Original Article

Verification and analysis of the sustainable and responsible posture of leaders and the presence of TBL in an agroindustry: content analysis based on Iramuteq and main interview points

Verificação e análise da postura sustentável e responsável dos líderes e da presença do TBL numa agroindústria: análise de conteúdo com base no Iramuteq e pontos principais de entrevistas

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ABSTRACT

Purpose: This article seeks to analyze and describe the occurrence of the main aspects of the eight categories that make up the Sustainable and Responsible Leadership Framework, explained in the article, in the performance of leaders in a Brazilian agroindustry company.

Design/Method/Approach: This is a qualitative, inductive, and descriptive study carried out by a case study in a company. Semi-structured interview script and non-participant observations were used. Content analysis was conducted by reading and consolidating interviews, as well as by descending hierarchical classification (DHC) of words using *Iramuteq* software.

Findings: The main aspects identified in the interviews that make up the constructs sustainable and responsible posture of leaders are presented, highlighting the ethical posture when promising and fulfilling; care for goals and results, suppliers and customers, and the community; and respect for diversity. The presence of contemporary aspects of the *Triple Bottom Line* (TBL) was also examined in the leaders' performance, but with greater emphasis on the Economic Pillar (Production).

Practical implications: The study reinforces the importance of companies being aware of the sustainable and responsible posture of leaders in Brazilian agribusiness, a sector in constant transformation, in addition to the possibility of using the concepts to train leaders.

Originality/Value: As a contribution, we propose a Sustainable and Responsible Leadership Framework and we indicate the main aspects of the performance of leaders as drivers for obtaining broad results in the TBL in agribusiness.

Keywords: Agribusiness; Sustainable Leadership; *Triple Bottom Line (TBL)*

RESUMO

Objetivo: Este artigo busca analisar e descrever a ocorrência dos aspectos principais das 08 categorias que compõem o Framework da Liderança Sustentável e Responsável, explicado no artigo, na atuação dos líderes numa agroindústria brasileira.

Desenho/Método/Abordagem: Trata-se de um estudo qualitativo e indutivo, do tipo descritivo através de Estudo de Caso numa empresa. Foram utilizados roteiro de entrevista semiestruturada e observações não participante. Foram realizadas análises de conteúdo através de leituras e consolidação das entrevistas e pela classificação hierárquica descendente de palavras (CHD) através do Software *Iramuteq*.

Resultados: Como resultados relevantes, são apresentados os aspectos principais identificados nas entrevistas que compõem os constructos postura sustentável e responsável dos líderes, destacando-se a postura ética ao prometer e cumprir, os cuidados com as metas e resultados, com fornecedores e clientes, com a comunidade e o respeito à diversidade. Percebido também a presença de aspectos contemporâneos do *Triple Bottom Line* (TBL) na atuação dos líderes, mas com maior ênfase ao Pilar Econômico (Produção).

Implicações práticas: O estudo reforça a importância de as empresas estarem atentas a postura sustentável e responsável dos líderes num setor em transformação como o agronegócio brasileiro, além da possibilidade do uso dos conceitos para capacitação de líderes.

Originalidade/Valor: Como contribuição, é apresentada uma proposta de Framework da Liderança Sustentável e Responsável e os aspectos principais da atuação dos líderes como potencializadores da obtenção de resultados amplos no TBL numa agroindústria.

Palavras-chave: Agronegócio; Liderança Sustentável; *Triple Bottom Line* (TBL)

1 INTRODUCTION

Society is undergoing intense and impactful transformations in various areas, including the implementation of technological developments. Moreover, an informational and increasingly digitized world demands different postures and forms of relationships while keeping the focus on people, finding new channels of communication, and individual posture with more assertiveness and respect for others (Ebert & Duarte, 2018; Fukuyama, 2018; Liu, Ma, Shu, Hancke & Abu-Mahfouz, 2020; Werthein, 2000).

Extreme events such as the pandemic, climatic events, armed conflicts, and economic instabilities bring to light the need for not losing the business advances that have been defended and implemented in recent decades regarding sustainability. Broadly, such advances cover the environmental, economic, and social pillars that make up the *Triple Bottom Line* (TBL) advocated by several authors and considered the

basis for viability of the third millennium industry (Brundland, et al., 1987; de Oliveira Claro, Claro & Amâncio, 2008; Elkington & Rowlands, 1999; United Nations, 2015).

It is necessary to rethink a more sustainable organizational performance and, specifically, the crucial role of leadership in the implementation of people management practices and in the direct impact on the well-being and performance of employees (Salas-Vallina, Alegre & Lopes-Cabrales, 2021). Over the decades, various leadership styles with different approaches have predominated in organizations, such as charismatic, visionary, ethical, situational, transactional, transformational, sustainable, among others (An, Meier, Ladenburg & Westergård-Nielsen, 2020; Neto, Tanure, Santos & Lima, 2012; Tan, 2023; Voltolini, 2019).

Given this, the Sustainable and Responsible Leadership (SRL) style, proposed in this study, based on concepts and studies carried out by several authors, consists of several necessary ingredients for a leader's performance, such as ethical, integral, and respectful attitude. SRL can gain prominence in agribusiness for being an approach that focuses on people, respecting diversity and inclusion. Also, SRL is attentive to all business stakeholders, acting in line with governance practices, worrying about economic results, but also with environmental and social impacts and corporate social responsibility (Alhaddi, 2015; Fernandez, Kullu & Shankar, 2020; Hargreaves & Fink, 2004; Lago & Coelho, 2021; Melatto, 2022; Voltolini, 2019).

Based on the aforementioned aspects, this article has as main objective: verify and analyze the main aspects that make up the eight categories of the Sustainable and Responsible Leadership (SRL) Framework, proposed here. This framework will be employed to assess the performance of leaders in a Brazilian agroindustry company, due to the need to improve the way of leading, covering the importance of adherence of leaders who work in this sector to a sustainable and responsible attitude, since it goes through transformations in operations and in its sustainable practices.

2 THEORETICAL BACKGROUND

2.1 Brazilian Agribusiness: An evolving industry with a changing and sustainable culture

When we observe agribusiness in Brazil, we also notice numerous transformations in technological aspects, production models, and initiatives to increase yield and competitiveness such as business management (Zuin & Queiroz, 2015). Notably, most organizations operate in fast-changing environments, thus, adaptability is considered key for high-performance companies (Kontoghiorghes, 2016).

A growing and evolving sector also faces transformations in its culture and in the companies that compose it. Such changes include focusing on sustainable, innovative, and modern practices, breaking with practices that have predominated for decades based on hardware, such as machinery and equipment, to promote greater attention and action on "soft aspects," such as leadership approaches, forms of management, and relationships between agribusiness actors (Jankelová, Remeňová, Skorková & Némethová, 2019; Kontoghiorghes, 2016; Zuin & Queiroz, 2015).

One of the cornerstones for such transformation, making them more productive, is based on the relationships between leaders and employees, which point to the need for inspirations, individual approaches, and rational stimuli of management (Jankelová, Joniaková, Némethová & Blštáková, 2020; Zuin & Queiroz, 2015).

Among many transformations, sustainability is also acknowledged as an essential aspect, demanding a change of mentality, both regarding behaviors and policies (Silvius & Schipper, 2015). Among several positive aspects, the adoption of sustainable attitudes by businesses can be understood as a source of competitive advantage and innovation (Hansen & Schaltegger, 2016; Vanegas, Cordeiro, de Paula, Ordoñez & Anholon, 2018) and a more efficient way of management (Falle, Rauter, Engert & Baumgartner, 2016).

Several studies on sustainability defend the theme by three dimensions: economic, environmental, and social (de Oliveira Claro et al., 2008). These dimensions

are known as *Triple Bottom Line* (TBL), proposed in the 1990s by John Elkington. The TPL provide a new way of evaluating companies, placing environmental and social aspect in the same degree of the economic aspect.

Economically sustainable companies guarantee liquidity and financial return to shareholders by the economic pillar; environmentally sustainable companies are committed to the preservation of the ecosystem (environmental pillar); and socially sustainable are those that care about and enrich communities with the management of their capital (social pillar). Thus, a sustainable company needs to meet without mismatches the three dimensions of the TBL concept (Elkington & Rowlands, 1999; Govindan, Seuring, Zhu & Azevedo, 2016).
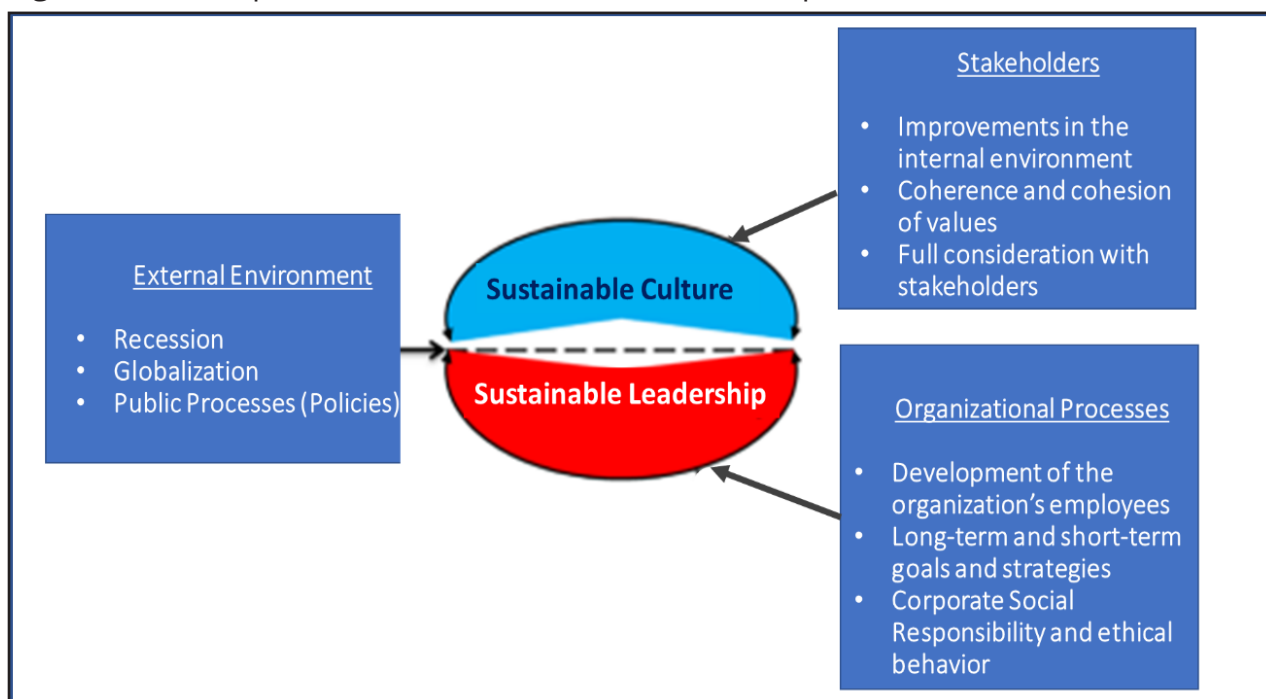
2.2 Sustainable and Responsible Leadership

A fundamental aspect of the contemporary leader is that their actions are guided by a sustainable and responsible attitude. The literature presents concepts on Sustainable and Responsible Leadership (SRL) that support the aforementioned attitude, essential for the contemporary leader. SRL is based on a long-term vision in decision-making, encouraging systematic innovation with a focus on customer value; developing a qualified, loyal, and highly engaged team; offering quality products, services, and solutions, having a broad view of stakeholders; being a crucial leadership for the sustainable development of a company and organizational citizenship behavior (Avery & Bergsteiner, 2011; Iqbal & Ahmad, 2021; James & Privadarshini, 2021; Sikand & Saxena, 2022).

According to Gerard, Mcmillan, and D'Annunzio-Green (2017), the links and interdependence of ethical responsibilities, corporate governance, and external environment are important when considering the integration and development of sustainable leadership.

To understand sustainable leadership, connected with transformations, Gerard et al. (2017) (Figure 1) present a view on stakeholders, organizational processes, and external environment as essential factors to achieve a sustainable culture and leadership.

Figure 1 – Conceptualization of Sustainable Leadership

Source: Adapted from Gerard, Mcmillan, and D'Annunzio-Green (2017)

In a study conducted in an educational environment, Hargreaves and Fink (2004) indicated concepts and the seven principles of sustainable leadership, which can be used in diverse environments:

1.   Creates and preserves sustainable learning;

2.   Ensures success over time, i.e., encourages successors;

3.   Supports the leadership of others;

4.   Addresses social justice issues;

5.   Develops, rather than depletes, people and natural resources;

6.   Develops diversity and environmental capacity;

7.   Undertakes active engagement with the environment

Some knowledge, values, and behaviors shown in Voltolini's (2019) studies on sustainable leadership, obtained by a research based on interviews with 20 sustainable leaders, can be seen in Table 1, and help in identifying the sustainable posture of a leader.

Table 1 – Key aspects of Sustainable Leadership

Focus	Description
Management of indicators	Mastery of indicators, tools, metrics, and practices that make environmental management tangible
Strength in being an example and in their actions	Transforming values and beliefs into action plans and more sustainable practices, knowing how to "make sustainability happen" in the company. Consistency between what is said and what is done
Communication	Communicating sustainability ideas in a clear, objective, direct, authentic, and enthusiastic way; knowing how to listen and knowing how to talk, promoting open, loyal, and constructive dialogues with all stakeholders
Empathetic attitude and concern for others	Exercising empathy, putting themselves in the shoes of the audiences affected by the company's activities and learning to think and feel with the parameters of these audiences. Interest and respect for human beings
Authority	Having more authority than power, more aspiration than ambition, their word needs to have moral force
Diversity	Respect and appreciation for diversity
Focus on Stakeholders	Sense of responsibility regarding the impacts generated by the business to stakeholders, being a disseminator of sustainability

Source: Adapted from Voltolini (2019)

Several authors have also studied and stressed the importance of a leader's responsible posture. The concept of responsible leadership, as well as sustainable leadership, is based on ethical values. Responsible leadership can make the business sustainable and successful by creating public trust and reputation for the company through responsible actions such as generating "principled profits," actions based on the "triple bottom line result," and "creating value for stakeholders" (Dipiazza & Eccles, 2002; Elkington & Rowlands, 1999; Freeman, 2004; Janaswamy, Sarkar, Mishra & Das Gupta, 2024; Tan, 2023).

Leaders with a responsible attitude seeks to build and maintain good relationships with all relevant stakeholders, both internal and external, which expands their performance and allows a greater understanding of the impacts of their performance (Maak & Pless, 2006). A study carried out by James and Priyadarshini (2021) presents a list of what they call factors and subfactors that

impact the responsible attitude of Leaders and that show convergence with other aspects addressed by other authors regarding sustainable leadership (Table 2).

Table 2 – Factors and subfactors of Responsible Leadership

Factor	Subfactor	Authors
Ethical Guidance	Moral actions	Maak and Pless (2009)
	Humility and integrity	Pless and Maak (2005)
	Responsibility	Doh and Quigley (2014)
	Social care	Pless et al. (2015)
Performance and effectiveness at work	Shared sense of meaning	Maak and Pless (2009)
	Sustainable value creation	Avolio et al. (2004)
Relationship with Stakeholders	Relationships of trust with different stakeholders	Doh and Quigley (2014)
	Collaboration	Ramay (2012)
	Equality	Waldman and Galvin (2008)
Balanced processes	Internal and External	Donia et al. (2019)
	Meets all interests	Zhang et al. (2015)
Social Responsibility and Environmental Protection	Employee volunteer actions	Pless et al. (2012)
	Responsibility with future generations	Waldman et al. (2006)
	Measurement of social welfare	Chin (2013)
	Nature protection	Maak and Pless (2006)
Creating value for the community	Communication with the local community	Lynham (2000)
	Awareness programs	Maak and Pless (2009)

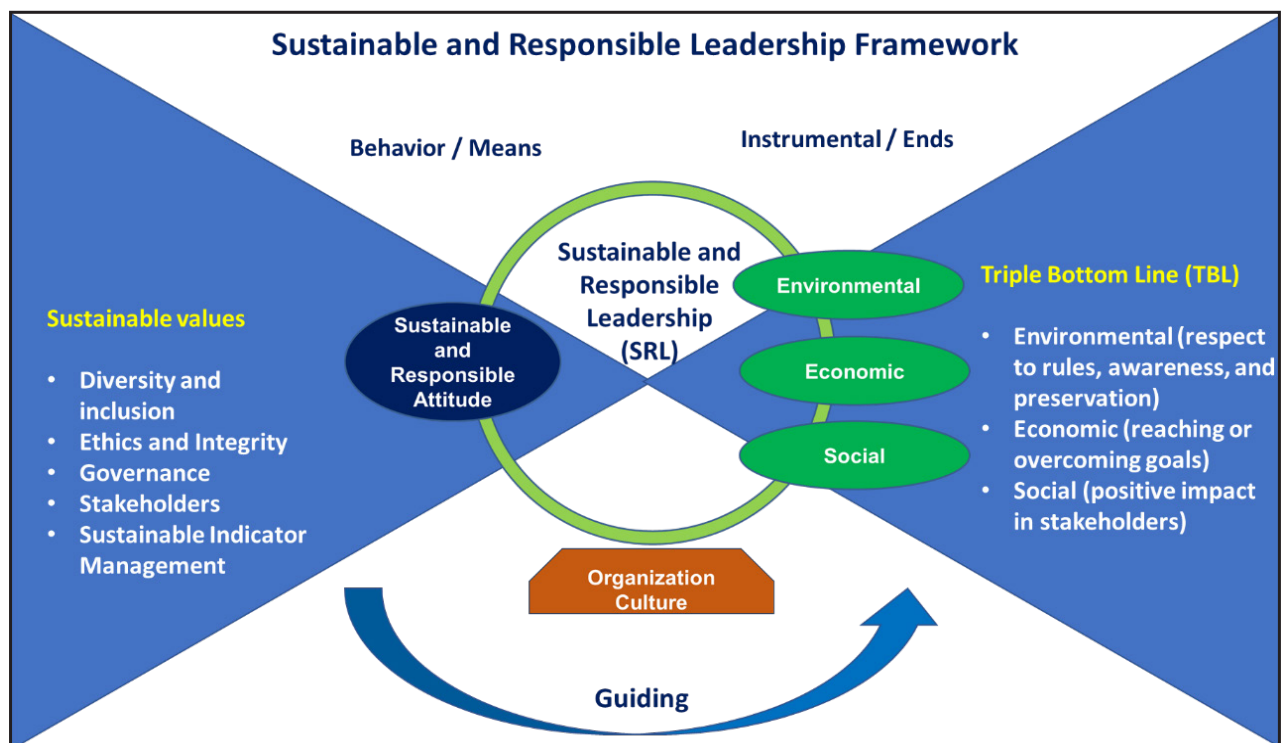Source: Adapted from James and Priyadarshini (2021)

A sustainable attitude can positively impact financial results, employees (internal stakeholders), and the company's reputation and relationship with external stakeholders (James & Priyadarshini, 2021).

2.3 Sustainable and Responsible Leadership Framework

Considering the aspects mentioned above, a Sustainable and Responsible Leadership (SRL) Framework was organized and proposed based on "means" that mobilize, guide, and enable leaders to lead with a sustainable behavioral approach, close to employees, with a broad view of the importance of all stakeholders and enabling sustainable results that comprise the "ends" covering the TBL (Figure 2).

We focused on the guiding and behavioral aspects as "means" that emphasize: a sustainable and responsible attitude, including respect and partnership with all stakeholders (involved parties), generating close relationships, creating open, lasting, and sustainable relationships with all stakeholders (employees, customers, shareholders, local community, government agents, suppliers, among others); acting based on values, highlighting respect for good governance practices, integrity, and ethics as guides that serve as the basis for decisions, leading by example, in a in an ethical way, doing what is right and being integral and coherent between what one says and does, using sustainable TBL indicators as guides to achieve sustainable "ends". These behaviors will enable sustainable (instrumental) results focusing on economic and social environmental aspects.

Figure 2 – SRL Framework

Source: Prepared by the authors (2021)

3 METHODOLOGY

The study was conducted based on the collection of information on the performance of leaders with a focus on the constructs Sustainable and Responsible Leadership and *Triple Bottom Line* (TBL), which make up the SRL Framework. A literature review was conducted, as well as a field research in an Agroindustrial Company of Brazilian agribusiness. "The case study is an empirical investigation that explores a contemporary phenomenon ('the case') in depth and in its real-world context, especially when the boundaries between the phenomenon and the content may not be clearly evident" (Yin, 2015, p. 17). The research used inductive methodological position, with a qualitative method, and was based on interviews and non-participant observations in the visits to the three units of the company.

The stages of the study included: 1) definition of the study topic; 2) literature review on transformations in agribusiness, sustainable and responsible leadership, and triple bottom line; 3) creation of the SRL Framework proposal; 4) preparation of the research data collection instruments, including the interview script (Appendix 1); 5) approval of the research in the Ethics Committee; 6) invitation by letter and negotiation with the participating company; 7) visit to the researched company and data collection in the 20 interviews (Appendix 2) that were recorded; 8) transcription of all interviews by the audio to text transformation feature on the website *Transkriptor* (https://transkriptor.com); 9) listening to all interviews and adjusting the texts; 10) consolidation, reading, and analysis of the information obtained in the interviews in Word files by construct (Sustainable and Responsible Leadership and TBL); 11) analysis of the interviews with the Iramuteq Software to generate descending hierarchical classifications (DHC) of the segments of the interview texts, called dendrograms, focusing on the words with greater significance and representativeness based on the chi-square (X^2), which shows the association of the word with the class, the signifiers being those with CH^2 (X^2) ≥ 3.84, and the percentage (%)

of occurrence of the word in the text segments in this class compared to its occurrence in all the texts (Camargo & Justo, 2021); 12) analysis of the results.

The company researched is a food processing industry, located in the interior of São Paulo; it has of almost 500 employees, with three units located throughout the state. The choice of the organization was made by convenience, based on the acceptance of the company's board to participate in the study and because it is an important example of an agroindustry company. We sought a typical case in agribusiness with the presence of various types of leaders in an agroindustry company. A total of 20 interviews were conducted, with representatives of the board, leaders, and employees who work in management or operation, seeking the diversity of participants. The script of semi-structured interviews had seven questions focusing on the variables (categories) that make up the research constructs, from 1 to 4 referring to sustainable and responsible leadership and from 5 to 7 referring to TBL.

The Descending Hierarchical Classification (DHC) was generated by Iramuteq Software (Camargo & Justo, 2021), serving as the basis for constructing the tables with the main words in each analyzed class, presented in the following section. The vocabularies made available in the Classes enabled the analysis and contextualization by the researcher of the main points arising from the perceptions and responses of the interviewees in each construct, along with the material consolidated and previously analyzed.

4 RESULTS

4.1 Word Frequency Analysis (Iramuteq)

We present below the classes of the constructs Sustainable and Responsible Leadership and *Triple Bottom Line* (TBL) that make up the SRL Framework, along with the highlighted points.

4.1.1 Sustainable and Responsible Leadership Dendrogram

Table 3 shows the word classes, organized by Iramuteq into five classes, based on the analysis of text segments (81.66% of the total segments), and which bring the main perceptions of the interviewees about the construct Sustainable and Responsible Leadership.

In Class 1, called by the researcher "Promising and Fulfilling", the main words "Thing", "Fulfill", "Promise", "Let" and "Get" demonstrate a relationship with the variable of the Ethical and Integrity performance/orientation of the Leaders.

In the performance, it is clear promises are made and fulfilled, the Leader pays attention if there is something to correct or act upon, pays attention to the subordinates and gives them space to speak, and examples of fulfilling what was promised are cited. "I think I am like this, you know, if you promised or said something there, especially in the operation, what we promise, we fulfill" (Interview 13). It is clear there is respect for compliance with procedures. "I have worked very hard on this, even when we see something that is not up to par, so we had a recent case of a person who behaved inappropriately on Twitter and we corrected that problem" (Interview 16).

In Class 2, named by the author as "Care for Goals and Results," the most prominent words were "Ebitda," "Stay," "Goal," "Reach," and "Result," which can be associated with concern with indicators and results, referring to the Governance variable.

One can note the focus of the company on Results (of Production), in breaking records and celebrating them, in reaching and exceeding the goals, and also a high focus on the communication process that has been improving in recent years, with the strong dissemination of information in the company, such as records, certifications, and results. "They present how these *goals* are, whether they are achieving them or not, present the profits of the company (*Ebitda*), which is one of the *goals*, and they always present them" (Interview 19). Another interviewee said: "so I see that, in recent years, management has changed in a significant way to better reach the *results* and the expectations of a corporation" (Interview 8). On the other hand, there is a need for attention to Ebitda,

both in the greater transparency of the theme and in the agility of change in the way the company's results are calculated. "For example, how is it every day, how much is our *Ebitda,* our turnover today is positive, is negative, this is part of the award of the teams, so it is a monthly update and sometimes it stays 3, 4 months without updating" (Interview 2).

Table 3 – Dendrogram of the Descending Hierarchical Classification (DHC) of the construct Sustainable and Responsible Leadership in an agroindustry company

CATEGORY	CLASSES	CLASS NAME	HIGHLIGHTED WORDS	x^2	%	RELEVANT GROUP
Perceptions of interviewees from the company about the Sustainable and Responsible Leadership construct	1	Promising and Fulfilling (21.57%)	Thing	47.06	49.44	Highlighted interviews: 04, 12 e 17
			Fulfill	41.71	83.33	
			Promise	35.49	91.67	
			Let	27.66	75.00	
			Get	26.46	60.71	
	2	Care for goals and results (23.34%)	Ebitda	33.34	100.00	Highlighted interviews: 08, 05 e 16
			Stay	31.19	53.57	
			Goal	27.53	80.00	
			Reach	25.21	90.00	
			Result	24.45	75.00	
	3	Focus on supplies and customers (18.32%)	Supplier	145.73	88.10	Highlighted interviews: 18, 03 e 10
			Customer	93.86	80.00	
			Contact	82.49	73.68	
			Auditing	36.10	100.00	
			Visit	36.10	100.00	
	4	Action in the community (13.59%)	Community	125.64	72.5	Group 1-Board (22,54%) Highlighted interviews: 20, 09 e 01
			City	84.28	100.00	
			Project	76.24	87.50	
			Action	71.11	78.95	
			School	71.10	100.00	
	5	Respect for diversity (23.19%)	Woman	90.81	81.82	Group 3-Operation (27,61%) Highlighted interviews: 13
			Man	84.38	96.30	
			Joke	61.21	88.00	
			Sexual	49.25	94.12	
			Homosexual	48.22	89.47	

Source: Prepared by the authors (2024)

In Class 3, called "Focus on Suppliers and Customers", the prominent words such as "Supplier," "Customer," "Contact," "Auditing," and "Visit," are more related to the Stakeholders variable, evidencing a strong concern and performance of the company with Suppliers and Customers.

Many respondents cited the leaders' concern with customers and suppliers: "he (the leader) also worries about *suppliers* and *customers,* I see that he is very concerned about this" (Interview 19), as well as regarding conducting audits, certifications, visits to suppliers, visits from suppliers and customers to the company, a closer approach to suppliers. "Then, I think that we have done a work with the suppliers of breweries, we are doing a work that was previously very closed" (Interview 13).

In Class 4, called "Action in the community," the highlighted words were "Community," "City," "Project," "Action," and "School," showing the company's performance in the communities, a point often cited by the interviewees, with several examples of actions and projects in schools, theaters, society. This Class also brings information related also to the Stakeholders variable in the SRL Framework. "Regarding *community*, it always participates in all the works we do, I see there in my city, so the company is always participating, the community and the company do community work" (Interview 19). "And concerning actions with the *community*, there are lots, a lot of participation in the *community,* we give support to *schools,* we give support, we have a band that is formed here" (Interview 16).

In Class 5, the prominent words "Woman," "Man," "Joke," "Sexual," and "Homosexual" are related to the variable "Respect for Diversity," which, based on the points most highlighted by the interviewees, brings advances and care for the theme by the company.

We noted the non-mention of the existence of situations of prejudice or discrimination, in the respect of Leaders for the choices of the employees, the non-discussion of issues of politics and religion in the environment, respect for diversity. "Regarding an example of an area with diversity, there is one, let's put it like this, in the laboratory there are more women and there are also homosexuals, but I have never seen disrespectful situations" (Interview 10); "I saw no difference, you know, oh the person is black or the person is *homosexual, woman,* we know that, but there is no difference" (Interview 15). On the other hand, words that demand attention appear,

such as the occurrence of jokes, with greater attention to this aspect referring to homosexuals, women, and black people in the company, requiring care for the issue of gender, especially in Leadership positions and in the Operation. "When you are moving up to the leadership, we have fewer women in leadership positions" (Interview 20). "In the company, concerning *jokes* about *sexual orientation*, the origin of the person, I think this has to be a point of attention" (Interview 7).

4.1.2 TBL Construct Dendrogram

Table 4 shows the word classes based on the analysis of the text segments (78.05% of the total segments), organized by Iramuteq into five classes and which bring views of aspects highlighted by the interviewees about the TBL Construct.

In Class 1, called by the researcher "Care for People," the prominent words are "Guy," "Time," "Take," "Give," and "Enter," which relate to the Social Pillar.

The answers cover the relationships between Leaders and Employees, with emphasis on peaceful conversation, control of hours, giving space for the employee to come, leave, talk. "Sometimes, the *guy* was a little worried about going out and having the surgery, I said, no, go, look for it and have the surgery" (Interview 2); "it's about motivating people to give the most there in their area so that they can also get it at the *time* the opportunity appears, at the *time* the horse comes saddled, they can ride" (Interview 13); "when you *give* a warning to employees, they probably will be motivated or get discouraged for good, usually they get discouraged for good" (Interview 5).

In Class 2, called "Priorities in the TBL," the highlighted words are "Person," "Vision," "Think," "Aspect," and "Part," which along with the various sentences of the interviewees, show the scope of the three pillars within the agroindustry.

Table 4 – Descending Hierarchical Classification (DHC) Dendrogram of the TBL Construct in an agroindustry company

CATEGORY	CLASSES	CLASS NAME	HIGHLIGHTED WORDS	X2	%	RELEVANT GROUP
Perceptions of interviewees from the company about TBL Construct (78,05%)	1	Care for people (21.25%)	Guy	72.2	88,00	Group 2- Management (32,74%) Highlighted interviews: 05
			Time	54.26	100,00	
			Take	34.32	100,000	
			Give	23.25	60.87	
			Enter	21.52	87.50	
	2	Priorities in the TBL (16.56%)	Person	38.73	44.64	Group 1-Board (38,10%) Highlighted interviews: 04 e 20
			Vision	30.8	100,00	
			Think	29.14	48.57	
			Aspect	28.59	66.67	
			Part	23.48	43.59	
	3	Planning and Monitoring of Production (23.12%)	Producing	45.94	85.00	Highlighted interviews: 17, 10 e 07
			Consumption	41.45	100.00	
			Monitoring	32.29	75.00	
			Planning	27.28	100.00	
			Water	27.07	81.82	
	4	Production Control and Indicators (19.38%)	Control	34.14	100.00	Highlighted interviews: 03 e 19
			Of course	24.38	87.50	
			Product	21.44	48.57	
			Deliver	21.14	100.00	
			Indicator	18.73	36.36	
	5	Focus on Safety (19.69%)	Accident	58.43	93.75	Group 3-Operation (34,35%) Highlighted interviews: 02, 08, 09 e 18
			Safety	51.36	66.67	
			DSD	37.78	100.00	
			Deviation	29.19	100.00	
			Correct	24.79	71.43	

Source: Prepared by the authors (2023)

Care for people and the environment is noted, but the greatest emphasis is on production. "He cares for people and the environment, but I see that of these three there, this *aspect* of production is what is most intrinsic in him, in the way he acts" (Interview 14); I *think* that today his big concern is production and production costs, I think he acts like that because he is being pressured a lot" (Interview 7); "I think in the *part* of results the team is very focused, but in the social and sustainability *part*, we have something, but we still have a lot to evolve" (Interview 1A). Some respondents reported not following social and environmental indicators. "Regarding environmental and people-focused indicators, I don't remember an indicator now, if there is one, I'm forgetting it" (Interview 19).

In Class 3, called by the researcher "Planning and Monitoring of Production," the prominent words are "Producing," "Consumption," "Monitoring," "Planning," and "Water," related to the Production/Industry (Economic Pillar) very emphasized by the interviewees.

Aspects such as planning, producing, monitoring, consumption of inputs, formats (kg, bags), KPIs, etc were mentioned. "What I said is difficult, because we are very involved, so what remains on our part is a *monitoring*, whether in big bag or small bag, of it was *planned* and what was *produced*" (Interview 17); "in the forums we have today this is the discussion, I think we prioritize the result related to the amount of how much you are spending, how much you are *producing*, and how much this bill costs" (Interview 1). A highlight is also the demonstration of care with water consumption and generation of wastewater (effluents), which shows that in production there is also a care with the environmental aspect related to the production process. "We *monitor water consumption,* our carbon footprint, we *monitor* our waste disposal, we *monitor* our level of reforestation" (Interview 20).

In Class 4, called "Production Control and Indicators," the prominent words "Control," "Of course," "Product," "Delivering," and "Indicator" are related to the Economic Pillar, understood as Production, which makes up the TBL and is widely addressed in the researched company, accompanied by indicators.

Examples of indicators were cited by the interviewees, with emphasis on those related to production and customers (satisfaction). "It is a daily cost *control*, we have the availability of equipment, so these two are the main ones that we are looking at there" (Interview 2); "the focus is production, the issue of costs and production, daily *indicators* , I generate for him a cost of maintenance *indicator* , we have the maintenance money and then I do the *control* of that cost, I send to him daily" (Interview 14); *of course* you can't deny that we are more productive than in other aspects, but we are aware that it is important to address all aspects" (Interview 8).

In Class 5, called "Focus on Safety," there are several prominent words such as "Accident," "Safety," "DSD," "Deviation," and "Correct," which show the concern and focus on safety (Social Pillar).

The interviewees mentioned the day-to-day care with people, equipment, operation, correct use of PPE, conduction of DSD (Daily Safety Dialogues), as well as with the environment (Environmental Pillar), related to waste and processes. "S*afety* is an aspect that you can never stop looking at" (Interview 8); "today we are looking for, let's put it this way, we talk a lot in the factory about *safety,* so today our main concern is *safety*, quality, and production, in this order: *safety*, quality, and production" (Interview 2); "because you may have already observed that the company is very judicious in these quality parts, these *correct* waste disposal aspects" (Interview 18).

5 DISCUSSION

Considering the information from the analyses carried out based on Iramuteq, which generated the descending hierarchical classification (DHC) dendrograms, and the consolidation, reading, and analysis of the interviews focusing on the two main constructs (Sustainable and Responsible Leadership and TBL) of the SRL Framework proposed in this study, some aspects can be highlighted.

In the construct Sustainable and Responsible Leadership, the aspects that became more evident are related to an ethical and integral attitude based on promise and fulfillment by leaders, the care with governance, made explicit by the focus on goals and results. In this aspect, we highlight the economic-financial indicator, EBITDA, and its wide and rapid dissemination, which appears as an opportunity for improvement, evidencing the opportunity to strengthen the sense of creation of shared value and reinforcement in communication.

The focus on stakeholders is also noted, covering mainly employees, suppliers, customers, and the local community, perceived by the various initiatives cited by

the interviewees. On the other hand, this aspect also draws attention, as it is often not clearly perceived by employees in the performance of leaders. Finally, respect for diversity is a point seen as positive within the company and in the performance of leaders, but which requires care with the issue of jokes and discussions about sexual orientation as points of attention.

The responses shows that several aspects of the Sustainable and Responsible Leadership, defended by Hargreaves and Fink (2004), Voltolini (2019), and James and Priyadarshini (2021), such as respect for diversity, ethical and integral conduct, care for governance, care for all stakeholders (respect and partnership), strong action and communication with the local community, care for people, especially safety aspects, are perceived in the performance of the leaders. There are also points for improvement, such as jokes about sexual orientation (Voltolini, 2019), expansion of the management of sustainable indicators, with expansion of those related to the social aspect (Voltolini, 2019), and the need to expand the perception and action with all stakeholders (James & Privadarshini, 2021).

Regarding the TBL construct, the aspects that stood out the most are related to the three pillars: 1) care for people, in a continuous process company, considering the performance in three shift groups, possible changes in working hours, and the impact on employees, such as the space to solve personal issues (Social Pillar); 2) the priorities in TBL that show care for people (Social Pillar) and the environment (Environmental Pillar) in the company, but the greater focus on production aspects (Economic Pillar), perceived in the various examples of indicators. Other points that appear and reinforce this prioritization are: 3) the issue of production planning and monitoring (Economic Pillar); and 4) the control of production indicators (Economic Pillar). In addition: 5) the focus on safety brings a concern with this aspect that directly impacts on people (Social Pillar). Despite all the points mentioned, the balanced view of the three pillars, defended by several authors, still needs to be expanded in this agroindustry company (Dipiazza and Eccles, 2002; Elkington & Rowlands, 1999; Freeman, 2004; Voltolini, 2019).

6 FINAL REMARKS

It is interesting to note that several aspects of Sustainable and Responsible Leadership (SRL) (Gerard et al, 2017; Hargreaves & Fink, 2004; James & Privadarshini, 2021; Voltolini, 2019) are perceived in the performance of leaders of the agroindustry company surveyed throughout the various responses of the 20 interviewees. When the *Triple Bottom Line* (TBL) is present (Elkington & Rowlands, 1999; Govindan et al., 2016; Verbin, 2020) and there is focus on the three pillars (Environmental, Economic and Social), one can note the presence of actions and initiatives in their scope, but still with a greater concern and prioritization of the economic pillar, perceived by the prioritization of aspects and indicators of production and the not broad mastery of environmental and social aspects and indicators.

It is also noticed that several leaders have not yet demonstrated a broad management of indicators with coverage in the TBL. Despite this, some environmental indicators (water consumption and generation of effluents) and care for people's safety, especially in operation, can be highlighted, which can be justified because it is a food processing company with its inherent risks to the production process; there is also an opportunity for expansion of the focus on the three pillars.

The main contributions of the research are the presentation of constructs and categories that make up the Sustainable and Responsible Leadership Framework as an option to address and renew agribusiness management (Zuin & Queiróz, 2015). Moreover, Iramuteq has supported and given consistency to the analysis of the frequencies of the highlighted words in the respondents' answers, and it can serve as a reference for new studies. As limitations of this article, we highlight the performance of the analyses in only one agribusiness company, the non-deepening of the organizational culture construct, cited in the SRL Framework, which can play an important role in the vision of leaders about TBL, the failure to include more in-depth research and analysis based on the literature on the ESG acronym, which is

so widespread today, and the failure to conduct interviews with more actors in the company's ecosystem, such as suppliers, customers, municipal representatives, and the local community, to obtain a broader view of the TBL.

We believe that this study can serve as a reference for replication of the method in other agroindustry companies to confirm the aspects found in this research. Another important aspect concerns the use of the concepts, interview guide, and findings available in the study to implement training programs on specific aspects of sustainable and responsible leadership to strengthen the sustainable performance of managers and meet the demands of Brazilian agribusiness.

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APPENDIX A: SEMI-STRUCTURED INTERVIEW SCRIPT QUESTIONS

1) Does your Leader respect the differences of employees, whether regarding region of origin, race, religion, gender, sexual orientation, and opinions/points of view of everyone? Are there different people in the team? Can you cite some examples?

2) Does your leader act consistently between what he says and what he does? Does he live up to what he says? Does he seek to do what is right? Does he respect the company's values and procedures?

3) Do you see a good management of the company? Does the company comply with the law and act correctly? Does the leader also act in this way?

4) Does your leader care and act in an attentive way with all the people he interacts with on a day-to-day basis, whether they are inside the company or outside? Example: employees, suppliers, customers, representatives of the city hall and the community, etc.

5) Do you see that your leader acts concerned with achieving production, financial, and cost results, also taking care of environmental and people issues? Why? Provide some examples of the actions.

6) Do you see that your leader seeks to achieve results with a similar focus and concern on environmental, economic, and social aspects? Explain.

7) Can you cite examples of indicators related to the environmental, economic, and social aspects that your leader and the entire team follow on a daily basis?

APPENDIX B: CHART WITH THE LIST OF INTERVIEWS

Nº INTERVIEW	GROUP	PERCEPTION
1	BOARD	BOARD
2	BOARD	OPERATION LEADER
3	MANAGEMENT	MANAGEMENT EMPLOYEE
4	MANAGEMENT	MANAGEMENT LEADER
5	MANAGEMENT	MANAGEMENT LEADER
6	MANAGEMENT	MANAGEMENT LEADER
7	MANAGEMENT	MANAGEMENT EMPLOYEE
8	OPERATION	OPERATION LEADER
9	OPERATION	OPERATION EMPLOYEE
10	OPERATION	OPERATION EMPLOYEE
11	OPERATION	OPERATION EMPLOYEE
12	MANAGEMENT	MANAGEMENT EMPLOYEE
13	OPERATION	OPERATION LEADER
14	MANAGEMENT	MANAGEMENT EMPLOYEE
15	MANAGEMENT	MANAGEMENT EMPLOYEE
16	MANAGEMENT	MANAGEMENT LEADER
17	OPERATION	OPERATION EMPLOYEE
18	OPERATION	OPERATION LEADER
19	OPERATION	OPERATION EMPLOYEE
20	BOARD	BOARD

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Contribution	[Author 1]	[Author 2]
1. Definition of research problem	√	√
2. Development of hypotheses or research questions (empirical studies)	√	√
3. Development of theoretical propositions (theoretical work)		
4. Theoretical foundation / Literature review	√	
5. Definition of methodological procedures	√	√
6. Data collection	√	
7. Statistical analysis	√	
8. Analysis and interpretation of data	√	√
9. Critical revision of the manuscript	√	√
10. Manuscript writing	√	√
11. Other (please specify)		

Conflict of Interest

The authors have stated that there is no conflict of interest.

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