Research Article   **Open Access**

The Corporate Social Responsibility of Family SMES: An Exploratory Study Based on the Development of Knowledge

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Abstract

The purpose of article is to nvestigate the effect of Small and Medium Enterprise (SME) family characteristics' on their strategy through the concept of knowledge of corporate social responsibility. Based on the literature review show, the social network has a positive but low effect on corporate social responsibility. The organizational learning could be introduced in order to explain their strategy on the corporate social responsibility. The collected data concerned 141 firms from family businesses and non-Tunisian family in 2012. The finding provides the contribution of the organizational learning and the development of knowledge on the adoption of social responsibility strategy within the family business, despite the negative effect which exercises the knowledge of CSR strategy. Similarly, the findings show that the variable conservatism has a negative effect on knowledge of the CSR. However, the social network affects positively the CSR developement knowledge.

Keywords: Family SMES; Corporate social responsibility; Knowledge of CSR; Social network; Conservatism; Age of the company

Introduction

Most of the previous studies provide a low effect of firm characteristics on the CSR family business. Indeed, other variables can explain the CSR of these firms such the effect of social network variables, the conservatism and the age of company. Recent works have been able to put the emphasis on the role of knowledge of CSR in the adoption of CSR of family SMES. The paucity of research in this area gives our study a considerable importance given that we are going to develop a model which treats the development of CSR knowledge of in family SMES.

This study aims to review theeffect of family SMEs characteristics' on the implantation of CSR with a highlighting role of CSR knowledge. The junction between these three themes to our knowledge has never been studied. This study will lead to a double contribution. The first one is related to the choice of the sample, indeed, previous studies have been carried out the context of developed countries the study and we choose the context of an emerging country (Tunisia). The analysis of social responsibility in small family business of Tunisian context is proving to be very attractive given the considerable role that plays small family business in national economy. The second contribution is related to the introducing of distinctly direct measures for latent variables in the framework of the study of the relationship between small family business characteristics and corporate social responsibility. This study aims to examine the impact of the characteristics and values of family SMES on the approach of CSR through knowledge.

What is the effet of small family business characteristics (age of company, conservatism and social network) on their family CSR through the development of knowledge of CSR. Our study aims to analyze the impact of the characteristics of the family SMES on the appropriation of CSR. To reponse to this question we will use structural equations (LISREL) belong a sample of 141 Tunisian family and non-family businesses that evolve in Sousse region, in order to estimate our basic model. Also, we will employ the principal components analysis (ACP) and confirmatory factor analysis (AFC) on one side to clean our scale of measurement, and on the other side to ensure the reliability of the list of items.

The remainder of our paper is organized as follows. The second section presents the review of literature and research hypotheses. The third section describes our sample and methodology choice. The fourth section presents the discussion of results. The last section concludes the study.

Literature Review

The literature review on topic of social responsibility of family business provides a several dimensions which stimulate the appropriation of CSR strategy. Our research proposes to study the effect of small family business characteristics of the adoption of CSR. Several studies have examined Tthe association that can relate the family business characteristics to their social responsibility in the context of developed countries, without detecting any unanimity on the effect of these characteristics on CSR.

The association between social network and knowledge of CSR family

The relationship between social network and knowledge of corporate social responsibility remains unexplained yet by the researchers. Several authors (Gallo and Garcia [1], Fan [2], consider that the access of SMES, particularly families, alones to resources (human, financial, local support including information and knowledge) passes through the social relations that are of vital importance for this type of business. Hammann et al. [3] stress that the social component of CSR is complicated and requires a local commitment, use and development of networks, implementation of partnerships and a good knowledge

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of local social fabric. Several previous researches show that religion, leader beliefs', the family affects the CSR. Spence and Lozano [4], Linh [5] report that the dialogue and social network are positively related to development of knowledge of CSR among SMES. Finally, networks and local communities encourage exchanges on new, complex and economically uncertain thems. Of this fact, it seems that the commitment of the company and especially its employees in networks can positively influence the understanding of the concept of CSR [6]. Accordingly, the learning of these practices by the intermediary of professional networks is widely promoted, when it is a network of peers where information is easily shared [7]. SMEs are rather related to the successfulness experiences of competing firms. The role of networks on the process of development of an innovation, and the process of sharing to different networks may represent a factor of success in establishment of a CSR approach. We posit our hypothesis:

Hypothesis 1: *The social network affect positively the knowledge of the social responsibility of family SMES.*

The association between conservatism and knowledge of family CSR

Covin [8] stresses that conservative corporations are those whose form of government is downpour risk, non innovative, passive and reactive. These conservative companies and more precisely family businesses would be marked by the existence of forces dating back to the old generation that affects powerful control on the officer. Similarly, Miller et al. [9] reports that conservatism of the leader is as much more important than his psychological dependence and in comparison with his deceased or withdrawn father is strong. Moreover, the founders of family businesses tend to identify with their own vision of organization, a necessarily subjective design. They believe that the company is an extension of their own identities, and try to maintain a harmony between the company and their personal identitytherfore. This powerful involvement and the personal commitment of the founder become barriers to knowledge of CSR and research of change.

The founder who knows only one occupation, would tend to favor the security avoiding the use of human and financial resources to meet the growing demand of his stakeholders and allowing in this way the stagnation of the company. The founder of family business risk to reach a state of stagnation which is manifested by a situation of immobility reflecting on the company. In addition, the conservatism of family business can affect their strategic behavior which be demonstrated by a rigor and a hostile attitude face to oparadigm change. Such as the family business has a great commitment in the strategy developed by its founder and waives any innovation. For Cornwall and Perlman the company promotes their defensive position to protection their interets. In this framework, Miller et al. [9] provide that the conservative organization would be more imbued by custom and consequentely behave in such a way as bureaucratic and centralized. Therefore, the implantation of CSR principles requires a high degree of willingness to change, and new strategies to promote the adaptation to new environmental requirements. Nevertheless, several studies assume that the family is trying to maintain a coherence which underlies the "paradigm" family.

Gudmundson et al. [10] speak of fundamental assumptions, opinions and evidences that are done by the family in its environment of this fact; there will be an opposition to any information not identical to this paradigm, therefore, limit any change [11]. The "*variation*" or diversity of environments to which the company is exposed in the form of opportunities, problems and clients leads to the establishment

of double loop learning to Eriksson. The organizations subject to a wide variety of institutional actors know much of events which enable them to learn more. These companies are able to locate the threats and opportunities rather than entities whose horizon of action is more narrowed.

However, the organizations which do not seek to strengthen this "variation" use less innovation, since they only meet a limited set of problems and use a reduced set of technical or environmental solutions. Therefore, they have only learning in simple loop which does not touch their *theories-in-use* since they accumulate a low operational and institutional knowledge. Finally, Martínez-Ferrero et al. [12] show that conservatism has a negative and significant impact on CSR. This research establishes hypothesis 2 according to the literatures described above.

Hypothesis 2: *Conservatism has a negative impact on knowledge of social responsibility of the family SMES.*

The association between companies' age and knowledge of the family CSR

The company' age is a capital factor that influences the strategic behavior of SME family such as decisions which emanate from its leaders. As well, the family SMES newly created, such as the other types of businesses, will try always to be more innovative in order to keep its sustainability. Furthermore, it has a tendency to develop its knowledge of different dimensions of CSR through listening internal and external stakeholders and environmental protection. The findings provided by Choi [12] on the Korean companies, reveal that the age of the company, affects positively the knowledge of CSR. Other researches provide the existence of a positive and statistically significant association between companies' age and knowledge of CSR. As soon as the family SMES becomes older, it will be more encouraged to discover new ways and opportunities for development and structural change, which may affect its modes of governance and its strategic attitude. Therefore, under this framework, it is hypothesized that:

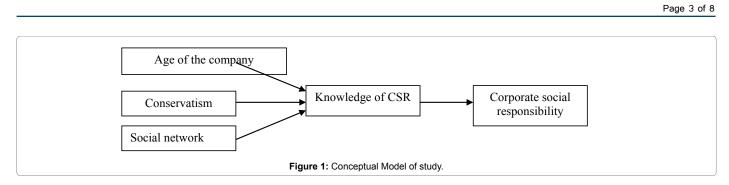Hypothesis 3: *The SME family' age affect positively the knowledge of CSR.*

The relationship between knowledge of family CSR and CSR

The causal link between knowledge of the family CSR and CSR strategy has not been the subject of several empirical researches. Indeed there are rare researches that have highlighted this relationship which complicates our attempt to validation of this estimate. Several researches provide a positive and statistically significant association related the level of education managers to their ethics [13-15]. Indeed, the level of instruction is assimilated to knowledge of CSR who will have a positive effect on the adoption of CSR. In our research, we deem that CSR is the result of knowledge of the organization. The concept of knowledge is prior to the adoption of CSR. Moreover, we predict that knowledge has a determinant and paramount role on social responsibility of the small family business. Exhausted by the lack of human and financial resources, this entity is located constraint, to follow another approach in order to form a knowledge base of CSR. Hypothesis 4 is sets out as well:

Hypothesis 4: *Knowledge of CSR affect positevel the social responsibility of family SMES.*

Literature Framework

Such as argumented in the above section, the conceptual model proposed to test this hypothesis is such follows in Figure 1.

Figure 1: Conceptual Model of study.

Research methodology

In first place, we will present the sample and the sources of the research data. In second place, we specify the model of CSR. Ater that we formulate the operationalization such as adopted in the framework to established model of the CSR.

Sample and data source

The sample contain 141 firm from 120 family business operate in Sousse region in different industries. The choice of Sousse region has been dictated by several circumstances of hardware order and practices. In order to familiarize with the research field and before running directly in the central phase of our study to know the main questionnaire of the research, we have done first an exploration of the theme, which has enabled us to have a general vision of the process of CSR, as well as the establishment of a maintenance guide. This exploratory phase in the field has been conducted within some SME families which have adopted an approach to CSR. We have orchestrated the interviews for exploratory reasons and of confirmation of items that would constitute the main questionnaire of our research. A difficulty consisted in the fact that the respondent had to have lived CSR since its birth or at least a portion of this process. Thus it can give us back with all the risks of conscious or unconscious distortions, a certain description of social actions of his business. The ideal was that the respondent would be, for example, the founder or manager who has triggered the CSR. During this exploratory phase, we have conducted three interviews within three family businesses in the governorate of Sousse.

However, this exploratory phase allowed us to carry out interviews with the inhabitants of the local community of" Ain mdhaker" that is affected by the activities of extraction of society of cement of Enfidha (SCE). Usually, these conversations have resulted, among other things, to highlight the role of the conservative posture of family business in its strategic direction. Besides, the effect of social network on the CSR knowledge, the main questionnaire of this research is carried out as the result of literature review and semi-structured interviews conducted with 3 leaders of family business. Nevertheless, we note the problem related to the ambiguity of a few statements and the representation of some concepts explained without doubt by length of our draft questionnaire. Following the observations, some changes have been made and the questionnaire widely abstracted in order to embed only the most congruent variables of the study. In addition, the statements of the scales are reformulated in order to increase the representatiness of their concepts.

Measuring variables

On one side, the measurement of the variables in the study is based on the adaptation of existing scales in literature. On the other side, it is based on the development of scales *ad hoc* for the needs of our research. Some empirical researches have been used to construct the questionnaire of this study. All items, with the exception of the scale of knowledge of CSR, have been estimated on the basis of a Likert scale of 5 points ranging from "not at all in agreement" to "totally agree". Roussel et al. [16] emphasize that the formalisation is in the first place to represent the model in the form of a diagram of linear relationships (*Path Diagram*). Then, its transposition into second place in structural models and measurement.

The following equation describes the system of structural linear relations:

$$H = B\,\eta\,\Gamma\,\xi + \zeta$$

With:

- H : Vector of ETAS of explained latent variables
- ξ : Vector of Ksi of explanatory latent variables
- B: Matrix of structural coefficients beta
- Γ : Matrix of structural coefficients Gamma
- ζ : Matrix of terms of errors Zeta

Two models of measurement: Y and X

$$Y = \Lambda_y\,\eta + \varepsilon$$

$$X = \Lambda_x\,\xi + \delta$$

With:

- Y: Vector of indicators of independent variables
- X: Vector of indicators of dependent variables
- Λ_y : Matrix of *loadings* of indicators y on the latent variables η
- Λ_x : Matrix of *loadings* of indicators y on the latent variables ξ
- ε: The vector of terms of the measurement error for each indicator of η
- δ: The vector of terms of the measurement error for each indicator of ξ

Dependent variables: CSR has been the subject of numerous attempts of operationalization. The resumption of the typology of the main modes of measures of social responsibility proposed by Decock-Good [17]. We reveals the existence of six categories of measure as the indices of pollution (*Toxic Release Inventory),* the data produced by the organizations of measures (KLD) and measures based on the philanthropic activities and charitable contributions etc. These measures are the most commonly borrowed by the Anglo-Saxon researchers. Generally the operationalization of the CSR is based on indicators imposed by organizations whose purpose is to clarify the social image of enterprises in the eyes of investors. For Preston and O'Bannon [18], these indicators may not be employed to measure CSR because they have no theoretical basis capable of designing the

recommended measure. In addition, these indicators do not obey a coherent statistical logic in terms of reliability and validity [19]. Ullmann notes on his side, the existence of ambiguities which surround the attempts of development of a valid measure of CSR. However, there is a line of measures, which are more rooted in literature and theoretically based. These are the perceptual measurements from questionnaire surveys. These methods are proposing to directly measure the four dimensions of the model of Carroll [20] in generating inherent items in each dimension (economic, legal, ethics, discretionary). One of the first attempts to development of a scale of measurement ranging in this sense is that of Aupperle et al. [21] who proposed a scale measuring the orientation of the leaders toward the social responsibility composed of items with forced choice.

Maignan et al. [22], have tried to develop tools for the measurement of corporate citizenship while drawing on the work of Carroll [20]. Their attempts have helped provide a more psychometric suitable measure. In addition, Maignan and Ferrell [23] are able to show the particularity relatively "universal" on the scale proposed by Maignan et al. [22]. This scale, which examines the representations that are consumers of the four responsibilities, has been tested and empirically validated in three countries: Germany, France and the United States. In order to capture the CSR, it is inspired by the scale of Maignan et al. [22] and tried to measure essentially the dimensions (legal, ethical, economic and discretionary) of CSR. A Likert scale of 5 points ranging from "not at all in agreement" to "totally agree", has been mobilized to measure the four-dimensional variable CSR. Our measure focuses on 12 elements deemed necessary to assess CSR. Respondents were asked to estimate the extent of their experience with respect to the attached aspects:

CSRj: Corporate Social Responsibility, it is a latent variable represented by the following dimensions: (LEGRES, ECORES, ETHRES, DISRES).

It is a variable composed by categories.

- Category 1: CSR takes the value 0, if the answer is "not of any of Agreement"
- Category 2: CSR takes the value 1, if the answer is "no agreement"
- Category 3: CSR takes the value 2, if the answer is "neutral"
- Category 4: CSR takes the value 3, if the answer is "Agree"
- Category 5: CSR takes the value 4, if the answer is " totally agree"

Independent variables

i. Knowledge of CSR: There are few studies that have highlighted knowledge of the company and morespecifically the knowledge of CSR. In this sense, Hadley and Wilson [24] estimate that the difficulty of constructing measurement can in one way or another explain this insufficiency. But, despite its low epistemological justification, it has adopted an attitude which considers the knowledge as a knowable and measurable notion. Screw note that one of the weaknesses of the approaches based on knowledge is the difficulty if not impossibility of measuring this variable. The author stresses in this sense, that the mental states are never directly visible. In order to obtain information on the knowledge held by a person, it should imitate his behavior or observe the conduct and the results of his actions. Nevertheless, it is not scientifically possible to demonstrate that this knowledge cause or directs the behavior. For reasons of the analysis we have tried to

objectify the concept of knowledge of CSR in creating a three-point scale ranging from " by report to this aspect our experience proves to be quite satisfactory " to "by report to this aspect our experience proves to be very low " allowing to measure it. Our measure focuses on 11 elements considered essential to adopt the approach of CSR.

ii. KCSRj: Knowledge of corporate social responsibility. It is a latent variable represented by the following dimension: (KNOW)

It is a variable composed by categories.

- Category 1: KCSR takes the value 2, if the answer is " in relation to this aspect our experience proves to be quite satisfactory "
- Category 2: The KCSR takes the value 1, if the answer is "in relation to this aspect we still have things to learn"
- Category 3: The KCSR takes the value 0, if the answer is "in relation to this aspect our experience proves to be very low"

Conservatism

Conservatism can be explained by a determination of the protection of business property of the family. The company provides, not only, financial security to the family but also permanent employment of its members. In this spirit, the business is the life's work of its founder.

CONSj: Conservatism

It is a variable composed by categories.

- Category 1: CONS takes the value 0, if the answer is "not of any of Agreement"
- Category 2: CONS takes the value 1, if the answer is "no agreement"
- Category 3: CONS takes the value 2, if the answer is "neutral"
- Category 4: CONS takes the value 3, if the answer is "Agree"
- Category 5: CONS takes the value 4, if the answer is "totally agree"

Age of the company: Age of the company may be explained by the number of years of operation of an organization. The operationalization of age of the enterprise is based on the criterion of time in which the purpose is to give more confidence to investors. A perennial company is the one which is resistant to different types of crises (economic, financial, structural, etc.). Our method is to divide the companies of the study according to the numbers of years of operation, then assign a coefficient from 1 up to 5. The attached table summarizes the adopted procedure (Table 1).

Social network

For Rittera and Gemünden [25], the social network involves the completion of a number of activities that are essential to establish and maintain a unique relationship. It is the initiation, the exchange and coordination. Generally, family business relies heavily on its circles of personal relations for the acquisition of resources and knowledge. In

Categories	Coefficient
Between 0 and 10	1
Between 11 and 20	2
Between 21 and 30	3
Between 31 and 40	4
More than 41	5

Source: Our calculations.

Table 1: Distribution of ages of companies.

addition, the belonging to networks of personal, emotional informal relationships essentially based on trust is a determinant aspect in the trigger and success of social responsibility of the family business.

NETWORKj: The social network: It is a variable composed by categories.

- Category 1: NETWORK takes the value 0, if the answer is "not of any of Agreement"

- Category 2: NETWORK takes the value 1, if the answer is "no agreement"

- Category 3: NETWORK takes the value 2, if the answer is "neutral"

- Category 4: NETWORK takes the value 3, if the answer is "Agree"

- Category 5: NETWORK takes the value 4, if the answer is "totally agree"

Application and results: In order to estimate the regression function, we began by analysing the presence of a multi-collinearity problem between the explanatory variables. The multi-collinearity is often presented in the case where there are bi-strong correlations varied between the exogenous variables in the regression model. The following table represents the matrix of the Pearson correlation coefficient between the endogenous variables and the exogenous ones. The review of the coefficients of correlations between the exogenous variables taken two by two shows that they are not statistically significant with a threshold of 10%. The values of these coefficients of correlation have not exceeded the threshold of 0.8 advocated by Gujarati [26], from which we are in the presence of a problem of multi-collinearity. As well, we can confirm that multi-collinearity poses no problem in this study (Table 2).

In the framework of this research, we have used the method of structural equations. Our choice for this method is explained by several factors. In fact, these methods allow us to have better estimates of regression coefficients compared to other conventional methods and this thanks to their taken into account of measurement errors, Hair et al. [27]. In addition, these types of models have the possibility to analyze of direct, indirect and total impacts between several variables [16]. In our research, the variable "knowledge of CSR" plays both the role of the dependent and independent variable. In other words an ombudsman role hardly taken into consideration by the multiple regressions. Finally, these methods allow the researcher to confirm the validity of the constructed as well as the reliability of measures, in particular when it is in the presence of latent variables for which there are no convincing measurement. The structural equations models rely on the articulation of factorial analysis and regressions [16]. The factorial analysis is used to estimate the latent variables, while the putative effects between the different variables are tested by regressions. A principal component analysis (ACP) has been carried out in order to purify the items of our scale of measurement. This phase was followed by a confirmatory factor analysis (AFC).

The confirmatory factor analysis is a statistical method which is an extension to the exploratory factor analysis (EFA). These two methods share some analogies, since they are interested in the latent structure of a set of complex data and allow the analysis of the observed correlations between variables through a limited number of latent variables, Baillargeon [28]. Once the exploratory factor analysis is carried out, we are called to proceed to factorial confirmatory analyzes in order to validate the results obtained [29]. Generally, the matrix of correlations is the matrix of departure in any confirmatory factor analysis. A transformation of the characterization of the latent variables may be produced by the factorial analysis during the iterations. Moreover, the maximum likelihood will conduct the estimate. As well, the

	KNOW 2	KNOW 5	KNOW 6	KNOW 8	LEGRES 2
KNOW 2	1,000				
KNOW 5	0,427	1,000			
KNOW 6	0,169	0,447	1,000		
KNOW 8	0,380	0,577	0,436	1,000	
LEGRES 2	-0,085	-0,165	-0,069	-0,196	1,000
ECORES 1	0,161	0,058	0,060	0,098	0,151
ETHRES 3	-0,087	-0,214	-0,357	-0,220	0,262
DISRES 1	-0,020	-0,096	-0,157	-0,098	0,179
NETWORK 2	0,018	0,062	-0,066	-0,131	0,072
NETWORK 3	0,027	0,071	-0,003	-0,037	0,027
NETWORK 4	-0,020	0,178	0,023	0,092	0,004
NETWORK 5	-0,027	-0,009	-0,074	-0,110	0,295
CONS 1	-0,212	0,045	0,096	-0,114	0,188
CONS 2	-0,181	-0,213	-0,168	-0,245	0,189
AGE	**NETWORK 4**	**NETWORK 5**	**CONS 1**	**CONS 2**	**AGE**
NETWORK 4	1,000				
NETWORK 5	0,352	1,000			
CONS 1	0,124	0,270	1,000		
CONS 2	0,305	0,373	0,412	1,000	
AGE	-0,034	0,023	-0,065	-0,009	1,000
	ECORES 1	**ETHRES 3**	**DISRES 1**	**NETWORK 2**	**NETWORK 3**
ECORES 1	1				
ETHRES 3	0,058	1			
DISRES 1	0,01	0,276	1		
NETWORK 2	0,002	0,164	0,087	1	
NETWORK 3	0,046	0,128	0,08	0,557	1

Table 2: Matrix of coefficients of correlation between the dependent variables.

improvement of convergent and discriminant validity that of constructs constitutes the fundamental objective of AFC before proceeding with the analysis of causal relations. The confirmatory factor analysis allows you to validate the factorial structure of all the variables in our model. This phase will be carried out with the exception of the exogenous variable age (Tables 3 and 4).

The indices revealed in this table indicate that this model presents a good adjustment. The SRMR equal to 0.098 shows a close fit between the model and the empirical data. The NFI gets even closer to 0.9. Finally, the explained variance of the two major dependent variables of the model (CSR and CRSE) saves a net increase. This model presents the best indicators of adjustment. Subsequently, our model is interpretable. The whole of the estimated coefficients is exposed in the following two tables (Table 5).

Discussion and Conclusions

Impact of the characteristics of family SMES on knowledge of CSR

The estimation of the impact of the characteristics of family SMES on knowledge of CSR is realized through the examination of the effects of social network, conservatism and age of the company on knowledge

	Latent Variable	Selected Items
Corporate Social Responsibility	CSR	LEGRES2, ECORES1, ETHRES3, DISRES1
Knowledge of CSR	KCSR	KNOW2, KNOW5, KNOW6, KNOW8
Conservatism	CONS	CONS1, CONS2
Social Network	NETWORK	NETWORK2, NETWORK3, NETWORK4, NETWORK5
Age of the company	AGE	AGE

Source: Our calculations.

Table 3: Selected items after confirmatory factor analysis.

	The indicators of adjustment	
Absolute	X² (ddl =78)	146,17 (p=0,00017)
	GFI	0,86
	SRMR	0,098
Incremental	NFI	0,82
	CFI	0,88

Source: Our calculations.

Table 4: General Model - adjustment of the global model.

of CSR. The estimation of the model shows a good fit of the chosen variables. The majority of the items comply with the standards set out by Roussel et al. [16]. The following table presents the results of causal relationships of the model from the LISREL software (Table 6).

Impact of social network on knowledge of social responsibility of the family SMES

In order to assess the importance of social networking on the knowledge of social responsibility of family SMES, we have used the method of structural equations (LISREL) to latent variables. The regression global model integrates all the independent variables of CSR. The variable social network is tested directly on the intermediate variable knowledge of CSR.

Columns 2 and 3 of the table above show the results of the regressions in holding simultaneously as dependent variables CSR and knowledge of CSR. The result indicates that the estimated coefficient of social network is positive and statistically significant. In fact, this coefficient is of the order of (+2.04). The positive relationship between the social network and knowledge of CSR indicates that the more the social network is fort more there will be a net improvement in the knowledge of the CSR. The obtained result corroborates previous research [6,30]. These results show the existence of a positive relationship between the social network and knowledge of corporate social responsibility. As well, the result allows you to confirm hypothesis 1.

Impact of conservatism on knowledge of social responsibility of the family SMES

In order to estimate the impact of the variable conservatism of the family SMES on knowledge of CSR, It has been directly tested the latent variable "conservatism" on knowledge of CSR while using the method of structural equations.

Columns 2 and 3 of the table above outline the results of regressions. The obtained result shows that conservatism exerts a negative and statistically significant impact on knowledge of CSR. In fact, this coefficient is of the order of (-2.02).

This result corroborates previous research Martínez-Ferrero et al. [12]. The negative relationship between conservatism and knowledge of CSR indicates that the more the behavior conservatism is high the more CSR is low. This result is explained by the existence of forces

	Item	Lambda	T	Variance Error	T	R²
KCSR	KNOW2	0,59	6,87 (0,09)	0,52	7,13 (0,07)	0,48
	KNOW5	0,76	8,39 (0,09)	0,22	4,27 (0,05)	0,78
	KNOW6	0,53	6,74 (0,08)	0,53	7,10 (0,07)	0,42
	KNOW8	0,62	7,55 (0,07)	0,44	7,19 (0,06)	0,55
CSR	LEGRES2	0,51	4,83 (0,10)	0,66	5,49 (0,12)	0,30
	ECORES1	0,31	2,93 (0,11)	0,89	7,21 (0,12)	0,11
	ETHRES3	0,58	5,71 (0,10)	0,62	4,48 (0,14)	0,38
	DISRES1	0,34	3,24 (0,11)	0,87	7,07 (0,12)	0,13
NETWORK	NETWORK2	0,93	14,95 (0,06)	0,06	2,36 (0,03)	0,93
	NETWORK3	0,92	12,95 (0,07)	0,16	5,41 (0,03)	0,84
	NETWORK4	0,64	8,47 (0,08)	0,53	7,57 (0,07)	0,44
	NETWORK5	0,72	9,38 (0,08)	0,49	7,56 (0,06)	0,52
CONS	CONS1	0,58	1,83 (0,32)	0,60	5,91 (0,10)	0,36
	CONS2	0,77	1,85 (0,42)	0,40	3,50 (0,11)	0,60
AGE	AGE	0,009	0,02 (0,52)	0,99	7,61 (0,13)	0,07

Source: Our calculations.

Table 5: Estimation of the model.

Parameter	Estimate	T
KCSR NETWORK	0,41	2,04 (0,20)
KCSR CONS	- 0,73	- 2,02 (0,36)
CSR KCSR	- 0,27	- 2,47 (0,11)
CONS AGE	- 0,10	- 0,019 (5,27)
Disruption		
KCSR	1,00	-
CSR	1,00	-
CONS	1,00	-
Explanatory power (R²)		
R² (KCSR)=0,28		
R²(CSR)=0,22		
R²(CONS)=0,11		

Source: Our calculations.

Table 6: Structural model.

dating back to the ancient generations who exercise a powerful control on the leaders of these conservative family businesses.

This result suggests that the net decrease of knowledge of CSR of the SME family may be due to the substantial increase in conservatism of these companies. The excessive conservative behavior of SME family causes a degradation of knowledge of CSR. For these businesses, this situation will lead in long term to an opposition to any change. This result corroborates previous researches which have concluded a negative and statistically significant influence of conservative behavior of the firm on knowledge of CSR. As well, the result allows to confirm hypothesis 2.

Impact of age of the company on knowledge of social responsibility of family SMES

In order to assess the impact of age of the family business on knowledge of CSR. We have tried to test this relationship through conservatism (AGE CONS KCSR). The relationship shows no influence of age of the company on conservatism. The obtained result shows that age of the company has no effect on knowledge of CSR across the variable conservatism. Indeed, this coefficient is of the order of (-0.019). This result corroborates the results found by (Wiklund Hossain and Reaz [31] who have concluded that the lack of a significant relationship between age of the company and degree of knowledge of CSR.

The results obtained are in contradiction with the arguments of hypothesis 3. The implication of these results is that knowledge of CSR is not a result of age of the family SMES. As well, the result allows you to invalidate hypothesis 3.

Impact of knowledge of social responsibility of the family SMES on CSR

The result obtained shows that knowledge of social responsibility exerts a negative and statistically significant impact on CSR. In fact, this coefficient is of the order of (-2.47). This result is explained certainly by the eminent force exerted by the variable conservatism of family business, in view of the commitment of the leaders of this type of business to the paradigms of the ancient founders. Like Pornpimon et al. [32] who found a negative relationship between knowledge of CSR and the practice of CSR in Thai SMES. As well, the result allows you to invalidate hypothesis 4.

The objective of this article is to assess the impact of characteristics of family SMES on CSR through the introduction of a central variable, which is knowledge of CSR. This study is an extension in relation to the previous researches. Indeed, despite the testing of recent studies, the effect of knowledge of CSR has not been explicitly analyzed.

The results of the regressions obtained in the empirical part indicate that knowledge of corporate social responsibility increases with social network. In contrast, this knowledge of CSR decreases with conservative behavior of the company. The results of the regressions also show that the effect of knowledge of CSR on the social responsibility of SMES remains negative and statistically significant. This effect has virtually the negative effect exerted by the variable conservatism. These results allow to highlight the role of the social network in the explanation of the adoption of CSR.

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