Web of Science and Scopus). This practice is quite widespread in the literature of bibliometric research, considering that both databases collect the highest quality publications and their impact on each scientific discipline. Even so, we are aware that we take on the risk of losing the findings generated in other databases, as well as reducing the number of references.

Given the variety of theoretical and methodological approaches to investigate the SCR on SMEs, we suggest that future research should aim to establish a structure to identify and classify literature in relation to convergent and divergent points of the theory, with the objective of finding a common approach to deepen its study.

We also suggest exploring the empirical literature of SCR to identify its most influential variables on SMEs, which would help to propose an evaluation method that measures the SCR performance and classifies the SMEs according to their sustainability achievements.

Finally, future research endeavors of SCR on SMEs should explore the typology of stakeholders and the priority levels that SMEs assign to the SCR in order to establish the economic and social implications of performing SCR actions.

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Chapter 3. Evaluation of the perception and application of social responsibility practices in micro, small and medium enterprises in Barranquilla. An analysis from the theory of Stakeholders

Evaluation of the perception and application of social responsibility practices in micro, small and medium enterprises in Barranquilla. An analysis from the theory of Stakeholders

3.1 Abstract

The purpose of this paper was to evaluate the degree of comprehension and enforcement of social responsibility practices in micro, small and medium enterprises in Barranquilla, based on the Stakeholders theory. Using an exploratory factor analysis on 779 enterprises, it was found that the variables with a stronger explanatory influence for socially responsible performance are employees, environment, and community. By contrast, corporate management, value chain, and government/public sector condition the development of SR actions. Particularly, there is a weak perception and lack of will among owners and company directives to undertake comprehensive programs of social responsibility, as well as the formalization of those actions with an impact on the SR

3.2 Introduction

Despite growing recognition on the importance of implementing Social Responsibility (SR) practices in enterprises; investigation on the subject in micro, small and medium enterprises (MSMEs) in developing countries is sparse and less visible (Von & Melé, 2009). Most of the current literature is focused on developed countries, and mainly on large enterprises (Ma, 2012). However, the concern and relevance placed on studying the social scope on smaller enterprises in both developed and developing countries is concentrating more attention in SR specialized literature (Ma, 2012; Welford, 2005)

Globally, the volume of MSMEs[2] and their contribution to economic growth, employment generation and enterprise participation amounts to 33% of GDP,

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[2] The paper "Micro, Small, and Medium Enterprises. Around the World: How Many Are There, and What Affects the Count?" by the World Bank, reveals the existence of 125 million of formal MSMEs throughout 132 economies in the world; of which, 89 million exist in developing countries. There are around 31 MSMEs for every 1.000 habitants

45% of total employment, and around 90% of the business fabric (Bell, 2015). This economic leadership has awoken a larger interest amongst the academic community, multilateral institutions, business associations, government and society, because of the social implications that these enterprises might have on their social environment. Thus, there are more investigations with different approaches and methods exploring the enforcement of SR practices in MSMEs in developed and developing countries (Adapa & Rindfleish, 2013; Coppa & Sriramesh, 2012; Demuijnck & Ngnodjom, 2013; Hsu & Cheng, 2012; Jenkins, 2006; Russo & Tencati, 2008)

In the context of developing countries distinctive, fragmented, and ambiguous results (Linh, 2011) characterize research on SR in MSMEs (Jamali, Lund-Thomsen & Jeppesen, 2015). The restriction of financial resources, commercial priorities, skepticism over the benefits of responsible practices, informal means of communication, centralized power, lack of knowledge about SR amongst directive, constitute some of the causes for the scarce interest in their research (Lepoutre & Heene, 2006; Vives, Corral & Isusi, 2005; Vásquez & López, 2013).

In the case of Colombia, the limited research on SR in MSMEs has a descriptive reach, similar to studies executed in other developing countries, in which qualitative research of SR is predominant (Lockett, Moon & Visser, 2006). In particular, Aya and Sriramesh (2014), have carried out qualitative research on the perception and practices of RS on a sample of Colombian MSMEs and have found in their informal practices, the culture and context that surrounds the genesis of the internal and external SR. Additionally, Sierra and Londoño (2008) propose a theoretic analysis on SR and MSMEs and suggest incorporating socially responsible practices to the traditional entrepreneurial schemes as a strategy that could contribute substantial benefits to enterprises and their Stakeholders. Both studies limit their scope to the descriptive analysis of their results, ratifying the need for literature to advance research that quantify and evaluate socially responsible practices (Gallardo, Sánchez & Corchuelo, 2013)

In other papers in the same context, León, Castán, and Afcha (2015) found little evidence for the practices of SR, informality and a little relation to the

management of business activities in the case of the MSMEs of Sincelejo (Colombia). Likewise, they show a direct relationship between the size of firms and compliance with SR practices, with lower standards for micro and small companies compared to medium-sized companies. In general, several authors acknowledge in the MSMEs of Colombia the distinctive and informal application of SR practices, with shortcomings in the internal and external communication of their SR actions and without any strategic focus (Duque, García, & Azuero, 2014; García, Azuero, &Salas, 2013; Sanclemente, 2015).

In that sense, the purpose of this paper is to contribute to the empirical literature available on the research of SR on MSMEs[3], drawing from the measuring of SR practices in the smaller enterprises of the city of Barranquilla[4]. In particular, Barranquilla's microenterprises represent the largest sector of the city's businesses at 87.70%; besides, they contribute 23% to the local GDP, a corporate net investment of 30.2%, the stock of registered enterprises is 63%, the employment generation in the manufacturing industry is of 46.1% and they account for 1% of all the exportations (National Administrative Department of Statistics (DANE), 2015; Chamber of Commerce of Barranquilla, 2016)

Following the Stakeholders theory, the influence of each of these criteria on the enforcement of socially responsible actions was explored, and the practices with a highest impact on the presence of SR in the MSMEs of Barranquilla are measured, using an Exploratory Factor Analysis (EFA). Likewise, the current research aims to answer the following queries: (i) Which economic characterization are exhibited by MSMEs in Barranquilla?

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[3] In Colombia, the 905 law from 2004 classifies MSMEs based on their number of employees and on their assets. In terms of the number of employees, microenterprises are those with 10 employees or less small enterprises have between 11 and 50 employees; and medium enterprises, between 51 and 200 employees. According to data from the Colombian Confederation of Chambers of Commerce (Confecámaras), 2015 Colombia had 1,372.923 MSMEs, out of which 1,273.017 (92.72%) are (5.82%) small enterprises and 19,980 (1.46%) medium enterprises.

[4] Barranquilla is the city with the highest rate of entrepreneurial activity in the Caribbean Region of Colombia and fifth in the country, according to the "Region Caribe 2012-2013" report from the Global Entrepreneurship Monitor (GEM). It contributes 4.3% of the National GDP and as of June 2016, it has 41.274 MSMEs enrolled in the Barranquilla Chamber of Commerce. Nationally, it is the fourth city with the largest amount of MSMEs. The city has a population of 1,386.865 habitants and is considered the most important city of the region

(ii) What degree of knowledge and enforcement of socially responsible practices is experimented by MSMEs? and (iii) Which Stakeholders are more influential in the implementation of socially responsible practices in MSMEs?

This research has two contributions, first, it deepens the specialized literature on the measurement of SR in developing countries, through the examination of Stakeholders and their influence in SR practices in MSMEs. Secondly, it offers a wider view on MSMEs regarding SR by including a significant sample of the city's microenterprises. Finally, given that SR in MSMEs in Barranquilla hasn't been explored in Colombia, this research aims to fill that void, through an exploratory analysis that examines the level of development of socially responsible practices, along with the influence that different Stakeholders might hold over the implementation of socially responsible practices in local MSMEs.

This paper is structured in three main sections: the first exposes the theoretical bases that justify the participation of Stakeholders in MSMEs. The second describes the empirical methodology and instruments utilized. The third shows the results of the empirical analysis. Finally, in the last section, the results are discussed, and the conclusions of the research are presented.

3.3 Theoretical Framework

Despite a rise in recent years in literature specialized in SR characterized by a plurality of opinions, variety of approaches, and application in different ambits (financial, academic, technological sectors, amongst others), there is still a need to provide a theoretical framework that facilitates the understanding and orientation of socially responsible practices specific to SMEs (Jamali, Zanhour & Keshishian, 2009; Jenkins, 2004), emphasizing the relationship between society and enterprise through a thorough knowledge of reality and a solid ethical foundation (Dunham, Freeman & Liedtka, 2001; Garriga & Melé, 2004).

The construction of a theory and a generalized model for SR that provides a responsible perspective of the management of MSMEs is still far from being consolidated (Guibert, 2009; Russo & Tencati, 2009; Weltzien & Shankar,

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2011). This restriction has limited the advancement of knowledge, leading to minimally conclusive results in existing research (Salzmann, Ionescu-Somers, & Steger,2005). Therefore, the interpretation of Stakeholders as an alternative approach to the SR-MSMEs link is useful given the close relation between them; in addition to the strategies and structures particular to these enterprises (Herrera, Larrán, Martínez & Martínez,2016; Murillo & Lozano, 2006).

Accordingly, our article bases its approach on the theory of Stakeholders. Even though some authors consider this theory appropriate for large enterprises (Gelbmann, 2010; Key, 1999; Perrini, 2006) by incorporating policies and ambits of SR designed for their interests (Enderle, 2004; Jenkins, 2004) it is also evident in literature how the Stakeholders theory is used to measure SR in MSMEs (Gallardo et al., 2013) with results similar to those achieved in large enterprises (Coppa & Sriramesh, 2013).

Otherwise, to infer homogeneously on the responsible practices of MSMEs toward microenterprises is a recurring trend in some research, and because of that, our investigation segments the analysis of SR by size and economic sector, aiming to identify both common and distinctive patterns in the practice of SR amongst Barranquilla's MSMES. Therefore, in order to explore the scope and relevance of the SR theory and its link with the Stakeholders in local SMEs, the explanatory arguments that justify the presence of Stakeholders and the influence that they can have in the context of smaller companies.

Stakeholders Theory

The Stakeholders theory appeared in the mid-1980s, and ever since, its interpretative amplitude and application of its approach has been a constant in the entrepreneurial and academic ambits. However, the release of Freeman's book (1984) "Strategic Management: A Stakeholder Approach" stands out as the authoritative text that develops the "theoretical – practical" framework for the study and formal development of this theory. In this text, Freeman (1984) defines the Stakeholders as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (p.24); even though in one of its most recent definitions he conceives them

as "those groups who are vital to the survival and success of the corporation" (Freeman, Wicks, & Parmar, 2004).

As for the initial version of entrepreneurial relations with Stakeholders, Freeman proposed to analysis them on three levels: (i) rational, which involves the comprehension and importance of the main Stakeholders and their role in the enterprise's development; (ii) as a process, by establishing the connections that implicitly or explicitly are held with Stakeholders allowing the construction of a generic initial chart with different Stakeholders; and (iii) at a transactional level, referring to the ensemble of frequent transaction with Stakeholders and their competing interests. The convergence and complexity of relations with Stakeholders lead to exploring and developing methods for strategic actions.

On the other hand, the evolution of this concept incorporates new trends and corporative challenges, even though it maintains a consensus with the traditional version (Brenner & Cochran, 1991; Carroll, 1989; Saeidi, Nazari & Emami, 2014.) In the development of the modern theory, Donaldson and Preston (1995) argued in favour of three categories for its analysis: (i) descriptive, which evaluates the interrelations and common interests of the enterprise with its stakeholders and their respective behaviours; (ii) instrumental, which examines the links between the stakeholders and the attainment of corporative goals, vinculating means and ends in their purpose (Jawahar & McLaughlin, 2001), along with cost effectiveness (Margolis & Walsh, 2001); and (iii) normative, which combines the interests of all stakeholders for the benefit of the enterprise on the bases of a principle (Friedman & Miles, 2006).

For their part, Mitchell, Agle and Wood (1997) proposed the theory of identification of Stakeholders, classifying their connection with the enterprise in function of the degree of incidence they have over the entrepreneurial goals. For that end, they put forward three objective criteria to be organized in the hierarchy of a corporation: (i) the Stakeholders' power to influence over the enterprise; (ii) the necessary legitimacy to maintain the relations between the Stakeholders and the enterprise; and (iii) the urgency of the Stakeholders' definite aspirations. The combination of these three

criteria allows for a comprehensive typology of Stakeholders that allows modelling their outlines.

Thus, the grouping of these criteria configures seven categories of Stakeholders: (i) With power and legitimacy, but without urgency; (ii) With legitimacy and urgency, but without power; (iii) With power and urgency, but without legitimacy to achieve their aspirations; (iv) With all three characteristics: power, urgency and legitimacy. Regarding the rest of the Stakeholders who can only offer one distinctive trait (power, legitimacy and urgency), there are: (v) With power, but without legitimacy or urgency; (vi) With legitimacy, but without power nor urgency; and (vii) With urgency, but without power nor legitimacy.

In summary, Mitchell *et al.,* (1997), typify the different classes of Stakeholders as: (i) Dominant, with power and legitimacy, which are part of the dominant coalition and are key to the long term organization; (ii) Dependant, with urgency and legitimacy but with the power to directly assert their aspirations, which makes them dependent on others' power, and prone to forming alliances; (iii) Dangerous, those with urgency and power, but without legitimacy that may become violent and coercive in the search for their pretensions, even though they don't have legitimacy to enforce them. It is in this setting, that Fernández and Bajo (2012) suggest the experiment of topographically lifting the Stakeholder's map to categorize them according to the three characteristics, and to later ascertain the degree of connection and the level of institutionalization of these relations. Finally, knowledge of mutual expectations will allow to decide the positions and the largest possible scenario for interacting with the Stakeholders.

On the other hand, Friedman and Miles (2002) use two criteria to define the relations with an enterprise's Stakeholders. Their typology is based on two distinctions (i) compatible or incompatible in terms of ideas and material interests associated with social structures; and (ii) necessary or contingent, the relations between Stakeholders. The internal relations are necessary in asocial structure or for an ensemble of logically connected ideas. The contingent relations are external or not connected integrally. As a result, four kinds of relations between enterprises and Stakeholders are discerned, giving

rise to a situational logic that encourages a determined course of strategic actions.

In this sense, the logic can be: (i) type A, compatible relations which are necessary when all parts have something to gain from the connection. Its logic consists of protecting said relation as a strategy that safeguards their interests. (ii) type B: institutional provisions which will eventually be compatible. Both parts have the same interest, but there is not a direct relation between them. An opportunist strategy is most logical. (iii) type C: institutional relations which will eventually be incompatible; they only become conflictive when one of the parts tries to set their position above the others. The strategy consists of defending personal interests, inflicting maximum damage to the other part by trying to eliminate or discredit the position or opinion. (iv) type D: necessary incompatible relations happen when the material interests are intrinsically related, but their operations will form the relation whilst being threatened. The situational logic is to concede and compromise.

The previous review of the Stakeholders theory provides the theoretical basis for identifying and describing the influence Stakeholders of the RS in the MSMEs of the city of Barranquilla.

Stakeholders and SR-MSMEs

Some studies point that the link between SR-MSMEs can be better understood under the Stakeholders theory (Jenkins, 2006). For the past few years, it has constituted the dominant approach to study the implementation of SR practices (Jamali & Mirshak, 2007) as the relations between enterprises and their Stakeholders become more intense and integrated (Asgary & Li, 2016). For many MSMEs, these relations condition their existence and survival as agents in the chain of value of large enterprises, which makes the direct or indirect implementation of responsible practices more likely (Lepoutre & Heene, 2006).

In a wider sense, the theory of Stakeholders distinguishes and classifies agents in regard to the homogeneity of the interests involved, either in dimensions (internal and external) or as primary and secondary agents

(Clarkson, 1995). Primary Stakeholders are those that are fundamental to the enterprise in the market, such as: Corporative management or shareholders, employees, clients and suppliers. Secondary Stakeholders involve community, competition, environment and government, with a smaller incidence in the enterprise's activity. In MSMEs some primary Stakeholders have differentiated influence over SR. Employees, clients and suppliers infuse greater sensibility onto owners and directives, even personalizing said relations (Murillo & Lozano, 2006). Likewise, corporate management is usually guided by regulatory compliance on an occupational, environmental and institutional level, encouraging socially responsible codes of conduct.

The local community can also be considered a "primary" Stakeholder, since it can affect the survival of small enterprises that lack the market power of large enterprises (Coppa & Sriramesh, 2012; Lepoutre & Heene, 2006). This condition of economic dependence involves the MSME with the community, favoring a chain of good relations that execute, even unconsciously, socially responsible practices

In regard to secondary Stakeholders, the literature highlights the rise of environmental management, and the practices associated with the reduction of energy and water consumption, and recycling (Blackburn, 2007; Peña & Delgado, 2013; Walker, Redmond, & Goeft, 2007). As for relations with government or the public sector, some studies point to a scarce predisposition from owners and administrators to interact with the government or its agents, as the main cause of MSMEs' reticence toward implementing sustainable practices (Brown & King, 1982; Williamson, Lynch,& Ramsay, 2006).

For the objectives of this article, the interpretation of the Stakeholders theory is tested through its assessment and incidence in Barranquilla's MSMEs, in the form of: (i) employees; (ii) corporate management; (iii) environment; (iv) community; (v) value chain (clients, suppliers and competition) and (vi) government/public sector. The implementation of the Stakeholders theory as an approach to explore the development of responsible practices in MSMEs has been suggested by some studies that highlight its usefulness in smaller enterprises (Campopiano, De Massis, & Cassia, 2012; Nejati, Amran, & Hazlina, 2014). According to the previous statements, the following hypothesis is established: "The perception and execution of RS practices in

the MSMEs of Barranquilla is influenced fundamentally by the internal Stakeholders".

3.4 Methodology

This section outlines the process of data collection, sample determination and evaluation method. The data section describes the structure of the survey and the characteristics of the sample. For its part, the evaluation method considers the exploratory factor analysis technique to determine and quantify RS practices. Each component is described below.

Data

The data used to evaluate the SR practices in Barranquilla's MSMEs was collected through an in-person poll and email. The poll includes information specific to the enterprise and questions related to the perception and enforcement of social responsibility practices. The revision of literature and consultation of SR indicators from different sources (Donaldson & Preston, 1995; Freeman, 1984; Global Reporting Initiative, 2011; Instituto Ethos, 2011; Vives *et al.,* 2005) allowed the investigators to create and adapt the instrument to the studied context. In order to analyse the size of the enterprises, a classification based on its number of employees was used. The poll was aimed at the owner or manager of the micro, small and medium enterprises of Barranquilla, similar to works from other contexts (Amato, Buraschi & Peretti, 2016). The universe of enterprises consisted of 41,964 MSMEs enrolled in the mercantile registry of the Chamber of Commerce of Barranquilla in the year 2015.

With a confidence level of 95% and an estimation error of 3.00%, a sample of 1041 enterprises was obtained. Out of the sample of polled enterprises, 262 questionnaires were discarded due to being incomplete. Therefore, the final number of valid questionnaires was 779, disaggregated in conglomerates by size in micro (469), small (233), and medium enterprises (77) that were distributed in four economic sectors: industry, commerce, services and agriculture. The representativity of the sample of enterprises was calibrated through the establishment of weighting coefficients according to

the defined economic sectors. In order to manage the rate of non-response, replacement enterprises were predetermined.

From the initial questionnaire comprising 83 questions, two were eliminated during the pilot run in response to the recommendations made by some of the directives being polled and the validation of an expert in the matter. The final questionnaire with 81 questions has three sections[5] (see Appendix A). The first section has nine questions which include seven close-ended questions (5 being multiple choice and 3 dichotomic) and two open-ended questions. These questions configure the structure, economic and organizational characteristics of the enterprise. The second section has eleven questions, non- exclusive, and it contains nine close-ended questions of multiple choice and two dichotomic ones which evaluate the perception and enforcement of SR actions. The third sec-tion consists of 61 questions that uses the Likert five point scale(1 – Never to 5 – Always) to measure the execution of socially responsible actions in regards to the Stakeholders: (i) employees(8 questions), (ii) corporate management (7 questions), (iii) environment (10 questions), (iv) community (8 questions), (v) value chain (clients, suppliers and competition) (18 questions), and (vi)government/public sector (10 questions). This type of scale has been widely used in research on SR in MSMEs (Baden, Harwood, &Woodward, 2009). The analysis variables that assess the perception and application of RS practices are specified in Table 3.1

Table 3.1 Evaluation variables of SR practices

Variables	Description	Measurement Scale
Perception of RS	Knowledge that companies have about RS.	Dichotomous and nominal type questions
Application of RS practices.	Execution of responsible actions with different Stakeholders.	Likert scale with items measuring RS actions with, employees, corporate management, environment, community, value chain, and government / public sector

Source: Own elaboration

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[5] Link to the virtual survey: http://bit.ly/2Ddlsfc

3.5 Method

To determine and quantify the SR practices regarding Stakeholders in MSMEs in the city of Barranquilla, an analysis was carried out in two stages. The first stage of descriptive analysis characterizes the enterprises and explores the preliminary perception of corporate social responsibility. In the second, empirical stage an Exploratory Factor Analysis (EFA) is applied to establish the subjacent dimensions in RS attitudes, therefore determining the influence of Stakeholders in the decision of practicing SR.

The Exploratory Factor Analysis (EFA) is a multivariable technique belonging to the family of methods which involve latent variables also called constructs, factors, or variables which can't be observed directly. EFA's main objective is to study the structure of correlation between a group of variables, under the assumption that their association can be explained by one or more latent variables or factors. To determine the dimensionality of this matrix, the variables that integrate a factor must be strongly correlated amongst themselves, but weakly so to the variables that make up other factors (Esbensen, 2009; Johnson & Wichern, 2007). Additionally, the EFA can also be used to reduce a large number of variables. Its mathematical specification is as follows:

$$X_p = \alpha_{p1}F_1 + \alpha_{p2}F_2 + \cdots + \alpha_{pk}F_k + \mu_p \qquad (1)$$

Where $F_1, \dots, F_k$ are common factors $\mu_1, \dots, \mu_p$ single or specific factors (not associated to common factors) y $\alpha_{11}, \dots \alpha_{pk}$ the factor loads. These factor loads reflect the relation between the factors and the variables. It is assumed that μ is independent for each variable, and also independent from factor loads (Afifi, May & Clark, 2012; Mulaik, 2010). It is also assumed that: (i) common factors are not related amongst each other and have a mean of zero and variance of 1; (ii) specific factors are not correlated and have a mean of zero and variance of 1; (iii) common factors are not correlated to specific factors (Mulaik, 2010). Its specification is as follows:

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$$Var(X_i) = \sum_{j=1}^{k} \alpha_{ij}^2 + \psi_i = h_i^2 + \Psi_i \qquad i = 1, 2, \dots p \qquad (2)$$

Where h_i^2 is known as the commonality of the variable (variance of the variable X explained by common factors) and $\Psi 1$ represents specificity (variance not explained by common factors). The theoretical and applied validation of the Explanatory Factor Analysis in empirical literature regarding SR has fomented its implementation in various works. The classification and diminishing of variables subjacent to the data that explain most clearly the vision of SR in different entrepreneurial contexts is highlighted in literature (Deniz & Cabrera, 2005; Quazi & O'Brien, 2000; Turker, 2008). Following this trend in literature, we test the structural validity and application of EFA as an instrument to measure SR-MSMEs in Barranquilla

3.6 Results

The main results are presented in two subsections: (i) those that characterize companies economically and value the perception of RS practice, and (ii) those obtained from the exploratory factor analysis that measures the most influential Stakeholders of RS between the local MSMEs

Characteristics of MSMEs

The data in table 3.2 reveal the presence of enterprises operating mainly in the sectors of commerce and service (more than 60%) following the sectoral trend of the MSMEs universe from the economic juncture bulletin of Barranquilla in the first trimester of 2016, the report of polling results of entrepreneurial performance by ACOPI 2016, and the regional report from

the large MSMEs survey 2015 (Chamber of Commerce of Barranquilla, 2016; Colombian Association of Micro, Small and Medium Enterprises, 2016; National Association of Financial Institutions, 2015). The composition of the enterprises by economic activity is very similar in the different types of enterprise, since more than 50% of micro, small and medium enterprises perform their activity in the sectors of commerce and service. As for the corporative ownership, there is an important concentration of sole owners (44%) and partners (46%).

When disaggregated, the majority of microenterprises possess an ownership structure consisting of a sole owner (59%) with a judicial organization of a natural person (50%), in contrast to small and medium enterprises with an ownership structure of partners in more than 60%. Regarding small enterprises, 50% of them correspond to joint-stock and limited companies, while 52% of medium enterprises are stock and joint-stock companies. This judicial composition is coherent with studies on SR which point to a trend in Colombia of the formalization of a judicial person as the enterprise grows in size (Martínez, Torres, & Vanegas, 2007).

Table 3.2 Organizational characteristics of MSMEs in Barranquilla

| | Type of enterprise by size | | | |
	Micro enterprise	Small enterprise	Medium enterprise	Total
Economic sector				
Commerce	38.10%	20.60%	20.80%	31.10%
Service	27.80%	36.50%	31.20%	30.70%
Industry	22.20%	21.90%	36.40%	23.50%
Agricultural	11.90%	21.00%	11.70%	14.60%
Pearson chi2(6) = 37.5398 Pr = 0.000				
Ownership				
Sole owner	59.50%	27.50%	5.20%	44.40%
Family	6.70%	10.30%	18.20%	8.90%
Foreigner	0.00%	0.40%	1.30%	0.30%
Partnership	33.80%	61.80%	75.30%	46.40%
Pearson chi2(6) = 122.2100 Pr = 0.000				

Source: Own elaboration

Another aspect with the largest relevance to the outline of MSMEs in the city of Barranquilla is the scarce participation in international markets; only 9%

of them reports any sort of commercial relation (exportation) with the world. This data reveals the important challenges that Barranquilla's MSMEs face to strengthen their exportation productive capability, and the possibility to venture into international markets.

Regarding the general perception and implementation of Social Responsibility practices in MSMEs, an appreciation of SR related to employees, environment and Community was primarily observed (see table 3.3). Said added recognition reveals the interest and impact of sustainable development, the importance of talent, and the influence that the community might have on the enterprise's development. However, the "ranking" of answers differs when enterprises are dis-aggregated by size. The variable most associated to SR in medium enterprises is environment (93%), otherwise, in micro and small enterprises the term of employees predominates with 75% and 71%, respectively. These findings are consistent with some research that points to differences in the perception of SR depending on the size of the enterprise (Gulyás, 2009; Vives *et al.,* 2005).

As for the main SR initiatives carried out by MSMEs, these are good work conditions, healthy competition and environmental protection (over 60%). Regarding the perception of the benefits and barriers of SR in MSMEs, the main benefits were: (i) improvement of corporate image and reputation; (ii) strengthening of customer loyalty; and (iii) greater cost effectiveness in the long term. The main barriers that hinder their development were: (i) lack of support from the management or owner(s); (ii) associated costs, and (iii) lack of training and capabilities to develop SR programs (see table 3.3).

Table 3.3 Summary of SR perception of MSMEs in Barranquilla

Perception of SR	
RS Related to: 　1.　Employees (75%) 　2.　Environment (54%) 　3.　Society/Community (68%) Main Benefits: 　1.　Improvement of corporate image and reputation (60%) 　2.　Strengthening of customer loyalty (54%) 　3.　Greater cost effectiveness in the long term (54%)	RS Actions: 　1.　Good work conditions (63%) 　2.　Healthy competition (60%) 　3.　Environmental protection (58%) Main Barriers: 　1.　Lack of support from the management or owner(s) (70%) 　2.　Associated costs (61%) 　3.　Lack of training and capabilities to develop SR programs (54%)

Source: Own elaboration

Exploratory Factor Analysis

The third component of the instrument evaluates the execution of SR practices associated to each Stakeholder in a 60 item Likert scale (1-Never to 5-Always). The first results of the main poll offer a descriptive valuation of the mean and median of the items (Table 3.4) assigning to the categories of government/public sector and value chain (clients, suppliers and competition) the highest incidence of SR practices in MSMEs in Barranquilla. With a mean over 4 Likert points and a median of 5, the practices related to legal or fiscal obligations and fomenting electoral participation, are established as the two most frequent practices for the Stakeholder ¨Government/Public Sector". Despite the fact that legal and administrative obligations intervene as stimulators of SR activities in MSMEs, they also generate doubts over their willingness, as pointed out by Vives *et al.,* (2005).

Likewise, the main practices related to the "Value chain" are demarcated by the coherence in publicity, transparent information about the service/product being offered, and good relations with the competition (Table 3.4). As for the Stakeholder "Employees", the fulfillment of labor obligations is highlighted. In relation to "Community", the most common practices regard the support of the community's entrepreneurial initiatives.

Table 3.4 Descriptive evaluation of main SR practices

Stakeholders	Question	Media	Median
government	It promotes the free and voluntary participation of its workers in the electoral processes.	4.41	5
government	It complies with its legal / fiscal obligations (payment of taxes, etc.) and government-defined standards for its sector.	4.51	5
value chain	Maintains cordial relations and communications with the competition.	4.38	5
value chain	It offers specific, correct and fair information regarding the characteristics and use of the product or use of the service.	4.36	5
value chain	The advertising of the company is consistent with the reality of the product or service it offers.	4.40	5
value chain	Negotiate with suppliers and / or distributors who also work with your competition.	4.13	4
value chain	It provides complete information on the expectations and requirements that your suppliers must meet regarding the product or service provided.	4.07	4
value chain	It develops commercial and advertising strategies framed in the healthy competition and the veracity of the information.	4.14	4
employees	It guarantees and fulfills its labor obligations and commitments established with the workers.	3.96	4
community	It promotes or supports business initiatives in the community where it operates.	3.09	4

Source: Own elaboration

As it has been indicated in some studies, the implementation of responsible practices associated with the legal compliance of the company with the government or public sector, at the labor and environmental level, raises doubts about the voluntary and integral spirit of SR. For this reason, the average of means for the survey data is calculated in order to identify the average pattern of each Stakeholder (see table 3.5). Although the overall score of all Stakeholders in the Likert ordinal scale is intermediate, the value chain (csc) is maintained as the driver of the SR. However, "government / public sector" does not act as an ally to the development of RS. In particular, there are three Stakeholders who favor the execution of responsible practices: "corporate management", "community", "clients, suppliers and competition-csc". In contrast: "employees", "environment", "government / public sector" have lags in the application of SR shares. These descriptive results are tested using the AFE.

Table 3.5 Average mean of questions about SR regarding Stakeholders

Employees	Corporate management	Environment	Community	Value chain	Government
2.87	3.20	2.86	3.04	3.48	2.58

Source: Own elaboration

The viability and reliability of results from an EFA are more optimal with a big sample, there being different rules and methods to evaluate the adequate size for the sample. Tabachnick and Fidel (2001) suggest that at least 300 cases are required for EFA. For their part, Comrey (1973) suggests different levels of adequation of the sample: 100 cases are a poor sample, 200 is an acceptable sample, 300 is good, 500 is very good and over 1000 cases it's excellent. Statistically, the Kaiser-Meyer-Okin (KMO) test represents the proportion of the variable correlation table and of the partial correlation table, and it measures whether the sample is large enough to extract the factors in a reliable manner. The variables in the database have a KMO of 0.97, which according to KMO criteria, is excellent. Another requisite to perform a factor analysis is centered on the type of data contained in the variables, which must be measured in an interval. In the particular case of the database used in this study, the objective variables are placed on the Likert scale, which is assumed to be on an interval scale (Ratray & Jones, 2007) even if the scores are discrete.

On the other hand, there are two fundamental aspects with regards to the correlation matrix: the variables must be inter-correlations, but they should not be too correlated (extreme multicollinearity), given that they would cause difficulties in the determination of the individual contribution of each variable to a factor. For that end, the correlations between different variables have been calculated and Bartlett's sphericity test has been carried out resulting significant for the set of variables; therefore, no item is excluded from the factorial analysis.

In this way, the AFE was used to create a factor structure among the RS attributes. For the analysis, the main factor method was used as the factor extraction method, due to the non-normal nature of the Likert scale. One of the fundamental aspects of a good factorial model is the adequate choice of

the number of factors, since the overestimation or underestimation of the number of factors retained may lead to substantial errors that would alter the solution and interpretation in the results of the AFE (Hayton, Allen & Scarpello, 2004).

This work uses four criteria for the determination of the number of factors, compared to other works that use a smaller number of criteria (Deniz & Cabrera, 2005; Turker, 2008). The criteria used are Keizer's own value rule, Cattell's test, the partial minimum average (MAP) and the data comparison technique by Ruscio and Roche (2012). The application of these criteria and the consideration of the literature that recognizes in the overestimation less damage with respect to the underestimation in the number of factors (Beavers *et al*., 2013) allowed to extract 6 factors that explain 93% of the total variance (see table 3.6).

Table 3.6 Summary factor retention tests

Extraction technique	Number of factors
Rule of self-worth	6
Cattell Test	6
MAP Criteria	6
Data Comparison	5

Source: Own elaboration

To simplify and clarify the structure of the analysis, the oblique rotation method is used, based on the assumption that the factors may be correlated. Once the load of the 60 variables in the different factors were examined, those with weights greater than 0.5 were extracted, resulting in a factorial structure of 37 variables (items) and six different factors with their own values greater than 1.0 that capture 96.62% of the variance of the 37 items. Table 3.7 shows the new configuration of AF retained variables is classified into six factors called: Factor 1 "Good internal practices" which includes legal and extralegal actions in favor of employees, as well as good governance practices at internal, environmental and community levels. Factor 2 "Good practices suppliers" includes those actions focused on the use of environmental and labor criteria for the selection of suppliers. Factor 3 "Good community

practices" groups those practices aimed at improving the community where it operates. Factor 4 "Good Governance Practices" focuses on joint actions with the government for the realization of social and civic initiatives. Factor 5 "Good business practices" brings together those advertising strategies that highlight consistent and correct information in advertising programs. Factor 6 "Economic relations with the government" adopts those actions concerning the participation of calls for public contracting and economic relations with local and /or national government

Table 3.7 Factor structure of SR variables and factors

Variables	Stakeholders	Factors
17	6 items employed, 5 corporate management, 2 environment, 2 community and 2 value chain	1. Good Internal Practices
4	4 items value chain	2. Good practices suppliers
3	3 items community	3. Good community practices
3	3 ítems government.	4. Good governance practices
7	7 items value chain	5. Good business practices
3	3 ítems government.	6. Government economic relations

Source: Own elaboration

Finally, the factor composition was complemented with an ungrouped analysis to identify the distinctive influence of the Stakeholders. For this, the variables common to each Stakeholder were organized, given their factorial loads, and the respective means were calculated. A mean of ≥ 0.70 was set as the influent value of SR (see table 3.8). Thus, the results of the scale based on the factorial analysis present two changes on the drivers of SR in relation to the descriptive results identified in table 3.5. In particular, "employees", "environment", "community", stand out as the Stakeholders of greater explanatory contribution of the execution of responsible practices of the MSMEs of Barranquilla. For their part, "corporate management", "value chain", "government/public sector" are less influential. The new

configuration of variables and factors as a function of factorial weights explains the variation of results between the two tables, given the restriction of the influent value of SR (≥0.70) and the elimination of weakly related variables in the descriptive evaluation. In both analyzes, the Stakeholders "community" prevails as the driver of SR, while "government" maintains a passive condition.

Table 3.8 Load average, factorial of variables

Employees	Corporate management	Environment	Community	Value chain	Government
0.78	0.64	0.77	0.70	0.61	0.58

Source: Own elaboration

In general terms, micro, small and medium-sized companies in the city of Barranquilla emphasize their Corporate Social Responsibility in strategies aimed at the well-being of employees, care and preservation of the environment, and actions aimed at good understanding with the community. There are few initiatives aimed at corporate management, value chain and government/public sector. Greater culture and training around the responsible practices of micro and small enterprises in Barranquilla would contribute to generate an environment conducive to raising the social awareness of these organizations.

3.7 Discussion

This paper investigates the empirical relationship of the SR with the MSMEs of the city of Barranquilla, based on the actions carried out and the influence of the Stakeholders. The results suggest that certain practices associated with certain Stakeholders act as drivers of SR in the local MSMEs. In this sense, the first question of the investigation has to do with the economic characterization that identifies the local MSMEs. As evidenced by the data obtained from the fieldwork, there is a greater presence in economic sectors of commerce and services; proprietary concentration in few owners; under export performance and an average age of 13.4 years. The largest single owner and family owner presence in microenterprises (66%) and companies in SMEs (55%), coupled with the age of the companies (6 micro and 17-

years-old SMEs) as well as the smaller exporting vocation of microenterprises, seems to influence the heterogeneity of the knowledge and expansion of SR among the MSMEs of Barranquilla. The smaller participation of microenterprises in international markets with respect to SMEs, mainly determines the learning and execution of responsible practices already standardized in other contexts that demand in the supply chain the compliance with sanitary, environmental, labor standards and other actions close to SR.

The second question of the investigation was to identify the degree of knowledge and implementation of responsible practices that MSMEs experience. In this sense, the results show a greater knowledge of SR in SMEs with ownership structure of companies (89%) compared to microenterprises with single or family power (68%); Highlighting in the separation of ownership and control at the corporate level a way to favor the recognition and development of socially responsible practices in the SME, as evidenced by the work of Herrera *et al.,* (2016). There is also a positive relationship in SMEs, between seniority and understanding of the RS (87%), expressing in the time an important factor for their understanding, which suggests that SR is developed over time and is assimilated and Experienced by company directives as a strategy to promote and integrate SR policies in the management of the company.

It seems that owners and managers of MSMEs are aware of the potential of some responsible actions and the general perception reveals the interest in deepening their participation. The vision of the improvement in the corporate image and profitability in the long term with 60% and 54% respectively; As well as the recognition of the importance of performing SR actions (51%) support our appreciation. In the same way, the implication is larger as the size of the company increases in line with the literature (Baumann, Wickert, Spence & Scherer, 2013; Niehm, Swinney & Miller, 2008) which indicates the development and execution of SR shares according to business size.

The third question of the investigation explores the most influential Stakeholders in the execution of responsible actions of MSMEs. Following the methodology of other papers (Quazi & O'Brien, 2000; Russo & Tencati, 2009; Turker, 2008) the AFE was applied to determine the factorial structure

underlying the set of variables that evaluate SR actions and group them according to patterns that empirically explain the execution of responsible practices. It is found in employees, environment and community, the most influential Stakeholders of the SR in the MSMEs of Barranquilla; thus, refuting the initial hypothesis, since it is the external Stakeholders that show a greater presence in the SR activities of the local MSMEs. These results are congruent with those obtained by Murillo and Lozano (2006), which show in the smaller companies a greater commitment by the community and those of Herrera *et al.,* (2016) that indicate in the environment the execution of several socially responsible actions. Likewise, we can observe in the size of the companies some Stakeholders with differentiated influences of the SR. In addition, the role of the community in the MSMEs as an important factor in the SR, in line with the findings of Coppaand and Sriramesh (2013) and its proposal to address it as an "internal" Stakeholder, given the commercial and cultural link next.

On the other hand, in the breakdown of companies by size, the presence of corporate management, community and value chain as the main Stakeholders in the microenterprise segment that drive the development of responsible practices. The important presence of economic sectors of commerce (38.9%) and services (28.36%), coupled with the large concentration of ownership of a single owner (59.28%) may be demarcating the distinctive actions of RS practices in microenterprises, and the economic priority of owners to survive in the market. SMEs, on the other hand, have better indicators for the rest of Stakeholders, except for "government/public sector". In particular, "government/public sector" does not seem to be a good driver of SR practices in local SMEs. In general, it is observed in the MSMEs of Barranquilla the presence of specific actions or activities of SR little integrated or related to formal SR strategies and influenced to a greater or lesser extent by certain Stakeholders. These findings are consistent with other papers (Jenkins, 2004; Perrini, 2006; Raynard & Forstater, 2002; Roberts, Lawson, & Nicholls, 2006) that point out in SMEs the execution of responsible informal actions associated with SR practices intuitively.

With regard to theory and types of Stakeholders, local MSMEs seem to emphasize their relations mainly at the contingent level (Friedman & Miles, 2002), transactional (Freeman, 1984), instrumental (Donaldson & Preston,

1995) and in the internal-external dimensions (Mitchell et al., 1997). The frequent operations, cultural and contextual aspects of MSMEs with their community; business to business orientation; the concern to survive and try to maximize the benefits, as well as the related relations with different Stakeholders, configure the nature and approach of SR practices linked to this type of agents. However, the recognition of voluntarily establishing codes or manuals of good behavior in these companies (97%), contrasts with perceived barriers to their development. In fact, the lack of owner support and corporate management (70%) associated costs (61%) and the lack of training to develop SR pro-grams (54%), constitute the main obstacles to be revolved. These findings reveal that the establishment of SR programs in MSMEs requires strategic alliances with other agents, such as the government, large companies, academic institutions, etc., to strategically promote and support responsible initiatives in MSMEs. Addition-ally, it is observed that managers of micro and small enterprises are less likely to establish programs and execute SR actions compared to medium-sized enterprises that report greater interest in under-taking and executing such a program. These results may explain the narrow view on social responsibility experienced by micro and small enterprises.

In addition to the results and contributions of the present study, the limitations are noted. The first is related to the subjective perceptions of the respondents and the impossibility of establishing the existence of response bias, mainly in microenterprises. The second limitation has to do with the absence of sufficient and reliable secondary data, which justified the collection of primary data. The third limitation is the lack of financial information in the sur-vey that will evaluate the execution of SR programs in relation to the investment made. Therefore, it is recommended to carry outstudies that empirically evaluate the economic investment that MSMEs have to undertake SR programs. Finally, with the application of the AFE to the MSMEs, a large part of environmental actions (80%) was excluded, which is anomalous. The explanation for this phenomenon can be found in the large volume of responses of micro-enterprises that differ significantly from small and medium-sized enterprises. Specifically, the AFE reveals in micro-enterprises a weak presence of environmental actions in their productive and business processes. This lack of concern for the environment is consistent with previous studies indicating resistance and skepticism of

environmental actions in microenterprises (Gadenne, Kennedy,& McKeiver, 2009; Revell & Rutherfoord, 2003), in contrast to some studies that find a favorable link between the SME and the environment (Gallardo & Sánchez, 2014; León *et al.,* 2015).

In summary, the presented results offer some ideas that contribute to the knowledge of the SR-MSMEs relationship in developing countries, providing new empirical evidence on SR actions in smaller companies, and that in any case should be interpreted with caution. In particular, the micro, small and medium enterprises of the city Barranquilla experience a certain level of familiarity with the practices and awareness of the SR; especially in actions related to employees, environment and community; and to a lesser extent, corporate management, value chain and government/public sector. However, there is a weak perception and unwillingness among owners and managers to undertake integrated social responsibility programs (64%), as well as the formalization of those actions underlying the operational function of the company with an impact on responsible practices. Similarly, issues such as the lack of training and skills to develop SR programs stand as barriers to adopting formal social responsibility measures.

3.8 Conclusions

This study has explored the trends of productivity and environmental costs over time. The methodology uses output as an indicator of productivity and expenditures on energy, pesticides and fertilisers as proxy indicators of environmental costs. On the one hand, the overuse of these three inputs is proved to threaten environmental sustainability of farms. On the other hand, it is usually argued that this increase is for the benefit of economic sustainability. However, the law of diminishing marginal returns claims that an additional unit of input keeping constant the other inputs might even cause negative marginal product in the long term. This law is particularly appropriate for agriculture given that the earth´s amount of land is constant, while fertile soil is diminishing. Addressing economic and ecological sustainability of agriculture requires paying attention to increasing environmental costs required to achieve a hypothetically increasing productivity.

We used a sample of farms across European regions over the years 1989-2009 considering different measures of time. We find that regions under study have a negative trend of productivity and a positive trend of environmental costs in the years under study. Furthermore, the study reveals that the attainment of additional units of output requires a sustained additional expenditure on environmental costs. Alternative estimations to check for the robustness of the results provide with consistent empirical evidence for these findings. These results correlate negatively with both, economic and environmental sustainability of farms.

The results of this study are relevant for farmers, policy makers and researchers alike. This analysis shows that unsustainable practices are not only linked with environmental degradation, but also with decreasing productivity and increasing environmental costs in the long term. This is particularly important if we take into account that accounting information hides many environmental impacts valued at zero.

Paying attention to these two indicators could help to achieve a shift not only in production patterns, but also in consumption habits and in a social awareness of the value of natural resources. These factors are essential in the fight against environmental impact of food production. This study is based on a farm accounting database across European regions over the 1989-2009 period. Future research should focus on other regions and/or periods of time. A limitation of this research is that the used database is mostly representative of intensive farms. It would be interesting for future research to model the difference in the trends of productivity and environmental costs between organic and intensive farming. Additionally, this paper only considers the monetary value of energy, pesticides and fertilisers added at the production stage. Future studies should include expenditures of other indirect energy consumption due to the production and transport of agricultural inputs such as purchased seeds, packaging, oils and lubricants. Additionally, the availability of measurement in physical units of yields and environmental costs could retrieve insightful and complementary results.

3.9 References

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Chapter 4. Social responsibility and corporate image of MSMEs: perceptions of owners and managers

Social responsibility and corporate image of MSMEs: perceptions of owners and managers

4.1 Abstract

This paper aims to develop a new scale to measure the perception by owners and/or managers of corporate social responsibility activities and the effect of this perception on the corporate image of micro, small and medium enterprises in the Caribbean region of Colombia. With the theory of sustainable development as a frame of reference, a multidimensional scale is developed and validated to measure the managerial perception of corporate social responsibility and to explore, through structural equations, the causal relationship with the corporate image. A sample of 3069 owners and/or managers of small businesses participated in this study. This study revealed that the managerial perception of corporate social responsibility in small companies can be measured using a multidimensional scale. The findings confirmed the empirical validation of three different dimensions to measure social responsibility and their relationship with the corporate image. The results highlighted the economic dimension as the most influential domain of social responsibility as opposed to the environmental dimension which was less relevant. In addition, the study found that the positive perception of social responsibility acts as a key mediator for the corporate image. In addition to contributing to the empirical literature of social responsibility in developing countries, this study empirically tests the multidimensional approach of social responsibility in small businesses through the development of a scale that evaluates managerial perception of social responsibility and the influence this has on the corporate image

4.2 Introduction

Research on corporate social responsibility (CSR) has been consolidated over the last decade in both the business sector and in academia. Aguinis and Glavas (2012), after conducting a literature review on CSR, find more than 180 articles on CSR in top-level management journals. Serenko and Bontis (2009) identify the existence of 20 specialized journals on CSR. This broadening in the study of CSR enables exploration of its specificities in

diverse business areas and contexts. Of particular interest is the study of CSR in Micro, Small and Medium Enterprises (MSMEs), which has received growing attention in the literature over recent years (Herrera et al., 2015; Ma, 2012). This attention has been focused on mainly developed countries (Pham, 2011; Jain et al., 2012) since developing countries have failed to carry out a more thorough exploration of the subject (Burton & Goldsby, 2007; Jamali & Mirshak, 2007; Morsing & Perrini, 2009; Joyner, Payne and Raiborn 2002), a fact which is hardly surprising in light of recent research on the ethical practices of large companies in developing countries (Yin & Zhang, 2012).

In addition, some researchers point out the following as explanatory factors for the scarcity of CSR research in developing countries: geopolitical issues (Khan & Lund-Thomsen 2011), sociocultural issues (Worthington et al. 2006), institutional gaps (Newell, 2005; Appiah & Abass 2014; Jamali & Karam, 2016), governance problems (Wiig & Kolstad, 2010), low levels of economic development (Baughn et al., 2007), and reluctance to adopt the CSR model of developed countries (Gugler & Shi, 2009). Lund-Thomsen, Lindgreen & Vanhamme (2016) confirm that the lack of CSR institutionalization occurs as a result of socially irresponsible behaviour in developing countries.

Furthermore, the scarcity of CSR literature in developing countries is compounded by a superficial understanding of the theory itself. The few studies carried out in the context of the MSMEs show a knowledge gap in CSR. This is complemented by findings from the literature that reveal: i) insufficient research and discussion of CSR in the MSMEs (Russo & Tencati, 2009), ii) corporate guidance on a large scale in CSR literature (Chrisman & Archer, 1984), iii) limited resources or absence of influences to adequately address social problems (Spencer & Heinze, 1973), iv) tendency to take a reactive stand with respect to CSR (Van Auken & Ireland, 1982).

This research tries to move towards a better understanding of the CSR status of developing countries based on a study of CSR perception in managers of MSMEs. For this purpose, a scale is proposed that measures the perception of the manager on social responsibility (MPCSR) and the impact on the corporate image (CI) in the MSMEs of the Caribbean Region of Colombia

(CCR). It is clear that the positive perception of a socially responsible company can favour its corporate image (Arendt & Brettel, 2010), positioning (Gupta & Pirsch, 2008) and its worth as a business (Hur & Kim, 2017). However, very little is known about the CSR-CI relationship in MSMEs in developing countries and, since MSME managers have a significant influence on business decisions, it is important to know how managers perceive CSR and its causal relationship with CI. Therefore, a measurement instrument focused on the perception of the manager could help in reaching a clearer idea of CSR, despite authors pointing to CSR as a complex and difficult construction to measure (McWilliams, Siegel & Wright, 2006; Öberseder et al., 2014). Also, an analysis focused on CSR management perception would facilitate academic research aimed at exploring the relationship between CSR and CI, aided by the instrument conceptualized and validated in this research.

Therefore, the main objective of this research is to develop and validate a scale to measure the manager's perception of CSR, adopting a multidimensional perspective of CSR measurement (Decker, 2004; Fatma, 2016) based on the causal relationships with the economic, social, and environmental domains and their impact on the corporate image. The research hypothesis is that there is a significant relationship between CSR and CI of MSMEs. This reflects current literature which points to a positive influence of CSR actions on the corporate reputation of small businesses (Gallardo et al., 2013). To test this hypothesis, a two-stage SEM procedure is used. First, the measurement model is used to check the validity and reliability of the scale (exploratory and confirmatory factorial analysis), and then a structural model explores the explanatory relationships between CSR and CI.

By developing a scale and exploring CSR perceptions of MSMEs in Colombia, this paper adds to much needed literature on research of CSR issues in MSMEs in developing countries (Ma, 2012). First, it contributes to the understanding of how managers perceive CSR and the interaction with the corporate image of MSMEs of the CCR, given the lack of studies carried out in this area. Second, a valid and reliable multidimensional scale is provided to measure CSR in MSMEs from a general perspective and also from three empirically distinguishable dimensions (economic, social and

environmental). Third, the study helps facilitate academic and business research interested in exploring the relationship between CSR and CI in smaller companies.

This paper is organized into the following sections. The first section deals with the literature on both the influential variables of CSR, using the theory of sustainable development as a frame of reference, and the relationship with the corporate image. The second section describes the process of developing the scale and validating the model using structural equations (SEM). The results are described and discussed in the third section. Finally, the conclusions, limitations and implications of the study are presented

4.3 Literature review

In the context of MSMEs, some CSR projects have incorporated approaches and theories developed for large companies, such as Stakeholder theory. This theory and its application in MSMEs have gained acceptance among researchers in the area of CSR where the close relationships of MSMEs with different agents of their environment (community, clients, employees, etc.) makes Stakeholder theory ideal for its analysis and further study (Gupta, 2012). However, some authors consider this theory inappropriate for understanding CSR in MSMEs (Lepoutre & Heene, 2006), leading to the search for alternative approaches such as the notion of social capital (Russo & Perini, 2010; Ortiz Avram & Kuhne, 2008), the multidimensional approach (Decker, 2004; García, et al., 2005; Maignan, 2001) and the theory of sustainable development (Banerjee, 2008).

In general, studies that use different theories or approaches to explain CSR initiatives in the MSMEs incorporate different explanatory dimensions of the CSR. Interrelated, these form a multidimensional approach. This paper adopts the same approach, coupled with the theory of sustainable development (SD), to explore CSR and its causal relationship with the economic, social, and environmental dimensions as well as its possible influence on the corporate image of the MSMEs. Since the relationship between CSR and the corporate image has been theoretically established in the literature (Bhattacharya & Sen, 2004; Cochran, 2007; Polonsky & Jevons,

2006) and empirically contrasted (Brown & Dacin, 1997; Fombrun & Shanley, 1990; Mohr & Webb, 2005), it seems logical that this relationship should also be contrasted from the perspective of SD in MSMEs in developing countries.

Sustainable development

With growing concern among society about social and environmental problems, there has been a generalized call for companies to achieve business growth through sustainable development, that is, to incorporate social equity, economic efficiency and environmental performance in the operations of the company. Companies are expected to combine their commercial activities with a business strategy that takes into account the social sustainability of business practices. The theory of sustainable development is understood as a broad concept that introduces a set of normative issues related to the role of companies in society and the environment (Hart, 1995; Sharma & Ruud, 2003). In fact, the SD of a business symbolizes the degree to which companies adopt social, economic and environmental development in various operating scenarios. These scenarios could include social development through corporate social responsibility, economic development through the creation of business value and the development of the environment through cooperation and environmental management (Bansal, 2005; Sharma, 2000). From this perspective and given that the genesis of SD is aligned with the concept of CSR, these principles are used to explore CSR in the MSMEs of Colombia.

Economic dimension

According to Carroll (1991), the perspective of economic responsibility is founded on the historical view of the company as an economic unit that provides goods and services to society in exchange for an economic benefit. Thus, economic profitability is a prerequisite for the survival of the company (Steurer et al., 2005) and the establishment of other dimensions or levels of responsibility (McWilliams & Siegel, 2001). In fact, companies from an economic point of view and regardless of size share a common mission: the generation of profits, profit maximization and added value for the shareholder (Friedman, 1970). It is the manager´s responsibility to safeguard

the profits of the shareholders (Ducker, 1984), improve the share value and make the company profitable in the long term (Porter, 1985). However, these responsibilities have been questioned, with the view that companies should consider the implications of their actions in all areas, even if such considerations reduce the wealth of shareholders (Kitzmueller & Shimshack, 2012). In addition, the literature points to the economic sphere as being the most important driver of CSR integration in business strategy (Lepoutre & Heene, 2006).

In fact, the mission and general purpose of a company has undergone various transformations over time as a result of economic, socio-political and environmental changes, which affect the majority of organizations (Martínez, Fuentes & Delgado, 2015; Werther & Chandler, 2010). This has led to the incorporation of additional attributes to meet the demands and expectations of the stakeholders. In fact, the Stakeholder theory suggests a positive relationship between CSR and economic results, since meeting the demands of the Stakeholder develops a good reputation for the company and increases its financial results (Freeman, 1984).

In the specific case of MSMEs and their need to survive and to keep up with the market, economic viability is crucial and, consequently, economic responsibilities tend to take precedence over any other obligation or social responsibility. However, recent MSME research offers evidence in favour of CSR as a decisive strategy not just for survival (Wilson, 1980) but also to achieve economic success and positive financial results in the medium and long term (Baumgartner & Ebner, 2010; Castejón & López, 2016) as well as an adequate corporate image and reputation (Blowfield & Murray, 2014). Environmental dimension

Along with the economic and social dimension, the environmental dimension is of great importance in the commercial operations of a company, especially as the environmental concerns of society and, in particular, of consumers are influencing the consumption and differentiating positioning of products and companies. MSMEs need to improve their environmental awareness in light of the fact that they are responsible for approximately 60% of all carbon dioxide emissions (Parker et al, 2009) and 70% of industrial pollution worldwide (Hillary, 2004). In Colombia, the impact of environmental

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pollution of MSMEs points to the transport sector as the main cause of air pollution, producing 61% of the total emissions of carbon monoxide, nitrogen oxides and volatile organic compounds. It is crucial that Colombian MSMEs address their environmental approach to water management and dumping; energy management; the management of solid waste; the management of atmospheric pollution; noise control, and the requirement for environmental certification systems (Van Hoof, 2003)

This situation seems to confirm the arguments found in relevant literature that point to a gap between the good environmental intentions of MSMEs (Schaper, 2002; Gadenne et al, 2009) and a genuine commitment to implementing environmental activities and sustainable commercial practices (Rutherford et al., 2000). Likewise, the lack of interest of MSMEs in managing environmental plans seems to be generalized, since they consider their impact on the environment to be minimal (Rowe & Hollingsworth, 1996; Lee, 2000). This is in contrast to the literature, which points to a correlation between the environmental commitment of the MSMEs and the operational efficiency of the organization (Naffziger et al., 2003), their competitive advantage (Friedman & Friedman, 2009) and their company image (Heikkurinen, 2010). Furthermore, the literature recommends evaluating the environmental performance of small businesses based on a measurement adjusted to their context instead of using universal environmental management tools and programs (Jenkins, 2006).

Social dimension

The social dimension takes into account the impact of business decisions on the community and its workers and society in general. Although not a totally new concept to them, companies have evolved their understanding and application of social actions over time (Enquist, et al., 2006). The development of businesses with a social agenda has received a great deal of attention in research and practice (Sharma & Ruud, 2003). In fact, one of the main topics of interest for the academic and business world is how to interpret the interrelations of the company with the social environment, mainly in regions of poverty and social inequality.

Likewise, the literature highlights how social efforts help add value to a company (Waddock & Graves, 1997; De la Cuesta, 2004; Fernández-Gago & Martínez-Campillo, 2008; Surroca et al., 2010) in contrast to arguments that indicate the reverse. Friedman (1970) considers that companies should not assume any kind of social responsibility, given an incompatibility with the classic principle of profit maximization. However, in companies of smaller dimension, social participation can be explained by the close relationship and culture of coexistence that is maintained with its stakeholders, namely the community. In fact, the role of the manager in participation of the business and its contribution to social causes is an important measure of connection with the community. At the same time, it promotes a better perception of the corporate image (Aguilera & Jackson, 2003) and increases employee motivation (Spence & Schmidpeter, 2003). Contributions and support to community initiatives are significant in developing countries (Muthuri, et al., 2009) with a greater presence of MSMEs in CSR actions aimed at employees and community (Roche, 2002)

CSR and Corporate Image

The implementation of CSR actions indicates that a company is interested in the welfare of society and environmental protection. Therefore, having a developed CSR builds a better corporate image than for companies that do not carry out social activities (Hsu, 2012). The presence of CSR practices reflects a recognised corporate image and reputation (Blowfield & Murray, 2014; Martínez et al., 2015). In fact, because stakeholders often judge brands and companies by their social content and can influence business reputation, many companies use CSR as a tool to build and establish a positive image. The effects of a good image can have a positive effect on the following areas: economic results (Surroca et al., 2010), attraction of investors and financial analysts (Kotler & Lee 2005), productivity (Santos, 2011), risk reduction and increase in corporate reputation (Fernández, 2009), market competitiveness (Porter & Van Der Linde, 1998; Gardberg & Fombrun, 2006) and greater long-term financial performance (Beal, 2013; Virvilaite & Daubaraite, 2015). So, the positive impact of CSR can be seen in all areas of modern business.

However, although there is a large body of literature that supports the notion that CSR has a direct and positive effect on CI (Arendt & Brettel, 2010; Gupta

& Pirsch 2008; Polonsky & Jevons, 2006; Webb & Mohr, 1998), a lack of information on the causality between CSR and CI has also been identified (Maruf, 2013). Some empirical studies have revealed that CSR is not the most important element for the development of a corporate image (Virvilaite & Daubaraite, 2011). Despite this train of thought, authors such as Robertson and Gatignon (1986) point out that a good corporate image facilitates recognition by consumers and influences the purchase of products or services offered by a certain company, reducing customer uncertainty at the moment of making a purchase. Likewise, Maruf (2013) compiles theoretical and empirical information that highlights the positive impact of CSR on the corporate image. Lai et al (2010) provide evidence that CSR perceived by the client has a significantly positive effect on the image of the company. Branco and Rodríguez (2006) also confirm that CSR activities lead to a positive improvement in the company image held by the majority of stakeholders. Therefore, companies that assume a socially responsible attitude that exceeds strict compliance with legal norms can build trust and improve their reputation as well as their competitive position in the market (Orlitzky & Benjamin, 2001; Johnson et al., 2016; Porter & Kramer, 2006). In effect, a better corporate image is an extrinsic motivation for corporations to get involved in more CSR activities (Fombrun et al, 2000).

Measuring CSR

In empirical research on CSR, the literature discusses different estimation methods that have been used to assess its impact on business, such as: forced choice survey instruments (Aupperle, et al., 1985; Quazi & O'brien, 2000); content analysis (Wolfe, 1991); case study methodologies (Clarkson, 1995); indexes or scales of reputation (McGuire, Sundgren & Schneeweis, 1988); and scaling design or generalized choice (Maignan & Ferrell, 2000). This literature has contributed to the empirical development of CSR at an academic and business level. However, more research is required to quantify CSR for other business levels or geographical contexts, such as for MSMEs from developing countries. This paper proposes a measurement scale that evaluates the managerial perception of CSR initiatives of MSMEs in the Caribbean Region of Colombia based on the economic, social and environmental dimensions of sustainable development, in line with the literature that emphasizes the need for a CSR measurement scale based on

SD (Herrera et al., 2016). The CI dimension is also included in order to explore its relationship with CSR, thus incorporating a multidimensional approach to the research.

Empirical studies of CSR have also involved development of scales of different stakeholders. Valuable contributions to the empirical literature include proposals for measurement scales for consumers (Obsteser, et al., 2014; Fatma & Rahman, 2016), employees (Galvas & Kelley, 2014; Jones, 2010), and environment (Nejati, et al., 2014; Battisti & Perry, 2011). Likewise, scales have been developed that measure the effects of CSR on different variables that reflect the multidimensionality and importance of CSR in business research, such as financial performance (Jain et al., 2014; Zainab, et al., 2018), corporate image (Fraj, et al., 2012) and supply chains (Lee, 2017). However, most scales are based on the perception of external stakeholders. In addition, CSR measurement remains problematic (Turker, 2009) especially in developing countries (Fassin, 2008; Blombäck & Wigren, 2009) where empirical studies are very limited (Jenkins, 2006).

With the above in mind, we develop a measurement scale for managers of MSMEs, in which it is common to find most of them actually managed by the owners. This profile is ideal for our research since MSME managers are very driven by values, motivations and psychological characteristics and these qualities tend to influence the adoption of responsible business practices (Pérez-Sánchez et al, 2003; Murillo & Lozano, 2006). In addition, some studies highlight the influence of the owner-manager in the execution of CSR actions (Burton & Goldsby, 2009) and the different relationship they have with the Stakeholders, depending on the stakeholders and type of industry (Decker, 2004; Fatma & Rahman, 2016). Therefore, a specific instrument is required to measure, from the managerial perspective of the MSMEs, the configuration of the Stakeholders with respect to CSR and the effects on corporate image (CI).

4.4 Development of the scale

The process of developing the scale involves a series of stages. First, the items are generated based on literature, reports and CSR scales. Next, the validity of content and consistency of the instrument is assessed with the help

of experts and managers. Subsequently, the psychometric properties of the measurement scale are evaluated through an exploratory and confirmatory factor analysis. Finally, SEM is performed to explore the causal relationship between CSR and CI. Figure 4.1 shows the model with a second-order latent variable (CSR) of a reflexive nature and four latent variables of the first order: economy (Eco), environment (Env), social (Soc), and corporate image (CI). The constructs considered (CSR and CI) are analysed together in the measurement model.

Figure 9.1 Measurement model
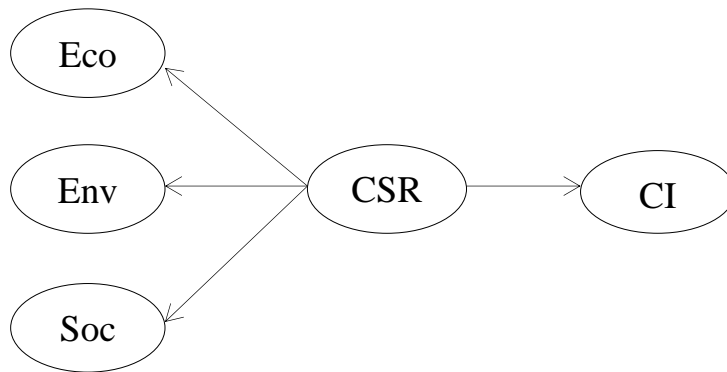
Generation of items

Based on the recommendations for developing scales (Churchill, 1979; DeVellis, 1991; Bearden, et al., 2011), a set of elements is created to measure the managerial perception of CSR and the corporate image of MSMEs. Table 4.1 provides a summary of the construction and development procedure of the scale. The literature review (Fatma et al, 2016; Obstecer et al, 2014), business reports (Ethos Indicators, 2016; IARSE, 2008; CEMFI, 2015) and measurement scales of CSR (Chow & Chen, 2012; Turker, 2009; Sangle, 2010) were informative in helping to select the items of the multidimensional scale of CSR and CI. The exploration of these sources produced a questionnaire of 63 items. Six CRS experts and 10 managers evaluated the content and consistency of the instrument following these criteria: (i) ambiguity; (ii) related to more than one factor; (iii) implicit assumptions; (iv)double argument (Shimp & Sharma, 1987), and (v) context appropriate. The evaluators recommended discarding 23 items by identifying them as ambiguous, with identical and inappropriate meanings in the context of the

local MSMEs. The set of 40 items was sent to 30 managers from different economic sectors to assess the clarity and relevance of each item. This evaluation led to the elimination and reformulation of several items, leaving the final instrument with 25 items.

The valuation of the items is measured with a Likert scale of five points, (1 = Never, 2 = Almost never, 3 = Sometimes, 4 = Almost always, 5 = Always) that includes a mandatory midpoint, since the answer neutral (3 = Sometimes) is a valid answer for some elements (Netemeyer, et al., 1996) and allows variables to be evaluated that are not directly observable or where it is not possible to assign a direct quantification (Churchill & Iacobucci, 2002).

The database of MSMEs registered in the Chamber of Commerce of the eight capital cities in the Caribbean Region of Colombia was used to make contact with businesses. The final sample was obtained by non-probabilistic sampling, combining two techniques: quota sampling and convenience sampling. Initially, quota sampling was carried out according to the distribution of companies in each city. Once the percentages of surveys by city were decided, a convenience sampling was carried out. Given that the survey was designed for executives (owners-managers) of MSMEs, they were previously contacted by telephone and email to obtain their agreement to participate. The surveys were conducted personally and online. The data were collected in the eight capital cities between February and December of 2016. The number of valid surveys was 3069 distributed in four economic sectors: commerce (42.5%), services (35.5%), industry (14.5%) and agriculture (7.6%). The sociodemographic profile of the analysed companies is detailed in Table 4.2.

Table 4.1 Procedure of construction and validation of the scale

Phases	Procedure	Result
1.Generation and reduction of items	Literature review, CSR reports, feedback from experts and managers	Identification and selection of 63 ítems
2.Psychometric properties of the scale - EFA	Dimensionality test of the scale	25 ítems selected $\lambda > .40$ Cronbach $\alpha > .70$

		14 ítems selected
3. Validity and reliability CFA first order		
	Convergent validity	AVE*> .50
	Discriminant validity	< AVE
		Confidence interval $\neq$ 1
	Compound reliability	Difference Chi-squared test
		α > .80
		14 ítems selected
4. Validation of the model		
Second order CFA	Convergent validity	AVE> .50
	Discriminant validity	< AVE
	Compound viability	α > .70

AVE* = average variance extracted

The profile of the MSMEs sample showed that 53.6% are managed by managers and 46.4% by owners, either as sole owners (47.8%), partners (37.6%) or family (14.1%). Of the companies represented, 76.2% were less than 15 years old and 11.4% more than 20 years old. Regarding the size of the company, 68.5% had less than 10 employees, 21.8% between 11-50 employees and 9.7% more than 51 employees. 86.6% of the companies surveyed did not carry out any type of exportation.

Table 4.2 Characteristics of the sample

Variable	Frequency	Percentage
Size (# employees)		
≤ 10	2102	68.5
11 - 50	668	21.8
51 - 250	299	9.7
Economic sector		
Business	1303	42.5
Services	1089	35.5
Industry	445	14.5
Agriculture	232	7.6
Age of company		
Less than 10 years	1835	59.8
11 – 15 years	503	16.4
16 – 20 years	382	12.4

More than 20 years	349	11.4
Administration		
Manager	1644	53.6
Owner	1425	46.4
Owner profile		
Sole owner	1467	47.8
Partners	1154	37.6
Family	432	14.1
Exportation		
Yes	412	13.4
No	2657	86.6

Source: Own elaboration

Exploratory Factor Analysis

The suitability of the 25 items was determined through the principal component method (PCA) and the exploratory factor analysis (EFA) with oblique rotation as common factors extraction methods (Costello & Osborne, 2005), using the statistical software SPSS version 24. The PCA was used as a preliminary solution of the EFA (Lackey et al., 2003). The eigenvalues ≥1 and the sedimentation graph were the criteria used for the selection of the factors. The items were loaded into five factors that represented 59.86% of the total variance, very close to the tolerable limit in social sciences (Hair et al., 2014). In this procedure, the standard matrix revealed items with crossed loads> 2 and weak loads <.3 (Gorsuch, 1997; Henson & Roberts, 2006). These items were excluded and the PCA run again, giving a four-factor solution, which adapts to the proposed model and facilitates the parsimony of the model, in line with the principle of the simple structure (Thurstone, 1954). To confirm the four-factor structure, we carry out an exploratory factorial analysis using factorization of the main axis and oblique rotation (promax). The measure of adequacy of the sample (KMO) was .923, higher than .80, (Hair et al., 2014) and the anti-image matrix (MASi) reported values of the superior diagonal to .50 (Cordón, 2012) indicating the statistical consistency of the EFA correlation matrix. The items revealed loads greater than .35, which are acceptable for a sample greater than 350 (McDonald, 1985). These items were loaded on four factors that represented 58.9% of the total variance. The values of Cronbach's alpha coefficient varied from .70 to .90, being in the acceptable range (Nunnally & Bernstein, 1994; George & Mallery, 2003; Peterson, 1994; Streiner, 2003). Finally, 21 items were

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selected: 5 items were distributed in the economic dimension; 4 in the ambient dimension; 3 in the social dimension; and 9 in the corporate image. Of the dimensions that make up the SD, the ambient dimension is most prominent ($^\gamma$a = 4.32), representing an important factor in the scale of measurement (see table 4.3).

Confirmatory Factor Analysis

To test the four-factor structure, we followed the recommendations of Anderson and Gerbing (1988) and performed a two-phase SEM procedure to estimate the parameters. First, we applied a confirmatory factor analysis (CFA) to evaluate the relationships between the 21 variables observed and the four factors identified in the EFA. The four-factor model was estimated using the maximum likelihood estimation with the statistical software Analysis of Moment Structures (AMOS) version 24, to verify the validity of the construct (Bentler, 2005; Brown, 2006; Byrne, 2016) and the reliability of the scale (Kline, 2005). Seven items were eliminated due to the low loads of the coefficient of determination (<.40) (Dabholkar & Bagozzi, 2002). The four-factor structure with 14 items was tested again and the results showed a reasonably good fit of the model to the data (CFI = .957; RMSEA = .058, χ^2 = 793,236, df = 70, p <.001) with a χ^2 elevated as a consequence of the sensitivity to sample size (Bentler & Bonett, 1980; Steiger & Lind, 1980). The average variance extracted (AVE) of the four factors ranges from .50 to .61, indicating convergent validity (Byrne, 2016; Steenkamp & Van Trijp, 1991). The reliability of the construct is also good with estimates between .735 and .858, surpassing the threshold of .70 (Nunnally & Bernstein, 1994; Bagozzi & Yi, 1988).

To verify the discriminant validity between the factors, three tests were carried out: i) examination of the factor correlation coefficients (Fornell & Larcker, 1981); ii) test of differences between the chi-squared χ^2 (Anderson & Gerbing, 1988), and iii) test of confidence intervals of correlations (Anderson & Gerbing, 1988; Burnkrant & Page, 1982).

For the first test, Fornell and Larcker (1981) point out that discriminant validity is achieved when the squared correlations are less than the average variance extracted (AVE). The discriminant validity was reached completely,

since the correlation of the factors between the four dimensions was lower than 0.80 (Bhattaacherjee, 2002) and the squared correlations were lower than the AVE (see Table 4.4). Regarding the second test, the chi squared test, Anderson and Gerbing (1988) suggest restricting the estimation of the parameter between two constructs to 1 (restricted model with covariances of 1) and comparing it with a model that freely estimates this parameter (unrestricted model). If the chi-squared difference (χ^2) of the models is significant (≥ 3.84; $\alpha = 0.05$), then a solution of different factors provides a better fit to the data since they are not perfectly correlated (Jöreskog, 1971) and therefore the discriminant validity is compatible. Tests were performed for each pair of constructs, obtaining values of χ^2 higher for the restricted model than the unrestricted model, confirming the difference between the constructs and the impossibility of integration into a single construct (Segars, 1997).

Finally, in the correlation confidence interval test, Anderson and Gerbing (1988) propose that if the 95% confidence interval for the correlations between constructs does not include 1, it can be said that there is discriminant validity. The results corroborate the discriminant validity, since none of the confidence intervals of the correlations contains the value 1 to 95% confidence (see Table 4.5). The three tests carried out evidence the validity of the construct in terms of convergent validity (Koeske, 1994) and discriminant validity (Barclay, Higgins & Thomson, 1995). Therefore, given that the tests carried out confirm the discriminant validity of the model factors (Eco, Soc and Emv), it is demonstrated that managers place a different emphasis on the dimensions of CSR construct. In addition, multidimensionality is confirmed.

Table 4.3 Summary of factorial loading of the scale

Construct - Ítems	EFA		CFA	
Economic	$\gamma^a = 3.24$	$\alpha^b = .804$	AVE^c =.520	$\omega^d = .809$
Evaluate and resolve customer complaints in a timely manner	.584		.737	
Efficiently manage shareholder capital	.694		.859	

Establish fair prices for products and services	.858		.689	
Label the products in a clear and understandable way	.445		-	
Report the economic situation openly and honestly to the shareholders	.774		.568	
Environment	$\gamma^a = 4.32$	$\alpha^b = .750$	AVE =.534	$\omega = .774$
Reduce energy consumption	.678		.760	
Recycle and manage waste	.554		.773	
Respect and care for the environment	.390		.654	
Participate in environmental certification programs	.484		-	
Social	$\gamma^a = 3.71$	$\alpha^b = .698$	AVE .491	$\omega = .735$
Facilitate the hiring of employees from the local community	.596		.726	
Collaborate by donating towards community projects	.595		.494	
Pay fair wages to employees	.615		.838	
Corporate Image	$\gamma^a = 6.04$	$\alpha^b = .904$	AVE .603	$\omega = .858$
Satisfaction with positioning in the market	.854		.781	
Offer high quality products and services	.799		.807	
Transparency, credibility and efficiency in commercial operations	.766		.790	
Impact of CRS corporate image is developed over the long term	.710		.725	
CSR actions have a commercial focus	.687		-	
Name and Corporate symbols reflect the Company image	.676		-	
CSR initiatives promote the Company´s image	.596		-	
Good relations with competitors and customers	.586		-	
Employees wear clothing that identifies and projects the company image	.498		-	

γ^a = eigenvalues

α^b = crobach alpha

AVE^c = average variance extracted

ω^d = composite construct reliability

(-) = cargas < .40

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Table 4.4 Average variance extracted and estimates of shared variances

	Mean	Standard deviation	# of ítems	CI	Eco	Emv	Soc
CI	2.03	.19	4	**.603**	.098	.504	.335
Eco	3.98	.21	4	.313	**.520**	.148	.066
Env	3.24	.32	3	.710	.385	**.534**	.359
Soc	2.95	.33	3	.579	.256	.599	**.491**

Note: correlations below the diagonal; square correlations on top of the diagonal, and AVE estimates on the diagonal

Table 4.5 Test of differences of χ2 and the confidence interval

|	Differences of χ^2 (gl)	P	Confidence intervals
CI/Econ	1197.74 (68) – 732.61 (67) = 465.13 (1)	p< .001	(.271 - .358)
CI/Env	754.75 (68) – 732.61 (67) = 22.14 (1)	p< .001	(.687 - .820)
CI/Soc	811.75 (68) – 732.61 (67) = 79.14 (1)	p< .001	(.540 - .665)
Econ/Env	1064.81 (68) – 732.61 (67) = 332.20 (1)	p< .001	(.333 - .431)
Econ/Soc	1236.23 (68) – 732.61 (67) = 503.62 (1)	p< .001	(.209 - .296)
Env/Soc	793.88 (68) – 732.61 (67) = 61.27 (1)	p< .001	(.540 - .677)

Source: Own elaboration

Structural model

Once the validity and reliability of the measurement model has been verified, an SEM is performed to study the relationship between CSR and CI. To examine the suitability of the structural model and test the relationship between the two latent constructs, the goodness of fit indices is analysed. In general, the proposed model fits the data appropriately (CFI = .957; RMSEA = .058; χ^2 = 793,236, df = 70, p <.001). As shown in Figure 4.2, the level of explanation of the CI is located at the middle level, that is, it has an adequate predictive power (Hair et al, 2014) since the CSR causes approximately 70% of the variability of the the dependent variable (R^2 = .67). In line with the hypothesis, the CI is positively and significantly related to CSR, which indicates that the managers are interested in CSR and the implications it may have on the corporate image. This finding is similar to those found by Fraj-Andres *et al*. (2012). However, while the global construct empirically validates the direct and positive influence on CI, the underlying relationships with the Soc and Env dimensions are weak. In fact, the model explains 78%

of variance in economy (Eco), 49% of variance in social (Soc) and 16% of variance in environment (Env). In summary, the proposed model indicates that the three dimensions are positively and significantly related to CSR and this, in turn, is positively and significantly related to the corporate image.

Figure 10.2 Structural Model
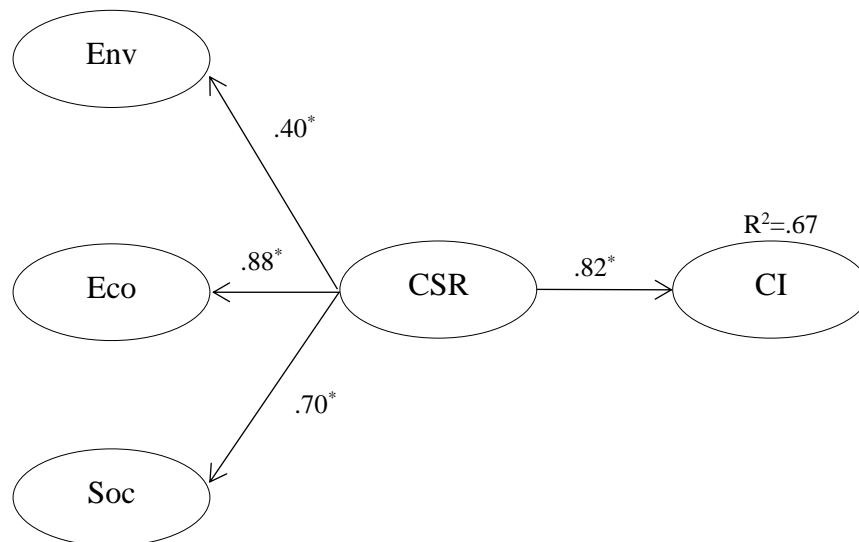
*p < .001

4.5 Discussion

By measuring the perception of CSR in MSMEs of a developing country, this paper furthers the understanding of the factors which influence CSR and the impact on corporate image from the management perspective. The perception of CSR is measured based on the activities developed by the MSMEs in three areas of operation: economy, society and the environment. Once CSR perception is established, the causal relationship with the CI is determined. Using SEM, it was found that the perception of CSR acts as a predictor of the corporate image. This finding has potential implications for MSMEs. If the corporate image is influenced by CSR, then social activities could be formalized and other initiatives related to CSR in these companies could be explored. Likewise, the understanding that CSR is a multidimensional construct that positively affects the image can favour the design of strategies that encourage companies to be more proactive in their relations with their stakeholders.

With the conceptualization, development and testing of a scale that measures CSR of MSMEs, this research contributes to the advancement of the empirical knowledge of CSR in developing countries. This contribution is important given that no study has attempted to measure the owner-manager's perception of CSR in the MSMEs of the Caribbean Region of Colombia. In fact, our results are aligned with other studies from developing countries that obtained an empirical validation of three dimensions (economic, social and environmental) to evaluate CSR (Valdez, 2017) and in particular those that highlight CSR of MSMEs in the economic (Battaglia et al., 2010), social (Spence et al., 2003; Perrini et al., 2007) and, to a lesser extent, the environmental dimension (Preuss & Perschke, 2010).

Economic dimension

The dimension of greatest influence for managers is economic with a magnitude of .88, which proves that managers perceive economic aspects as the most important factor of CSR. This finding is supported by research that highlights the importance of the economic dimension in the sustainability and development of small businesses (Friedman, 1970; Battaglia et al., 2010). Consequently, managers prioritize economic obligations with social initiatives in mind. Given that the main objective of the company is profitability, maximizing the value of investment is therefore fundamental for business sustainability and growth. This is compatible with the results of the efficient capital management component ($\lambda = .86$) as well as transparency in the economic information of the company ($\lambda = .57$). In addition, as the market for products/services is driven by customers and these are fundamental for economic sustainability, it is essential that customers are valued ($\lambda = .74$) and offered good quality products/services at fair prices ($\lambda =. 67$). These actions involving clients create long-term relationships of trust and loyalty which help build a positive corporate image and improve profits. In general, the findings of this paper are in line with the literature that stresses the value of social and environmental initiatives by MSMEs for economic survival.

Social Dimension

MSMEs direct their social initiatives towards employee welfare and offering community support. In line with the literature, there is a greater willingness of MSMEs towards social practices related to employees (Jenkins, 2006) and the community (Spence et al., 2003; Perrini et al., 2007; Battaglia et al., 2010). In relation to employees, it was found that companies acknowledge the importance of fair and competitive salaries ($\lambda = .84$). At community level, companies try to establish good relations with their environment, implementing policies that favour the hiring of local staff ($\lambda = .73$) which, in turn, can raise their profile and value within the community. Synergy with the community is also reflected in the sponsorship of local events and economic support for social causes ($\lambda = .50$). In general, these results correspond to the literature that indicates that CSR activities within the community are generally well developed in MSMEs (Cornelius et al., 2007)

Environment Dimension

Despite the growing interest in literature which explores the implementation of environmental practices in MSMEs (Nejati et al., 2014) with both favourable results (Laszlo, 2003; Dunphy et al., 2007) and less favourable (Rowe & Hollingsworth, 1996 Lee, 2000), little is known about the perception of managers. The findings of this study indicate that managers attach less importance to the environmental dimension, explained by the lower variance of the model (.16). These results are in line with the literature that identifies a lack of commitment by MSME managers to reduce the negative environmental impact of their companies (Revell & Rutherfoord, 2003), as well as scepticism and a resistance to participating in environmental improvement (Parker et al., 2009), based on their perception that their impact on the environment is minimal (Tilley, 1999; Hillary, 2000; Lee, 2000; Pimenova & Van Der Vorst, 2004; Revell & Blackburn, 2007; Bradford & Fraser, 2008). However, this result does not mean that the environmental factor has no weight. It should be remembered that a multifactorial model is being used to estimate a latent second order variable (CSR) which explains what is common among the three dimensions with respect to the CSR. Therefore, when examining the coefficients of each component we can see that managers are aware of the need to be more environmentally responsible

by, for example, promoting energy consumption reduction practices ($\lambda = .76$), management of waste ($\lambda =. 77$) and developing a commitment to caring for the environment ($\lambda = .65$).

Corporate image

Finally, the results of the model favour the relationship between CSR-CI (.67). Managers are satisfied with the positioning of the company in the market ($\lambda = .78$) and perceive that CSR has a positive and direct impact on the corporate image. The offer of quality products/services ($\lambda = .81$) and transparency/efficiency in their commercial operations ($\lambda = .79$) are perceived as factors that contribute to the positioning of the company. However, managers perceive that the implications of CSR are experienced in the long term ($\lambda = .73$), which is consistent with the literature which indicates that benefits derived from CSR activities increase over time (Wang and Bansal, 2012). In general, the results suggest that CSR can lead to a positive image of the company.

4.6 Conclusions

Given that small businesses are fundamental in the economy of developing countries and their administration depends largely on the owner and/or manager, the identification of CSR perceptions broadens our understanding of the motivations or factors that condition the development of responsible activities in the MSMEs. This paper investigates the perception of CSR by owners-managers and its relationship with corporate image through the development of a measurement scale. The results indicate that CSR can be modelled by integrating three dimensions (Eco, Soc and Env) and estimating their impact on the corporate image. This finding is considered important because there is no literature in Colombia that corroborates, through the use of confirmatory techniques (CFA) and structural equations (SEM), the perceived multidimensionality of CSR and the causal relationship with CI in MSMEs. Consequently, the multidimensional approach that links the economic, social and environmental dimensions as predictors of the CSR construct is reinforced, in line with the results of Fatma et al (2016), along with the explanatory causality in the CI variable.

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In general, the results support the notion of SD as a study framework of CSR based on the configuration of three dimensions. Specifically, managerial perception of CSR gives greater importance to the economic dimension, followed by the social and environmental dimension. In general terms, the validity of SD is supported as a multidimensional approach for measuring the managerial perception of CSR activities, confirming the empirical evidence obtained by Fatma et al. (2016). However, there is less interest in the environmental dimension despite global concern for the environment and environmental sanctions. Regarding the causal relationship CSR-CI, the results suggest a positive link, and that CI acts as a construct positively influenced by CSR activities.

This paper makes two main contributions to the study of social responsibility of MSMEs from developing countries. First, it demonstrates the development and testing of a CSR scale that gathers opinions and perceptions of managers which can help to evaluate and identify CSR deficiencies in relation to the corporate image. Second, it is the first study to empirically examine how managers perceive CSR and its relationship with CI in MSMEs in Colombia. Therefore, the paper has further developed understanding of CSR beyond conceptual analysis, making a novel contribution to the growing literature on CSR measurement. In particular, this paper complements and extends the studies focused on the measurement of CSR in smaller companies in developing countries.

Limitations and future investigations

Although this paper extends the current understanding of CSR in MSMEs from undeveloped contexts, this study needs further research in order to gain additional empirical evidence that validates the proposed scale. Although the statistical indices were acceptable, the results should be interpreted with caution, since it is an initial investigation. New research could include more variables in the model which would increase its explanatory power.

Another limitation is that cross-sectional data was used in a geographical area of a developing country (Caribbean Region of Colombia). This implies a static and culturally biased view of the CSR, given the idiosyncrasy and subjective assessment of the owner-managers of this area. Future research

could replicate this scale in an intercultural environment to identify the effect of cultural differences on the perception of CSR. Initially, the scale could be tested in other areas of the country, then in other Latin American countries and subsequently in developing countries and developed countries in other continents.

Lastly, the study of perceptions suggests a direct and significant relationship between CSR and CI. Whether CI, however, really is a consequence of concrete actions of CSR has not been measured posteriori. Future research could examine the real impact of CSR on CI, starting with possible mediators (marketing programs) and moderators (size of the company) that demonstrate the effectiveness of this relationship.

Managerial implications

The results have important implications for management in understanding the mechanism underlying the relationship between CSR perceptions and the impact on the corporate image. This scale allows MSME managers to measure their CSR performance more directly and gain a clearer understanding of each dimension of the CSR. This evaluation will help identify deficiencies in CSR participation and lead to the development of appropriate strategies to implement comprehensive CSR actions that can contribute to a good corporate image.

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Chapter 5. Conclusions

5. Conclusions

5.1 Concluding remarks

The literature of CSR has concentrated its study on large companies from developed countries (Spence, 2004, Belal, 2001), establishing the need for a balance and more research of CSR in undeveloped contexts (Jamali and Mirshak, 2006), especially in SME (Jamali et al, 2017a). In that sense, the last few years have been very active in publications of CSR-SME with a permanent increase in quantity and quality. However, knowledge on the subject remains fragmented and without achieving a coherent theory, which is essential to consolidate as a scientific discipline. As D'Amboise and Muldowney (1988) point out, having a theory is important because it provides an economic means to organize information in a way that is internally and externally consistent, verifiable, general, and possesses scientific parsimony. In particular, the slow theoretical development of the CSR-SME could be explained by the difficulty of integrating all small businesses into a general theoretical framework (Curran and Blackburn, 2001; d'Amboise and Muldowney, 1988). This reality confirms the need to strengthen CSR research in smaller companies and in this way contribute to the development of a broader and more conclusive theory (Herrera et al., 2015, Lepoutre and Henne, 2006; Tajena et al., 2011).

In this sense, this thesis sought to get involved in the understanding of how SMEs perceive and apply CSR in the context of a developing country, based on the study and evaluation of social responsibility practices of small businesses in the Caribbean region of Colombia. When exploring this field in smaller companies from developing countries, we not only respond to the call of literature (Vázquez and López, 2013), but we also offer the first CSR-SME work in a geographical area of Colombia and with it the possibility of replicating and extending the study to other geographical areas of the country, so that an overview of the CSR-SME theory and practice of a developing country such as Colombia can be achieved, where the evolution of the CSR has been slow and the application has been configured around philanthropic and charitable actions, rather than strategic actions of the company. In any case, this research is a first step of future research at the national level and focuses on the following topics.

First, it is important to know the literature on CSR and its evolution in the context of small businesses, as well as the advances and limitations of the field. This diagnosis helps identify the path to follow in terms of theoretical approaches, methods and research gaps. Chapter 2 addresses the status of the CSR-SME from the use of bibliometric methods in order to provide a description of trends, status and evolution of literature in this field. Although the literature of CSR-SME maintains the limitations and challenges of constructing a standardized theory or model that provides a perspective of the responsible management of SME's, our results are of growing interest among the academic community that explores the CSR of these companies. Specifically, the results show a significant increase in publications of CSR-SME in the last 10 years, with a variety of research methods and different theoretical approaches adopted. However, each time the research focuses on a smaller number of specialized journals in the field, in particular the Journal of Business Ethics, Business & Society and the Journal of Small Business Management, which publish the most research in the field.

CSR-SME research also shows a predominance of descriptive and predictive studies, complemented by quantitative and qualitative methods as a mechanism for improving the understanding of social responsibility in these companies. This complementarity of approaches favours the growth and strengthening of CSR knowledge in smaller companies. Finally, and taking into account the scientific growth approach of von Krogh et al. (2012), we recognise the field of CSR-SME as being in the growth stage with little evidence of a state of maturation in the area of knowledge.

Secondly, it is pertinent to explore the theory and application of the CSR in contexts with a large presence of small businesses in its business park, since if the CSR is intended to be part of the economic framework it is necessary to incorporate it into the SME's. In this sense, Chapter 3 explores the theory of Stakeholders and its application in micro, small and medium enterprises of the city of Barranquilla. In this chapter, the degree of perception and application of social responsibility practices was evaluated using an exploratory factor analysis in a sample of 779 companies.

The results revealed that certain practices associated with certain Stakeholders act as drivers of CSR in the MSME's of Barranquilla. Employees, the environment and the community are influential stakeholders of the CSR in these companies. For their part, the Stakeholders corporate management, the value chain and the government /public sector, condition the development of CSR actions. Additionally, there was a weak perception and lack of will among owners and executives of the companies to undertake comprehensive social responsibility programs, as well as the formalization of those actions with incidence in CSR.

These results have implications for owners, managers and unions of small local businesses interested in incorporating CSR issues into their management plan, especially because their products or services can be part of the supply chain of large companies. In that sense, a greater culture and training around the responsible practices of the micro and small companies of Barranquilla could contribute to raise the social conscience of these organizations. Our database is limited by the fact of collecting subjective perceptions of the respondents and the difficulty to neutralize the response bias, fundamentally in micro-enterprises. Another limitation is the lack of financial information in the instrument that evaluates the execution of CSR actions with respect to the investment made. Future studies can empirically examine this phenomenon and explore the economic return or investment that MSME's represent for possible investment in CSR programs.

Third, the literature highlights the importance of CSR actions as drivers of a good corporate image. Chapter 4 analyzes the relationship between CSR and the business image in the context of small businesses in the Caribbean region of Colombia based on the empirical analysis of a sample of 3069 companies in the region. To do this, we developed a scale that measures the perception of the owner-manager of corporate social responsibility activities and the effect on the business image of these companies.

Our results revealed that the managerial perception of corporate social responsibility in small companies can be measured using a multidimensional scale.

In particular, the findings confirmed the empirical validation of three different dimensions to measure social responsibility and their relationship with the corporate image. In addition, the results highlighted the economic dimension as the most influential domain of social responsibility as opposed to the environmental dimension which was less relevant. It was also found that the positive perception of social responsibility acts as a key mediator for the corporate image.

The results have important implications for management in understanding the mechanism underlying the relationship between CSR perceptions and the impact on the corporate image. In that sense, this scale allows MSME managers to measure their CSR performance more directly and gain a clearer understanding of each dimension. This evaluation will help to identify deficiencies in the execution of responsible practices and improvement actions that favour the business image in each dimension. Therefore, we advance in the understanding of CSR beyond conceptual analysis, providing new knowledge about the growing CSR measurement literature. In particular, this work complements and extends the studies focused on the measurement of CSR in smaller companies from developing countries.

Regarding limitations, this study needs more research in order to gain additional empirical evidence that validates the proposed scale. Although the statistical indices were acceptable, the results should be interpreted with caution, since it is an initial investigation. New research could include more variables in the model which would increase its explanatory power. Another limitation is that cross-sectional data was used in a geographical area of a developing country. This implies a static and culturally biased view of the CSR, given the idiosyncrasy and subjective assessment of the owner-managers of this area. Future research could replicate this scale in an intercultural environment to identify the effect of cultural differences on the perception of CSR. Initially, the scale could be tested in other areas of the country and later in other countries. Future research could examine the real impact of CSR on CI, starting with possible mediators (marketing programs) and moderators (size of the company) that demonstrate the effectiveness of this relationship.

Finally, the general results in the three articles included in this thesis confirm that, although there is no theory that supports CSR practices in SME's, the global theoretical approaches of the CSR can be useful to explain the dynamics of responsible actions in companies of smaller dimension, in tune with some authors (Orlitzky, 2001; Lepoutre and Heene, 2006; Moore and Spence, 2006), who argue that the CSR can be applied to any type of company, regardless of its sector or size. Indeed, our results show that the study of CSR in SMEs in a geographic area of Colombia can be evaluated from different theoretical perspectives, such as Stakeholder theory and sustainable development theory.

5.2 References

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Appendices

Appendix A. CSR Survey of Micro, Small and Medium Enterprises (Chapter 3)

In the framework of a research on Corporate Social Responsibility in the Micro, Small and Medium Enterprises of Barranquilla, the following questionnaire is proposed to establish the level of knowledge and application of this practice among MSMEs. The information obtained by this instrument is confidential and will be used exclusively for academic purposes. The questionnaire must be completed in its entirety and as sincerely as possible, by the manager, owner or any manager. In advance we appreciate the availability of time and your kind collaboration with this academic purpose.

Name of the Enterprise

Economic subsector
Specifically, what is the activity of your company. Example: restaurant, hardware, store, etc.

Executive position

Owner
Administrator or manager

How many employees work in your company?

Economic sector

Commerce
Service
Industry
Agricultural

Geographic location

North
Center
South
East
West

How old is the company?

Ownership
Sole owner
Family
Foreigner
Partnership

Legal Organization
Natural person
Cooperative
Branch office
Simplified joint-stock company
Anonymous society
Limited society
Collective society
Limited partnership
Sole proprietorship
Business associate of work

Do you have economic relations with international markets?
(Your company exports some type of product or service)

You have heard of Corporate Social Responsibility (CSR)

With which of the following terms do you associate CSR
Select the alternatives you consider.
Donation delivery
Sponsorship and charitable activities
Fulfillment of obligations with its employees
Social marketing
Strategic alliances
Environmental care
Cultural Initiatives

In his view, CSR is related to:

Select the alternatives you consider

Employees

Environment

Society / community

Consumers / Customers

Businessmen / shareholders

Suppliers / competitors

Public sector

How important do you consider companies to carry out initiatives in CSR?

Nothing important

Less important

Indifferent

Important

Very important

In what actions does the company develop some kind of initiatives related to CSR?

Select the alternatives you consider

Donations and sponsorships for social projects

Environmental protection

Good working conditions

Healthy competition

Any

Does your company have any of the following certifications or best practice systems? Select the alternatives you consider

ISO 9000

ISO 14001

ISO 26000

ISO 18000

SA 8000

ISO 9001

Any

Do you believe that companies should voluntarily establish codes or manuals of good conduct as part of CSR?

Your company performs

Select the alternatives you consider

A record on CSR actions

Social balance

Sustainability report

Any

In your opinion, what is the main reason for a company to be socially responsible?

Because it brings benefits to the company

Because it is a matter of principle, an ethical duty

Because it is the way to respond to the demands of the community

Because it contributes to sustainable development

In your opinion, what are the three main benefits of a socially responsible company? Select three alternatives you consider

Greater cost effectiveness in the long term

Increased commitment and / or productivity of workers

Improvement of corporate image and reputation

Strengthening of customer loyalty

Improve relations with state authorities (mayors, government)

Improve your relationships with the community

Improve relationships with competitive suppliers

What do you consider the three main barriers to the development of CSR in MSMEs?

Select threee alternatives you consider

Lack of support and interest from top management or owner

Lack of training and capabilities to develop CSR programs

Associated costs

Lack of allies and cooperation with other companies

Lack of incentives, as well as not generating value for MSMEs

The company has never planned it

Rate the following questions from 1 to 5, being:

1 = Never, 2 = Almost never, 3 = Sometimes, 4 = Almost always, 5 = Always

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Employees

Hires employees within its legal framework.

Grants employees and/or their family's additional benefits to those required by law to improve their quality of life.

Promotes personal growth through training processes and work raises within the enterprise.

Adopts norms or initiatives that prohibit and sanction discriminatory practices (gender, race, age, religion, etc.).

Guarantees and fulfils the labor obligations and compromises established with employees.

Allows freedom of association to groups of organized employees within the enterprise (trade unions)

Has programs to measure its employees' satisfaction and to improve the work environment.

Offers opportunities to employees facing difficulties in work integration (displaced, incapacitated, reinserted, etc.)

Corporate management

Has a mission, vision and ethical principles written in a document or some mean of dissemination.

Promotes transparency and good internal practices through activities of sensitization, training and/or values and ethical principles.

Has plans or mechanisms in place to prevent, detect, sanction and eradicate corrupt practices in its commercial relations.

Has a defined assignation and distribution of roles and responsibilities in all levels, including senior management.

Facilitates complete information to its partners and involves them in the process of defining medium- and long-term objectives.

Implements internal education and training programs about SR.

Has a strategic plan that contributes to market development and sustainable competitiveness.

Environment

Regards the enterprise's actions as having some impact over environment.

Carries out actions for the adequate management of its residues or recycling, besides protecting and respecting the environment.

Has an environmental policy and/or carries out actions for the reduction and proper consumption of energy, water, toxic products and raw material.

Periodically performs environmental controls on the contamination caused by processes, equipment, machinery, and vehicles owned or belonging to related third parties.

Foments environmental education for employees, families and the community.

Has internal education and training programs about the environmental impact caused by its products or services.

Participates in programs or activities regarding environmental preservation.

Promotes good environmental practices amongst its clients, suppliers and competition.

Has been penalized with fines or sanctions for violating environmental laws.

Has a person or department in charge of environmental matters.

Community

Has identified the negative impact it causes in the Community through its activity.

Maintains close relations with the community in the search for its betterment.

Knows and contributes to the solution of the developmental needs of its surrounding community.

Prioritizes habitants of its community when hiring employees.

Promotes volunteer work of its collaborators or employees in social actions.

Promotes or supports entrepreneurial initiatives in its surrounding community.

Develops alliances with other enterprises to invest and/or work in the community.

Has a program or supports campaigns that benefit its community, working towards the solution of its problems and social needs.

Value chain (clients, suppliers and competition)
Fully knows consumers' rights.
Has a policy or mechanism to attend to questions, complaints, and suggestions, and also to settle possible conflicts with customers.
Offers specific, accurate and fair information regarding the characteristics and use of its product or the exploitation of its service.
The management is involved in its advertising plans.
The enterprise's advertising is able to transmit its values and principles.
Clients' opinions are taken into account when choosing advertisements.
The enterprise's advertising is coherent with the reality of its product or service.
Develops advertising campaigns to promote SR.
Offers complete information about expectations and requirements needed regarding its product or service.
Considers environmental and social criteria in its selection or evaluation of suppliers.
Prefers providers with some form of environmental certification.
Develops strategic alliances with suppliers for the growth of both organizations.
Negotiates with suppliers and/or distributers that also work with their competition.
Includes within its suppliers' cooperatives of small producers, solidarity initiatives, neighbourhood associations, vulnerable groups.
Promotes good staff management, work conditions and environmental protection amongst its suppliers.
Has a measure or policy that favours the hiring or buying from local suppliers.
Develops commercial and advertising strategies within the frame of healthy competition and truthful information.
Maintains cordial relations and communication with its competition.

Government/public sector

Maintains commercial relations/services with the local and/or national government.

Participates, within associations in its sector, in public policies and in the local/national government.

Foments free and voluntary participation of its employees in electoral processes.

Fulfils its legal/fiscal obligations (paying taxes, etc.) and rules established by the government for its sector.

Participates in public calls and procurements.

Has received some form of financial aid, subsides, economic exemption from a public institution.

Collaborates with the government to promote and participate in peace initiatives.

Establishes alliances with the local government for Project development, social benefit activities, donations, etc.

Contributes or supports with human, technical or financial resources in the accomplishment of specific projects executed by local or regional government.

Supports local government in the design of effective SR policies.

Appendix B. Perceived Corporate Social Responsibility Scale
(Chapter 4)

Economic
Evaluate and resolve customer complaints in a timely manner
Efficiently manage shareholder capital
Establish fair prices for products and services
Label the products in a clear and understandable way
Report the economic situation openly and honestly to the shareholders

Environment
Reduce energy consumption
Recycle and manage waste
Respect and care for the environment
Participate in environmental certification programs

Social
Facilitate the hiring of employees from the local community
Collaborate by donating towards community projects
Pay fair wages to employees

Corporate Image
Satisfaction with positioning in the market
Offer high quality products and services
Transparency, credibility and efficiency in commercial operations
Impact of CRS corporate image is developed over the long term
CSR actions have a commercial focus
Name and Corporate symbols reflect the Company image
CSR initiatives promote the Company´s image
Good relations with competitors and customers
Employees wear clothing that identifies and projects the company image

Annex. Outcomes of the PhD

Articles

1. Incidence of Stakeholders in the social responsibility of micro, small and medium enterprises of Santa Marta. http://bit.ly/2vmgetz
2. Evaluation of the perception and application of social responsibility practices in micro, small and medium companies in Barranquilla. An analysis from the theory of Stakeholders. http://bit.ly/2LffvVU
3. Social responsibility in the MSMEs of Sincelejo, Sucre. http://bit.ly/2XPnwSv
4. Social responsibility and corporate image of MSMEs: perceptions of owners and managers (currently under review, Journal of Business Management)
5. Research on social responsibility of small and medium enterprises: a bibliometric analysis (currently under review, International Journal of Business Science and Applied Management)

Book

Social responsibility in micro, small and medium enterprises of the Colombian Caribbean (currently under review)

Conferences

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