

Supplementary Table 1 Constructs and items used in the present study

Items and constructs
Social Capital
Cognitive Social Capital
SC1: My fellows and I are always in agreement about what matter at work.
SC2: My fellows and I are keen to follow the common objectives and missions of the whole organization.
SC3: My fellows and I have the same vision and goals
Relational Social Capital
SC4: I feel like I am connected to my fellow members.
SC5: I know my fellows try and help me to overcome difficulties all the time.
SC6: I will trust my fellows when I need help.
SC7: I can rely on my fellows when in need
Structural Social Capital
SC8: I have a positive working relationship with my fellows in general.
SC9: I am aware what skill/knowledge/ competence could be useful to which fellow member.
SC10: My fellow members know what skill/ knowledge/ competence I have.
SC11: I am aware which person within my organization possesses the skill/ competence/ knowledge that is useful for me
Self-efficacy
SEF 1: I can always manage to solve difficult problems if I try hard enough.
SEF 2: If someone opposes me, I can find means and ways to get what I want.
SEF 3: It is easy for me to stick to my aims and accomplish my goals.
SEF 4: I am confident that I could deal efficiently with unexpected events.
SEF 5: Thanks to my resourcefulness, I know how to handle unforeseen situations.
SEF 6: I can solve most problems if I invest the necessary effort.
SEF 7: I can remain calm when facing difficulties because I can rely on my coping abilities.
SEF 8: When I am confronted with a problem, I can usually find several solutions.
SEF 9: If I am in trouble, I can usually think of something to do.
SEF 10: No matter what comes my way, I am usually able to handle it.
Perceived Performance (PFPO)
PFPO 1: Arrangements for farm equipment by FPC
PFPO 2: Facilitation in getting crop loans
PFPO 3: benefits in terms of developing infrastructure like irrigation, polyhouse, pipeline etc.
PFPO 4: Arrangements of agricultural inputs
PFPO 5: Providing storage facility for the produce
PFPO 6: Assistance in value addition of the produce
PFPO 7: Enabling direct marketing of produce
PFPO 8: Minimizing the transaction cost
PFPO 9: Minimizing the weighment loss
PFPO 10: Safeguard against distress sale
PFPO 11: Safeguard against price fluctuation
PFPO 12: Providing information on maintaining quality produce
PFPO 13: Getting crop insurance
PFPO 14: Promoting best practices of farming
PFPO 15: Providing market information
PFPO 16: Diversification of crop after engagement with FPC
PFPO 17: Benefits of post-harvest processing technology
PFPO 18: Facilitation of linkage with trader, govt etc.



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1285

Supplementary Table 2 Brief profile of the FPCs

Age of the FPC	Legal Form	Nature of POPI	Years of involvement with farmers prior to FPC promotion	No. of shareholders	Authorised capital (in ₹ Lakhs)	Major commodities FPC deals with	Yearly board meeting conducted	Yearly annual general meetings conducted
6	Korea Agro Producer Company Limited	KVK, NRLM	5	590	10	Mustard Oil, Detergent Powder, Detergent Powder premium, Desi Urad Dal, Kulthi Dal, Masur Dal, Desi Arhar Dal(Toor Dal), Moong Dal, Desi Rice, Roasted and Split Horse Gram, Desi Jeraphool Classic Rice.	10	6
3	Jai Kopeswar Nath Krishak Utpadak Company Limited Bhendri	NABARD	3	154	5.5	Paddy seed	12	01
6	Ojasvee Krishak Utpadak Sansthan ,Kurud Dist-Dhaamtari (CG)	NRLM	5	536	2	Organic rice(black rice, Green rice zinc rice)and vegetables	8	12
8	Mahanadi Farmer Producer Company pvt ltd, Lakharpuri, Kanker C.G.	Technoserve	1	767	11	Custard Apple Pulp, Blackberry Pulp, Mango Pulp.	3	1
5	Bhumgadi mahila krushak producer co.ltd Bastar	(NRLM)	4	6100	8.1	Tamarind, maize, cashew, amchur ,kodo, kutaki, ragi, turmeric, black gram, black rice, red rice and vegetables.	12	1



Supplementary Table 3 Business performance of selected FPCs

Producer Company	Year/turnover	Turnover (in Rs.lakhs)	Profit (in ₹ lakhs)	No. of members	Total no. of shares of the company
KAPCL	2021	44.00	19.00	5900	5900
JNKPC	2021	44.20	12.42	81	154
OKUS	2021	56.72	16.36	200	536
MFPCL	2021	68.39	12.19	767	767
BMKPCL	2020	428.49	88.48	5227	6700

KAPCL, Korea Agro Producer Company Limited; JNKPC, Jai Kopeswar Nath Krishak Utpadak Company Limited Bhendri; OKUS, Ojasvee Krishak Utpadak Sansthan, Kurud- Dhaamtari (CG); MFPCL, Mahanadi Farmer Producer Company Pvt Ltd, Lakhanpuri, Kanker C G; BMKPCL, Bhungadi mahila krushak producer co. Ltd Bastar.

Supplementary Table 4 Descriptive statistics of socio-economic characteristics for selected FPOs

Statistic	Age	Gender	Education	Land-ownership	Experience
Minimum	19.00	1.00	1.00	1.00	1.00
Maximum	85.00	2.00	6.00	5.00	9.00
Median	38.00	1.00	4.00	3.00	2.00
Mean	38.04	1.00	3.42	2.00	3.00
Standard Error	0.51	0.03	0.08	0.05	0.09
Variance (n-1)	96.25	0.24	2.35	0.79	3.24
Standard deviation	9.81	0.49	1.53	0.89	1.80

Supplementary Table 5 Descriptive statistics

	Mean	Std. deviation
INSA	3.73	1.15
PNI	3.95	0.93
EAS	3.91	1.02
APC	4.25	.93
MA	4.14	1.08
PIP	3.92	0.94
BP	3.78	1.00
RM	3.88	0.87
RTC	3.92	0.94
ES	3.90	0.95
VI	3.43	1.22
PVA	3.92	0.99
JUE	3.90	1.03
QA	4.15	0.69
SC	3.89	1.11
TP	3.92	1.07
SCD	4.01	0.94
ENT	3.77	1.03

INSA, Input supply and assistance; PNI, Price negotiation for input; EAS, Extension and advisory service provision; APC, Agricultural productivity changes; MA, Market access; PIP, Price increase for produce; BP, Bargaining power; RM, Risk management; RTC, Reduction in transaction cost; ES, Economy of scale; VI, Vertical integration; PVA, Processing and value addition; JUE, Joint use of equipment and storage; QA, Quality assurance; SC, Social cohesion; TP, Trust and partnership among members; SCD, Special skill development; and ENT, Entrepreneurship culture.



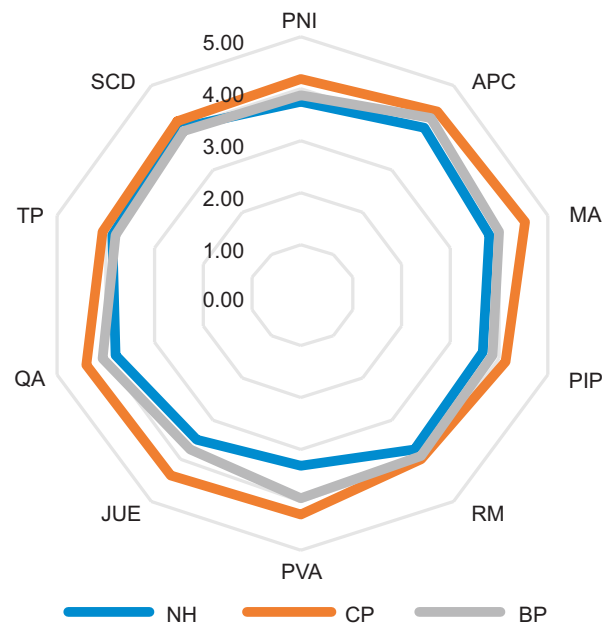
Supplementary Table 6 Rotated component matrix

	Components			
	1	2	3	4
APC	0.798	0.073	0.132	0.095
MA	0.789	0.112	0.240	-0.154
PNI	0.754	0.262	0.093	0.140
JUE	0.701	0.250	0.245	0.009
PIP	0.676	-0.023	0.089	0.332
EAS	0.626	0.546	0.015	-0.043
INSA	0.578	0.317	0.109	0.042
BP	0.577	0.453	-0.063	0.355
SCD	0.046	0.856	0.049	-0.054
TP	0.324	0.687	0.058	-0.052
RTC	0.029	0.672	0.068	0.313
SC	0.526	0.668	0.044	-0.015
ENT	0.533	0.557	0.206	0.128
PVA	0.089	0.090	0.822	0.020
QA	0.155	-0.043	0.664	0.151
VI	0.391	0.374	0.543	0.166
RM	0.009	-0.008	0.151	0.876
ES	0.441	0.210	0.177	0.482

APC, Agricultural productivity changes; MA, Market Access; PNI, Price negotiation for input; JUE, Joint use of equipment and storage; PIP, Price increase for produce; EAS, Extension and advisory service provision; INSA, Input supply and assistance; BP, Bargaining power; SCD, Special skill development; TP, Trust and partnership among members; RTC, Reduction in transaction cost; SC, Social cohesion; ENT, Entrepreneurship culture; PVA, Processing and value addition; QA, Quality assurance; VI, Vertical integration; RM, Risk management; and ES, Economy of scale.

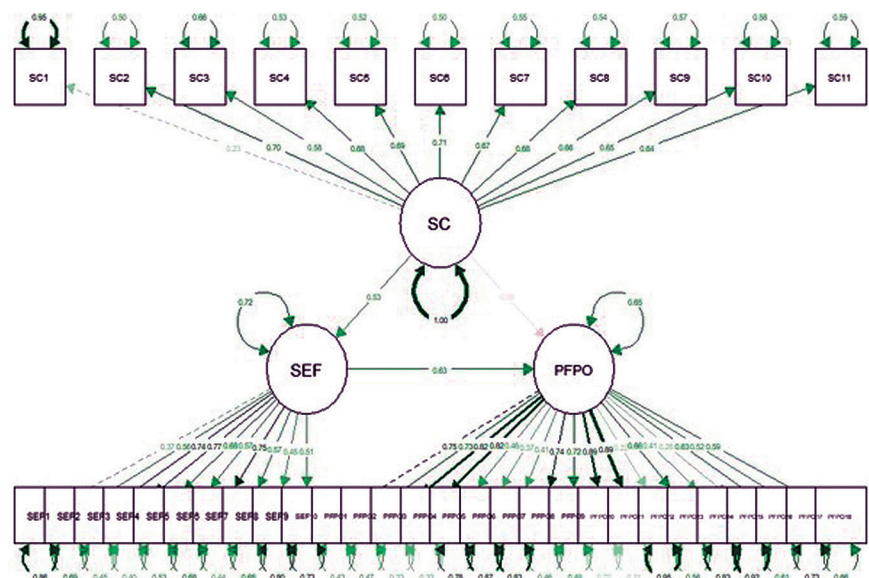
Extraction method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Comparative view of most significant variables



Supplementary Fig. 1 Radar chart displaying region-wise distribution of Northern Hills (NH), Central Plains (CP), Batar Plateau (BP) of significant variables.

PNI, Price negotiation for input; APC, Agricultural productivity changes; MA, Market access; PIP, Price increase for produce; RM, Risk management; PVA, Processing and value addition; JUE, Joint use of equipment and storage; QA, Quality assurance; TP, Trust and partnership among members; SCD, Special skill development;



Supplementary Fig. 2 Structural equation modelling and mediation analysis.