
SOCIAL ENTREPRENEURSHIP AND THE IMPERATIVE OF CORPORATE SOCIAL RESPONSIBILITY IN ADDRESSING SOCIO-ECONOMIC PROBLEMS IN NIGERIA'S RURAL COMMUNITIES

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Abstract

Social entrepreneurship is a growingly important concept in the economy of countries. It enhances the improvement of the society by influencing the changing situation of the economy and has the ability to deal with the social, environmental and other changing issues. Social entrepreneurship typically refers to the phenomenon of applying business expertise and market-based skills in the non-profit sector. It creates social value, rather than personal and shareholder wealth, and is characterized by innovation. Rather than replication of existing enterprises or practices. The central driver for social organization form a social enterprise that should be a decision based on which format would most effectively mobilize the resources needed to address that problem. Corporate social responsibility has often been treated as an essential component in the initiation and promotion of social entrepreneurship. Corporate social responsibility means considering, managing and balancing economic, social and environmental impact of its activities. Corporate social responsibility is the open and transparent business practices that are based on ethical values and respect for employees, communities and the environment. Based on corporate social responsibility, companies integrate social and environmental concern in their business operations and in their interaction with their shareholder on a voluntary basis. It is on this premises that, this paper examine the impact of socio- entrepreneurship as a non-profit venture and essential component of corporate social responsibility in solving social problems of African community. The paper concluded that, people should voluntarily donate into non-profit organizations in order to help less privileged in the society.

Keywords: *Social Entrepreneurship, Corporate Social Responsibility, Community and Social Problems.*

Background to the Study

The numerous problems of the world these days demand people with special abilities and skills to find solution to those problems. Such problems range from social, economic, political to personal. Ogunyemi (2008) submitted that educational professionals should be strategically positioned to equip children and youths with knowledge and

Competencies required to face challenges that come with these complex problems. He argued that teachers can do this by inculcating social entrepreneurial skills in their learners. Social entrepreneurship, according to Ogunyemi (2008), aims at addressing societal problems through active engagement of the community. Social entrepreneurship borrows idea from business women and men, but it is not profit oriented like business enterprises. Social entrepreneurs are those whose goal is not to make profit but always promoting the quality of life of the members in a given community. The human activity called social entrepreneurship has a long history but its development as an academic field is fairly recent (Dees, 1998; Alvord, Brown & Letts, 2004; Mairs & Marti 2005). Social entrepreneurs are those who serve as agents of change in the society by creating values and sustaining them.

Dees (1998) believed that the closer a person gets to satisfying his/her needs, the more that person fits into the model of social entrepreneur. Social entrepreneurs are characterized by special behaviour (Alvord, Brawn & Letts, 2004, Dees & Elias 1998). Mair and Marti (2005) saw social entrepreneurship as a process involving the innovative use and combination of resources to pursue opportunities to catalyze social changes and/or address social needs. Although social entrepreneurs can make some profit in the course of their service delivery, such profits are ploughed back into the work of the organisation rather than being shared among the shareholders.

Objectives of the Study

The Objectives of this study are to:

- 1) Provide ways of extending young people's attention beyond classroom to the world.
- 2) Provide opportunity for students to explore how to foster good school and community relationships.
- 3) Afford the students opportunities to develop those personal qualities such as creativity, spirit of initiative and independent that can contribute to the development of an entrepreneurial attitude.

Methodology

Descriptive research method is used to examine the variables of this study. The study draws its' data largely from secondary sources. Dates obtained provide the framework for discussion, conclusion and recommendations.

Literature Review

Concept of Social Entrepreneurship

Social entrepreneurship refers to innovative activity with a social objective in either for-profit sector, such as in social-purpose commercial ventures (e.g., Dees & Anderson, 2003; Emerson & Twersky, 1996) or in corporate social entrepreneurship (e.g., Austin, Leonard, Reficco, & Wei-Skillern, 2004); or in the non-profit sector, or across sectors, such as hybrid structural forms which mix for-profit and non-profit approaches (Dees, 1998). Under the narrow definition, social entrepreneurship typically refers to the phenomenon of applying business expertise and market-based skills in the non-profit sector such as when non-profit organizations develop innovative approaches to earn income (Thompson, 2002).

Common across all definitions of social entrepreneurship is the fact that the underlying drive for social entrepreneurship is to create social value, rather than personal and shareholder wealth, and that the activity is characterized by innovation, or the creation of something new rather than simply the replication of existing enterprises or practices. The central driver for social entrepreneurship is the social problem being addressed, and the particular organizational form a social enterprise that should be a decision based on which format would most effectively mobilize the resources needed to address that

problem. Thus, social entrepreneurship is not defined by legal form, as it can be pursued through various vehicles. Indeed, examples of social entrepreneurship can be found within or can span the non-profit, business, or governmental sectors.

Characterizing Social Entrepreneurs

Social entrepreneurs have been characterized in a vast number of ways but common is the fact that social entrepreneurs seek social impact (Vasakarla, 2008). Vasakarla summarises the basic qualities and observations about the social entrepreneur in the following ways (Vasakarla, 2008). Having risk taking abilities; optimism by focusing on possibilities rather than present realities; drive to succeed come what may; creativeness, thereby working better in flexible environments; self-confidence, urgency and looking for challenges; a question asking mentality; dissatisfaction with what they were involved in (in the past); generally having a strong family support system and finally recognising that role models are important for their development. The opportunity creation process is beaked down into two major steps as depicted in figure 1. First, promising ideas are generated. Second, the ideas are developed into attractive opportunities.

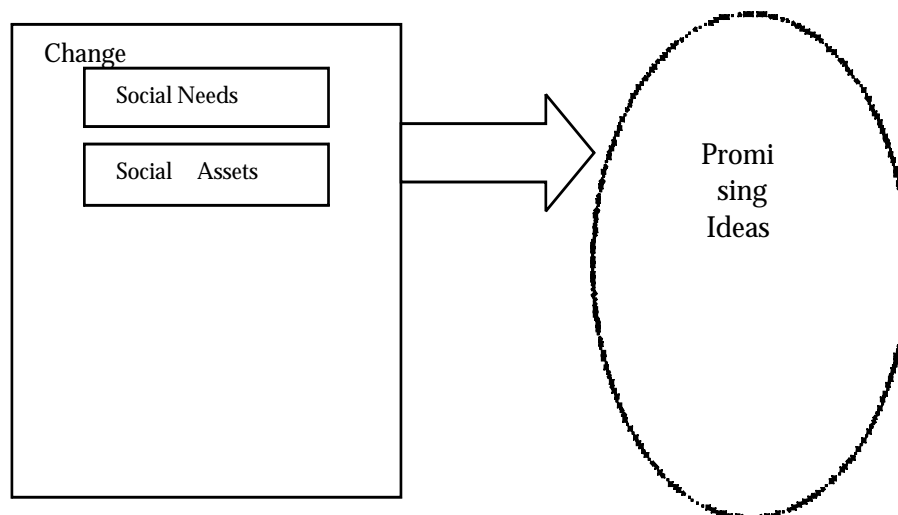


Figure 1: The opportunity creation process (Guclu, Dees, & Anderson, 2002)

Step 1: Generating Promising Ideas

The first step in the process is to generate promising ideas. In generating these ideas Guclu, Dees and Anderson identify four key factors that each play a role in the idea generating phase. These are personal experience, social needs, social assets and change.

Personal Experience

Personal experiences and unique prior knowledge are often what motivates and inspires the discovery of promising new ideas (Dorado, 2006; Guclu, Dees & Anderson, 2002; Shane & Venkataraman, 2000). Dissatisfaction with the current state often motivates entrepreneurial creativity by looking for new approaches to the frustrations experienced, although positive experiences can also inspire promising ideas (Guclu, Dees & Anderson, 2002). However, despite of its clear value to the entrepreneurial process, personal experience can create a bias and limit the range of possibilities seen because experts often fail to see possibilities that are evident to newcomers (Guclu, Dees & Anderson, 2002).

1. Social Needs: Social needs can be understood as the gaps that exist between a socially desired state and the existing reality and they rest on a vision of a better world grounded in personal value (Guclu, Dees & Anderson, 2002).
2. Social Assets: Although it is important to ground new ideas in social needs,

exploring social assets can also provide inspiration exciting ideas and although the idea generation process should not be constrained by resources available, an understanding of tangible and intangible assets in a community can lead to the development of even more promising ideas (Guclu, Dees & Anderson, 2002).

3. Change: Looking at what changes in society have spurred social entrepreneurial on. What is important to keep in mind here for social entrepreneurs, is to have a keen understanding of changes occurring in order to exploit these because they create new needs, assets or both or open up new possibilities for ideas to emerge (Guclu, Dees & Anderson, 2002).

Different Types of Social Entrepreneurship

The three types of social entrepreneurship Roper and Cheney (2005) describes are: Private social entrepreneurship, Social entrepreneurship in the not-for-profit sector and public sector social entrepreneurship.

- 1) Private Social Entrepreneurship: Working within the private sector gives social entrepreneurs an advantage in terms of the orientation towards planning, profit and innovation (Roper & Cheney, 2005). The private social entrepreneurs do not necessarily set up purely social enterprises, but they embed social values into their businesses (Roper & Cheney, 2005).
- 2) Social entrepreneurship in the not-for-profit sector: According to Leadbeater the not-for-profit sector is the most fertile source for social entrepreneurship and in fact social entrepreneurship have been going on in the sector for a long time and is partly spurred on by the increased competition for funding resources (Leadbeater, 1997; Roper & Cheney, 2005). Furthermore, non-profit organisations that implement an entrepreneurial approach are less hesitant to implement concepts and practices from marketing, strategic planning and systems in order to analyse and control costs (Roper & Cheney, 2005).
- 3) Public-Sector Social Entrepreneurship: Social entrepreneurship in the public sector have been a growing body of late encouraged by contracting out by the public sector and managers and workers looking for new ways of delivering welfare services (Leadbeater, 1997). Social entrepreneurs in the public sector face challenges in the likes of a difficulty to adapt to change due to constitutional, executive and legislative considerations (Roper & Cheney, 2005).

Corporate Social Entrepreneurship

The Corporate Social Entrepreneur (CSE) is defined as an employee of the firm who operates in a socially entrepreneurial manner; identifying opportunities for and or championing socially responsible activity; in addition to helping the firm achieve its business targets. The CSE operates regardless of an organizational culture that is pre-disposed towards CSE. This is because the CSE is driven by their dominant collectivistic (concerned with the welfare of others) as opposed to their individualistic personal values (Schwartz and Bilsky, 1987). Consequently, the CSE does not necessarily have a formal socially responsible job role; nor do they necessarily have to be in a senior management position in order to progress their socially responsible agenda" (Hemingway, 2005).

The term Corporate Social Entrepreneur (CSE) was first coined in a paper that was presented at the 17th Annual European Business Ethics Network Conference, in June 2004 (Hemingway, 2004). Here, the CSE was defined and differentiated from the different types of entrepreneurs: the 'regular' executive entrepreneur; the entrepreneur; the policy entrepreneur and the public or social entrepreneur. Austin et al., [2006] for a description of the similarities and differences between forms of entrepreneurship. However, whilst the social entrepreneur and corporate social entrepreneur are united in their quest to create social value: a business ethics perspective encouraged to ask the question 'For what end?' Here business ethics is useful, as it uses intellectual frameworks to encourage to think deeply about means and ends (Crane and Matten, 2006); [Fisher and Lovell, 2006; Maclagan, 1998). For example, the idea of the CSE creating social value which benefits both the corporation and society (Jones, 1995; Austin et al., 2006) is known as

enlightened self interest'. Alternatively, a deontological viewpoint frames acts of socially responsible behaviour as altruism (Hemingway and MacLagan, 2004). Altruism is of course very difficult to support empirically, although there have been many studies of pro-social behaviour and support for the notion of collectivistic (other-oriented) personal values in social psychology (Bierhoff, 2002; Schwartz and Boehnke, 2004). All these lead to the intrinsic problem surrounding the subject of CSR, regarding its “essentially contested” nature (Moon, 2003; Friedman, 1970; McWilliams and Siegel, 2001; Montbiot, 2000). Corporate Social Responsibility (CSR).

It reflected the traditional philosophical and business ethics debate regarding moral agency (Lovell, 2002; MacLagan, 1998). This was followed by a U.K. conference paper which highlighted the importance of managerial discretion in CSR (Hemingway and MacLagan, 2003), and was published the next year in the *Journal of Business Ethics*. In this latter paper, the concept of “entrepreneurial discretion” as an overlooked antecedent of CSR was mooted (Hemingway and MacLagan, 2004). The concept was initially applied to managers, but was soon widened to include employees at any level of the firm, regardless of their formally appointed status. To be a CSE you do not necessarily have to be a manager (Hemingway 2002): seniority is not necessary, but of course, it helps (Hemingway, 2002).

Hemingway's notion of the CSE emerged as a result of her own personal experience working as a marketing executive in the corporate world and it has also been described by scholars elsewhere in the context of environmental champions (e.g., Drumwright, 1994). The idea that moral character can be an influence for CSR provides us with a different focus from the more commonly discussed structural drivers for CSR. Earlier, it had been advocated by Wood who referred to “Ethical training, cultural background, preferences...and life experiences...that motivate human behaviour” (Wood, 1991); supporting Trevino's conceptual “Interactionist” model of ethical decision making in organizations (1986), which incorporated both individual and situational moderators, to combine with the individual's stage of cognitive moral development (Kolhberg, 1969) to result in ethical or unethical behaviour.

Controversially, though, the concept of discretion is identified as a key component regarding a personal moral orientation at work, or, a moral character. And whilst the possibility of unethical behaviour is also acknowledged as an outcome of discretion and agency: corporate responsibility (Hemingway, 2005) which has been the traditional focus in the study of business ethics, is regarded as insufficient and only the starting point, if the quest is for organisations to develop a socially responsible organisational culture. This is of particular relevance in the wake of the global financial crisis caused by financial irregularities and lapses in corporate governance and personal integrity.

Multidimensional Social Entrepreneurship

This is suggested by Gillian Sullivan Mort, Jay Weerawardena and Kashonia Carnegie (2002). It was observed that models of entrepreneurship that have evolved in the commercial enterprise context are inadequate to capture fully the unique characteristics of social entrepreneurship, but such approaches provide valuable input in understanding the challenging role social entrepreneurs are expected to play within the increasingly competitive environment. Sullivan et al (2001) highlighted the centrality of the social mission in social entrepreneurship but also observed the inadequacy of a single dimensional conceptualization to capture the complex nature of social entrepreneurship.

Addressing all these issues, social entrepreneurship was conceptualized as a multidimensional construct, captured by the common factor underlying its four dimensions.

Entrepreneurially Virtuous Dimension

Virtues are positive, morally good values such as love, integrity, honesty and empathy, which must be acted upon to become genuine virtues. Social enterprises have a spiritual or virtue dimension very often missing from or only latent in commercial enterprises. Social entrepreneurs' attitudes and behaviours must involve a virtue dimension. It is this virtue dimension of vision of moral purpose that will aid in operationalising the social mission, and differentiates the social entrepreneur from the commercial entrepreneur.

Balanced Judgment Capacity: This is conceptualized behaviourally as a superior ability to deal with complexity and to be able to prioritize, weigh and decide between conflicting activities to maintain the social mission as the central, prime and uncompromised purpose of the social enterprise. It has long been acknowledged that one of the key features of social marketing is the complexity of stakeholder accountability. Social entrepreneurs demonstrate the ability to form balanced judgments. In for-profit businesses, the primary function of the corporation is to maximize return on investment to the owners of the business, the shareholders who are the primary stakeholders.

Contribution of Social Entrepreneurship and Corporate Social Responsibility in Solving Social Problems of Community

The process of value creation has a major relevance in entrepreneurship. Extending this theory to social entrepreneurship has led to a topic of interest for researchers and scientists in management and entrepreneurship (Austin, et al, 2006); also for the business press (Gangemi, 2006), for enterprises (Hemingway, 2005) and also for decisional factors in politics.

There is a variety of definitions related to social entrepreneurship field, but there is no unanimity as regards the terminology used. Thus, some definitions speak about social entrepreneurship when it comes of non-profit organizations while others consider as a social entrepreneurial example businesses managed by nonprofit organizations. Some philanthropy a synonym for social entrepreneurship while other researchers report on broader definitions, which associate social entrepreneurship with individuals or organizations involved in entrepreneurial activities with a social purpose. Therefore, these major differences in terminology make difficult establishing domain legitimacy.

A definition preset social entrepreneurship as being a process in which resources are used in various combinations in order to capitalize on existing opportunities, create value by satisfying social needs, to foster social change, or to establish new organizations with social mission (Mair and Marti, 2006). The essence of social entrepreneurship is the ability to establish the connection between it, the social and community values, seeking to adapt continuously for ensuring social progress. Social entrepreneurship process reveals the balance between social and economic behavior that leads to social and economic value. Organizations with social mission are those organizations that are capable to connect social mission to innovation, and this can include both commercial organizations and those with an exclusively social mission, or a hybrid form of these (Austin et al, 2006). Under these circumstances it is very difficult to establish a clear boundary between organizations that promote and those that do not promote social entrepreneurship.

Corporate social responsibility has often been treated as an essential component in the initiation and promotion of social entrepreneurship (Austin et al. 2006). But there are approaches that define corporate social responsibility in terms of commercial benefits (Windsor, 2001) which can reveal the company's wealth and power. Definitions used by Starbucks and Chiquita, point out that social responsibility is the tool that companies listen and respond to stakeholder interests. Price water house Coopers Company believes that social responsibility refers to creating a balance between maximizing profits and interest needs. Finally, the World Bank introduces additional elements on the responsibility of companies to support development of poor nations.

Corporate social responsibility, usually, is considered as firm responsibility of corporations beyond legal obligations or restrictions imposed by economic responsibility, to pursue long term goals for owners interest (shareholders), customers, suppliers, employees, government agencies, lenders, community local public opinion. Existing research in this field has shown that organizations with a social mission can differentiate their activity by business one addressing priority firstly the social aspect of a specific matter and the economic one (Austin et al. 2006).

Organizations that promote social entrepreneurship are essential parts through the social value creation. Over time they came into being more and more social organizations for different reasons: adult day care centers, kindergartens, social housing, foster homes for elderly care, etc. For this reason we can say that social entrepreneurship has always existed, but the language of social entrepreneurship is the one that changed continuously, starting to crystallize after 1980. "We always had social entrepreneurs, even if we had not been called this way" (Dees, 1998), those are creators of many institutions that exist today.

Interpretations according to social entrepreneurship are regarded as "the commercialization of nonprofit" or "non-profit sector efficiency" does not seem to support the definition of (Schumpeter, 1934 in Swedberg, 2006). Reaching the profit and the implementation of effective management are important in the process of social entrepreneurship, increasing considerably the chances of organization's success. In many approaches to social entrepreneurship (Bomstein, 2005) the focus is specifically on the individual, rather than on collective models.

Despite growing interest related to social entrepreneurship, the field is not distinguished by rigorous empirical research (Dees, 1998). Currently, social issues, the available data about this phenomenon is limited to case studies and instrumental analysis on the efficiency and operational practices, thereby limiting the ability to obtain general conclusions based. Thus, research on social entrepreneurship will remain in a nascent state with ambiguous legitimacy till the empirical studies will confirm the existing theory.

Conclusion

Social Entrepreneurship has been described as a growing important concept in the economy of many countries, it also enables the development of the growing "third sector" or non-profit" sectors. It influences the dynamism of the economy and its ability to deal with the crucial social, environmental and other changing issues. The importance of corporate social responsibility not as left out in the socio-economic development of any society. Corporate social responsibility has the ability to balance, manage, and consider social and environmental impacts of the society. Based on the discussion of this study above, social entrepreneurship and corporate social responsibility have the impetus to provide solutions to many of the problems faced by many of the most disadvantaged communities and many poor people who are faced with social exclusion since they cannot be reached by government and private sector, but the social entrepreneurs.

Recommendations

Based on the above conclusion, the following recommendations were made:

- 1) Government should pick up from this study to determine a customized corporate social responsibility scope for individual sectors of the economy as a way forward to enforce it, considering its importance in sustainable development.
- 2) Government should make social entrepreneurship and corporate social responsibility mandatory as in the case of India.
- 3) Government should provide platform for non-profit ventures to thrive in Nigeria in order to help people solve their problems.
- 4) Government should make it mandatory for educational institutions to make social entrepreneurship and corporate social responsibility a course of study.
- 5) Parents and guidians should enlighten their wards to join any voluntary

organization in the country in order to make their own contribution toward the development of the society.

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