LEADERS AS CORPORATE RESPONSIBILITY SPOKESPERSON: HOW LEADERS EXPLAIN LIABILITIES VIA CORPORATE WEB SITES?

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ABSTRACT

The aim of this paper is to reveal the corporate social responsibility (CSR) understandings of corporations from the leaders’ perspective and discuss how leaders define and explain CSR practices their organizations executed as spokesperson via social media channels of their organizations. In this context, a content analysis aiming to display the ideas of Turkey’s top 250 corporations’ leaders (CEO, chairman of the board, general manager) designated by Istanbul Chamber of Industry in 2013. The leader messages about different dimensions of CSR and CSR practices that are partaking in corporate web sites were examined. According to the results of the analysis, it is found that the leaders act as responsible leaders, and also the spokesperson of their corporations. In addition it is found out that responsible leaders included multiplexed information on different dimensions and various practices of CSR in their social media messages.

Key Words: Corporate social responsibility (CSR), leaders, responsible leadership understanding, responsible leaders, corporate leader messages.

INTRODUCTION

CSR, with each passing day becomes more and more a substantial part of corporate success. Nowadays without any distinction -small, medium or global scale- myriad corporations from different fields of operation are performing practices on CSR. As the liability role to public can be fulfilled by CSR practices, corporations have to accept and share the importance of CSR understanding with all their workforce and try to embody CSR as a vital part of their corporate culture. In other words if CSR can be infused throughout various departments, and then it becomes a crucial apart of the corporate culture, and everyone’s responsibility, thereby CSR becomes a reinforcing social duty with its importance to the overall success of the corporations (Coombs and Holladay,
2012: 23). Even though accepting the importance of CSR is vital for every member of the organization; especially leaders have to be the top supporters and practitioners. Thus and so, leaders take on the key roles on the effectiveness of CSR practices such as being the guides, and making it acceptable to each and every internal stakeholder (employees) of the organization. In the same time, leaders take an active role in informing and gaining the support of external stakeholders of organizations on CSR understanding and practices, too.

In literature over the years a vast number of leadership styles are discussed over, but recently ‘Responsible Leadership” stands out as one of the most prominent style. Responsible leadership understanding points out the inevitable role of leaders as being the guides and the executers of CSR practices. Stated in other words, responsible leaders consider the ideas of having the liability and the authority in CSR practices very important and also pay attention to the inspecting role of leaders keeping track of practices of corporations that are performed in accord with CSR understanding. Accordingly responsible leadership can be evaluated as the most suitable leadership understanding to meet CSR expectations of stakeholders.

Within the limits of this study, leaders use when acting as the spokesperson of the corporation to inform their stakeholders about their CSR practices via leader messages on corporate web sites are examined and the most focused on CSR issues within the messages were looked over.

THEORETICAL FRAME

Responsible Leadership Understanding and Corporate Social Responsibility

Nowadays CSR has become more and more an attention-grabbing and expanding understanding. Ceritoğlu (2011: 13) mentioned the underlying reasons of progress in CSR as; “Effects of global economy on business conduct, pushing the limits of socio-economic systems, irretrievable damage in the ecological environment, and changes in demographical structure.” Again at the present time, corporations and leaders are often interrogated over their executed and un-executed works by multiple stakeholders and society at large (Maak, 2007: 329). According to Özgen (2006: 11), corporations aiming to be long-termed in business have to enhance CSR understanding with all their workforce, explain their CSR practices to their stakeholders, and try to perform within the limits of this philosophy.

CSR understanding has to be interwoven into the general world-view of the corporation and to reflect features of this mentality (Bıçakçi, 2011: 1). On the other hand Boran (2011: 2) draw attention to one point and that is “Nowadays CSR is valued as an important agenda of organizations, but the starting and the ending points of CSR understanding are still not well comprehended”. CSR has to be widely acclaimed as an inseparable part of corporate activity and the practices have to comply with the other practices of the corporation. By this way an overall understanding on the idea that social responsibility is really accepted by all sections, the entire workforce, and the stakeholders of the corporation.
As to sum up the mentioned inevitable and important role of CSR; “Governments, activists, and the media have become adept at holding companies to account for the social consequences of their activities. Myriad organizations rank companies on the performance of their CSR, and, despite sometimes questionable methodologies, these rankings attract considerable publicity. As a result, CSR has emerged as an inescapable priority for business leaders in every country.” (Porter and Kramer, 2006: 1). In order to attain and benefit from CSR, corporations have to enhance their organizational management understanding and leadership styles. Recently one of the eye catching leadership types is “Responsible Leadership”. “Leadership is a social and normative phenomenon that occurs in interaction between leaders and their followers. Today, it is embedded in the context of flattened hierarchies and networked structures, of global markets with multicultural workforces and increased corporate influence and power, of a global stakeholder society in which corporations need a license to operate and are expected to act as good corporate citizens” (Maak and Pless, 2006: 106). With every passing day leaders has to face problems of cultural heterogeneity, moral dilemmas, and ethical conflicts. In such cases responsible leaders with liability understanding place deliberative and discursive practices in their leadership practices, thereby desiring a legitimate and peaceful mode of conflict resolution (Voegtlín et al., 2012: 12).

Even though the actions of the leaders are crucial in responsible leadership understanding, the processes, strategies, and corporate culture that they foster and manifest collective virtuous behaviors are equally valued (Cameron, 2011: 29). Consequently leaders acting responsibly to social issues in their transactions are not enough. Responsible leaders have to ensure all stakeholders on social responsibility, too. In another saying as Cameron states (2011: 29) that; “Responsible leadership, of course, refers not only to the actions of leaders but also to the processes, strategies, and culture that they foster and enable which support and manifest collective virtuous behavior”. Thereby leaders acting responsibly only on their personal issues are not adequate, responsible leaders undertaking the responsibility of rooting this approach within the corporate, to all work forces. “Responsible leadership is a social and moral phenomenon that was pushed onto the agenda not only by recent scandals and the pressing issues that affect life on our planet, but also by the realization that multinational corporations and their leaders have an enormous potential for contributing to the betterment of the World” (Pless, 2007: 438). This understanding also encumbers the responsibility of troubleshooting on social and environmental problems to the leaders. Besides solving problematic issues within the codes of conduct, leaders have to be in active effort to convince entire workforce to value above mentioned issues as their main subjects. In this respect responsible leaders have to value CSR as one of the core strategic purposes of the corporation and develop performance criteria to achieve them (Maak and Pless, 2006).

As stated by Groves and LaRocca (2011: 39-40); “A fundamental tenet of responsible leadership theory is that sustainable value creation and social change demands engagement of a far broader and more complex set of internal and external constituencies”. From this point of view responsible leadership is the outcome of responding to the social expectations of stakeholders. When leaders assume the
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responsibility, corporations will act more responsibly as a whole and will make more contribution to the society. “Today’s leaders act in a global, complex, uncertain and interconnected business environment. Among the challenges in this context is the need to reduce complexity and uncertainty for people and provide a desirable picture of the future, which is shared by the people they lead.” (Maak and Pless, 2006: 99). Responsible leadership understanding, cast a role for leaders to leave a good future for the posterity. Leaders are not just merely responsible for the attainment of reaching the vision of corporation, they are also responsible to steer the future of the society.

“Leaders who engage across boundaries develop relationships with diverse stakeholders’ culture and systems to approach stakeholders. These stakeholders are not limited to employees of the organization, but include vendors, suppliers, customers, and members of the community, the press and non-profit organizations. Relationships are established with these groups to understand the impact the organization has on them as well as the influence the stakeholders have on the organization”. (Quinn and D’Amato, 2008: 9) “Corporate leaders have to mediate social and financial goals without divulging the one or the other in the process of maintaining corporate legitimacy, building trust, and producing social capital” (Voegtlin et al., 2012: 3). Responsible leadership is conceptualized with leadership-stakeholder interaction, ethic nature indication and mutual agreement suggestion (Voegtlin et al., 2012: 12).

Responsible leadership practices that reach across boundaries and engage stakeholders promote the triple bottom line (people-planet-profit) (Quinn and D’Amato, 2008: 9). Accordingly leaders are not just solely focus on corporate profitableness they also act sensitively to their contribution to people and planet. “Corporate leaders have to mediate social and financial goals without divulging the one or the other in the process of maintaining corporate legitimacy, building trust, and producing social capital.” (Voegtlin et al., 2012: 3). “Key to responsible leadership is thus the ability to enable and broker sustainable, mutual beneficial relationships with stakeholders, to create stakeholder goodwill and trust and ultimately a trusted business in society – that is, one of multi-stakeholder benefit.” (Maak, 2007: 331). By responsible leadership, besides its social benefits, corporations can promote better and stronger relations with their stakeholders. Responsible leadership is not just effective on trust and reputation of the leaders; it is at the same time form the reputation of corporations.

Responsible leaders act sensitively to the world in which they operate because they realize the importance of gaining value and support due to the impact of business decisions on the social and natural environmental issues. Responsible leaders try to engage stakeholders in an active dialogue, include different voices, take their interests and needs seriously and assess them in a thorough reflection process. They also make sure that production processes are as environmentally friendly. For instance they insist on using ‘green’ technology, renewable resources, recycling material, and saving energy etc. Furthermore, they try to foster contributions to society (Maak and Pless, 2006: 101). From another perspective, in accord with above mentioned idea, responsible leaders besides guarding their stakeholders’ investment capital and
ensuring adequate returns, they respect the rights and value transparent communication and reporting on economic, social and ecological performances of their corporation (Porter and Kramer, 2006: 1). Therefore responsible leadership encumbers leaders on various issues such as; to protect stakeholders rights, to trace and orient CSR practices of the corporation, to correct the deficiencies, to settle up grievances etc. For this reason taking senior decisions on CSR and setting CSR budget are not enough for responsible leaders, they have to be in perpetual pursuit and follow the correctness of work done on various CSR issues. Additively responsible leaders have to bear in mind the practices done by their business partners because ensuring the ethical, environmental and labour standards are also respected and applied are also under their responsibility. Furthermore, they have to confirm that the business partners are treated respectfully and fairly (e.g. no preferential treatment) by corporations’ employees and managers (Maak and Pless, 2006: 100).

As it is seen responsible leadership understanding underlines the significance of pioneering role of leaders in CSR practices. Responsible leaders have to take active roles in each and every step of CSR practices, starting from setting CSR strategies to controlling impacts of outcomes. In addition responsible leaders have to carry out the necessary work to fulfil the expectations of their stakeholders, and gain the respect of potential ones.

**Responsible Leaders, Transmission of CSR Practices and Web Sites**

Day by day the role of CSR practices are gaining importance and myriad corporations pay more attention to the effectiveness of their CSR practices, they try to display CSR practices to fulfil stakeholders’ expectations, so their works gain legitimacy, however CSR is an ever increasing complex process. “It requires a multi-faceted understanding of many concerns, voices, and conceptions of truth, and an ability to engage across independent and conflicting interpretations of the intricate issues related to corporate behavior.” (Schultz et al., 2013: 681). Like the changing and developing CSR practices the context of leadership has emerged, too. Nowadays in addition to their routine managerial responsibilities, leaders have to encounter with different stakeholder groups (Maak and Pless, 2006). ‘Responsible leadership’ comes into the scene at this point and it reflects at the organizational level an approach of leadership as a social and relational phenomenon that focuses on the leader–follower relationship (Gond et al., 2011: 117). In order to reach success via responsible leadership practices highly depends on building strong and dependable relationships with myriad and motley stakeholders. How well the corporations and leaders understand the expectations of their stakeholders, show its effects on fulfilling the expectations efficiently and ensuring the longevity of the corporations.

Responsible leaders are accountable for facilitating the relational processes with and among stakeholders so they are also liable on the quality of these relationships. Put it differently “responsible leaders are inclusive and based on ethically sound values that the interaction partners respect and act according to these values and that the leader–followers relationship serves a common and good purpose.” (Maak and Pless, 2006: 104). Also building long-lasting, trustworthy relations with stakeholders may help in times of “wrong decisions”. In those times of crises, responsible leaders may
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use their influence to engage stakeholders in active dialogues, balance different ideas and interests, thus ending up with accepted and mutually beneficial solutions (Voegtlin et al., 2012: 4). As it is seen building decent and mutual trust based dialogues with stakeholder is one of the basic aspects of responsible leadership.

As stated by Gond and et al. (2011: 117) responsible leadership practices depend on a set of value-based and principle-driven relationship between corporations and stakeholders, where organizations easier achieve their CSR objectives and outcomes. Leading with responsible leaders, responsible corporations may carry out “communication processes that foster a management model supporting the organization as a pivotal player from the social and environmental point of view; it is an organization that produces and shares decisions through relationships with the different publics and shares the means and contents committed to transparency and with a permanent dialogue with all stakeholders.” (Ferrari and de Macedo, 2013: 57). Herein communication becomes a sine qua non feature of successful responsible leadership practices. Just as achieving success in CSR practices requires detailed communication efforts, likewise communication undertakes a vital role in responsible leadership practices.

As noted above responsible leaders occupy an important role on the top of communication network where they can easily reach large volumes of information and to the formal channels of communication (Seeger and Ulmer, 2003: 63). Decisions on various topics like CSR strategies, objectives, budget and etc. have to receive the approval of responsible leaders in order to come into effect. If responsible leaders support mentioned subjects, works in organizations may proceed quickly and seamlessly. As well the effect of leaders on messages that are transmitted via the formal communication channels of organizations are inarguable. Accordingly responsible leaders have the power to communicate CSR practices through the corporations they lead.

Responsible leadership understanding a step further focuses on communication-based leadership responsibilities drawn from the ethics and leadership literature. “These include (a) communicating appropriate values to create amoral climate, (b) maintaining adequate communication to be informed of organizational operations, and (c) maintaining openness to signs of problems.” (Seeger and Ulmer, 2003: 63). In this respect responsible leadership understanding necessitates continuous and different purposed communication flow. Leaders have to inform the internal and external stakeholders of the corporation substantively and evaluate the feedback received from mentioned stakeholders.

“Businesses have an unprecedented opportunity and, some would argue, even a duty, to positively impact their stakeholders.” (Dillon et al., 2014: 2). CSR has the role of strengthening power on corporation-publics’ relationships (Bravo et al., 2012: 132). To achieve this purpose responsible leaders maintain a close connection to and awareness of operations through monitoring with their stakeholders (Seeger and Ulmer, 2003: 65). This stands out as an important issue since if corporations fail to address the concerns of their key stakeholders whose support is highly valued, the
corporations’ survival falls under threat (Brennan et al., 2013: 667). At this point “CSR practices that promote open communications with stakeholders and transparency can help society improve trust in business and increase social capital; hence facilitate the self-regulation of the industry.” (Boulouta and Pitelis, 2014: 354). In addition to above mentioned matter, corporations cannot convince their stakeholders, unless their intentions on CSR issues are serious and their applied CSR practices cohere with common social, environmental and ethical topics (Grosbois, 2012; Collierand and Esteban, 2007). In this respect corporations and leaders have to give the necessary worth to communication and inform internal and external stakeholders on CSR. Leaders can continue communicating with their stakeholders and relay their CSR messages on various platforms. The leaders’ messages transferred such as via web sites, corporate reports cover substantial information on CSR. Thusly including information on CSR practices may be seen as one of the indicators of importance given to CSR.

Technological developments have turned corporate web sites to an influential channel for responsible leaders to reach their stakeholders. Opportunities such as enabling detailed information presentation and rendering messages according to the stakeholders’ features has implied corporate web sites to one of the oft-used ways of CSR message transmission. The “Message from the Leader” sections of the corporate web sites provide leaders the opportunity to give first-hand information on CSR messages. As well one of the reasons why stakeholders make use of corporate web sites is that they enable stakeholders to get information whenever they want.

METHOD
The purpose of this study is to reveal how leaders inform stakeholders on CSR understandings and practices of their corporations. Within the context of study, according to the data of ‘Turkey’s Top 500 Industrial Enterprises’ provided by İstanbul Chamber of Industry in 2013, the web sites of top 250 corporations of the mentioned list was considered and the shared messages of the leaders (chairman, CEO, chief executive) related to CSR issues were examined with content analysis. According to research findings, among 250 corporations 56 of them have “Message from the Leader” sections in their corporate web sites. Research includes analysis done between the dates June-August 2014.

In this research the method applied by Branco and Rodrigues (2006) in their study named, “Communication of Corporate Social Responsibility by Portuguese Banks’ is used. The CSR practices were analysed within the scope of four topics; environment, human resources, product and customers, and societal participation.

FINDINGS
According to the analysis, leaders mentioned at least one of the dimensions of CSR. The most mentioned issues by leaders on CSR practices were found to be on “Product Quality” and “Customer Complaints/Satisfaction”. 54 out of 56 leaders mentioned the importance they pay to product quality and customer satisfaction in their messages. Following these issues, “Environmental Policies or Corporate Concern for the
environment” was the most mentioned third topic (56/29). Obtained data can be probed in Table 1.

<table>
<thead>
<tr>
<th>Mentioned Topics of CSR</th>
<th>Number of Corporations</th>
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<tbody>
<tr>
<td><strong>Environmental disclosure</strong></td>
<td></td>
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<tr>
<td>Environmental policies or corporate concern for the environment</td>
<td>29</td>
</tr>
<tr>
<td>Environmental management, systems and audit</td>
<td>13</td>
</tr>
<tr>
<td>Lending and investment policies</td>
<td>13</td>
</tr>
<tr>
<td>Conservation of natural resources and recycling activities</td>
<td>16</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
</tr>
<tr>
<td>Conservation of energy in the conduct of business operations</td>
<td>14</td>
</tr>
<tr>
<td><strong>Human resources disclosure</strong></td>
<td></td>
</tr>
<tr>
<td>Employee health and safety</td>
<td>7</td>
</tr>
<tr>
<td>Employment of minorities or women</td>
<td>1</td>
</tr>
<tr>
<td>Employee training</td>
<td>2</td>
</tr>
<tr>
<td>Employee assistance/benefits</td>
<td>5</td>
</tr>
<tr>
<td>Employee remuneration</td>
<td>1</td>
</tr>
<tr>
<td>Employee profiles</td>
<td>13</td>
</tr>
<tr>
<td>Employee morale</td>
<td>27</td>
</tr>
<tr>
<td>Industrial relations</td>
<td>-</td>
</tr>
<tr>
<td><strong>Products and customers disclosure</strong></td>
<td></td>
</tr>
<tr>
<td>Product quality</td>
<td>54</td>
</tr>
<tr>
<td>Customer complaints/satisfaction</td>
<td>54</td>
</tr>
<tr>
<td>Provision for disabled, aged, and difficult-to-reach customers</td>
<td>1</td>
</tr>
<tr>
<td><strong>Community involvement disclosure</strong></td>
<td></td>
</tr>
<tr>
<td>Charitable donations and activities</td>
<td>9</td>
</tr>
<tr>
<td>Support for education</td>
<td>7</td>
</tr>
<tr>
<td>Support for the arts and culture</td>
<td>4</td>
</tr>
<tr>
<td>Support for public health</td>
<td>7</td>
</tr>
<tr>
<td>Sponsoring sporting or recreational projects</td>
<td>2</td>
</tr>
</tbody>
</table>

Within the research primarily the leaders’ messages on environmental disclosure were examined. Environmental policies or corporate concern for the environment, sustainability, conservation of natural resources and recycling activities came to the fore as the top three ranked sub-topics. Following the messages on product quality and customer satisfaction, leader messages on environmental issues were on the second rank of stated CSR aspect. This depends on the fact that the corporations that were examined within the research are industrial ones, and they have to portray “environment friendly” attitude according to the public expectations.
When the disclosures on human resources were evaluated, it can be seen that messages on “Employee Morale” was the most mentioned topic in the corporate leader messages. Other highly referred message in leaders’ messages related with human resources was “Employee Profiles”, but the other issues fell on stony ground. For instance “Employee health and safety” issue was only mentioned in just 7 of the corporate leader message. This outcome can be remarked as “not sufficient” since the human resources is the main stakeholder of the corporation because the perpetuity of it depends on the workforce.

In conducted research the most mentioned dimensions of CSR in leader messages were found out to be on “Products and Customers Disclosure”. Leaders emphasized respectively product quality, customer complaints/satisfaction and provision for disabled, aged, and difficult-to-reach customers in their corporate leader messages. Besides leaders made points of product stage-gate process, efforts on customer satisfaction, quality certificates, renewal of product portfolio, product differentiation, originality of products, and customer orientation within their corporate leader messages.

When the corporate leader messages on “Community involvement disclosure” were reviewed, it is seen that leaders mainly mentioned CSR practices conducted on support for education, charitable donations and activities, and support for public health. Solely the rate of corporate leader messages on this dimension was limited.

**DISCUSSION AND RESULTS**

Nowadays leaders have become co-ordinators and cultivators of relationships towards different stakeholder groups (Maak and Pless, 2006: 100). According to the responsible leadership understanding, leaders have to build strong relations with the different stakeholders of their corporations and share the information on responsibilities of corporations. Additionally today emphasizing and organizing activities to enhance employee relations and activities are not seen enough in addition to that building long lasting, trustworthy relations with various stakeholders are valued. Nominately, responsible leadership understanding is ever-increasingly gaining importance since it focuses on escalating awareness and consideration of the consequences of one’s actions for all stakeholders, in addition it pays importance to the exertion of influence by enabling the involvement of the affected stakeholders and by engaging in an active stakeholder dialogue (Voegtlin et al., 2012: 4).

Within the scope of this study, leaders’ point of views on CSR understanding and practices are examined as they stated their ideas via leader messages in corporate web sites under the names such as “President’s Message”, “CEO’s Message”, “General Manager’s Message” etc. In question messages, CSR practices are analyzed focusing on environmental, human resources, product-customer, and community involvement aspects.

According to the obtained data leaders emphasized topics such as corporations’ establishment and history, financial position, growth rate, economic progress in the world, technological investments etc. in corporate leader messages. As leaders
included issues on CSR practices of their corporations in their messages, it can be interpreted that CSR has come to the forefront of business world. On the other hand, leaders want to share their ideas and performances as much as possible via corporate leader messages but due to space limitations leaders cannot mention desired issues. For instance, making statements to inform stakeholders on financial issues is expected from leaders, so information on financial issues dominates some of the leaders’ messages. In these kinds congested situations, if leaders give place to CSR issues within their corporate messages this indicates the importance given to CSR by leaders.

Among the stated CSR dimensions in corporate leader messages, product and customer satisfaction was the most mentioned one. However, the corporations dwelled up on environmental issues, too. This situation grounded on the reality that if corporations desire to be long lasting, they have to pay attention to public welfare. So leaders mainly included information on environmental management and consciousness, audits, sustainability and investments in their corporate leader messages. The other topics such as human resources and community involvement were mentioned lesser than the other CSR dimensions. Even though some corporate leader messages didn't include any or too little information on community involvement, when the other parts of the web sites are analysed, it is seen that corporations conducted practices on public issues. Consequently, there are some corporations performing practices for benefit of society but are not mentioning them within their corporate leader messages.

As a result hereinbefore responsible leadership understanding underlines the leadership role of leaders in CSR practices. Leaders then take the responsibility on CSR practices and try to help achieving the targeted goals. For this purpose, leaders’ messages to internal and external stakeholders have great importance on acceptability and sustainability of CSR practices. As regards to the results of this study, CSR has become a part of leaders’ agenda and even if space limitations are faced in web sites, leaders try to give cues on CSR.

Within the context of the study it is seen that some leaders besides informing on CSR, seem to embrace and value CSR practices as one of the most important operation area of corporations. Leaders also mentioned the fact that CSR is seen as influencing factor on work usage and if practices are conducted according to this understanding will reach success. Even though leaders are responsible for conducting community and environmental issues they also have to hold the responsibility of informing internal and external stakeholders on mentioned issues. For these reasons, leaders have to act as CSR spokesperson of their corporations.

In this study the data applied in 2013 by İstanbul Industrial Chamber was considered. According to this data ‘Turkey’s Top 500 Industrial Enterprises’ were listed and corporate leader messages parts of the web sites of top 250 corporations were evaluated. Since the study focuses on “responsible leadership” concept, which limited research was conducted on in Turkey, and the leaders’ role on CSR messages, the outcomes will contribute to the existing literature. Future studies may include more corporations and this may lead to analyse numerous messages. Also this study may be
supported by surveys and in-depth interviews with leaders and by doing this comprehensive data can be gathered.
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