

Analyzing Voluntary CSR Communication: A Qualitative Study on ‘Fertial News’

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ABSTRACT

This paper aims to investigate Fertial’s CSR communication, to comprehend whether it is a voluntary adoption or it is due to external stakeholders’ influence. Unlike many empirical researches that have been carried out to address the matter of voluntary CSR communication, we have focused our research on analyzing data collected from Fertial’s house journal, which is called “Fertial News”. We have adopted a qualitative data analysis method for this research, in order to analyze codes assigned from the last ten issues of “Fertial News”. We have chosen to analyze this communication tool because we believe that the voluntary CSR communication analysis can be fruitful if we focus on a voluntary communication tool like the house journal. The results of this study show that most of Fertial’s CSR communications are considered as feedback to external stakeholders’ influence, in comparison to the amount of social information voluntarily communicated by Fertial.

Keywords: Agency Theory; CSR Communication; House Journal; Legitimacy Theory; Qualitative Data Analysis; Stakeholders’ Influence

1. Introduction

Communities and marketplaces have seen, increasingly, changes that stimulated the emergence and development of new expectations amongst consumers, employers and even the society as a whole. These growing expectations are beyond the corporate financial and operational dimensions, which can involve various interests of several corporate stakeholders (ZIEITA 2017b, p. 19). These expectations can be shaped as demands or even to become pressures, in many cases, exerted on companies by their stakeholders, in order to incite them to develop a management policy that combines between the economic (financial) performance and the societal and/or environmental performance of the organizational activities (DUONG & ROBERT-

¹ - Fertial is the flagship of petrochemical industry in Algeria. For more information: <https://www.fertial-dz.com/>

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DEMONTROND, 2004). When a company takes into consideration its stakeholders' different expectations, it means that it is trying to assume its responsibilities. Therefore, the term Corporate Social Responsibility (CSR) has generated to describe the company's management of its triple bottom line activities: economic, social and environmental.

However, the notion of "Corporate Social Responsibility" remains contested and overlaps with other concepts such as corporate citizenship, sustainable business and business ethics (Nam, 2011, p. 151). Carroll has suggested one of the most commonly adopted definition of CSR, which considered as a basis of many researches carried out later (Schmeltz, 2012, p. 14). Carroll argues that CSR is marked by four kinds of responsibilities: economic, legal, ethical and philanthropic (Carroll, 1999, p. 268).

On the other hand, the European Commission considers CSR as the companies' voluntary integration of the societal and environmental concerns into their business activities and on their relations with stakeholders (European Commission, 2001). The mere social and environmental commitment of corporations may not be enough to allow them to appear as responsible organizations vis-à-vis their stakeholders. Accordingly, responsible companies are more likely in need to communicate about their social and environmental performances; in order to display their citizenship, by highlighting what, they think, reflect their good intentions towards the society where they operate. (Crane & Glozer, 2016, p. 1223). Therefore, companies, nowadays, are increasingly seeking to adopt communication policies that allow them to talk efficiently about their socially responsible engagements (ZIEITA, 2017a, p. 43).

Since the 70s, many researchers have been showing interest in corporate communications and in companies' social and environmental disclosure (Cowen, et al., 1987, p. 112). Many of these researches have focused on analysing factors that incite companies to communicate about their corporate social responsibility actions. Scholars, such as Wiseman (1982) and Patten (2002), have focused, in their investigations, on the relationship between companies' social disclosure and their economic performance in order to confirm or deny the relationship between the economic performance and the disclosure of societal and/or environmental performance of business. The results of these studies have shown a negative relationship between CSR disclosure and business economic performance. Nevertheless, Ingram and Frazier (1980) have not found relationship (p. 614). Whereas, Clarkson et Al. (2008) and Belkaoui (1976) argue that there is a positive relationship between the social communication, through annual reports, and the economic (financial) performance of business.

Each company has its specificity and its own organizational culture that distinguishes it from other organizations. Moreover, each company has its list of priorities regarding communication and the way to talk about its social and environmental engagements. However, corporations do not aim for the same social communication goals. Some enterprises may seek to enhance their competitiveness, in order to differentiate and compete against competitors and gain a good reputation within the marketplace; by seducing customers and attracting other stakeholders who are interested in community and environmental concerns (Peloza, 2005). Furthermore, companies may strive, by CSR communication, to legitimize their organizational activities and practices in

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order to insure their survival and growth within the society where they operate. (Patten, 1991, p. 297).

The company's will, regarding CSR communication, is often fuelled by both: internal motives and external influence. It could be voluntary, when managers are aware of the benefits related to communicating the company's CSR engagements. On the other hand, this sort of communication can be considered as feedback to some external pressures or demands exerted by the stakeholders, seeking information about the company's societal and environmental performances (ZIEITA, 2017a).

Many CSR disclosure researchers have focused their analyses on results of data collected from the companies' annual reports, triple bottom line reports or CSR reports (Branco & Rodrigueus, 2006, p. 235). Especially since annual social reports allow the disclosure of business social and environmental investments (Rufino & Machado, 2015, p. 370). However, there are other means of communication that companies use to publish and transfer their CSR messages. Corporate internal journal is one of the means of communication that have seen an interesting development in last three past decades, especially in the north of America and Europe, when 228 million copies of corporate publications have been published in 1980 (Moumouni & Beauchamp, 1998, p. 170). Despite its popularity, the house journal is a research subject "abandoned" by scholars and researches in the fields of communication and management sciences (Ivanov, 2013, p. 213), compared with the amount of researches focusing on other corporate communication supports. Moreover, the house journal is not commonly linked to CSR communication research. Whereas, many studies use annual reports as a main source to collect data from, regarding CSR information disclosure (Branco & Rodrigueus, 2006, p. 235).

The aim of the study

We believe that house journals can be very pertinent materials for data collection and analysis, while studying the companies' intentions to communicate about their CSR policies and engagements, to both: internal and external stakeholders. Accordingly, the purpose of this study is to analyse, via a qualitative data analysis method, the last ten (10) issues of Ferial News, in order to get knowledge about the nature of information, whether it does reflect a voluntary CSR communication policy adopted by Ferial, or it is due to some external stakeholders' influence. We have focused our qualitative analysis on Ferial News, because we believe that such voluntary communication tool, like the house journal, can be a very suitable support for data collection in order to analyse the voluntary CSR communication of a company.

To fulfil the purpose of this study, we focus on the following research questions:

- RQ1: What motivates Ferial to communicate its CSR engagements?
- RQ2: Does 'Ferial News' define Ferial's CSR communication determinants?
- RQ3: Does the social information have the same value, among Ferial's stakeholders, compared with the financial/operational information?

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Many theories have been developed to describe and explain the company's incentives to communicate about its CSR engagements. In this paper, we focus on the Legitimacy Theory and the Agency Theory. We believe that these two theories give a better understanding regarding the company's voluntary tendency to communicate its CSR actions.

2.1. Legitimacy Theory and CSR Communication

Suchman defines legitimacy as a general perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions (1995, p. 574). According to consumers/citizens, as part of the community, accepting the authority of some organization is determined by the perception of its importance for the public interest (Capelli & Sabadie, 2005, p. 55). Thus, an organization must justify itself by providing services to society, and also by assuming its responsibilities (towards market, community and environment) as an actor that may have multiple impacts on society.

Legitimacy Theory was founded on the idea that organizations cannot guarantee their survival and durability, unless they understand the importance of their engagement to norms and values set by the society where they operate (Farache, et al., 2009). Therefore, this theory has become one of the most cited theories within the social and environmental accounting research area (Tan, et al., 2016, p. 12).

From a contractual perspective, the Legitimacy Theory revolves around the notion of an explicit or implicit "Social Contract", between society and organizations, which allows them to exist and survive if they: (1) provide outputs (goods or services) that are considered as accepted and useful to society; (2) assure the distribution of economic, social or political benefits to groups that represent the sources of the companies' input (Cuganesan, et al., 2007).

According to Laufer, the notion of legitimacy is defined as the instruments that are used by the company to fulfil the organizational objectives, which should be consistent with the society identified needs (1977, p. 113). Thus, companies seeking legitimacy have to communicate with society in order to justify their objectives and all the means used to fulfil them.

Pfeffer and Salancik argue that companies should involve with their social environment, in order to get provided with all the resources necessary to fulfil their organization goals. According to them, the company's survival relies on its capacity to manage its stakeholder's demands, especially those who possess the company's vital resources and incomes (Déjean & Oxibar, 2010, p. 70). Accordingly, legitimacy allows companies to have the society's approbation, so they can have the resources in need for their production process.

However, the company's social and/or environmental commitment is not enough to foster a good image, and to gain social legitimacy. Unless it is combined with a proper communication

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policy to display the company's social and/or environmental actions (Clarcke & Gibson-Sweet, 1999, p. 6).

Dowling and Pfeffer (1975) refer to the possibility of an organization to adopt one or more of the following three approaches that enable to appear as a legitimate organization (Dowling & Pfeffer, 1975, p. 127):

- Organizations can adapt their outputs, objectives and working methods in order to conform to prevailing perceptions of legitimacy;
- Through communication, organizations can change the perception of social legitimacy by making it compatible with their current practices, outputs and values;
- A corporation can create, through communication, its identity from symbols and other companies that have solid basis of social legitimacy.

It is very important for a company to seek legitimacy to prove its worthiness of resources provided by the society where it operates. According to Clarke and Gibson-Sweet (1999), CSR is a reinforcing tool of both reputation and legitimacy, as it provides an opportunity to communicate to stakeholders the congruence of the organization practices with the societal concerns. Furthermore, CSR implementation allows firms to gain legitimacy by publishing social information, via their annual reports (Rufino & Machado, 2015; Tan, Benni, & Liani, 2016). Legitimacy theory emphasizes the importance of corporate disclosure strategies (Tan, et al., 2016), such as advertisements can be as effective as non-financial reports in authenticating reputation and legitimacy, especially for large corporations in industries under increased scrutiny (Farache, et al., 2009).

2.2. Agency Theory and CSR Communication

The agency theory gives a way to comprehend properly the nature of the relationship between the agent and the principal (Barako, et al., 2006, p. 109). Jensen & Meckling (1976) define this relationship as: "a contract under which one or more persons [the principal(s)] engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent" (p. 308). According to this definition, the term "agent" is represented by the firm's CEOs or the managers, whereas "principal" corresponds to the shareholders.

The agency costs are generating from the assumption that both parties (Agents and principals) have their own interests. Jensen & Meckling believe that an agency contract is determined by three types of costs: 1) monitory costs, 2) bonding cots and 3) residual costs (1976, p. 308).

Monitoring costs are borne by the principals to minimize managers' (agents) aberrant activities Such as, accounting auditing costs and corporate performance evaluation costs, that help brake the

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agent's opportunist behaviour. Thus, disclosure is very important for principals to get information from managers regarding monitoring procedures results, such as the publication of accounting audit results and the company's annual reports.

Bonding costs are covered by agents (managers), in order to make sure that their decisions and actions will not cause any harm to the principals' interests. Whilst, residual costs occur when proxy decisions diverge from improving the principals' welfare (Shehata, 2014, p. 19). However, all these costs will not take place when the manager and the owner are the same person (Barako, et al., 2006, p. 110), and they will take only the organizational decisions that lead to maximize their profits.

On the other hand, the agency relationship may lead to communication issues, regarding the asymmetric quality and quantity of information of both parties. Managers have the advantage, thanks to their position, of information access (Shehata, 2014, p. 20). Whereas, principals face difficulties in assessing, accurately, the quality of decisions taken by managers. Hence, this situation might be an advantage to the agent to engage in activities to fulfil his personal goals (Barako, et al., 2006, p. 110).

The agency theory argues that CSR is a symbol set by managers seeking to attract the stakeholders who care about the company's social performance (Crifo & Forget, 2013). Cespa and Cestone (2007) shed the light on the interest conflict issue between principals and managers regarding CSR choices. They propose a simple model where stakeholders other than shareholders, can affect the likelihood of managers replacement, and incumbent managers can make 'manager-specific' commitments to adopt a stakeholder-friendly behaviour (2007, p. 743).

The CSR communication is an important means within the contract management principal-agent; while shareholders bear the monitoring costs to increase their information on the practices of the agents. Accordingly, agents will try to use accounting information disclosed to defend their own interests, and demonstrate to shareholders that management is effective (Toukabri, et al., 2014).

2.3. CSR via House Journals

The House Journal, also called newsletter or company newspaper, is one of the preferred ways to communicating with employees about various activities and developments that are taking place in any sphere of the organization (Gupta, 2013). The house journal is one of the publications issued by many companies, whether on specific occasions or on a regular basis: monthly, quarterly or annually (سلطان، 2011، ص 202). This communication tool often targets the internal public (internal stakeholders), but its echo may reach even the external audiences, especially in the case of big companies. Through the publication of the corporate journal, managers seek to achieve two main goals: the social development of employees and the economic management of the company

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(Moumouni & Beauchamp, 1998, p. 173). The publication of the house journal improves the relationship between the company's management and employees, because it allows unifying visions of the organization's internal public. The house journal helps foster the spirit of solidarity and the company's culture and values among its internal stakeholders (2015 ، زيبينة ،) and It creates a feeling of belongingness and ownership among them, as they can see how their work plays an integral role in the ultimate success of the organization (Gupta, 2013).

Mass communication means, like house journals, target at a big number of employees. However, generally speaking, they do not offer many possibilities for two-way communication. (Grabuschnig, 2015, p. 37). According to Tomszac et Al., although house journals are very useful to create knowledge among employees, mass communication channels do not affect attitudes and behaviours easily (Grabuschnig, 2015).

A company's mission to implement any policy or strategy can only be achieved through a deep and effective internal adoption and involvement of the majority of its internal public. Therefore, if a company is engaged in the corporate social responsibility, it can benefit, strategically and operationally from the characteristics and features of the corporate journal; through a smoother transfer, of information of the company's social engagement, to its internal public.

The house journal can, also, help boost the engagement in the good governance principles, which may lead to development of the spirit of commitment and awareness among employees. This commitment can increase their loyalty, as long as the company is committed to its social and ethical investments (Dawkins & Lewis, 2003, p. 92). Dawkins and Lewis (2003) state in their study that 65% of employees are more likely to become positive speakers on their company's behalf, regarding its societal and/or environmental actions.

3. Research design

3.1. Fertial

The flagship of petrochemical industry in Algeria, Fertial was born from a partnership between the Algerian group Asmidal and the Spanish group Grupo Villar Mir. This partnership signed in August 2005 by the Spanish Grupo Villar Mir group and the Algerian public group Asmidal, and they held respectively 66% and 34% of the share capital. In 2017, Fertial's capital was strengthened by welcoming a new shareholder, the Private Algerian Group ETRHB Haddad, which possesses 17% of the company's capital.

Since its creation, Fertial has made important investments that have made it possible to renovate the industrial tools and thereby significantly increase its production capacity. As a result, Fertial, which has made innovation its driving force, incorporating the most modern standards in terms of

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management and production processes, has gained significant market shares in international and in the national markets.

3.2. “Fertial News”

Fertial News is the house journal of Fertial, which is considered as an important communicative and informative tool for the company. Fertial seeks through this journal to improve its communication strategy with both: internal and external public. Furthermore, Fertial has invested in this journal in order to improve its image vis-à-vis its external public and to foster a corporate culture within its internal environment. According to Fertial’s CEO, Fertial News responds to employees concerns, demands and expectations regarding corporate news and information, he also states that this communication support belongs to all internal stakeholders (Anon., 2010).

3.3. Research method

We focus This qualitative research on analysing data collected from the last ten (10) issues of Fertial News, from the issue n° 57 (2017) till n° 66 (2019). Unlike annual reports, house journals are considered as voluntary communication tools. Therefore, we have chosen Fertial News to analyse Fertial’s CSR voluntary communication. We believe that the best material to get voluntary information from is a voluntary communication support.

The number of ten (10) issues of Fertial News is justified by the fact that the 57th (2017) issue of the journal was the first issue after the latest structural change that Fertial has seen in the late 2016, when the shares of the Spanish partner decreased to 49%, in order to be compatible with the Algerian new regulatory rule of 51/49 (51% for the Algerian partner – 49% for the foreign partner). As a result, we believe that this structural change may affect the company’s decisions, especially with regards to its voluntary CSR communication approach. If we add previous issues of Fertial News (before the 57th issues) to our qualitative analysis, we believe that data we would collect might not represent the same managerial policy of Fertial after the structural changes that the company has seen in late 2016. Especially since we are focusing the voluntary CSR communication which is linked to managers’ decisions that, according to the agency theory, it should be consistent with all the principles objectives (Cespa & Cestone, 2007, p. 743).

Fertial News has attracted our interest to have this qualitative research, since a large amount of social and environmental information has been communicated, regularly, through it. Qualitative researches are generally based on coding, which is the basis of the data analysis. A successful coding process defines the quality of the results of the qualitative research. “Any researcher who wishes to become proficient at doing qualitative analysis must learn to code well and easily. The excellence of the research rests in large part on the excellence of the coding” (Strauss, 1987, p. 27).

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To insure an efficient coding process, we have used a Qualitative Data Analysis Software (AQDAS), especially since manual coding is tiring and time consuming when the researcher is dealing with long texts that contain huge amount of data. The AQDAS that we have used for this research is QDA Miner, which is a mixed methods and qualitative data analysis software, designed to assist researchers in managing, coding and analyzing qualitative data.

3.4. Results

We have focused, while coding, on phrases and statements mentioning, explicitly or implicitly, a communication process between Fertial and its stakeholder(s), in order to highlight the purpose of the communication process and the nature of the transferred information. We have assigned one hundred fifty one codes (151) included within three main themes that we have adopted for this analysis, which are derived from the research questions: (1) CSR communication motives, (2) CSR communication determinants, (3) Importance of social information for stakeholders vs operational information. Accordingly, twenty (20) categories have been derived from these themes. We have used four coding methods: In Vivo, descriptive, Initial and value coding.

In this section, we display the themes and categories, of this qualitative data analysis research, according to each research questions:

RQ1: What motivates Fertial to communicate its CSR engagements? - Fertial's CSR communication motives.

International ranking: This category contains codes that reflect Fertial's goal to have a good continental and international ranking, amongst companies operating within the same industrial sector, especially through the international certifications and standards.

- Evidence from data: "It is for us, managers and employees, a satisfaction and a motive of pride, because we are becoming an example on the African continent".

Social dialogue: This category is consisted of codes with regards to the improvement of Fertial's internal social environment.

- Evidence from data: "... the main objective of the social dialogue as such is to encourage the formation of a consensus among the internal stakeholders of company..." (Fertial News, 2017, n°62).

Corporate image: Codes included within this category are derived from Fertial's motive to improve its image through CSR communication.

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- Evidence from data: "... a better environmental protection, better public image..." (Fertial News, 2017, n°58).

Corporate citizenship: this category represents Fertial's motive to communicate its CSR engagements in order to display its citizenship.

- Evidence from data: "The objective pursued through these different actions is to reinforce our image as a corporate citizen and to stay in tune with our society" (Anon., 2018).

HSE Culture: Fertial's motive to foster the culture of Health, Security and Environment (HSE) by communicating with its different stakeholders (internal and external).

- Evidence from data: "... annual HSE activities' planning is carried out, including awareness and information campaigns, investigations..." (Fertial News, 2017, n°58).

RQ2: Does 'Fertial News' define Fertial's CSR communication determinants? - Fertial's CSR communication determinants.

This theme is divided into three categories, which are set based on data collected from Fertial News and also from researches that have investigated CSR disclosure determinants (Khemir, 2010; Rufino & Machado, 2015; Tan, Benni, & Liani, 2016).

Company's activity sector: in this category, codes are grouped to justify Fertial's social and environmental communication that is tightly linked to its industrial core business, which is the production of petrochemical products.

Company's reputation: we have set this category because CSR disclosure may influence the perception of society on the company's reputation (Rufino & Machado, 2015, p. 372).

Company's size: many studies state that corporation size can be related to CSR communication, because larger companies are more likely to be scrutinized by stakeholders (Roberts, 1992, p. 605). However, we have used this category to justify Fertial's size in terms of the number of its employees which is 1270 employee. This huge number of internal public is supposed to make Fertial's managers aware of the importance of a communication in order to improve the quality the internal of the social dialogue.

- Evidence from data: "...strengthening of social dialogue, involving de facto ongoing consultation between management and the social partner..." (Fertial News, 2017, n°62).

RQ3: Does the social information have the same value, amongst Fertial's stakeholders, compared with the financial/operational information? - Importance of social information vs operational information.

Twelve categories have been extracted from this theme. We have grouped codes related to Fertial communications with different stakeholders, in order to highlight the importance of social information to them compared with the operational information:

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ISO 14001: According to the Clause 7.4, communication refers to all types of environmental communication, whether that is internal or external. ISO 14001 requires, via 7.4, organizations to establish and maintain process for internal communications between the various levels and functions of the organization. It also requires organizations to document and respond to relevant communications from external interested parties .

Client coaching: Ferial activities of farmers' accompaniment, including information campaigns of guidance and the consultant networks etc.

QHSE: communication about Quality, Health, Safety, Environment & Energy;

Occupational health management communication: Ferial's communications regarding procedures undertaken to ensure the medical care and supervision of the employees' occupational health.

Organizational communication: the grouped codes within this category assign Ferial's communication plan implemented to improve the quality of its internal communication using communication tools that help maintain information transfer fluidity and documentation.

Clients' satisfaction management communication: This category represents Ferial communications within client satisfaction management policy, such as investigations, surveys and client complaints management.

Risk management communication: Communications about all the procedures and activities implemented by Ferial regarding its risk management policy;

Information about equipment integrity: Information collected from inspections reports regarding the industrial and production equipment and amenities integrity;

Operational communication: Operational transferred information during professional and operational contexts such as: technical meetings, interviews, workshops and visits;

General external communication: Ferial communication with its external public about different matters and subjects, other than operational or professional;

Professional external events: This category contains codes assigning Ferial's professional information and communications during saloons, showrooms, seminars with its stakeholders who assist these events as participants or visitors;

External stakeholders' communication: Codes in this category are grouped to highlight Ferial's communication with its key stakeholders, such as the Algerian ministry of environment, shareholders and distributors.

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Table 01: 'Fertial News' voluntary CSR communication analysis: Themes and categories

Themes	Categories	Meaning	Evidence from the data
CSR communication motives	International ranking	Continental international	"...obtaining several certifications (ISO 9001, 14001, 17025, OHSAS 18001 and EFQM) thus putting Fertial to international standards"
	Social Dialogue	To enhance its internal social interaction	"..in an objective way and always in favor of the cohesion of the employees and the company"
	Corporate Image	To improve its image	"...a better public image and profitability.."
	Citizen corporate	To display its citizenship	"...traces its path towards ISO 50001, excellence, sustainable development (ISO 26000) as well as the valorization of the citizen factory"
	HSE culture	To foster HSE culture	"Intended to promote the prevention of accidents at work and occupational diseases..."
CSR communication determinants	Company's activity sector	Working in petrochemical industry	"...regional Workshop on "Environmental Regulations for Classified Installations for Environmental Protection..."
	Company's reputation	Seeking to have a good reputation	"Fertial took advantage of this symbolic date to pay homage to the woman in general and her employees in particular..."
	Company's size	Number of employees	"...strengthening of social dialogue, involving de facto ongoing consultation between management and the social partner..."

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Social information Vs Operational information	ISO 14001	It requires an efficient envi. communication	“Organization of a working meeting with farmers, distributors and agricultural advisers...”
	Client coaching	Accompaniment and consulting	“..providing advice to the various actors in the agricultural sector, including farmers in the first place..”
	QHSE	Communication about Quality, Health, Safety, Environment & Energy	“Meeting between QES coordinators...”
	Occupational health management communication	Information about medical inspections reports, visits...	“The doctor must be in possession of the company’s FDS files...”
	Organizational communication	Internal com. policy, tools, ways etc.	“... a very sophisticated communication system...”
	Clients satisfaction management communication	Communicating with clients, satisfaction data collection	“... an approach to better listen to them and to know better their concerns...”
	Risk management communication	Information about risk management procedures	“...the safety system and the control of hazards and thus reduce the level of risk...”
	Information about equipment integrity	Based on inspections, visits, etc.	“...to ensure the performance of the facilities..”
	Operational communication	Professional and technical information	“...Legal watch committee meeting...”
	General external communication	With non-operational stakeholders	“Invited by the radio station of Annaba”
	Professional external events	Exhibitions, saloon...	“Environment and Renewables showroom”
	External stakeholders’ communication	With shareholders and ministry of env. Etc.	“...the minister Fatma zohra zerouati visits the general management..”

According to codes assigned from the last ten issues of ‘Fertial News’, we have found that Fertial’s CSR communication is a mix of voluntary and mandatory communication, which means this communication is derived from both: managers awareness of the importance of the social information and the influence of external stakeholders on Fertial’s will to communicate its CSR engagements. Nevertheless, results show that there is a very low percentage of the data assigning Fertial’s voluntary adoption of CSR communication, which is 3.1% of the codes, while 96.9% of

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codes highlight the Fertial’s CSR communication influenced by external stakeholders. We have collected a huge amount of data, from ‘Fertial News’, stating that Fertial implements a communication strategy, to communicate about its environmental operations via interviews, workshops etc. However, most of the environmental and social professional communications of Fertial are mandatory, in order to maintain the compliance with international standards, such as ISO 14001, 9001, 5001 etc.

Theme	Code	Words	% Words
CSR Communication motives	internal awareness about Ebola virus	16	0,20%
CSR Communication motives	A better public image	7	0,10%
CSR Communication determinants	Celebrating women’s day	90	1,00%
CSR Communication motives	Citizen company	31	0,20%
CSR Communication determinants	Award ceremony for the Baccalaureate and BEM laureates	66	0.6%
CSR Communication motives	Enhancing the company’s citizen image	24	0,20%
CSR Communication motives	Citizen company	44	0,40%
CSR Communication motives	Citizen company	43	0,40%
Total		321	3.1%

Table 02: “Fertial News” voluntary CSR communication data ratio

To be up to ISO 14001 certification requirements, Fertial is required to communicate its environmental objectives and policy to the employees, and to insure their awareness of the environmental issues. Thus, most of environmental meetings, interviews and workshops and external environmental communication, implemented by Fertial, are not voluntary, but a response to international standards and certifications, such as: ISO 14001 Clause 7.4, and ISO 9001 Clause 5.3.3/ 5.5.3.

According to the categories of this qualitative analysis, “Client coaching” and “Client satisfaction management” derived from data collected from ‘Fertial News’, we have found that Fertial is very dedicated to provide its clients with consulting and guidance via its large consultants national network. Nevertheless, all these communication activities are not, in fact, voluntary and they just correspond to the Clause 4.7 of ISO 17025 . According to this clause, the company guides

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on clients' value the maintenance of good communication, advice and guidance in technical matters and opinions and interpretations based on results, communication with the client, especially in large assignments. Within the same context, Ferial pays great attention to its clients' satisfaction, and determined to fulfil their satisfaction by setting a communication strategy in order to get clients' feedback and data collection, that help improve the quality of products, and maintain good relationships with these important stakeholders. Regarding ISO 9001 (Clause 9.1.2), it is required for organizations to implement a consistent and systematic approach when dealing with customer feedback and that they consider collecting information on customer perception. Therefore, this proves that Ferial's communications while seeking feedback and data collection to understand its clients' perceptions are not voluntary and they are just a way to be up to ISO 9001 requirements.

Within the third theme, we have aimed to address the matter of the importance of social information compared with operational information. According to data collected from 'Ferial News', we have found that most of Ferial communications, with stakeholders, are characterized by the operational and professional dimension. Moreover, the majority of codes regarding sentences and paragraphs that talk about many communication activities implemented to fulfil professional actions and technical goals, such as: "Legal watch committee meetings", "monitoring meetings operations", "Seminar on energy efficiency", "Risk management reporting" etc. Therefore, Ferial's stakeholders show more interest in information with regards to professional and operational matters, than social information that is not related to the company's core business activities, like local football club sponsorship and women's day ceremony.

To sum up, the main finding of this study is that Ferial CSR communication via its house journal shows that the majority of the communicated social information is considered as response to external stakeholders' influence, which means it is not voluntary and not generated from the managers' awareness about the importance of this kind of communication. Furthermore, Ferial's stakeholders find that operational and professional information more important than social information that is not generated from the company's core business activities. Since Ferial is operating within the petrochemical industrial field, the determinant "company's activity sector" marks, obviously, Ferial's CSR communication, because managers are determined to communicate actively about environmental information with the internal public via meetings and workshops, investigations and inspections reports; in order to insure good clean practices by following the security measures set by external stakeholders, such as the Algerian ministry of environment and the international standard organizations.

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The interest of this study was triggered by the fact that a voluntary CSR communication investigation might be more efficient, if we focus our data collection on voluntary communication tools, such as the house journal. Knowing that, lots of researchers have focused their investigations on annual reports and company's websites.

According the Social Disclosure Levels Model, that we have suggested in a previous publication (ZIEITA, 2017a), we believe that Fertial's CSR communication matches the second level of this model, which is the "selective disclosure level"; especially since Fertial is operating within in a very sensitive activity sector, where its practices are more likely to be considered as a threat to the local environment. Furthermore, Fertial's non-contractual stakeholders such as citizens are not so interested in social information, which makes the company more relaxed and does not feel the need to communicate massively and voluntarily about all of its CSR engagements.

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