

ASSESSING PUBLIC RELATIONS STRATEGIES AS A VERITABLE TOOL FOR PROMOTING CORPORATE SOCIAL RESPONSIBILITY IN SOUTH-SOUTH NIGERIA

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ABSTRACT

This article examines the level of public relations strategies as a tool for promoting corporate social responsibility in South-South Nigeria. The danger signals are heightened with the growing militancy and open resistance by the various youths of the communities in the region against the management of the oil companies and the governments over the problems they are suffering owing to pollution from spills. On the contrary, these communities have been set back by economic underdevelopment and environmental degradation particularly, as a result of natural resource exploitation. Similarly, the interests of the nation have also been jeopardized as a result of the profits-driven approach which has so far marked the attitude of operating companies. Unfortunately, the youths exploited this opportunity to express their militancy, which resulted in pipeline destruction and kidnapping of foreign workers. Therefore, the main question of the research is how a quantitative model can be designed to measure the level of public relations strategies as a tool for promoting corporate social responsibility in South-South, Nigeria. The sub-questions organizations include: how to identify dimensions and components of corporate social responsibility, and how to design a quantitative model to measure social responsibility in South-South Nigeria. In order to answer the research questions, hypotheses were set. Then, indicators were determined and questionnaires were prepared in regard to the research objectives and questions. After recollecting the questionnaire, two methods descriptive and inferential were applied and data from the questionnaire were analyzed to approve or reject the hypotheses

Keywords: public relation strategies, corporate social responsibility, South-South, Nigeria.

1.0 INTRODUCTION

Public relations today is a complex profession practical by hundreds of thousands of people around the world. Some public relations professionals are employed by a single organization. Others work for public relations firms that have many organizations as clients. Public relations people work for business, government agencies, professional and trade associations, non-profit charities, schools and universities, hospitals and many more. Public relations practitioners are becoming strategic counsellors who are less preoccupied with publicity in the mass media than their predecessors. Public relations practitioners are most likely to help members of publics

construct positive images about the organization when they counsel the organization to behave in ways that people outside the organization want. In other words, sophisticated public relations practitioners now understand that they must serve the interest of the people affected by organization, if they also are to serve the interests of the organization that employ them.

Corporate social responsibility (CSR) also called Corporate Conscience, Corporate Citizenship, Social performance, or Sustainable responsible business (Wood, 1991) is a form of corporate self-regulation integrated into a business model. Corporate social responsibility policy functions as a built in, self-regulating mechanism whereby business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. The purpose of CSR is to take responsibility for the actions of a company and promote a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of society. In addition, CSR-minded companies actively promote the public interest by encouraging community growth and development and voluntarily eliminating practices that harm the public, whether legal or not. CSR is about consciously incorporating the public good into corporate decisions that represent the core business of a company or enterprise, and recognizing the triple return: people, planet and profit. Social accounting emphasizes the notion of corporate accountability. Crowther (2000) defines social accounting in the sense as "an approach to reporting a firm's activities which stresses the need for the identification of socially relevant behaviour, the determination of those to whom the company is accountable for its social performance and the development of appropriate measures and reporting techniques".

Corporate social responsibility may be based within the human resources, business development or public relations departments of an organization (Corporate Social Responsibility and Ethical 2008), or may be given a separate unit reporting to the Chief Executive Officer (CEO) or in some cases directly to the board. Some companies may implement CSR-type value without a clearly defined team or programmes. In terms of human resources, a CSR programme can be an aid to recruitment and retention (Bhattacharya, Sen and Korschun 2008), particularly within the competitive graduate student market.

However, this practice is far from consistent or universal. Another driver of CSR is the role of independent mediators, particularly the government, in ensuring that corporations are prevented from harming the broader social well, including people and the environment. CSR critics such as Robert Reich argue that governments should set the agenda for social responsibility by the way of laws and regulation that will allow a business to conduct themselves responsibly. The issues surrounding government regulation pose several problems. Regulation in itself is unable to cover every aspect in detail of a corporation's operations. This leads to burdensome legal processes bogged down in interpretations of the law and debatable grey areas. For example, General Electric failed to clean up the River after contaminating it with organic pollutants. The company continues to argue via the legal process on assignment of liability, while the clean-up remains stagnant (Sullivan and Schiafo, 2005).

Ambition for the optimization of individual profits by companies has led to a significant imbalance between economic development and environmental sustainability. This is a direct implication of the agency/stockholders theory of corporate governance, Ogbonnaya (2010) which emphasizes the need for companies to focus attention on maximizing profits for the

shareholders, even at the expenses of other stakeholders. Expectedly, companies engaged in exploration of petroleum resources in South-South Nigeria have towed the line of this theory in having little regard to the host communities. This attitude of maintaining economic development below the acceptable levels of global resource depletion and environmental pollution flies in the face of the concept of sustainable development and perhaps explains why the intensification of investments in the South-South, Nigeria petroleum Sector has not yielded an expected corresponding level of sustainable growth and prosperity of the Nigerian nation. Corporate social responsibility comes as a response to the call on corporate bodies to evolve a culture of business ethics and social responsibility so as to ensure that their business practices remain in optimal harmony with environmental sustainability as well as human security, Pankaj Dodh et al... This research is concerned with the extent to which public relations strategies are considering dimensions of corporate social responsibility. In this regard, it is trying to design and provide a quantitative model for measurement of public relations strategies on corporate social responsibility.

2.0 STATEMENT OF THE PROBLEM

The problem of underdevelopment, poverty continues to be a recurring decimal in the South-South Nigeria, where firms operates in petroleum business without showing expected corporate social responsibility to host communities. The previous and present government have designed and articulated programmes aimed at either alleviating, eradicating the scourge of poverty and underdevelopment in the region with a view to improving the environmental condition with little or no impact as this social cankerworm still walks very tall in and around the communities.

The crux of the matter is that public relations strategies have not been employed in the region. Public relations is a two-way communication, with a view to maintaining mutual understanding and favourable relationship. This implies that developments often talk to the target audience what they feel will be of benefit to them without giving them the opportunity to share their views, knowledge and exercises their interests which will lead to mutual understanding in the region. The purpose of this study is therefore to examine the place of public relations strategies in the successful implementation of corporate social responsibility in the South-South, Nigeria for economic, human resource and infrastructural development of the region. Recently youths of Egbema in Ovia Northeast Local Government of Edo State, Nigeria disrupted the operation of Nigeria Petroleum Development Company (NPDC), a subsidiary of the Nigerian National Petroleum Company Ltd. (NNPCL). The youth expressed displeasure about the alleged non-implementation of the Global Memorandum of understanding (GMou) entered into with the people of the oil producing community. The youth also expressed apparent indifference, negligence, and lack of effective capacity to stop the spill and contain its spread as flagrant and continuing violation of the economic, environmental and survival rights of the people of South-South, Nigeria for which they are accountable under national and international human rights laws.

2.1 Research objectives ideal foals

Enhancing the efficiency of public relations strategies and corporate social responsibility in South-South, Nigeria. Also, enhancing public relations strategies and corporate social

responsibility among citizens, helping the communities on social development by increasing social responsibility in the region.

2.2 Main Goal

Designing a quantitative model to evaluate and measure public relations strategies in corporate social responsibility in South-South, Nigeria.

2.3 Sub-Goals

1. Identifying dimensions of public relations and components of corporate social responsibility in South-South, Nigeria.
2. Identifying the importance of each dimension and component of public relations strategies and corporate social responsibility in South-South, Nigeria.
3. Designing a quantitative model to measure public relations strategies and corporate social responsibility in South-South region, Nigeria.

2.4 Applicatory Goals

Implementing the model and working in direction with it in South-South region of Nigeria.

2.5 Research questions: main question

How can a quantitative model be designed and offered to measure the level of public relations strategies and corporate social responsibility in South-South, Nigeria?

2.6 Sub-questions

1. Which are the dimensions and components of public relations strategies and corporate social responsibility in South-South, Nigeria?
2. How important is each dimension and component of public relations and corporate social responsibility in South-South, Nigeria from the view point of the experts?
3. Which is the quantitative model to measure public relations strategies and corporate social responsibility in Nigeria
4. How can the quantitative model for measuring social capital be implemented in South-South, Nigeria.

3.0 RESEARCH HYPOTHESES

Considering that in this research, the researcher tries to design a model to evaluate and measure the level of public relations strategies and corporate social responsibility in South-South Nigeria, the model itself serves as the research hypothesis which alternatively could be evaluated and measure or in other words, tested.

3.1 Research Conceptual Model

All research studies are based on a conceptual framework which determines the variables and the relationship between them (Edwards et al., 2000). This conceptual framework is model

based in which the researcher theorize on the relationships between factors which are recognized important in emergency of the problem (Khaki, 1999). Since every field and survey research needs a mental map and a conceptual model in framework of which the suitable analytical tools, variables and the relationship between them are illustrated (Mirzael and Ahranjani, 1996). In this research the conceptual model will be used as follows: the purpose of conducting this research is to design a quantitative model to measure public relations strategies and corporate social responsibility in South-South Nigeria. To achieve this goal, three dimensions of social, economic and biological in public relations and corporate social responsibility and their components will be identified and offered. In weighting or determining the importance of each dimension and component of public relations strategies and corporate social responsibility, once each dimension will be scored based on its importance and another time, by observing all components, the intended components will be scored.

4.0 THEORETICAL FRAMEWORK

The study examined the importance of the following theories as regards public relations strategies and corporate social responsibility. The increasing complexity of business regulation and conceptual shifts in management science reflect that it is no longer acceptable for a firm to bring with its enterprise the negative impacts of private investment such as human rights abuses and environmental degradation. On the other hand, it has been argued that the true social responsibility of a company is to maximize profits in ways permitted by the law. This view rests on the fundamental aspects for stakeholders' private property. Imposition of societal goals on corporations at the expenses of profit maximization may be regarded as an infringement of shareholders private property. Imposition of societal goals on corporations at the expenses of profit maximization may be regarded as an infringement of shareholders private property rights. These different views on CSR have evolved into theories, and we shall look at some of them here under.

The functional theory postulates that the society is composed of many units having different functions. It is the responsibility of the of the government to provide infrastructure while the function of business is to provide goods and services for members of the society and business contributes towards this by paying taxes. This is what Clark refers to as "Dualism" (Clark, 1986). The societal theory, on the other hand, posits that corporations do not operate in a vacuum. They are an integral part of the society. Therefore, the objective of corporations should include societal needs. This builds goodwill and establishes a conducive atmosphere for business in line with public relations management. According to Noar (1982), the main aim of business should be to provide the means required for satisfaction of socially desirable needs. This view appears extreme while we agree that there is a reasonable basis for corporate activities, this should not derogate from the primary interest of the shareholders which is to receive dividends on their investment. As we have noted above, achieving a balance between the two is critical to sustainable development and friendly operating environment. There is also the legal theory that affirms that companies are subject to laws and have a duty to obey them without considering ethical or economic issues. It suggests that if society wishes to demand more from companies, the government should reflect such desires the statutes.

Further is the stakeholder theory which requires corporations to balance shareholders' interests against the interest of other shareholders including employers, customers and the host

community? (Maller et al, 2001), it recognizes the obligation of a company to its other constituencies. Investors in the Niger Delta, South South Nigeria are under constant pressure to take into consideration the needs of the oil producing communities in the course of their economic activities as part of their corporate social responsibility. Companies disregard these concerns to their peril and many have paid the price.

In order to meet their financial obligations to deliver to internal and external stakeholders many organizations, especially, multinationals, are constrained to align with global trends in sustainable development, to reshape their business framework, rules, and business models. The existing global CSR initiatives include UN global compact.

Explaining public relations management as noted earlier, public relations is one of the newest as well as one of the fastest growing management functions in the world of business and government today. It has been commonsensical defined as the act of making friends, keeping friends and working with friends to achieve corporate and other objectives (Nwosu, 1996). Professionally, it has also been defined as that management function that identifies the interests, needs wants and expectations of the internal and external publics of the organization, on the other hand, and the work, out a planned and systematic programme of actions and COMMUNICATION, aimed at building mutual recognition, peace and harmony between the organization and its publics to ensure mutual satisfaction, greater productivity and improved work ethics (Nwosu, 2006). It is usually based on truth and full information and touches on all aspects of any organization's corporate existence. And we believe that they can best do this if they understand the principles and practices of effective public relations, as well as see PR managers as partners (as opposed to encroaches or competitors) in this onerous task of building and sustaining harmonious working environment for improved productivity always. What then is Public Relations and how Corporate Social Responsibility managers work with PR strategies and managers?

4.1 Meaning of Corporate Social Responsibility

Since the late 19th century, when Bowen L. I. remarked that "Charity has no Incentive to sit at board of directors qua Charity" and "that there are to be no cake and ale except for the benefit of the company", the nature of and justification of Corporate Social responsibility in commercial venture has remained a subject of great divergence even among legal scholars. Essentially, CSR is the idea that while pursuing their lawful object of making profits, corporations should bear a responsibility that extends beyond the interests of their shareholders to the well-being and advancement of the society (Epstem, 1987). This could be observed through the positive acts of contribution by a company or through the deliberate avoidance of acts that would have an adverse effect on its constituencies (Clark, 2003). Thus in a broader sense, CSR is about the impact of business on the development of the society. In a narrower sense, it is a complex and multidimensional organizational phenomenon that maybe defined as the extent to which, and the way in which, an organization is intentionally responsible for its actions (or non- actions) and impact of these on its stakeholders.

Indeed, defining CSR has proven complex and is largely contingent on situational factors. One of the reasons behind the lack of a uniform pattern in the definitions of CSR is rooted in its interchangeable and overlapping characteristics with other related terminologies and concepts,

including sustainable development. To some scholars, the concept represents “an important response to the increasing demands of key stakeholders such as employees, investors, consumers and environment (Bagi et al. 2004). Yet again, the principles of CSR vary according to the society in question.

For our purposes, we will consider a few definitions which correlate CSR with Sustainable Development. According to business for social responsibility, CSR is a tool for achieving commercial services in ways that honour ethical values and respect people, communities, and the natural environment. Also, the World Business Council for Sustainable Development describes CSR as “the commitment of business to contribute to sustainable economic development, working with employees, their families, and the local communities”. According to this definition, firms have on-going responsibilities to contribute to the development of their employees, their families, the local community and wider society to improve their quality of life and thereby ensure sustainable economic development (Dahlsrud, 2008).

4.2 Some specific Public Relations Strategies Needed for Effective Corporate Social Responsibility

As noted earlier, there are some many Public Relations Management (PRM) strategies that can be gainfully employed in the effective management of corporate social responsibility and in the world of business and government today. Let us start with the advisory function of public relations management.

4.3 The Advisory Function of PR as CSR Strategy

One key function of modern public relations management is the advisory function. The PR executive or manager is trained as an adviser or counsellor to management or managers on diverse issues that can damage the image or reputation of the organization or create conflict within the organization, or between the organization and its internal and external publics or stakeholders, including the employees and communities.

The advisory function of PR involves identifying possible areas of friction like community welfare, oil spills and neglect of the operational environment by companies’ operators. It is a method of trouble-shooting in public relations that is preventive as well as serving as a guide to peace, harmony and mutual understanding in an environment. The advisory function of PR is based on the premise that good advice when well and timely given by someone who should know (eg a professional expert) and who means well is not only a very potent problem solver but is often worth more than silver and gold.

4.4 The Environment Scanning Function of PR as a CSR Strategy

One tool or strategy of PRM that will come very handy in modern CSR management is the environmental scanning function. Also known as Trends Analysis or issues management, this function of PR is one of the most modern strategies for the PR manager. It can be defined as involving the collection, collation, analysis and packaging of data on current economic, political, social and other trends or issues and feeding of these into the management system to guide decisions and actions.

The PR managers usually do want wait to be directed to collect, analyse, package and present data or information on these current and relevant issues. They do it as a regular part of their duties. And the packaged data and information that are related to organization operating in an environment in general can be submitted regularly to CSR managers to help them in doing their own jobs of managing the issues related or contractual aspects of the relations between the companies and host community, to avoid any unnecessary discord or crisis. Environmental scanning usually requires a lot of public relations research, evaluation and analytical skills.

4.5 Crisis Management Function in PRM as a Strategy in CSR

Public relations managers are trained crisis management experts. And as we very well know, disruption of companies operation and other forms of violence affects harmony and productivity. Corporate social responsibility (CSR) managers need to work closely with public relations (PR) managers not only to manage crisis when they occur, but to prevent them from occurring in the first place. PR managers usually apply such models as the Transfer Process Model (Jefkins, 1988) and the Crisis Life Cycle Model (Nwosu, 1996) in managing crisis professionally.

Among other things, these and other models help them to nip crisis in the bud; employ dialogue and communication very effectively in managing crises when they occur, convert hostility to friendliness, ignorance to knowledge, apathy to interest and prejudice or bias to mutual acceptance, handling the press men properly during crises, as well as properly managing the pre-crisis, during crisis and post-crisis (evaluation) activities or situations as professionals. The need to manage crisis very well or professionally is because they do not only lead to financial loses, loss of lives, loss of reputation, property (etc), but can also lead to corporate death.

4.6 Managing Speech, Public Speaking or Spokesmanship

Public relations managers are known and trained as speech experts and professional spokesmen for their organizations. The common mistakes often made by many managers, including CSR managers, is that anybody can write professional or corporate speeches and be an effective spokesman for any organisation. Speech writing and speech delivery or public speaking are specialized areas of human endeavour that require specialized training. Therefore, managers of CSR must work with PR managers to ensure that their speeches, written or spoken are professionally handled. Words are very powerful and one wrongly written or spoken word can do a lot of damage. The opposite is the case. Written and spoken words should therefore never be taken for granted. We must let the experts to do it or handle it correctly (Carnegie, 2002). These experts are public relations managers who are corporate communications expert and who are trained on how to say the right things at the right time to the right people and in the right way. They are also trained in the art and science of persuasion, advocacy and mind management. And words are their major tools in opinion, attitude and behavioural change which are needed very badly in modern CSR.

4.7 Media Relations in PR as a CSR Strategy

Mass media and pressmen can be difficult to manage, especially in crisis or no crisis, journalist, editors and other media practitioners need always to be handled with special care in CSR activities. To them, bad news is good news. This is because they must sell their newspaper and

magazines or make people to enjoy watching their television programmes or listening to their programmes on radio. But for us as managers, we should not be interested in sending out bad news that may destroy the organization or start a serious crisis as responsible managers.

This is why we, again, need to work very closely with the relations managers who are trained in the art and science of working with journalists as corporate communication managers. In fact, there is a whole area of public relations studies and practice known as press relations or media relations. It is these PR managers that will help the CSR managers on how to manage such tacky areas of media relations as retractions, rejoinders, press conferences, press interviews, press briefings, news commercials, media appearances, documentaries and other specialized media genres, issues and practices. These are very sensitive areas of media practice which, if not professionally managed, can do serious damages to any organisation or any aspect of its existence (Nkwocha, 2003). It is only the PR managers that can save your organisation from the sad consequences of over-publicity, under publicity, or no publicity (Nwosu, 1996).

4.8 Community Relations in PR as a CSR Strategy

Community relations refers to the demonstrations in concrete terms of an organization's appreciation of the wider horizons or social responsibilities of business through active involvement by its management and staff in public programmes and activities related to the welfare of the community within it operates (Offonry, 1985, Jospheh & Rahila, 2014). Community relations is a branch of public relations originally known as a corporate social responsibility (Onabajo, 2005). It is a public relations activity that tends to foster and nurture good neighbourliness with the host community for the good of both the company and the community. Peak as cited in Onabajo (2005) posit that community relations being an aspect of public relations function is an institution's planned action and continued participation in a community to enhance its environment for the benefit of both institution and the community. This implies that the community has a great role to play in community relations activities.

Community relations is steadily being recognized as an indispensable factor for CSR in order to promote growth and development especially in the present rapidly changing social, political and economic climate where everyone appears somewhat interested to grow, succeed, be heard and recognized, involved in daily activities of its locality (Joseph & Rahla, 2014). Technically, community relations is an interactive process involving two-way communication that revolves around building of positive relationships, trust and credibility. Good relationship provide friendly atmosphere which permits positive action such as development an environmental relationship (Forrest & May, 1997). The community relations process provide a framework for mediating between local residents, stakeholders and the organisation responsible for the facility, site or project to achieve resolutions that are either acceptable to all parties or minimize the burden that any party has to bear.

5.0 RESEARCH METHODOLOGY

Regarding that the purpose of applicability researchers is developing applicatory knowledge in a specific field, ie applicatory researches lead in functional application of the knowledge (Bazargan, 2004), this research is a non-experimental and applicatory one and its main purpose is to offer a suitable model for evaluating and measuring public relations strategies and

corporate social responsibility in South-South Nigeria. In this research the survey methods has been applied. Based on the initial exploratory studies on PRS and CSR in the studied population in four dimensions of ethics, managerial models, environmental issues and beneficiaries for conversion, public relations strategies and corporate social responsibility or sub-systems have been used. Certainly, this initial classification has been based on the exploratory studies and in the future, it would be revised based on the experts' opinions and refined during the research process.

5.1 Research Domain

In modern research methodology, each research should be limited in three dimensions of time, location and subject; so that the study could be focused on the subject and researcher could reach the intended responses by posing some questions on the issue. Considering the above-mentioned issue, the time location and subject domain in this research are as follows;

5.2 Location

The location of this research includes all the managers of companies and community leaders in south-south, Nigeria. The purpose of designing the model is to measure the level of public relations strategies and corporate social responsibility in south-south, Nigeria.

5.3 Time

This research intends to design a model to measure the level of public relations strategies and corporate social responsibility in south-south, Nigeria.

5.4 Subject

The subject of this research is to design a model to measure the level of public relations strategies and corporate social responsibility in south-south Nigeria.

5.5 Research Statistical Population and Sample

In this research, the statistical population is determined according to the main question. As the statistical population is the field to generalize the research results and findings, it encompasses all the studied people from among which the researcher selects these sample units.

Thus, the statistical population in this research, according to the main research questions, includes all the managers of the companies, community leaders and experts in social affairs and the statistical sample includes the managers of the companies and community leaders.

6.0 RESEARCH FINDINGS

6.1 Summing up the status quo:

1. Most people agree that public relations and social responsibility are modern concepts in Nigeria and require planning based on new social needs and therefore demands new methods and perspectives. Of course, indicators in our religious and ethical educations

in the field of charity and charitable affairs are not all the social responsibility but some of it or its complementary.

2. No certain conclusion can be made on that training should be included as an indicator on social responsibility in south-south, Nigeria as the opinions of people opposing and agreeing on the issue is almost similar.
3. Most studied people believed that workers right is not considered as an indicator of social responsibility in south-south, Nigeria.
4. Most studied people believed that economic development is considered as an indicator of social responsibility in south-south Nigeria.
5. Most studied people agree that effective management of oil spills, pollution and environmental degradation is an indicator of social responsibility.
6. Most studied people believed that hygiene in the society is considered as an indicator of social responsibility.
7. Some studied people believed that respecting audience's perception is considered as an indicator of social responsibility. However, since some people have not given any idea, no clear answer can be drawn.
8. Most studied people believed that general ethics is considered as an indicator of social responsibility.
9. Most studied people believed that nature protection is considered as an indicator of social responsibility.

6.2 From the opinions given, it could be inferred that:

1. Social responsibility is a new concept in Nigeria and needs new consideration, conditions and requirements.
2. Hygiene, ecosystem and environmental development are the most important and agreed indicator which communities in south-south, Nigeria have considered in the issue of social responsibility. In order to achieve a quantitative model for social responsibility in South-south, Nigeria, people were asked to determine a score for dimension and indicator based on the definition for each item. The result of scoring project in each dimension of social and economic.

7.0 CONCLUSION

This research was conducted to study the various dimensions and approaches to consider corporate social responsibility and was seeking to answer this question that how a quantitative model can be designed to measure the level of social responsibility in south-south, Nigeria. Basically, the lack of a suitable model for social responsibility in the organisation leads to fail in using all facilities and capabilities within the organisation to develop its relations, goals and interests because social responsibility is the commitment of decision makers to perform action which help to improve the welfare of the host community as well as their own interests. Therefore, identifying dimensions and components public relations strategies and corporate social responsibility in organisations does not only remove such a lack, but also is the first step to design a quantitative model to measure the public relations strategies and corporate social responsibility.

8.0 RECOMMENDATIONS

Based on the research findings, we recommends that:

1. Public relations strategies should be adopted by corporate social responsibility to ensure proper management of human right, economic development, and effective management of oil spills, pollution and environmental degradation in the south-south, Nigeria as indicators of social responsibility.
2. Also, public relations strategies should be a model for corporate social responsibility to ensure good management of hygiene, respecting ethics and nature protection in the south-south, Nigeria as indicators of social responsibility.

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