

CORPORATE SOCIAL RESPONSIBILITY: AN ANALYSIS OF THE PRACTICES OF A FRUIT COMPANY

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ABSTRACT

This study aims at analyzing the social responsibility practices of a company in the fruit growing sector through the theoretical-conceptual models proposed by Schwartz and Carroll (2003) and Melo Neto and Froes (2001). This is a field research with qualitative approach developed with a descriptive method. Semi-structured interviews were carried out with three managers of Agro Melão Mossoró (company pseudonym). The results indicate that the company's social responsibility actions are consistent with the assumptions of Schwartz and Carroll (2003) and Melo Neto and Froes (2001). The company's actions are based on economic, legal and ethical dimensions, however, there is a rooting of CSR in the economic dimension, causing the other dimensions to be reached or satisfied in a secondary perspective, because of the economic dimension. Its actions are primarily aimed at the internal public, although some actions also involve the community. Its CSR policy goes through a moment of migration in its standards of conduct, from internal responsibility, to citizen responsibility.

Keywords: Corporate Social Responsibility; theoretical-conceptual model; Schwartz and Carroll (2003); Melo Neto and Froes (2001).

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1 INTRODUCTION

The Industrial Revolution definitively transformed man's relationship with nature, causing, according to Linhares (2007), profound economic, technological, social and labor changes. According to Hobsbawm (1997, p. 21) "in any respect, this was probably the most important event in the history of the world, at least since the emergence of agriculture and the creation of cities."

This process was mainly the transition from a markedly agrarian and artisanal production system to another, dominated by industry and machinery (CANÊDO, 2007). These transformations occurred beyond the productive sector, permeating family and social relations, becoming an irreversible process (FISCHER, 2002). This wave of changes strongly influenced society, causing a radical separation of labor and capital. On the one hand, it appears the figure of the entrepreneur, the owner of the means of production. On the other, the worker, deprived of the means of production, rising to survive just of your workforce (CANÊDO, 2007). This new division had a negative impact on equity in society, as new social classes were created, and inequalities worsened.

In this context of contradictions produced by the economic and social system, the concept of corporate social responsibility is built. According to Panwar et al. (2006) the role of business and how it is perceived by society has undergone several transformations throughout history. The CSR movement is an attempt to re-establish a two-millennia-old tradition in which business was strictly linked to the community. Nevertheless, these bonds began to be broken in the medieval period, when the society attributes the image of 'explorer' to the merchant. However, it is with the Industrial Revolution, whose focus is on maximizing profit to the detriment of social issues, that the distance between business and society is finally sealed as antagonistic.

To reduce the impact of this situation, theorists and entrepreneurs begin to discuss a possibility of minimizing the contradictions between organizations and society. According to Almeida (2007), social responsibility imposes several facets in economic and social life, alluding essentially to the debate on the boundaries of business intervention in society and the ethical limits that should guide this action. It questions the impacts of business practices on social welfare, the role of companies and the State in addressing community needs, and what responsibilities ultimately bind companies to society.

According to Soares (2008), corporate social responsibility is based on compensating society for the use of its resources (human, environmental, institutional, etc.). Ladislaus (2007) adds that the company should be engaged directly or indirectly in social programs and activities of education, health, culture, environment and other areas, targeted for both employees and the community. Such actions may interfere with the competitiveness of companies (BHARDWAJ et al., 2018; LIAO et al., 2018).

In this way, some economic sectors manage to alleviate the imbalance between the relations of organizations with society when adopting principles of management more socio-environmentally friendly. In this context, this study focuses on the analysis of irrigated fruit growing, which is one of the most important activities for Rio Grande do Norte's economy. According to the Federation of Rio Grande do Norte State Industries - FIERN (2015), the fruit industry of the state moved an amount of US \$ 75 million in 2014, with the melon the main item of the state's export basket. Fruticulture is also a prominent sector in the generation of employment and income. According to the Municipality of Mossoró (2017), based on data from the Executive Committee of Fruit Growing in Rio Grande do Norte (COEX), currently the fruit industry employs about 10 thousand people directly and another 20 thousand indirectly.

On the other hand, fruit farming is almost always based on the triad: latifundia, monoculture and export. Therefore, this activity is causing negative social and environmental externalities because of hard work, reduction of jobs by mechanization, agrarian conflicts that result in deaths of local leaders, speculation in the price of land, water unavailability for other cultures and human consumption, intensive use of pesticides and chemical fertilizers, soil compaction, watershed silting and reduced biodiversity (MARCOVITCH, 2006).

Thus, the objective of this study is to analyze the social responsibility practices of a company in the fruit grower sector using theoretical-conceptual models proposed by Schwartz and Carroll (2003) and Melo Neto and Froes (2001).

2 CORPORATE SOCIAL RESPONSIBILITY - CSR

The contribution of organizations to human development and growth is undeniable, they are real sources of economic and social progress for societies. On the other hand, their actions lead to undesirable consequences such as pollution, damage to human and animal health, deviations from the moral order, abuses of economic power, and even perverse distortions in the functioning of the economy. These negative aspects represent the social cost we pay to have the benefits of corporate operations. (ALVES, 2003).

According to the author, the negative effects are the result of the logic that guides the free and rational decision-making of individuals who, in this way, must face the consequences. Thus, the perception of what would be 'corporate social responsibility' is indissolubly associated with the concrete and systemic manifestation of the unwanted impacts. In addition, it implies a strong connection with the ideology that society cultivates for itself, in a certain historical period, in a dynamic intertemporal process of social body construction and in the productive apparatus that develops within society itself.

There is no consensus on the most appropriate definition for Social Responsibility. However, there is a convergence around the belief that collective well-being must transcend organizational goals, including business goals, such as profit (LIMA et al., 2011).

Kreitlon (2004) suggests that there is minimal consensus on the conditions that a company must meet to be considered socially responsible. The author identifies three basic elements of conduct: a) recognize the damages generated by its actions on the community in which the corporation is inserted; b) manage the economic, social and environmental impacts of its transactions, at the local and global level; c) to achieve these goals through constant dialogue with its stakeholders, sometimes through partnerships with other groups and organizations. The World Bank (2002, p.1) defined Corporate Social Responsibility as "a business commitment to contribute to sustainable economic development by working with employees, their families, the local community and society to improve their quality of life". Reinforcing the idea of Corporate Social Responsibility as engagement with society and its demands, Ashley (2004, p.6) suggests that:

Social Responsibility can be defined as the commitment that an organization must have with society, expressed by acts and attitudes that affect it positively and broadly, or in a specific way to some community, acting proactively and coherently according to its specific role in society and being accountable to it. [...] Thus, in an expanded vision, social responsibility is all actions that can contribute to the improvement of the quality of life of society.

According to Duarte and Torres (2005, p. 24), CSR implies a strategic performance of the company, setting goals to meet social needs, to guarantee profit, customer satisfaction and social well-being. The authors synthesize the current beliefs on the topic in the following terms:

Social responsibility emerges as a rescue of the company's social function, whose main objective is to promote sustainable human development, which currently transcends the environmental aspect and extends to other areas (social, cultural, economic, political). In addition, it appears as an attempt to bridge the gap between social and economic aspects, forcing companies to rethink their role and conduct their business. In the current scenario, there is the idea that corporate responsibility goes far beyond maintaining shareholder and executive profit. Corporations have become responsible for the development of the society where they are inserted, adopting actions that influence the common well-being.

According to Ribeiro (2005), social responsibility should be understood not only as social actions of entrepreneurship, but as a complex business management strategy that considers the social and environmental impact of both social and economic activities and the involvement of shareholders, governments, society, workers, suppliers and the environment. Following this reasoning, Andrade, Gosling and Xavier (2010) indicate that social responsibility arises, in most cases, due to external pressure and not to a question of ethical or altruistic principle of managers.

In accordance with this premise, Bhardwaj et al. (2018) have identified that returns to social responsibility strategies are better when there is greater willingness and acceptance of consumers to CSR, especially if corporate actions are pioneering some innovation. However, the same authors warn that excessive actions at any given time may give the impression of covering up some problem in the company, which can bring other types of impacts.

Price and Sun (2017) obtained results that resemble the studies of Bhardwaj et al. (2018). According to Price and Sun (2017), who analyzed the return of corporate social responsibility (CSR) and corporate social irresponsibility (IRC), small practices in CSR and IRC generate better performances than large investments in both. In addition, the authors pointed out that bad practices have a longer-term impact than good practices, which is relevant in the strategic choice of investment.

It is then realized that investing in CSR can generate controversy, however, social responsibility is not restricted. The CSR concept has led to divergences such as the perspective of Milton Friedman, who questions the viability of applying the organization's resources for the development of social actions and argues that the organization is socially responsible when it achieves increasing profits and pays well its shareholders. Friedman (1962, p.112) argues that:

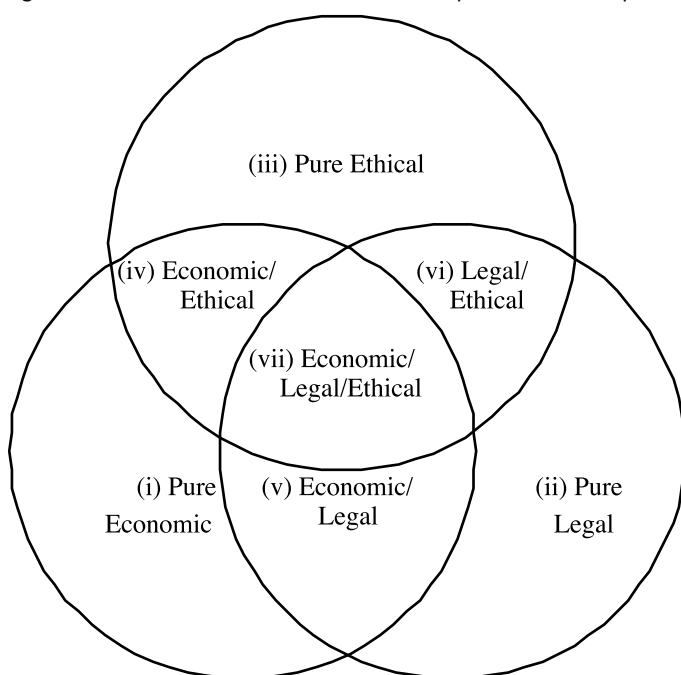
[...] there is only a social responsibility in business that is to use the resources to develop activities that increase profits while the business is within the rules of the game, that is, entering the competition openly and free, without deception or fraud.

According to Barbieri and Cajazeiras (2009), Friedman argues that if the company generates profit within the law it is because it produces good or important service for society. In other words, the company remunerates the generators of production (capital and labor) and consequently provides income for workers and taxes for the government, who must apply them to solve social problems. Thus, any application of enterprise resource that does not have the objective of generating profits for shareholders would be a deviation from its main function, however, externalities produced by this process is the organization's responsibility.

3 CSR MODELS

The model of the three domains of Corporate Social Responsibility proposed by Schwartz and Carroll (2003) is formed by three areas of responsibility: economic, legal and ethical. In general, these categories are similarly defined with the Carroll pyramid model, with the proviso that the philanthropic category is incorporated by ethical and / or economic domains, reflecting possible different motivations for philanthropic activities. The model is represented by the Venn diagram, suggesting that none of the three domains (economic, legal, or ethical) is the most important or significant domain.

Figure 01 – Model of the three domains of Corporate Social Responsibility



Source: Schwartz and Carroll (2003)

In the model of the three domains, according to Schwartz and Carroll (2003), the economic field comprises the activities of positive economic impacts in the company, direct or indirect, aimed at maximizing profit. The legal domain addresses actions in accordance with legal expectations, i.e., obeying the law, avoiding civil litigation and anticipating the law. The ethical dimension refers to the ethical responsibilities that are expected of the business with respect to the population in general and its stakeholders, involving national and global ethical imperatives.

One of the main features of the three domains approach is the representation of domains of economic, legal and ethical responsibility in a Venn diagram, which highlights the overlap of domains that results in seven categories in which CSR can be conceptualized, analyzed and illustrated. The ideal overlap lies at the heart of the model where economic, legal, and ethical responsibilities are met simultaneously. However, other pure and overlapping segments of the model create scenarios that must also be explored and illustrated, since they represent situations

that managers may face in the business world. The model of the three domains is especially useful for analyzes that focus on the forces involved in the ethical decision-making process as opposed to more general CSR discussions, in which philanthropy may play a more prominent role (SCHWARTZ; CARROLL, 2003).

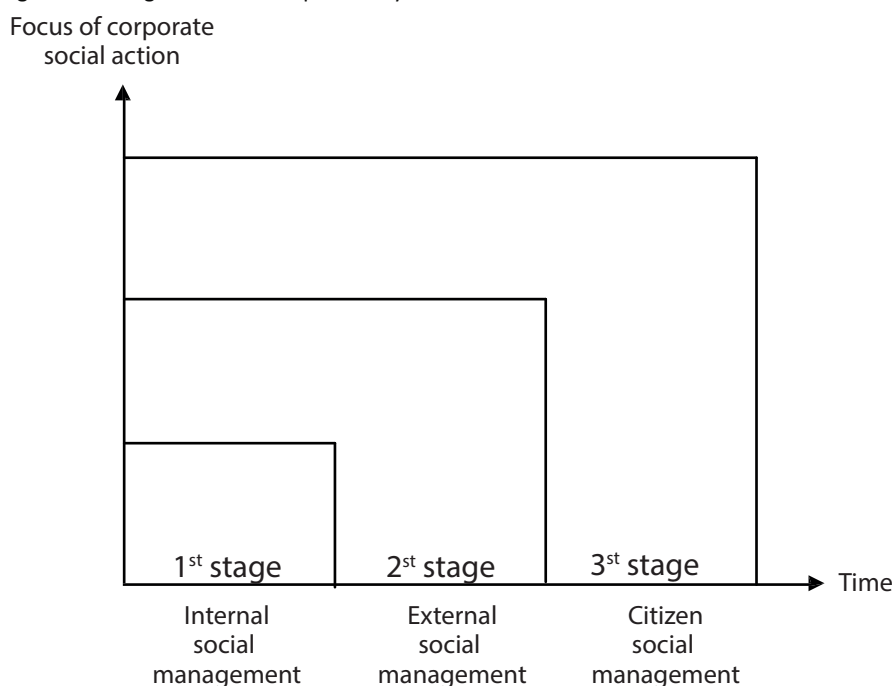
Melo Neto and Froes (2001) proposes a theoretical-conceptual model of social responsibility focused on the analysis of the dimensions of the company's responsibility to its internal and external audiences. The authors propose three stages of the exercise of social responsibility, arguing that these actions are not a result, or an inert condition attributed to companies, but rather a dynamic process to be traced with permanent vigilance, in an innovative way and endowed with renovating and sustainability mechanisms.

In the first stage of the process of social responsibility, the focus is restricted to internal issues of the organization, such as health, safety and quality in the work environment, aimed at employees and their families (MELO NETO; FROES, 2001).

In the second stage, the scope expands externally, and the company's social actions are directed to society and particularly to the local community. The focus is broader, since actions to preserve the environment as well as actions of socioeconomic, cultural and political impact are incorporated to favor the local community.

In the third stage, focus and scope are widened, and the organization becomes a corporate citizen. The company develops social actions that go beyond the local community, extending to the entire society. With projects shaped at this level, companies foster local and regional social development, leveraging the economy through incentives to generate jobs and businesses. They then take on the responsibility of managing volunteer programs and establishing partnerships with public schools, hospitals, health centers, recreational and sports centers, state bodies, promoting new ethical, social, cultural and political values and disseminating them throughout the society.

Figure 03 – Stages of Social Responsibility



Source: Melo Neto and Froes (2001)

After defining the strategic focus (internal and external social responsibility), Melo Neto and Froes (2001) suggest the adoption of social strategies to search for social responsibility. The authors propose four situations, involving low and high degrees of internal and external social responsibility.

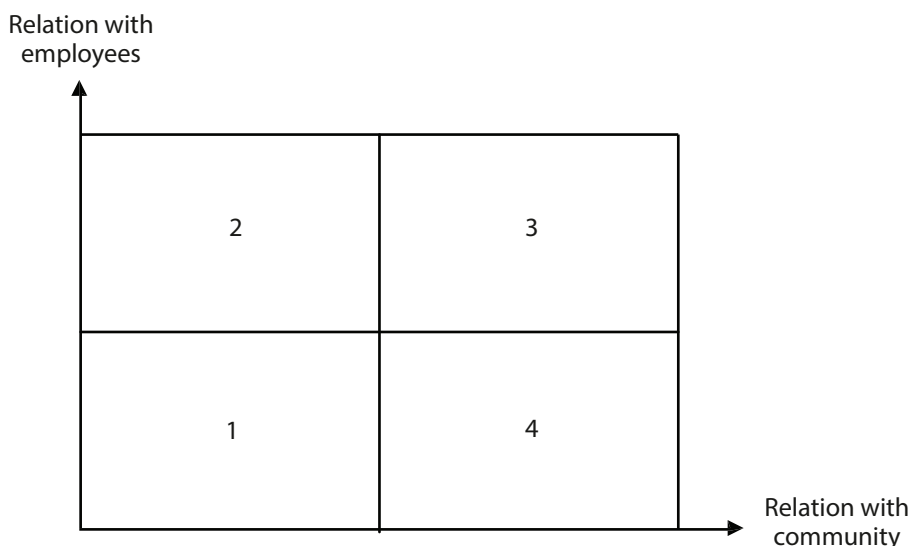
In quadrant 1 are the companies that ignore the internal and external social demands, and do not consider the relation with the employees, their dependents and the community. This pattern is widely used by small and medium-sized companies, especially family businesses.

In quadrant 2 are the organizations that privilege the relationship with their employees, through diverse benefits and through the practice of participative, motivating and innovative management, but with precarious relationships with the community. Therefore, companies that are at this stage have shareholders and managers who prioritize internal social responsibility at the expense of external social responsibility.

In quadrant 3 are located companies that maintain strong, consistent and lasting bonds with the community and its employees and dependents, thus exercising full responsibility. These organizations develop activities that foster individual corporate citizenship of their employees and dependents, corporate citizenship through engagement in social campaigns and social projects of relevance to the community.

Finally, in quadrant 4 are the organizations that prioritize the relations with the community at the expense of the bond with their employees and dependents. They are companies that practice social marketing, investing in projects and social actions as a strategy of competitive advantage and improvement of their image. These companies commonly neglect internal marketing, not encouraging the involvement of employees in the development of the social actions they take.

Figure 4: Quadrants of the company (internal and external social responsibility).



Source: Melo Neto and Froes (2001).

These models help to understand the stages of social responsibility in an organization and can contribute to the managers establish strategies to expand its social activities or minimally reduce the negative externalities produced by the production process.

4 METHODOLOGY

This is a study of a qualitative approach, which Martins and Theophilo (2009, p.85) seeks to “describe, understand and explain behaviors, discourses and situations”. Qualitative research enables to describe the complexity of a given problem and the interaction of certain variables, understanding and categorizing the processes experienced by social groups (DIEHL; TATIM, 2004).

Regarding the ends, this article refers to a descriptive research because it seeks to discover the regularity with which a given phenomenon occurs, its nature, characteristics, motivation, connection and connections with other phenomena.

About the means, it is a field research that is “an empirical investigation in the place where the phenomenon happens, and which has the elements to explain it” (VERGARA, 2004, p.49). In the field research, a single group or community is evaluated in relation to its social structure, emphasizing the interaction between the components (GIL, 2002).

The study was developed in a fruit farm, which in this study will be called Agro Melão Mossoró. It is a large company producing melon, located in the fruit-growing pole of Mossoró / Assú. The company employs about 7,000 employees and is primarily focused on the foreign market, with 85% of its production exported to Europe, Asia, Middle East and United States. Melon and watermelon are the main products; however, the company diversifies its productive area with other fruits.

The managers of the Human Resources, Certifications, Environmental Management and Occupational Health and Safety sectors were interviewed. The company indicated these professionals for interviews because they were more involved with the CSR policy. The interviewees were coded according to Table 1:

Table 01 – Presentation of interviewees

Interviewee code	Function/Position	Qualification	years in the company
Interviewee-RH1	Human Resource Manager	Accountant	15 years
Interviewee -CER2	Certification Manager	High school	06 years
Interviewee -GA3	Environmental Manager	Environmental Management	08 years

Source: Prepared by the author (2016)

Because it is a qualitative study and considering the nature of the phenomenon, the semi-structured interview was used for data collection. Interview is a privileged material of analysis of enunciation, in the sense that it is a dynamic discourse in which spontaneity and constraint are simultaneous. (MINAYO, 1993). A semi-structured interview is conducted with the use of a script, but with openness to new questions that the interviewer finds relevant. (MARTINS; THEÓPHILO, 2009).

The constructs and the variables of analysis were determined according to the theoretical propositions of Schwartz and Carroll (2003), which conceptualized CSR in three dimensions (economic, legal and ethical); and according to Melo Neto and Froes (2001), who suggest the following stages of CSR: quadrant 1 ignore internal and external social demands, and do not mind the relationship with employees; quadrant 2 privileges the relationship with their employees

but still has poor relations with the community; quadrant 3 maintains strong, consistent ties and lasting relationships with the community and its employees and dependents; and quadrant 4 prioritize community relations over the bond with their employees and dependents.

5 ANALYSIS OF RESULTS

Agro Melão Mossoró (pseudonym), founded in 1995, is one of the main exporter of fresh fruits of the country. The company operates in the domestic, European, Asian and Middle Eastern markets, with about 60% market share of melons sold in Europe (INTERVIEWEE RH 1).

The fruit-growing company has more than 7,000 direct employees and has a high socioeconomic and environmental impact in the regions where it operates: Rio Grande do Norte, Ceara and Pernambuco. The concern with social and environmental issues is verbalized in its speech, whose institutional mission is to create jobs and income for people from underdeveloped regions of Brazil, enabling them to overcome social disadvantages and become productive in society. INTERVIEWEE RH 1).

The research will focus on analyzing the actions of CSR in the institutional perspective that Soares (2004) calls 'explicit discourse', through which the company discloses the information regarding its CSR policy to make it public, yet pointing out contradictions between what is assumed to be socially responsible and what is practiced in the organizational world.

Agro Melão Mossoró guides the development of its social responsibility policy based on two elements: the socio-environmental dimension of the company, which are the seals, protocols and certification standards and Brazilian legislation, which involves international agreements and treaties (ENTREVISTADO-CER2).

Certifications act as passports that enable suppliers to market with certain markets and customers. While not legally binding in the sense of regulation, they may in fact be binding on suppliers (HENSON; REARDON, 2005). The standards and classifications established by the protocols are intended to ensure quality and safety of products in terms of appearance, cleanliness, taste, reduction of pesticides and residues, fruit health and geographical origin (REARDON et al., 1999). This issue is ratified by the Interviewee-CER2, who states:

Certifications represent a form of market access [...] the more you want to expand your market, expand your customers, the more requirements you must meet. You must conform to the certification standards to meet these demands and enable your fruit to come innocuously and legally in those markets. [...] In general, all certifications we have today are rooted in Brazilian legislation. (INTERVIEWEE-CER2).

Thus, the Interviewee-CER2 shows how the need for certifications affect the organization's management processes, which is compelled to meet the demands of the consumer markets, as well as respond to legal parameters. The company already has several certifications, among them: Good Agricultural Practice – GLOBAL G.A.P., Hazard Analysis and Critical Control Point – HACCP, *Programa Integrado de Frutas* – PIF, Ethical Trading Initiative – ETI, Tesco Nurture, Field to Fork Certificate, *Garantia de Origem Carrefour*, *Qualidade desde a Origem Pão de Açúcar*, *Compras Responsáveis*.

In addition to the certification seals, Brazilian legislation and international agreements and standards have also fulfilled a relevant role in the adoption of socio-environmental measures by the company. It reaffirms the model proposed by Schwartz and Carroll (2003) in which legal responsibility is one of the components of social responsibility, since they are the minimum standards and norms for the good development of companies.

The company also develops a series of actions to form the framework of its CSR policy, among the main ones: youth and adult education, dental care (OdontoSesc), fruit donation, provision of meals, provision of transportation and accommodation, adoption of more efficient planting techniques, emission control of polluting gases, environmental education workshops and adoption of ecological corridors.

The company's Youth and Adult Education Program (*EJA – Educação de Jovens Adultos*) is maintained in partnership with the municipality of the region where the base is located. The objective of the program is the literacy of employees. The classes take place during the harvest period, between July and February, at the company's headquarters. The municipality is responsible for providing teachers and pedagogical support, while the company is responsible for classroom space, teaching materials and school meals. In four years of project, about 120 employees have already been literate.

We keep a classroom on the farm, where about 30 employees are literate. The classes take place at night, through the agreement with [...] the prefecture of the region provides us with teachers and we provide all the classroom structure, didactic material, transportation and food. [...] Enrollments are for everyone, but there are people who receive a different treatment, because they show great potential but do not have a professional degree (INTERVIEWEE RH 1).

The approach of the three domains of CSR proposed by Schwartz and Carroll (2003) allows to analyze this action as an economic / ethical one, since it is classified as a "social activity motivated by the often-repeated adage – 'good ethics is a good business' (page 517)". The framework of activity in the economic domain occurs because of the gains of the organization with the investment in training its workforce. Rocha-Vidigal and Vidigal (2012) argue that employee qualification benefits the company by increasing productivity and efficiency, as well as, ultimately, increasing the organization's profitability. Although these investments are for economic purposes, they end up reverberating in improving the quality of life of workers. Therefore, this action also has an ethical character.

The EJA program can be classified in the quadrant 2 according to the standards of corporate conduct for social responsibility proposed by Melo Neto and Froes (2001). The action is characterized by the "strong and constant relations of the company with its employees, granting them diverse benefits" (p.94). OdontoSesc is another project developed by the company, in partnership with the Social Service of Commerce (Sesc) of Ceará. It is a mobile dental care unit of Sesc-CE installed on the company's farms during the harvest period. Free dental services are provided for workers and sometimes for their families and the surrounding community. The mobile service unit is equipped with four dental chairs, x-ray room, sterilization center, brushing and reception room and air-conditioned environments; performing about 12,000 queries per season. The SESC-CE provides the structure, material and staff while the company contributes to food expenses and accommodation for professionals.

It is a project in partnership with SESC, where a dental cart is inside the company during the whole harvest period, from seven to eight months [...] we give structure, lodging and food for dentists and technicians and SESC provides us with professional care. We were able to involve all the employees [...] we managed to bring their families and the community of Gravié, which is a very poor community. The project is beneficial to a company because it can reduce absenteeism, but much more beneficial to them, because in a small city it is not easy to find dental service in a health post [...]. (RH 1 INTERVIEWEE).

Based on the model of Schwartz and Carroll (2003), it is suggested that the OdontoSesc project has both economic and ethical bias. While it generates a health benefit for workers and the surrounding community, it results in gains for the company by reducing absenteeism, as mentioned in the organization's speech.

For Melo Neto and Froes (2001), this social responsibility action is in quadrant 3, where the company is encouraged to carry out "actions to stimulate and promote corporate citizenship by engaging in social campaigns and social projects that impact the community (p.94). " However, this action does not constitute a consistent and lasting relationship with the community, since the service to other groups is possible only if there are remaining vacancies.

Another social action by Agro Melão Mossoró is the donation of fruits to schools and nurseries in the surrounding communities where the company is located and in the metropolitan region of Fortaleza / CE. Donations are also made to the Mesa Brasil Sesc program, which collects and distributes fruits of high nutritional value, which do not go to supermarkets because they are out of market standards. Donations are made to families and communities living in extreme poverty.

We donate fruit to the schools and creches in the area [...]. We also have a creche [...], a fruit truck arrives weekly in our creche and serves more than 80 children with their families. [...] Mesa Brasil is another project of ours in partnership with SESC that aims at reducing waste (INTERVIEWEE RH 1).

Following the model of the three domains of Schwartz and Carroll (2003), this practice can be understood as purely ethical, since it does not reflect gains for organization and is not a legal obligation. Schwartz and Carroll (2003) warn that corporate ethical responsibilities must embrace the aspirations of the population. In addition, it must be able to respond to national and global ethical imperatives. Even if the disclosure of the action means gains for the institutional image.

According to Melo Neto and Froes (2001), this CSR action fits into quadrant 4, where "the company's relations with the community are closer than the organization's relations with its employees and dependents" (p.94).

Agro Melão Mossoró also provides daily meals with high nutritional value at a symbolic cost of R \$ 1.00 per month. The company offers breakfast, lunch, dinner and supper for all employees. In the harvest period, about 20 thousand meals are served daily. This social action is of great relevance and impact for the employees of the company and their dependents.

We understand that providing food is a great social benefit. We provide breakfast, lunch and dinner for the housed workers. Food is a great differential to attract manpower, because of this, many people come to us (INTERVIEWEE RH 1).

Based on Schwartz and Carroll (2003) it is perceived that this action of CSR occupies the economic and ethical domains. Its economic character is due to several gains for the company, such as: increase in productivity, reduction of absenteeism, lower turnover and exemption from social charges on the value of food supplied. In addition, there are deductible tax incentives of up to four percent in the income tax due, secured by the Programa de Alimentação do Trabalhador - PAT (Worker's Food Program). We can also consider it ethical, as it positively influences workers' lives by improving their nutritional conditions, increasing physical capacity and resistance to fatigue and disease, as well as reducing the risk of work-related accidents.

Analyzing the provision of meals to employees through the model proposed by Melo Neto and Froes (2001) we can verify that this action is in quadrant 2, because it is a CSR practice aimed exclusively at employees, benefiting the internal staff. The offer of transportation and

accommodation is also seen as a social action that influences the income and quality of life of workers. The company offers daily five buses that make the route in the intermediations of the farms for the transport of employees. For male workers residing in remote areas, about 3,500 accommodations are available in the farm.

We believe that daily transportation is also a benefit that we offer at no cost to staff who reside in the region. The company offers daily transportation at no cost to them. [...] Housing is also another benefit for employees who cannot travel long distances every day to work (INTERVIEWEE RH 1).

Looking at these actions through Schwartz and Carroll (2003) we can verify that this is a purely economic activity. These actions are characterized as an activity that generates a positive economic impact for organization due to the punctuality of the employees and consequent increase of the productivity.

Following the precepts of the model pointed out by Melo Neto and Froes (2001), the provision of transportation and accommodation for employees is in quadrant 2, since the action is oriented to the internal staff.

The company also develops several environmental actions, among them, the investment in more efficient planting techniques that collaborate with the preservation of the environment and human health. The techniques involve the use of machines equipped with filters that reduce the emission of pollutants to the atmosphere during the preparation of the soil, organic compound produced with remains of the production process, mulch (thermal fabric covering the planting to maintain soil moisture), drip irrigation system and integrated pest monitoring.

We use various planting techniques to minimize the potential impacts on the environment [...] in soil preparation, we use filtering machines to prevent black smoke that is rich in CO₂, after which we use organic compost made from straw of Carnaúba, remains of cooking and cardboard left over from the packing house, [...] we use the mulch that is a black plastic that is above the hose and coated as if it were a ridge to retain soil moisture, [...] the water economy is made by the drip system, the water drips gradually and the reduction is 80% water compared to other irrigation systems. Then we put the thermal fabric which is a white TNT that reduces use of chemicals. We also use mulch, which reduces the use of herbicides. [...] Ecological corridors are left for fauna preservation and pest control, they help the locomotion of the fauna [...] So, all these techniques are used as reducers of environmental impacts (INTERVIEWEE GA 3).

Interpreting the techniques used by Agro Melão Mossoró in the production process through the approach of the three domains (SCHWARTZ; CARROLL, 2003) we can say that these are actions with economic and ethical nature. The economic character is defined by the financial advantages that the organization gains with the application of these techniques. Pest reduction, low fertilizer and pesticide use, labor shortages, and low disease susceptibility can interfere with harvesting in many ways. Originally, these actions are taken for economic and commercial reasons but end up implicating in ethics, as they help to preserve the environment, reduce risks to human and animal health and make rational use of water.

According to the model proposed by Melo Neto and Froes (2001) we can situate these techniques in quadrant 3, due to the environmental appeal and the general concern with the community. Pensando Verde is another environmental project of the company that involves both employees and the surrounding community. The project offers workshops for environmental education within the company and in municipal schools. The action is developed in partnership with the start-up company Ecoando, which is formed by students of the Ecology course at UFERSA. The

purpose of the workshops is to maintain a dialogue with employees and the community about the importance of preserving the environment.

We have an environmental education project [...] that is developed by Ecoando. We made a deal with them and they prepare workshops for us. Here we have already done three workshops - recycling, ecology, environment and society; and we also did one at the Tibau school, which is also a way to compensate for the negative impacts generated here (INTERVIEWEE GA 3).

According to the approach proposed by Schwartz and Carroll (2003), education workshops are ethical because it is neither a legal obligation nor a means to profit. Thus, the project has the power to positively influence the lives of workers and surrounding communities with the knowledge transmitted.

According to Melo Neto and Froes (2001) this action is in quadrant 3, working with the employees and surrounding communities.

Given the above, Table 02 summarizes the framework for each CSR action, according to the three CSR domains approach (SCHWARTZ; CARROLL, 2003) and to the corporate conduct standards model for CSR (MELO NETO; FROES, 2001).

Table 02 - Summary of CSR practices framework.

CRS actions	SCHWARTZ; CARROLL, 2003	MELO NETO; FROES, 2001
Youth and Adult Education	Economic / Ethics	Quadrant 2
OdontoSesc	Economic / Ethics	Quadrant 3
Fruit Donation	Pure Ethics	Quadrant 4
Meals provided	Economic / Ethics	Quadrant 2
Transport and accommodation	Pure Economic	Quadrant 2
Planting techniques	Economic / Ethics	Quadrant 3
Pensando Verde	Pure Ethics	Quadrant 3

Source: Prepared by the author (2016)

A holistic analysis based on Schwartz and Carroll (2003) of Agro Melão Mossoró CSR policy allows us to suggest that the company's CSR practices are in the economic / legal / ethical domain. 'Economic' because the policy sensitizes and guides the stakeholders towards organizational interests, producing "a positive economic impact, direct or indirect on the company" (p.508). 'Legal' since some actions are for "mandatory and expected legal expectations by society" (p. 509) and are covered by local legislation. 'Ethical', in the sense of providing well-being and improvements in the quality of life of the stakeholders.

However, while the CSR policy comprehensively addresses the three dimensions of the Schwartz and Carroll (2003) model, it is possible to observe that actions are taken with the objective of meeting the economic and legal demands of the organization, even though transversally satisfying the standards and expectations of stakeholders (CARROLL, 1991). The company's CSR policy is aligned with what Carroll (1987) calls "morale management," in which the organization aims at gaining value by enforcing the law and in accordance with standards of ethical conduct.

Analyzing the set of CSR actions of Agro Melão Mossoró with the model by Melo Neto and Froes (2001), we can verify that company's actions are concentrated mainly in the quadrants 2 and 3. At some moments, the actions are directed only for internal staff, and at other moments, extends to the surrounding communities.

Based on Melo Neto and Froes (2001, p.101) there is a change in Agro Melão Mossoró's business conduct pattern toward CSR. The change starts from quadrant 1 (beginning of CSR in all organizations) where there is no relationship among company, employees and community, towards quadrant 2, where there is integration of the company with its employees but weak involvement with the community, then CRS arrives at the quadrant 3, where there is a strong relationship among company, employees and community. Therefore, the company Agro Melão Mossoró is at the beginning of the "stage of excellence in corporate citizenship through the development of individual corporate citizenship", according to Melo Neto and Froes (2001).

6 CONCLUSION

The Social Responsibility of Companies is a theme with great prominence in the field of administration, with implications in economic, political and social issues. Based on these aspects, the objective of this study was to analyze the social responsibility practices of a company in the fruit sector in the light of the theoretical-conceptual models proposed by Schwartz and Carroll (2003) and Melo Neto and Froes (2001).

When the practices declared as CSR are observed, it is possible to see the alignment of these with the model proposed by Schwartz and Carroll (2003) with respect to the economic / ethical dimension. The economic variable is linked to the concentration of efforts to achieve the economic objectives by directing and sensitizing the stakeholders towards the organizational interests; The legal variable is incorporated through compliance with the law and anticipation of the law by the company. The ethical variable is associated with the promotion of well-being and improvements in the quality of life of the stakeholders. There is an overlap of economic, legal and ethical domains. In general, CSR actions are guided by economic and legal aspects, reverberating in the ethical domain.

The CSR actions, when interpreted by Melo Neto and Froes (2001), are grouped preferably in quadrants 2 and 3. Actions are directed to internal staff and sometimes extend to the community. It is also noted that the CSR conduct pattern goes through a moment of migration, going from the quadrant 2 of internal responsibility, to the quadrant 3 of citizen responsibility.

According to the analyzes made of the researched reality, it can be affirmed that the company adopts a set of practices that constitute a CSR policy, made explicit by its institutional discourse. However, the interviewees' observations also show a range of economic interests imbued with these actions, such as effective control of the workforce through transportation offered to employees and rebates on the tax burden through meals provided to the employees.

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