

## Development of Stakeholder Management Implementation Models in Corporate Social Responsibility (CSR) Activities

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### Abstract

This study aims to develop a model of stakeholder management for the implementation of CSR. The implementation of the stakeholder management model of CSR implementation is expected to improve the impact of CSR implementation on the company's image or company performance through identification of the relative strengths of the stakeholders which are expected to have a major impact on the success of the company's image formation through the implementation of CSR. The research method used in this study is a literature review were based on the literature review conducted, the researcher chooses a moderation model among the three choices of stakeholder management models. Based on the results of the literature study, it was concluded that to develop a stakeholder management model for the implementation of CSR, four steps were needed, consisting of: (1) identification of relevant stakeholders (2) calculating the relative power of stakeholders (3) mapping the potential threats and cooperation of each stakeholder (4) develop a generic strategy for implementing stakeholder management.

### Keywords

Stake holder, stakeholder management, relevant stakeholder, relative power, potential treath, Potential cooperation, generic stakeholder management, moderation model

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## Introduction

The Indonesian government has required the implementation of Corporate Social Responsibility (CSR) by companies that process natural resources. This is regulated in the Limited Liability Company Law No. 40 of 2007. With this obligation, companies that manage natural resources must set aside some of their profits to be used in CSR programs, especially to reduce the negative impact of company operations. The implementation of CSR carried out by various companies in Indonesia is still a combination of CSR implementation in the form of charity, stewardship and various other forms although currently most companies have adopted CSR activities as an integral part of the implementation of corporate strategic planning, especially to improve the value chain in the supply chain, company. This is reflected for example from the implementation of CSR in the form of giving Atlantis potato seeds by PT Indofood Sukses Makmur, Tbk to potato farmers in various agricultural areas in Indonesia where the Atlantis potatoes produced by the farmers will later be purchased by PT. Indofood Sukses Makmur, Tbk as raw material for making potato chips. Likewise PT. Unilever Indonesia, Tbk provides black soybean seeds to farmers in West Java and Central Java, which will be purchased by PT. Unilever Indonesia, Tbk as raw material for making soy sauce. One of the goals of companies carrying out CSR activities is to obtain social licenses (Warrick & Cochran, 1985) which will affect the company's image and will also increase the company's profitability (Laplume, Harrison, Zhang, Yu, & Walker, 2021). But in reality there are still many companies that manage natural resources and have spent billions of Rupiah but still get a bad image in the eyes of stakeholders, both from local communities and environmental activists. For example, business actors in the palm oil industry in Indonesia still get a negative image from environmental activists related to the issue of deforestation and the threat of extinction of protected animals, even though companies in the palm oil industry have spent very large funds for CSR activities such as developing plantations, palm oil plasma, building roads and bridges, constructing places of worship, building health service centers in remote villages, etc. This study aims to develop a model of stakeholder management for the implementation of CSR. The implementation of the stakeholder management model of CSR implementation is expected to improve the impact of CSR implementation on the company's image or company performance through identification of the relative strengths of the stakeholders which are expected to have a major impact on the success of the company's image formation through the implementation of CSR.

## Literature Review

### Stakeholder Theories

Through the adoption of a systems approach derived from physics into management theory, a systems approach was born. This approach has changed the perspective of the organization by considering the organization as an open system that will get influence from its environment as well as other open systems. For example, the earth as an open system derives its influence from the sun and the moon as an extraterrestrial environment. Chester Barnard explicitly views the organization as a system in his book (Bourgeois III, 1980), but Dill (Bourgeois III, 1980) began to systematically classify the corporate environment into two categories, namely the general environment and the task environment. The general environment consists of various forces in the corporate environment that will influence the company in formulating corporate strategy (corporate strategy). While the task environment consists of various forces that can influence the company in formulating its business-level strategy (business strategy). The introduction of the concept of a corporate organizational environment that has developed in line with the development of a systems approach to management has changed the way managers and management theorists view organizations, especially regarding how an organization can achieve its goals effectively. Through the recognition of various elements in the external environment that will affect the effectiveness of achieving goals, researchers at the Stanford Research Institute (SRI) introduced the stakeholder concept in 1963 (Freeman & Reed, 1983) which initially referred to the notion:

"Those groups without whose support the organization would cease to exist"

Freeman and Reed (1983), defines stakeholders as :

Initially, what is meant by stakeholders includes shareholders, employees, customers, suppliers, lenders and the community. Various movements that occurred during the 1960s to 1970s, such as: the movement to demand civil rights (civil rights), the anti-war movement, the consumerism movement (consumerism), the environmentalism movement (environmentalism) and the movement to fight for women's rights have become a catalyst for revisiting the role of business enterprises in a society. Ansoff (Freeman & Reed, 1983) emphasizes the importance of corporate managers to balance various conflicting claims from stakeholders on the activities of the company. Meanwhile, Dill (Freeman & Reed, 1983) emphasizes the importance of taking into account the role that stakeholders can play in influencing decisions made by company managers. In this regard, Dill stated:

For a long time, we have assumed that the views and the initiative of stakeholders could be dealt with as externalities to the strategic planning and management process: as data to help management shape decisions, or as legal and social constraint to limit them. We have been reluctant, though, to admit the idea that some of these outside stakeholders might seek and earn active roles with management to make decisions. The more today is from stockholder influence towards stakeholder participation. Recognizing the new reality of the relationship between corporations and stakeholders, Freeman and Reed (1983) proposed two stakeholder formulations, namely: stakeholders in a broad sense (the wide sense of stakeholders) and stakeholders in a narrow sense (the narrow sense of stakeholders).

### **The Wide Sense of Stakeholder (Stakeholder dalam Arti Luas) .**

In this case, stakeholders are groups or individuals who can influence the achievement of company goals or those who are influenced by company activities when the company pursues its goals. Stakeholders in this sense include: public interest groups, groups conducting protest activities (protest groups), government employees, trade associations, competitors, trade unions as well as employees, customers in certain segments and shareholders.

### **The Narrow Sense of Stakeholder (Stakeholder dalam Arti Sempit).**

The company has a dependence to maintain its survival on these stakeholders which consist of certain groups and certain individuals. Included in this category of stakeholders are employees, customers in certain segments, certain suppliers, key government employees, certain creditors and shareholders.

Furthermore, Freeman and Reed place the stakeholders in a grid (grid) using two dimensions. The first dimension describes the interests (stakes or interests or claims) of stakeholders which are divided into three levels of interest/claims, namely equity stakes (claims against equity), economic stakes (economic claims) and influencers stakes (interests to exert influence). Meanwhile, another dimension used by Freeman and Reed to group stakeholders is the dimension of power (power) which consists of three levels of power, namely: the power to vote (voting power), economic power (economic power, which is formulated as "the ability" to influence due to marketplace decision") and power that comes from political power (political power, which is formulated as, "the ability to influence due to use of the political system").

Based on the dimensions mentioned above, Freeman and Reed created two models of stakeholder generation, namely the Classical Grid as can be seen in Table 1 and the "Real World" Stakeholder Grid as can be seen in Table 2

If we look at Tables 1 and 2, there are several different assumptions that underlie the preparation of stakeholder grid. In Table 1 there is an assumption that the interests held by stakeholders (eg interests in equity, economy or influence) are assumed to be congruent with the power held by stakeholders (formal power, economic power and political power) so that Table 1 has a diagonal line. Thus, shareholders who have an interest in equity, have power that comes from voting power. Customers who have economic interests through purchasing products at affordable prices but have good quality, have power that comes from their choice to buy company products (economic power). Meanwhile, influence/opinion-forming groups as well as pressure groups who have an interest in influencing companies to do or not do something – have political power.

**Table 1**  
Classical Grid

Power Stake	Formal or Voting	Economic	Political
Equity	Stockholders Directors Minority interests		
Economic		Customers Competitors Suppliers Debt Holders Foreign Government Unions	
Influencers			Consumer advocate Government Nader's Raiders Siera Club Trade Association

Source :Freeman and Reed (1983)

However, in today's environmental reality, the classic stakeholder generation shown in Table 1 is no longer relevant. Instead, Freeman and Reid propose contemporary stakeholder grids as can be seen in Table 2 which shows the reality of today's stakeholders, where stakes (interests/claims/interests) owned by stakeholders are not always congruent with the sources of power held by stakeholders. For example, the government (government) which has traditionally only had an interest as an influencer (influencer for companies), now also has power that comes from voting power in addition to political power.

**Table 2**  
"Real World" Stakeholder Grid

Power Stake	Formal or Voting	Economic	Political
Equity	Stockholders Directors Minority interests		Dissident stakeholders
Economic		Suppliers Debt holders Customers Debt Holders Unions	Local government foreign government Foreign Government Unions
Influencers	SEC Government Outside Directors	EPA/OSHA	Government Nader's Riders Trade Association

Source :Freeman and Reed (1983)

### Stakeholder Management

As explained above, stakeholders have real power and can support or hinder the company in achieving its goals. In addition, in pursuing its goals, companies can make decisions that have an impact on stakeholders. Therefore, companies must be able to manage their relationships with

stakeholders so that company goals can be achieved. Stakeholder management shows how the company manages relationships with its stakeholders and makes various decisions (based on normative considerations), which can minimize the negative impact of company decisions on stakeholders, where these decisions aim to improve the company's financial performance.

Laplume *et al.* (2021) identified two models of stakeholder management, which also show the orientation of the company's management in managing stakeholders. The two models are the strategic stakeholder management model and the intrinsic stakeholder commitment model.

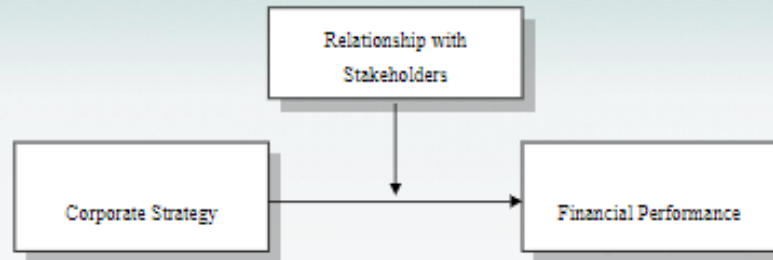
**Strategic stakeholder management model.** This model is based on the assumption that the ultimate goal of a corporation is its success in the market. Therefore, the company must manage the stakeholders as part of the corporate environment to ensure that the company can obtain revenues and profits in accordance with the predetermined targets so that the corporation can provide adequate returns to shareholders (as a form of economic responsibilities).

Giving attention to various issues that are considered important by stakeholders will help the company avoid various decisions that can result in these stakeholders taking actions that are contrary to the company's decisions so that it will hinder the company in achieving its goals. For example, the majority of Indonesian consumers who are Muslim have great attention to whether the food they consume is halal or not, because the issue of halal and haram is regulated in the Qur'an as the holy book of Muslims. Therefore, the Indonesian consumer community will give a negative reaction to products or companies that are suspected of using food ingredients that have haram substances such as containing elements of *lard*. Therefore, companies that carry out stakeholder management well will not use food ingredients that have haram substances.

However, because the corporation is an economic unit that was established with the aim of maximizing profit, the activities of stakeholder management must be viewed as an intermediate goal to achieve the ultimate goal of achieving maximum profit. In this regard, Laplume *et al.* (2021) provide two illustrations as follows. First, the company, for example, adopted the concept of Total Quality Management (TQM) as part of the company's strategy to increase product sales. Through the adoption of the TQM concept, the company will also significantly improve relations with workers and suppliers (two groups that are included in the company's stakeholders). But if the implementation of TQM is not able to increase the volume of product sales, even though the products sold by the company are of better quality, the company's commitment to significantly improve relationships with employees and suppliers will also collapse. Second, the company, for example, makes a policy that allows employees to own company shares (known as the employee stock ownership plan (ESOP) program. This program aims, among other things, to increase the employee's sense of belonging to the company so that it is expected to make a major contribution to improving the company's financial performance. If the implementation of the ESOP turns out to be unable to improve the company's financial performance, it is very likely that the company will delete the ESOP program.

Laplume *et al.* (2021) named this first stakeholder management model as a strategic stakeholder management model, because the inclusion of considerations regarding stakeholder interests in the company's strategic management activities only if the consideration of stakeholder interests has strategic value for the company (can increase company's financial performance). Furthermore, Laplume *et al.* (2021) divide strategic variables that are estimated to have an influence on the company's financial performance into two categories of variables, namely corporate strategy variables and stakeholder relationship variables. The corporate strategy variable consists of four sub-variables, namely selling intensity, capital expenditures, efficiency and capital intensity. Meanwhile, the relationship variables with stakeholders include 5 sub-variables: employees, product safety/quality, diversity, natural environment and community.





**Figure 2** Moderation Model

Source : Laplume et al. (2021)

How the company strategy variable and stakeholder relationship variable affect the company's financial performance, is described by Berman et., al., in two models as can be seen in Figure 1 and Figure 2. In the Direct Effect Model as shown in Figure 1, it is hypothesized that there is an influence directly from each variable category separately on the company's financial performance. Meanwhile, in the Moderation Model (Figure 2), it is hypothesized that the effect of corporate strategy on company performance is moderated by the stakeholder relationship variable. After empirical testing of the two models, a conclusion is obtained that the two models are in accordance with the hypothesis made. The interesting thing is that all variables in the category of relationship variables with stakeholders have a moderating effect on the relationship between company strategy and company financial performance. Meanwhile, the relationship variables with stakeholders that have a significant direct influence on the company's financial performance only occur in two sub-variables, namely the employee sub-variable and product safety/quality. Empirical testing in the model aimed at by Berman et., al., again shows the importance of companies paying attention to the interests of stakeholders, especially if there are stakeholder interests that have the potential to hinder the company in achieving its goals, because the relationship variable with stakeholders can moderate the relationship between company strategy and company's financial performance.

#### Intrinsic Stakeholder Commitment Model.

In this model it is assumed that the relationship between company managers and stakeholders is based more on moral commitment and not based on the company's desire to exploit stakeholders in achieving company goals, namely profit maximization. In other words, the company establishes certain very basic moral principles that will guide the company in making various decisions. Berman et., al., describe the relationship between stakeholder relationships, corporate strategy and company financial performance as can be seen in Figure 3



**Figure 3** Intrinsic Stakeholder Commitment Model.

Source : Laplume et al. (2021)

consider the interests of stakeholders because of the moral commitment of the company's management to the stakeholders and this moral commitment will encourage the company to formulate a company strategy (which pays attention to the interests of the stakeholders) where this company strategy will affect the achievement company's financial performance. The model developed by Berman et., al., cannot be separated from the conception and research results of previous stakeholder theorists, especially Freeman and Donaldson and Preston (1995). Freeman argues that considering stakeholder issues in corporate strategy is not an intermediate goal, (where the ultimate goal is the company's financial performance), but the interests of stakeholders should be treated as a separate goal. On the other hand, Donaldson and Preston (1995) add that the interests of stakeholders have intrinsic value in the sense that each stakeholder group should consider its own interests and not solely based on the consideration that certain stakeholder groups will advance the interests of other parties.

In addition to the intrinsic value in the interests of each stakeholder, another thing that distinguishes stakeholder management in the first model from stakeholder management in the second model is the different assumptions underlying each model. In the first model it is assumed that stakeholder management activities are more instrumental in nature, namely in the form of hypothetical relationships (Donaldson & Preston, 1995), for example "if you want to achieve results X, Y, or Z do (don't do) steps A, B, or C". Meanwhile, the second model of stakeholder management is based on moral considerations (normative) so that the actions taken by the company lead to categorical actions rather than hypothetical relationships. For example, when a pharmaceutical company finds out that the medicinal products, they produce have a negative effect on consumers in the long run, the company decides to withdraw these drugs from the market. So the company's action is an ethical action that is categorical, namely "Take action to withdraw dangerous drugs from the market because it is a good action". In this case, each stakeholder has its own interests (consumers demand safe products and shareholders want the company not to lose) so that each stakeholder basically has an intrinsic interest.

## Research Methodology

The research method used is a literature review which is used to develop a model for implementing stakeholder management in the implementation of CSR activities so that it can help companies improve corporate image. Research conducted by Barauskaite and Streimikiene (2021) shows that improving company image is positively correlated with company financial performance. Based on the results of the literature review, the stakeholder management model that will be used is the moderation model of Berman et al. The choice of this model is based on several considerations as follows:

1. Stakeholders have the power to moderate the effectiveness of implementing the company's activities in improving the image and performance of the company.
2. The company has a large number of stakeholders for each issue so that the relevant stakeholder selection must be carried out for each issue

## Result and Discussion

One of the important conclusions obtained from the study of Laplume et al. (2021) as explained when discussing the strategic stakeholder management model is that the relationship variable with stakeholders moderates the relationship between the company's strategy variable and the company's financial performance. Conclusion Berman et., al, this can be used to explain the implementation of stakeholder management carried out by the company. However, Berman et.al's model must be modified when used in the context of CSR, considering that the making of CSR programs is based on the benefits that will be obtained because of the various CSR activities made by the company. This brings a logical consequence of the relevant stakeholder differences for each CSR activity. For example, for the implementation of CSR programs by oil palm plantation companies that aim to improve the welfare of farmers, the stakeholders involved are for example: local communities, local governments, plasma farmers, universities. But when CSR activities are aimed at protecting animal extinction, the stakeholders involved are for example: Green Peace, environmentalist organizations in Indonesia, the ministry of the environment, the mass media. Thus the model for implementing stakeholder management in the implementation of CSR activities must begin with the step of identifying relevant stakeholders who will affect the effectiveness of

the implementation of CSR activities in shaping the company's image and company performance. When companies carry out CSR activities as one of the company's strategies, companies must also take into account the influence of stakeholders who have relative power, namely the power of one stakeholder compared to the power of other stakeholders. This relative power will affect the formation of the company's image and the company's performance in general. Because these stakeholders have different relative powers in influencing the effectiveness of image formation and company performance, the second step that must be made in developing a stakeholder management model is to map the relative power of each stakeholder. Through this mapping, the company will be able to get a clearer picture of which stakeholders should receive priority attention from the company so that stakeholders who have relatively greater power can make a greater contribution to the formation of the company's image and performance. The calculation of the relative power of stakeholders is done by calculating the power score of each stakeholder using a questionnaire given to the relevant stakeholders. Once the relative power of each stakeholder is calculated, the company will get a shorter list of stakeholders to consider.

The third step is to map the potential threats and cooperation of the stakeholders that have been identified and their relative power calculated. This step is taken because stakeholders have different relative powers, so that stakeholders will pose different threats and opportunities for cooperation. What is meant by threat in this case is the possibility of reducing the company's image or company performance due to the use of power held by stakeholders. Meanwhile, what is meant by cooperation opportunities is an opportunity to improve the company's image or company performance due to the cooperation made by the company with relevant stakeholders. Potential threats and cooperation shown by stakeholders to the organization/company are strongly influenced by the level of dependence of one party (stakeholders) on another party (company/organization) and vice versa. Blair and Whitehead conduct an inventory of various factors that affect the potential threats and cooperation of corporate stakeholders, as can be seen in Table 3 below.

**Table 3**  
Various Factors Affecting Potential Threats and Stakeholder Cooperation

Types of influencing factors	Potential threats	Potential cooperation
Stakeholders control key resources	increase	increase
Stakeholders do not control key resources	decrease	decrease/increase
Stakeholders are more powerful than the company	increase	decrease/increase
Stakeholders have the same power as the company	decrease/increase	decrease/increase
Stakeholders have less power than the company	decrease	increase
Stakeholders like actions that support the company	decrease	increase
Stakeholders like unsupportive actions	increase	decrease
Stakeholders are not happy to take any action	decrease	decrease
Stakeholders like to form coalitions with other stakeholders	increase	decrease/increase
Stakeholders love to form coalitions with companies	decrease	increase
Stakeholders are not happy to form coalitions	decrease	decrease

Source :Blair and Whitehead (1988)

Blair and Whitehead (1988) divide the types of stakeholders based on potential threats and cooperation into four categories, namely: supportive stakeholders, marginal stakeholders, non-supportive stakeholders and mixed-blessing stakeholders. The Supportive stakeholders. Namely stakeholders who support various goals and activities carried out by the company. This type of stakeholder has low threat potential and high cooperation potential. The Marginal Stakeholders.

Namely stakeholder groups that have low threat potential as well as stakeholder groups have low potential for cooperation. In general, this group is considered irrelevant to be taken into account in various issues related to stakeholder management. The Nonsupportive Stakeholders. That is the stakeholder group that puts the most pressure on the organization/company. This stakeholder group has a high threat potential but low cooperation potential. The Mixed-Blessing Stakeholders. That is a stakeholder group that has a high potential threat to the company but also has a high potential for cooperation.

The fourth step in the model for implementing stakeholder management for CSR activities is to formulate a general strategy for stakeholder management. Based on the results of the mapping of stakeholder groups using the dimensions of potential threats and potential for cooperation, four generic strategies can then be developed in stakeholder management activities for the implementation of CSR activities. First, the company involves supporting stakeholders in sharing relevant issues so that it will maximize the potential of their cooperation. Second, the company monitors marginal stakeholders and the company tries as much as possible not to raise issues that will increase their potential threat to the company. Third, the company carries out a strategy to survive the "attack" of non-supportive stakeholder groups, for example by reducing dependence on the stakeholder group where the company's high dependence on this stakeholder group is a factor that increases the interest of this stakeholder group to the company. Fourth, the company collaborates with mixed-blessing stakeholder groups so that stakeholder groups that have high threat potential will reduce their threats and even turn out to be more supportive of the company's goals.

Figure 4 and Figure 5 illustrate the interrelationships of the various steps in the stakeholder implementation model for the implementation of CSR activities.

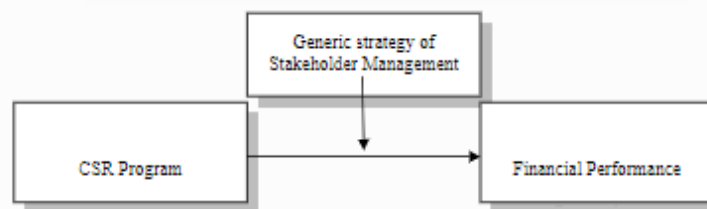


Figure 4 Stakeholder Management Moderation Model in CSR Implementation

To obtain the Generic Strategy of Stakeholder Management, it is necessary to take 4 steps as shown in Figure 5 below.



Figure 5 Formulation of General Stakeholder Management Strategy for CSR Implementation

## Conclusion

1. The stakeholder management model that is suitable for implementing the company's CSR activities is a moderation model that takes into account the influence of the relative strengths, potential threats and potential cooperation of each stakeholder on the effectiveness of implementing CSR activities to improve the company's image or company performance.
2. Four main steps are needed to develop a stakeholder management model for the implementation of CSR. The four steps are as follows:

- i. Identify relevant stakeholders
- ii. Calculating the relative power of stakeholders
- iii. Mapping potential threats and cooperation from each stakeholder
- iv. Develop a generic strategy for implementing stakeholder management

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