

Perceptions of SONARA'S Corporate Reputation by the Host Community, Limbe II Municipality, Cameroon

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ABSTRACT

This study examines how the population of Limbe II council area perceives the Cameroon National Refining Company Ltd (SONARA) in terms of its business activities, its relationship with this major stakeholder group, its respect for environmental ethics, and the contribution of the company to the socio-economic development of the area. The population under study is the Limbe II council area, made up of 11 communities with 42300 inhabitants. Two methods of data collection are used: survey and qualitative content analysis of SONARA's corporate policy documents. The questionnaire was administered to 330 respondents. Findings suggest that the Limbe Festival of Arts and Culture (FESTAC) is the most prominent social event sponsored by SONARA. FESTAC also projects SONARA's image most, and best promotes inhabitants' cultural values. Findings also indicate that for SONARA to gain improved reputation in Limbe II, the corporation should give priority to indigenes of Limbe II municipality in holiday jobs and recruitments. Respondents equally affirm that it is necessary for SONARA to sponsor cultural, educational, health and related activities in Limbe II municipality; pay royalties to the Limbe II Council; and sponsor political campaigns. Empirical evidence shows a statistically significant linear relationship ($p= 0.000$) between SONARA's satisfaction of Limbe II community needs and a positive reputation that the Limbe II community has about the company. This also implies that the company needs to carry out a re-appraisal of its community management plan for the host communities in order to ensure that only projects that are directly relevant to the needs of the host communities (as indicated by the inhabitants) are embarked upon.

Keywords: Perceptions, Corporate Reputation, Host Community, Limbe II, SONARA

INTRODUCTION AND RESEARCH CONTEXT

Stakeholder perceptions of a company are fundamental in determining the image, corporate reputation and relationship the stakeholders share with the company. Reputation is the sum

value that stakeholders attribute to a company, based on their perception and interpretation of the image that the company communicates over time (Dalton & Croft, 2003). What this means is that an organization may own a brand and make efforts to create an image around the brand, but it is the stakeholder that owns and creates the reputation (Jan, 2021).

For instance, SONARA produces and owns the Gasoil product in Cameroon. It may try to create an image around this product, but in terms of who SONARA is as a corporate or citizen body, can mostly be determined by the company's stakeholders (host in this case) who have a track record of what the company has done over the years for their communities. Thus, for SONARA to successfully manage its corporate reputation, it would require the company to focus on managing its stakeholders' perceptions. If this is done, the company will realize that the money spent in community development or corporate social responsibility (CSR) projects has been put into good use. This gives the company a good reputation; which is the focus of this research.

This study, therefore, examines SONARA's reputation as perceived by the host (Limbe II) community. The study interrogates if SONARA CSR projects are relevant to the needs of the community. Similar research was conducted by Alabi and Ntukekpo (2012), who investigated if the host communities in the Niger Delta of Nigeria are satisfied with the CSR efforts of Chevron Nigeria Limited, and whether the CSR efforts of this oil company are relevant to community needs. They proved that Chevron's community development efforts range from the provision of hospital and schools, portable water, electricity, scholarships and bursary, construction of jetties, foot bridges, drug donations to hospitals and health centres, and financial support to host communities. However, the host communities rated these efforts as unsatisfactory. The study suggested a critical review of Chevron's CSR efforts, and involvement of the host communities in the conception and execution CSR projects. This was identified as a missing gap, thereby necessitating this research.

In Cameroon, a similar study by Guillaum (2003), *'L'image de la SONARA à Limbe, Ville d'accueil'*, translated as *"The Image of SONARA in Limbe, host town"*, examined the image of SONARA in the Limbe municipality. The study determined what SONARA is to inhabitants of Limbe, and the negative consequences its community neglect can have on the existence and survival of the company. Findings showed that SONARA failed over the years to manage this stakeholder group in terms of meeting their expectations. Respondents indicated that the company's impact is not felt socio-economically. Thus, the company was seen as an exploiter rather than a carer or corporate citizen. Guillaum suggested that SONARA should set and implement policies that make CSR part of the corporation's culture. This is imperative in that if SONARA does not have a good corporate reputation within this community, it would hardly have a good reputation at the regional, national or international levels. Many business organizations that operate in developing countries tend to focus their resources on activities that will contribute to profit maximization and hence care less about the negative impact their activities may have on nearby communities and the environment (Heal, 2005). They tend to neglect, for the most part, the moral obligations they have vis-à-vis their host community, which becomes the most affected by corporate activities.

Contextually, despite hosting an economic giant like SONARA, Limbe II has not developed as it ought to. This study, thus, investigates the existing community relations between SONARA and Limbe II.

In the light of this, the two research questions for this study are:

- RQ1: What knowledge do indigenes of Limbe II have of SONARA as a company?
- RQ2: What projects should SONARA carry out to meet the needs of the Limbe II community and improve on its corporate reputation?

The specific objectives of the study are to:

1. Ascertain the knowledge that indigenes of Limbe II have of SONARA as a company;
2. Establish the concrete development actions that SONARA needs to carry out in order to meet the needs of the Limbe II community and improve on its reputation.

Two hypotheses were framed:

- H1: Limbe II community has poor knowledge of SONARA as a company.
- H2: The satisfaction of the needs of Limbe II community by SONARA has a significant relationship with their perceptions of the company's reputation.

SONARA as a Corporate Body (Products, Services, And Relations with Its Environment)

SONARA is the French abbreviation for Société Nationale de Raffinage which in English stands for the National Refining Company in Cameroon. The company is a limited liability with a share capital of 19.560.062.500 CFAF. SONARA is located in Cap Limboh, Limbola, Limbe, South West Region of Cameroon, covering a surface area of 54 hectares.

SONARA processes crude oil and supplies the refined petroleum products like butane (cooking gas), gasoline, kerosene, jet fuel, gas oil and fuel oil, to the national market. This mission and objective (processing of crude oil and supply to customers) has been successfully attained since the creation of the refinery with no shortages registered, and in compliance with given specifications and quality. SONARA also exports some of its refined petroleum products to CEMAC countries and markets along the West African coast, from Senegal to Namibia, not only to optimize the use of the capacity of its installations, but also to consolidate its presence and reputation in Africa. In addition, the construction of the new port, which went operational on 6 October 1995, enables the company to export its products to Europe, the United States of America and South America.

SONARA is made up of a General Assembly which is essentially made up of shareholders of the company, a Board of Directors which comprises 12 members. The General Manager who is appointed by the Board oversees the day- to- day running of the affairs of the company. Structurally, the company is made up 9 (Nine) departments, namely the: Department of Conservation and Logistics (DCL); Department of Quality, Safety, Sanitation, Environment and Inspection (DQSEI); Department of Administration and Human Resources (DARH); Department of Finance and Accounting (DFC); Department of General Affairs (DAI); Department of Technical Control (DCT); Commercial Department; Department of Internal Audit (DAI); Department in-charge of Public Relations, Communication, Translation and Interpretation which is attached to the Office of the General Manager.

The company has a health unit with a staff of twelve; two occupational health practitioners, seven state registered nurses and three nurses. The unit receives and treats SONARA workers and its sub-contractors. This infirmary is also open to inhabitants of the neighbouring localities who come for free consultations, first-aid treatment and sensitization or free voluntary

screening of diseases such as HIV/AIDS. SONARA owns a school which went operational since 1981.

The school is made up of the nursery, primary, secondary and higher sections. At the beginning, these sections of the schools were all francophone, but as time wore on, the nursery, primary and secondary Anglophone sections were created. The school is of high-quality teaching standard and has often produced one of the best results in competitive public exams such as; the CEPE, BEPC, Baccalaureate, Common Entrance and FSLC. The school is open to the public and not limited to children of SONARA workers, and despite its high teaching standards and academic excellence, the fee is cheaper compared to other schools with the same standard.

Housing is one of the social facilities which SONARA workers benefit from the company. The company has two residential quarters; one at Cape Limboh near the refinery which has 16 villas occupied by workers of the intervention team and 20 duplex apartments for the personnel in charge of safety. The other residential quarters are situated at Bota (Cité SONARA). The residential quarters are made up of 122 apartments allocated to workers according to their categories (management staff, senior staff and junior staff). Maintenance work on the houses is carried out by the company.

However, because the company houses cannot accommodate all workers, those who do not live in these houses are given a housing allowance equivalent to 35% of their basic salary.

These houses are meant exclusively for SONARA workers. All sporting activities fall under a service known as 'the Sports and Leisure Service'. SONARA has a multi-purpose sports Club better known by its acronym as COS. Several sections make up the club with sporting activities such as; football, handball, sports for all, basketball, lawn and table tennis, Rugby, women's' section etc. Sports facilities of the Club include; football pitch, three lawn tennis courts, two basketball and Volley ball courts, a gymnasium and a recreation hall where concerts, play-s and film shows are organized.

Membership of the Club is acquired through payment of a registration fee. Non SONARA workers are granted membership which gives them full rights and benefits of the club. The club organizes regular activities which bring together SONARA workers, inhabitants of Limbe and by extension Fako Division. The most popular of these events organized is the Sports Walk which started as a yearly then ended up as a biennial rendezvous. The latter brought together several national and international partners who took part in this crowd-pulling sports jamboree with close to 1500 participants (walkers) from across Cameroon and beyond, covering a distance of over 50 kilometers; from Bongo Square in Buea down to Cité SONARA passing through Tole-Tea Estate and Mukunda. Another interesting sporting activity, first of its kind in the South west region, organized by the company is the Karting game, which brought so much joy to the curious population which was watching this game live for the first time, especially as it was happening in their own city.

The football section also organizes football competitions for youngsters and veteran teams, for the most part, based in Limbe and once in a while regrouping teams involving other regions of the country. The club forms part of the Sports and Leisure Service and like any other service in SONARA, has an annual budget. Besides this operating budget, members' registration fee and

donations or grants from some National and International partners have rendered this structure financially vibrant and buoyant.

The oil refining sector has always faced a complex mixture of environmental pollution problems, notably oil spillage. As such, SONARA has placed a high premium on environment in the same way as it does for safety and the health of its entire workforce. From inception of the refinery, techniques for preventing pollution were used in order to ensure an effective protection of the site and its environs. The company- has an environmental policy (charter) which clearly outlines management's resolve and commitment vis-à-vis the protection of the environment. This charter in compliance with the laws and regulations in force in Cameroon, and complies with the acceptable practices of petroleum companies.

The refinery has a waste water treatment plant which thoroughly treats its waste before it is being discharged into the sea. All water within the perimeter of SONARA; rainwater, domestic water, toilet water, is channelled into this plant where it goes through a purification process before it is discharged into the sea. This is as important as it should be mentioned because a population of Limbe earns a living from fishing or fish business, meaning that if this operation is not properly- handled, the fishes will die and this would be disastrous for owners of beaches who shall certainly not have clients like tourists and other lover of beach activities such as swimming.

In order to prevent atmospheric pollution, smoke is dispersed into the upper atmosphere by two chimneys measuring 92 and 54 meters each. Toxic gases are also burnt by a 60- meter gas flare. Also, periodic controls as well as surprise visits done by the ministry of Water and Energy, the Ministry of Transport and the Ministry of Environment, all of who come to inspect the anti-pollution installations, equipment and procedures of SONARA in order to ascertain that the company operate in conformity with standard International Regulations.

In Cameroon, SONARA is the only company that refines crude oil into petroleum products. The company enjoys the monopoly of being the lone refinery in Cameroon. It is therefore incumbent on her to consolidate its presence within the sub-region and regions where the level of competition is high. This process of consolidating its presence can be attained only through its quality products, a high production capacity commensurate to the demands of its various markets, in order to guarantee customer satisfaction and ipso facto customer loyalty.

Corporate Reputation

Reputation is a perceptual representation of a company's past actions and prospects that describe the firm's overall appeal to key constituents compared to other leading rivals (Fombrun, 1996). It reflects stakeholders' view about an organization over time (Ito & Souissi, 2024; Saxton, 1998), and constitutes an asset for corporations (Chun, 2005; Chun, Argandona, Choirat, & Siegel, 2019). Since corporate reputation helps a corporation maintain and enhance competitiveness in the marketplace (Sarstedt, Ringle, & Iuklanov, 2023), the best way a company like SONARA can properly manage its corporate reputation is to listen to the people who support its business. They include: customers, employees, stakeholders and local communities. This implies that the ability to listen to customers, in particular, is critical in that, this communication enables the company to better understand and appreciate the needs and

expectations of its social and economic partners, in order for it to provide appropriate response to issues. This promotes a win-win relationship.

Three elements to corporate reputation exist; referred to as the reputational radar (Saxton, 1998). First, brand Reputation - how the public perceives a brand. The quality of SONARA's petroleum products is better appreciated by its consuming publics. They tell whether they are of high or low quality. Once they see, touch or consume these products, they can easily detect the brand. Second, organizational reputation - what the public thinks about the organization as opposed to the brand. For example, what marks out SONARA as a company besides its brand is how the company has excelled in other areas different from the petroleum products marketed by the company. The public reputation of SONARA may be different from the reputation surrounding its products. Third, stakeholder reputation - the reputation that stakeholders have of the brand or the company that they are dealing with.

Corporate reputation depends on the processes of communication and influence whereby people form and share impressions about matters that interest them, such as individual persons, business enterprises and products, and political parties. Several complications arise in connection with the concept of reputation in business studies. They include: the relationship between market share and reputational space; the way a firm and its products generate multiple reputations; the way reputations change over time; factors affecting the management of reputation, including monitoring risks to reputation.

Stakeholder Perception and Corporate Reputation in Context

A stakeholder is any group or individual who can affect or is affected by the achievement of an organization's objectives (Freeman, 1984). A stake is a vital interest in the business or its activities. It can include ownership and property interests, legal interests and obligations, and moral rights. A legal obligation may be the duty to pay wages or to honour contracts. A moral right may be the right of a consumer not to be intentionally harmed by business activities. Limbe II, SONARA's key external Stakeholder, affects and is affected by the company's actions, objectives and policies. As such, when there is good collaboration, or attainment of positive reputation between the stakeholder and the company, this would mitigate SONARA's reputational risk, given that the host community's perception will be high as a result of the collaborative relationship where feedback, mutual engagement and commitments are established and maintained.

SONARA is to some extent dependent on Limbola or Limbe II for its success as a company. The very fact that the company is implanted on this native land where it processes or carries out the refining or transformation of crude oil into basic petroleum products (cited in the presentation of the company's mission), where still, the company owns a sea port or wharfs, whereby heavy vessels bring in the crude oil it processes, and through which a huge quantity of its refined products are exported to the international markets, shows that SONARA's survival is also dependent on this community. Environmentally, SONARA's refining activities affect the health of this immediate community from the waste emission in the air (destruction of the ozone layer) despite measures that may be taken to curb environmental pollution. The likelihood of sea pollution also affects fishing business which is the main activity of the natives and inhabitants of this area.

Thus, the relationship between an institution and its stakeholder should be that of mutual trust. A true, honest and responsible relationship between a company and its stakeholders largely determines the success of the business at a long-term. This explains why meeting stakeholders' expectations is paramount for companies, because when the stakeholder's interest is protected by way of ploughing back the profit or benefits, this lends transparency, credibility and accountability to the existing relationship for the good of both parties. If the level of trust that exists between SONARA and its host community is a candid one and one that hinges on ethical, social and economic consideration, then the perceptions of the people of Limbe II vis-à-vis SONARA would be positive. This will give the company a good corporate reputation.

The concept of a stakeholder has moral and ethical implications for business governance. If a business only has a duty to its shareholders, then the business may have no moral obligations to any other person, organization or society. On the other hand, if a business has a duty to its stakeholders, then a business must take into account the interests of its stakeholders as well and not focus completely on maximizing the interests of its owners. Stakeholder management is communicating with stakeholders and managing their expectations and concerns for the purpose of meeting the stakeholder needs, addressing issues, resolving conflicts, and achieving the project goals (Darsono, 2009).

Community Relations

Corporate Social Responsibility can hardly be discussed without throwing light on community relations which is an area of public relations. Ekeocha (2001) and Whitehead (2006) assert that community relations include a series of mutually beneficial business partnerships with one or more stakeholders, which enhance the company's reputation as a good corporate citizen.

Peak (2002, p.117) stressed the importance of community relations to business when likened to a marriage institution where the business concerned as the suitor, marries the community, settles with it and takes inherent responsibilities associated with the union. The wife (community) however takes a close look at the marriage vows and discovers that her husband (business) owes her more than financial support (taxes). The husband cannot abandon his marital responsibilities; else, he will face some negative consequences.

Community relations is concerned solely with how to create an enabling environment in the host community so that the company can carry out its activities without any hindrance, but rather with the assistance and support of host inhabitants. In other words, community relations are a problem-solving process and this involves strategic analysis of the problem, planning, taking action, and evaluating programme effectiveness, inadequacies, or outright failures. Desatnick (2001) complement that community relations spans various methods companies use to establish and maintain a mutually beneficial relationship with the communities in which they operate.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility, also called Corporate Responsibility, Corporate Citizenship, Responsible Business, and Corporate Social Opportunity is a concept whereby organizations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and stakeholders as well as the environment. This obligation is seen to extend beyond the statutory obligation to comply with

legislation, and sees organizations voluntarily taking further steps to improve the quality of life for the local community and society at large.

CSR is perceived in different ways by different people. At the initial stages of the evolution of CSR, it was distinguished as an organization's duty to extend its economic responsibilities into ethical, social and legal obligations and philanthropies. An organization demonstrates its deep commitment to CSR when it adopts stakeholder-friendly values with organizational processes to maximize their positive impacts (and minimize their negative impacts) on all stakeholders (Darsono, 2009).

CSR can be perceived in two major structures: the first is the internal aspect, which is associated with the firm's workers, actors, shareholders, operations; the second is the external outlook, which takes into account the consequences of the actions of the firm on its external environment, its business partners and also the communities (Coelho et al., 2011).

SONARA has two groups of stakeholders, internal and external. Internal stakeholders of SONARA include; SONARA workers, the company's shareholders (those who own the company), Government etc; the external stakeholders include, its contractors, the host community (Limbe II and the entire Limbe municipality), administrative, political and traditional authorities etc. In terms of prioritization or categorization of these stakeholders, the internal stakeholder group comes first for it is made up of those who own the capital and consequently own the company. SONARA shareholders can choose to close the company at any given moment since they preside over the affairs and destiny of the company.

The money can be made available but if there are no workers to operate the machines and carryout the required operations, the company's very essence shall be defeated, notably, that of producing petroleum products for sale, in order to make profit. Consequently, workers become an important component in the attainment of the company's corporate goals and objectives and the realization of profit and its survival. SONARA's external stakeholder group plays no negligible role in the survival of the company, but among this group, the host community which in this case is Limbe II deserves a special attention because the company owes it a duty of care and they deserve it.

Any bad event that happens to the company affects this host community first; for instance, an oil spill caused by vessels either transporting imported SONARA crude oil to its wharf or that exporting the company's refined petroleum products to its customers abroad, will kill the fish in the sea whereas fishing is the livelihood of the indigenous population. A typical example of how the immediate community gets easily hit by negative happenings is the case of the fire incident which occurred in SONARA on 31 May 2019 that affected practically all the neighbouring villages, particularly Limbola and Mokundange, much more than it did to any other area in the city, as almost all the houses around the SONARA refinery had some of their property destroyed.

Advocates of CSR are keen to point out that organizations have responsibilities that exceed the production of goods, services and profit making, and that organizations that are socially responsible can contribute to resolving important social and environmental predicaments. Business' goals and environmental expectations are meant to evolve over time. Legal, ethical,

economic and discretionary actions that determine how a company's activities affect its stakeholders should all be included in its CSR initiatives. This suggests that an important aspect of a company's CSR folder should necessarily include complying with regulatory or legal requirements that bear on its daily operations.

Many companies now incorporate commitment to CSR in all aspects of their operations, including their mission and vision statements. Meanwhile there are counter arguments against CSR. Holders of such positions opine that CSR collapses the market by diverting businesses from their primary role of profit generation. The counter arguments posit that the profit-making role of businesses should be the determinant of their responsibilities and that the only social responsibility of businesses should be compliance with the law. Contrarily, others hold that CSR is often used by firms only to gain public legitimacy without real conviction to the phenomenon.

Today, environmental issues have become an important aspect of CSR. Recycling wastes, pollution control, green initiatives, and the efficient use of energy and resources are all incorporated into the environmental aspect of CSR. Support for the environment should not be voluntary, but an essential piece of business process. This is what CSR accomplishes by recognizing environmental matters and their long-term impacts.

It is imperative for organizations to carefully evaluate every stage of their decision-making process and the impacts of their decisions on their host communities and the environment (Coelho et al., 2011). The activities of the oil and gas industry often prelude and unveil several environmental challenges (Ali & O'Faircheallaing, 2007). Hence, the oil and gas industry occupy a centre stage in CSR discourse and how CSR should be materialized. It is our affirmation that the protection of the environment should occupy a higher moral pedestal than profit making. The activities of firms impact the environment in many ways, all of which result in disruptions to the ecosystem. Such impacts usually involve the depletion of natural capital and emissions of waste. A refinery like SONARA is more likely to be persuaded by various stakeholders to be proactive in protecting the environment.

Stakeholder Theory

The stakeholder theory is the most popular framework which is used in conceptualizing and explaining issues that concern stakeholders' perceptions vis-à-vis a company or an organization because the theory provides a relevant basis for collecting and analysing data, equally serves as a framework for empirical studies. The central questions of this theory are: Which are these groups? How many of these groups must be served? Which of their interests will be served? Which of their interests are more significant? How can their interests be balanced? The theory is also commonly used in explaining and understanding issues that have to do especially with local development and the perception of a company by its host community. The theory which was originally proposed and elaborated by Freeman (1984), identifies and patterns the groups that are stakeholders of a corporation as well as describes devices by which corporation's management can accord proper matter to the interests of those groups. This theory urges and fosters transparency between the company and its stakeholders This shall be seen if SONARA puts in place a participatory approach whereby through consultation meetings with representatives of the Limbe II community, the company gets to know the actual needs of the population and if these needs or projects are executed accordingly and within a stipulated

time frame. That way, SONARA would have acted in a transparent and trust-worthy manner vis-à-vis this stakeholder group.

The stakeholder theory is the mirror image of corporate social responsibility and corporate reputation. The more you give, the more people take note, and the more those memories stay with them. The stakeholder theory describes those individuals and groups who will be affected by (or affect) the company's actions and asks, "What are their legitimate claims on the business?" "What rights do they have with respect to the company's actions?" and "What kind of responsibilities and obligations can they justifiably impose on a particular business?" In a single sentence, stakeholder theory affirms that those whose lives are touched by a corporation hold a right and obligation to participate in directing it. This theory portrays Limbe II as an important asset or stakeholder in the attainment of SONARA's corporate goals and objectives. It is relevant in that it will give a vivid understanding of the obligations the company has vis-à-vis this host community, by virtue of the fact that SONARA's activities affect this host community environmentally speaking.

As a simple example, when a factory produces industrial waste, a CSR perspective attaches a responsibility directly to factory owners to dispose of the waste safely. By contrast, a stakeholder theorist begins with those living in the surrounding community who may find their environment poisoned, and begins to talk about business ethics by insisting that they have a right to clean air and water. Batoke, Limbola, Mokundange and other villages close to the SONARA refinery are environmentally affected by the company's refining activities. The industrial waste disposed by SONARA through the gas flare or land pollutes the environment, and affects the air these communities breathe and the water they use in various ways. Therefore, these communities can be rightly considered as stakeholders in the company and this means that their voices must contribute to corporate decisions. It is true that they may own no stock, but they have a moral claim to participate in the decision-making process. At least in theoretical form, a community like the Limbe II which is affected by SONARA's actions actually becomes something like a shareholder and owner. Because the community is touched by a company's actions, so they have a right to participate in managing it.

The answer as to who are the stakeholders surrounding companies, depends on the particular business, but the list can sometimes be quite extensive. For instance, a company like SONARA that produces petroleum products and which is located in a city like Limbe, has the following stakeholders: Shareholders of SONARA (Cameroon; MINFI, SNH, CSPH, MINEE, SNI. Foreign; TOTAL); SONARA workers; SONARA customers and potential customers of the company (National distributors; TRADEX, MRS, Petrolex, Blessing, Total, Bocometc; Foreign distributors; Vitol, TACOMA....) SONARA suppliers and potential suppliers to the company; Everyone living in the Limbe II and by extension the Limbe municipality, who are likely to be affected by contamination from workplace operations; Creditors whose money or loaned goods are mixed into the company's actions; Government entities involved in regulation and taxation such as; MINEE, MINFI (Customs and taxation), MINEDD, etc.; Local businesses that cater to company employees (restaurants where workers have lunch, grocery stores where employee families shop, and similar); Other companies in the same line of work competing for market share.

The first five on the list include; shareholders, workers, customers, suppliers, and community, could be considered as the five cardinal stakeholders. During the 1990s, CSR activities gradually

began to be shaped by the firm's response to stakeholder pressures. The stakeholder theory asserts that organizations are not only obligated to their shareholders but also to their global constituency of governments, local communities, customers, the intelligentsia, and the general public. Instead of considering CSR as a self-centered response to internal and external pressures, it should be perceived as a proactive and voluntary initiative (Garriga & Mele, 2004). This suggests that companies should be unselfishly propelled by the need for good citizenship rather than by social norms that are guided by, or interpreted through the lens of, self-interest.

An organization demonstrates its deep commitment to CSR when it adopts stakeholder-friendly values with organizational processes to maximize their positive impacts (and minimize their negative impacts) on all stakeholders (Darsono, 2009). CSR can be perceived in two major structures: the first is the internal aspect, which is associated with the firm's workers, actors, shareholders, operations; the second is the external outlook, which takes into account the consequences of the actions of the firm on its external environment, its business partners and also the communities (Coelho et al., 2011).

Agenda-Setting

Agenda-setting is the creation of public awareness and concern of salient issues by the news media. The agenda setting theory, introduced by McCombs and Shaw states that when the media reflect on certain views, the media are also shaping and determining public understanding, consideration, and interpretation of those issues.

Rogers and Dearing (1988) state that there are three types of agenda: Public agenda setting: when the public determines the agenda for which stories are considered important; Media agenda setting: when the media determines the agenda for which stories are considered important; and Policy agenda setting: when both the public and media agendas influence the decisions of public policy makers.

By engaging in what Oscar H. Gandy Jr. calls information subsidies – press releases, statements, conferences and news commercialization, public relations sources have tremendous inputs into media content. This statement is valid within the context of 'Media Relations', which has to do with PROs of organizations or companies establishing and maintaining mutually beneficial relations with journalists of some media organs, with the sole aim of attaining their corporate goals and objectives. If SONARA communication or PRO has a good relationship with an editor of press organ, these media practitioners will stand as liaison between SONARA and its various publics.

They will easily tell the company's stories and sell its corporate image through the various publications they shall make, in terms of coverage of SONARA's activities especially those that have to do with community development and CSR. Today, public relations are an important management function as it has important areas like crisis management, lobbying, relations with the public's reputation management and issue management. Especially, as a function of issue management, agenda-setting efforts have an important role for the public relations practitioners. People are exposed to media messages every single day, and how often they hear the media talk about a company like SONARA determines how conversant they are with the company's activities and the general tendency is for the public to believe what is being said by

the media, because the more the media talks about a corporate issue, the more salient and important it appears in the minds of the public.

Public relations provide an issue to stay in media and public agenda through “agenda setting”. Therefore, the more proactive and smarter SONARA PROs can be, and how readily willing and determined they are to polish their relations with the media, will determine, partly though, the company’s level of exposure vis-à-vis its various public, because an uninformed public is a lost public, just like a company that refuses or fails to communicate, is one that chooses to operate in darkness. This will give room for the public to make its own judgment which generally is subjective, and can be very detrimental especially when it has to do with a vital issue or crisis. SONARA would therefore decide to use mass media components for delivering the company’s public relations messages to the target audience. This would be useful because mass media has power to make audience pay attention to the messages and to influence their way of thinking about the issues. Considering the fact that media messages have a power, is it possible for PR specialists to control media messages and to create harmony between media messages and corporate messages to reach corporate objectives.

A basic duty of PR is to constitute corporate identity and to bring it forward where agenda setting and issue management is connected. Public relations practitioners have an important position between the other external effects to influence the media contents. After consultations with the population, SONARA can set its agenda as to how they can best handle its host community (Limbe II) in terms of the development of the area. In which case the PROs of the company can simply use the media to make this agenda known by causing various media organs to cover SONARA’s community development activities and actions carried out by the company. Thus, media agenda is a public relations function, it reflects the corporate agendas. This way, corporations can determine public issues earlier. This can be effective to influence the issues and provide the mass media in the agenda to solve the issue when it is necessary.

METHODOLOGY

The mixed methods design was used in this study, with the principal research method being survey. This method is appropriate in studying perceptions. The survey was useful in providing information on how the Limbe II community perceives SONARA. The supporting method is a qualitative content analysis of SONARA’s corporate policy documents, to ascertain the degree to which the policies are designed to meet community needs.

The study is carried out in the Limbe II Council area, in Fako Division of the South west Region of Cameroon. Limbe II council area has been chosen for this study because it is the area that hosts the National Refining Company Ltd (SONARA) which was created by Presidential Decree 73/135 of 24 March 1973, incorporated on 07 December 1976 and inaugurated on 16 May 1981 by then President Ahmadou Ahidjo. Inhabitants of the Limbe II are the target population of this study. The Limbe II council area is made up of a population of 42300 inhabitants according a socio-economic study on SONARA’s Community Development Plan conducted in 2015 by Bonus Consulting -Inc.

The following 05 (five) categories were purposively selected within the Limbe II council to participate in the study; Public sector (administrative and political authorities); Private sector (Business community: ‘buyam sellams or petty traders’, bike drivers, taxi drivers,

storekeepers); NGOs / Trade Unions, Civil society organizations, voluntary associations, foundations; Chiefs/Heads of neighbourhoods (the 11 village chiefs and heads of the neighbourhoods); Churches, hospitals, schools and others.

The questionnaire was used for data collection. The instrument was carefully developed in such a way that, it gave a good representation of the construct and this was done in simple language in a way the respondents could easily understand. Negative or biased language was avoided so as not to influence respondents' choice of answers. The questionnaire tested awareness or knowledge of the Limbe II community about SONARA and its refining activity; and perceptions of the population vis-à-vis the company and its activities in relation to corporate reputation. 380 questionnaires were distributed and 330 were returned. Data analysis was done with the help of SPSS version 21. Ethical considerations were observed, amongst them, voluntary participation, confidentiality, rigour in data collection, and careful handling of data.

RESULTS

The findings are presented quantitatively and qualitatively. The quantitative findings are concerned with a survey conducted on inhabitants of the Limbe II Municipality, to ascertain the perceptions they have of the reputation of the National Oil Refinery Company, SONARA. This assessment is relevant because it will inform SONARA on how the company is perceived by inhabitants of Limbe II, as well as what the company can do to boost the reputation of the company. Meanwhile, the qualitative assesses the documents of SONARA and to investigate whether they align with policies that could enhance a better image of the company. The guiding principles for the analysis are research questions, hypotheses, and the research objectives.

Quantitative Analysis

This section of the analysis is a presentation, interpretation, and discussion of findings derived from the questionnaire administered to inhabitants of the Limbe II Municipality.

Demographic Characteristics of Sample:

The demographic variables used in this research include gender, marital status, age, level of education, number of dependents under a respondent's care, birth area, and political involvement. These variables provide clarity as to who was part of this survey which assesses what perceptions the inhabitants of Limbe II have of the reputation of SONARA.

Out of the 330 respondents surveyed, 59.1% (195) are male and 40.9% (135) are female. These are the number of respondents that voluntarily participated in this survey. More males participated when compared to females. However, the fact that more men participated does not in any way affect the quality of the data. Instead, focus is on a combination of the responses, and the perceptions that all the respondents have of the reputation of SONARA.

Data on the marital status of respondents show that 43.3% (143) are married, 32.7% (108) are single, 9.7% (32) are affianced, 8.8% (29) are divorced, while 5.5% (18) are widows or widowers. The increased participation in the number of married persons gives a sense of family life. As a family, parents are expected to have certain perceptions of the reputation of SONARA, based on what the company does to better the lives of the parents and their children. The second category in the marital status category is those who are single.

The age distribution of respondents indicates that 11.5% (38) respondents are aged between 18 and 25 years; 39.1% (129) are aged between 26 and 35 years; 34.5% (114) fall between 36 and 45 years; 12.7% (42) are aged between 46 and 55 years; and 2.1% (7) are aged from 56 years and above. So, most respondents fall between 26 and 35 years, followed by those who fall between 36 and 45 years. The age of the respondents suggests that they are fit enough to give responses regarding the perceptions they have of the reputation of SONARA. The respondents must have gained knowledge about the existence and activities of SONARA in their communities, and so, are fit to give an apt assessment of the issues under investigation.

Evidence shows that 11.2% (37) respondents hold the First School Leaving Certificate (FSLC); 21.8% (72) attained the General Certificate of Education Ordinary Levels; 28.5% (94) hold the General Certificate of Education Advanced Levels; 26.7% (88) are holders of the Bachelor's degree; while 11.8% (39) hold a Postgraduate diploma and above. The educational factor, as perceived in this research, gave respondents the capacity to appreciate the concept of reputation and the specific variables that were used to measure reputation.

Findings of this research also suggest that 24.8% (82) respondents have 0-1 dependents under their care; 43.9% (145) have between 2-4 dependents; 15.8% (52) have between 5-6 persons; 5.5% (18) have 7-8 persons; 5.5% (18) have 9 persons and above; while 4.5% (15) did not answer this question. Dependency gives a sense of responsibility and expectations. To be responsible means being able to take care of those under one's care. It is likely that those who have individuals under their care will expect corporations like SONARA to weigh in by providing some form of assistance to the communities.

Respondents were equally asked to indicate the areas within which they were born. Here, findings suggest that the greatest proportion of respondents were born in urban centres, giving a proportion of 40.9% (135). This is followed by 35.8% (118) respondents who indicated that they were born in rural areas. Then, 12.7% (42) who indicated that they live in the city; 7% (23) live in the metropolis; and 3% (10) indicated that they were born abroad. Only a tiny proportion of 0.6% (2) respondents did not indicate the areas where they were born.

Respondents of this research are grouped into five main categories as follows: Category I (Administration, Limbe II, etc.) represents 12.4% (41); Category II (Private Sector, Business, Traders, 'Buyam Sellam') constitutes 34.8% (115); Category III (NGOs, Trade Unions, Bike riders, Taxi) makes up 20.3% (67); Category IV (Chiefs, Heads of neighborhoods, Councillors) consists of 16.7% (55); and Category V (Clergy, Others) represents 15.8% (52). This gives a total of 330 respondents for the survey.

At the level of political participation, 56.7% (187) respondents indicated that they take part in politics, while 43.3% (143) indicated to the contrary.

Political involvement was conceived as an important variable that ascertains the degree to which respondents are committed to issues, especially in the country. Political participation breeds more awareness and response to issues by the masses, while lack of political participation breeds the contrary. The degree to which respondents are involved in politics is presented in the table that follows:

Table 1: Respondents' level of involvement in politics

Involvement in politics	Frequency	Percent
Very strong	34	10.3
Strong	91	27.6
Average	62	18.8
Passive	50	15.2
Very passive	93	28.2
Total	330	100.0

The data on respondents' level of involvement in politics shows that 10.3% (34) indicated that they are very strongly involved in politics, 27.6% (91) are strongly involved in politics, 18.8% (62) are averagely involved in politics, 15.2% (50) are passive, while 28.2% (93) are very passive. Hence, cumulatively, 37.9% (125) are actively involved in politics (cumulative of very strong and strong), 18.8% (62) are averagely involved in politics, and 43.4% (143) are passive in political issues (cumulative of passive and very passive). Further analysis reveals that in the domain of political involvement, majority of the respondents, that is, 33.3% (110) belong to the ruling Cameroon People's Democratic Movement (CPDM) political party; 12.1% (40) are of the Social Democratic Front (SDF); 6.7% (22) belong to the Cameroon Renaissance Movement (MRC) political party; 2.7% (9) belong to the National Union for Democracy and Progress (UNDP), while 1.8% (6) belong to other political parties which they did not indicate. Then, 43.3% (143) indicated that they do not belong to any political party. This is the same proportion that indicated earlier (as seen above) that they do not participate in politics.

Research Question 1: What Knowledge Do Inhabitants of Limbe II Have of SONARA As a Company?

Respondents' knowledge was tested on whether they know who owns SONARA. The responses are presented as follows:

Table 2: Respondents' knowledge on ownership of SONARA

Ownership of SONARA	Frequency	Percent
The State of Cameroon	301	91.2 %
Foreigners	13	3.9 %
The population of Limbe II	11	3.3 %
A private individual	2	.6 %
None of the above	3	.9 %
Total	330	100.0 %

The responses show that up to 91.2% (301) respondents are aware that it is the state of Cameroon that owns SONARA. This is followed by 3.9% (13) who think SONARA is owned by foreigners, 3.3% (11) who affirm that SONARA is owned by the population of Limbe II, 0.6% who think the corporation is owned by a private individual, and 0.9% (3) who think the corporation is not owned by any of the categories mentioned above. This confirms that an absolute majority got the response right. This knowledge is important for corporate reputation, as awareness on ownership can influence the perceptions that the public has of the reputation of SONARA.

Petroleum Products Produced by SONARA:

Respondents gave the following responses regarding their knowledge on various petroleum products produced by SONARA:

Table 3: Respondents knowledge on petroleum products produced by SONARA

Petroleum Products	Yes	No	Total
Super and Gasoil	83.3% (275)	16.7% (55)	100% (330)
Cooking gas and kerosene	78.5% (259)	21.5% (71)	100% (330)
Jet fuel	46.7% (154)	53.3% (176)	100% (330)
Gasoline and distillate	54.2% (179)	45.8% (151)	100% (330)
Beyond	91.8% (303)	8.2% (27)	100% (330)

Statistics show that for super and gasoil, 83.3% (275) respondents indicated that SONARA produces these products. The respondents also affirmed, to a greater extent, that they know SONARA equally produces cooking gas and kerosene, jet fuel, and distillate. It is only at the level of going beyond the initial products mentioned here (super and gasoil, cooking gas and kerosene, jet fuel, and distillate) that respondents were not sure on whether SONARA produces any other product(s) beyond these. Knowledge on what SONARA produces is useful for building and sustaining the reputation that respondents have of the corporation. More knowledge may breed more positive reputations about the corporation.

Respondents' Appreciation of Petroleum Products Produced by SONARA:

The appreciation respondents gave regarding the quality of products produced by SONARA is presented in the figure that follows:

Table 4: Respondents' Perception of SONARA products

Quality of SONARA products	Frequency	Percent
High quality	173	52.4 %
Very high quality	107	32.4 %
Average	43	13.0 %
Low quality	7	2.1 %
Total	330	99.9 %

Statistics suggest that 52.4% (173) affirm that the products produced by SONARA are of high quality, 32.4% (107) are of the view that the quality of products produced by SONARA is very high, 13% (43) attest that the products are of average quality, while 2.1% (7) are of the view that the products are of low quality. Cumulatively therefore (summation of very high quality and high quality), up to 84.8% of respondents are of the view that SONARA's products are of high quality. Product quality is thus assessed here as a key factor in reputation building and management. With the statistics derived therefore, it can be asserted that in terms of product quality, respondents a more positive reputation of SONARA. In connection to this product quality is the way respondents perceive workers of SONARA. This perception is derived based

on what respondents think the workers are, and at other instances, interactions that the respondents have had in one way or the other with workers of SONARA. This is presented below:

Table 5: Respondents' Perception of SONARA workers

Perception of SONARA workers	Frequency	Percent
Polite	108	32.7 %
Very polite	33	10.0 %
Average	114	34.5 %
Arrogant	39	11.8 %
Very arrogant	36	10.9 %
Total	330	100 %

A proportion of 32.7% (108) affirm that SONARA workers are polite, 10% (33) think SONARA workers are very polite, 34.5% (114) opine that SONARA workers are average in attitude/behaviour, 11.8% (39) attest that the corporation's workers are arrogant, and 10.9% (36) think SONARA workers are very arrogant. The perceptions that respondents have about workers of SONARA also play an important role in shaping the reputation they hold of the corporation. If workers are perceived in a more positive light by the population, the tendency is for population to build a positive reputation of the corporation and its workers over time.

Representation of SONARA Events in The Media

Respondents of this survey affirmed that they get in contact with events organized by SONARA through the mass media. The degree of exposure to the events, as provided by the mass media, is presented as follows:

Table 6: Representation of SONARA events in the media

Media	Frequency	Percent
TV and Radio	96	29.1 %
Magazines	95	28.8 %
Newspapers	68	20.6 %
Banners	41	12.4 %
SONARA website and other internal tools	30	9.1 %
Total	330	100.0 %

Television, radio and magazines were identified as channels from which respondents get information about events organised by SONARA. This is followed by newspapers, banners, and the SONARA website and other internal tools. The representation of corporate events in the mass media is likely to boost the reputation of SONARA amongst different stakeholders. Respondents sampled are accustomed with the various mass media as presented here. Notably, mass media have an influential role to play in reputation building and management. So, when corporate events are organized and covered in the media, it is likely that people would have gained certain impressions about the organization in question, depending on how the events were presented in the media. Television is important for its audio and visual identity, radio for audio, magazines, newspapers, and banners for visual appreciation, and the website and other internal tools for visual/audio appreciation.

Environmental Effects of SONARA's Activities on Limbe II

The environmental effects of SONARA's corporate activities on Limbe II, as perceived by respondents, are as follows:

Table 7: Rank order of Environmental Effects of SONARA's activities on Limbe II

Environmental Effects	Yes	No	Total
Air pollution and diseases	77.9% (257)	22.1% (73)	100% (330)
Explosion and insecurity around	75.8% (250)	24.2% (80)	100% (330)
Oil spill on ocean	74.8% (247)	25.2% (83)	100% (330)
Earth vibration and home destruction	67.3% (222)	32.7% (108)	100% (330)
All these and beyond	52.4% (173)	47.6% (157)	100% (330)

The table shows that to some degree, SONARA activities have negative effects on the communities within which the corporation is located. Majority of the respondents mostly affirm that these effects are negative on the environment of Limbe II. The negative effects are seen mostly at the levels of air pollution and diseases (77.9%), explosion and insecurity around (75.8%), oil spill on ocean (74.8%), and earth vibration and home destruction (67.3%). These environmental hazards are an indication that SONARA has constant work to do in terms of limiting the effects of its activities on the environment. When this is done, the reputation that inhabitants will have on the corporation will tilt more towards positivity.

Hypothesis 1: Limbe II Community Has Poor Knowledge of SONARA as a Company

The descriptive statistics of the study show that to a greater degree, the Limbe II community has some good knowledge of SONARA – who owns the company, what the company does, the environmental effects of the company's activities, and representation of the company in the media. From these, the knowledge of the Limbe II is not poor as the hypothesis states. Furthermore, a cross-tabulation analysis was conducted with some inferential statistics to establish whether knowledge of SONARA is significantly different amongst respondents in terms of gender (male and female). The following were the revelations:

Table 8: Correlation between Knowledge of SONARA and gender

		In your opinion, who owns SONARA?					Total
		The State of Cameroon	The population of Limbe II	Foreigners	A private individual	None of the above	
Gender	Male	178	7	8	0	2	195
	Female	123	4	5	2	1	135
Total		301	11	13	2	3	330

Table 9: Chi Square Test on knowledge of SONARA and its implications

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.087 ^a	4	.543
Likelihood Ratio	3.776	4	.437

Linear-by-Linear Association	.077	1	.781
N of Valid Cases	330		

The table shows that there is no statistically significant difference in knowledge of SONARA between males and females. So, knowledge about the company for both genders (male and female) is similar across the board.

Research Question 2: What Projects Should SONARA Carry Out to Meet the Needs of The Limbe II Community and Improve on Its Reputation?

SONARA'S Social Activities and Facilities enjoyed by Respondents:

Respondents also indicated SONARA's social activities and facilities that they have benefited from, as follows:

Table 10: Benefits from Social Activities and Facilities

Social Activities / Facilities	Yes	No	Total
Health services	63.6% (210)	36.4% (120)	100% (330)
Holiday job and employment	51.2% (169)	48.8% (161)	100% (330)
SONARA School	30.9% (102)	69.1% (228)	100% (330)
Sports infrastructure and recreational activities	37.3% (123)	62.7% (207)	100% (330)
All of these and beyond	17% (56)	83% (274)	100% (330)

There is evidence that respondents have benefited from the social activities and facilities offered by SONARA. With regards to health services, 63.6% (210) attest that they have benefited. For holiday jobs and employment, 51.2% (169) confirmed that they have benefited. SONARA School received a lower percentage of 30.9% (102) for respondents who have benefitted, while sports infrastructure and recreational activities also received a lower proportion of 37.3% (123) respondents who have benefitted. Only 17% (56) respondents indicated that they have benefitted from all these activities and facilities, and beyond. The data on what activities and facilities respondents have been able to benefit from, provided by SONARA, is crucial for this research because of reputation. Holiday jobs, for instance, are provided on a regular basis, over time. Likewise, health facilities are provided to communities based on needs assessment by the corporation. By providing these facilities and activities therefore, the tendency is for the population to build a positive reputation, over time, of SONARA and its corporate functions.

Most Prominent Social Event Sponsored by SONARA in Limbe II:

It was also deemed necessary to assess respondents' views on the most prominent social event they think SONARA sponsors in the Limbe II Municipality. These responses are meant to assist the corporation frame more policies towards this direction, such that the population continues to benefit from such activities, and also view SONARA in good books of reputation building and management. Empirical data on the most prominent social event sponsored by SONARA in Limbe II are provided below:

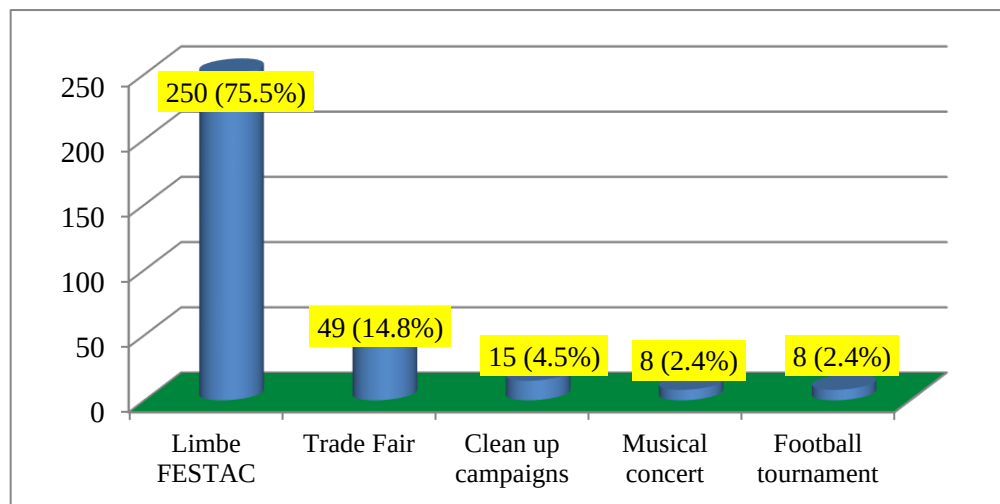


Figure 1: Most prominent social event sponsored by SONARA in Limbe II

Empirical evidence in figure 1 shows that the Limbe FESTAC (Festival of Arts and Culture) is the most prominent social event sponsored by SONARA in Limbe II, with a proportion of 75.5%. This is followed by trade fair (14.8%), clean up campaigns (4.5%), musical concerts (2.4%), and football tournaments (2.4%). These events are equally crucial in enabling inhabitants build reputation about SONARA and its activities.

SONARA's Projects that Best Project Its Corporate Image:

Respondents rated the projects, carried out by SONARA, which they think best project the corporate image of SONARA, as follows:

Table 11: Rank order of SONARA's Projects that best project its corporate image

SONARA's Corporate Activities	Frequency	Percent
Limbe FESTAC	167	50.6 %
Provision of portable water	57	17.3%
Donation of health equipment	50	15.2%
Trade Fair	47	14.2%
Football tournament	9	2.7%
Total	330	100.0%

From empirical evidence presented, respondents are of the view that SONARA's project, in order of preference, which best projects SONARA's corporate image is the Limbe FESTAC, that is, 50.6% (167). This empirical evidence is consistent with data obtained on the most prominent social event sponsored by SONARA in Limbe II (Limbe FESTAC). The provision of portable water (17.3%, 57) is also considered as an important project that projects the corporate image of SONARA. In addition, respondents identified donation of health equipment (15.2%) as another important project that projects the corporate image of SONARA, followed by trade fair (14.2%) and football tournaments (2.7%). These findings confirm the assertion that reputation is built over time. This comes as a result of interactions an institution creates with the community, and the degree to which the corporation intervenes in improving the lives of inhabitants in the community of interest (in this case, Limbe II). Inhabitants take interest in

the interventions of the corporation, and all of these components are significant contributors in reputation building over time.

SONARA's Events That Promote the Cultural and Related Values of Respondents

These events were rated as follows:

Table 12: SONARA's Events that promote the cultural and related values of sample

Cultural events	Yes	No	Total
Limbe FESTAC	83.9% (277)	16.1% (53)	100% (330)
Trade Fair	39.1% (129)	60.9% (201)	100% (330)
Musical concert	30.6% (101)	69.4% (229)	100% (330)
Football tournament	14.2% (47)	85.8% (283)	100% (330)
Clean up campaigns	17.9% (59)	82.1% (271)	100% (330)

Limbe FESTAC is viewed by respondents as the top event that promotes their cultural and related values. This is evident as up to 83.9% (277) respondents agree to this view. Contrarily, respondents did not as much as identify with the other activities the way they did with FESTAC. For instance, for trade fair, only 39.1% (129) respondents indicated that this activity promotes their cultural and related values. This could be because these events are not regular, and their impact is not heavily felt as is the case of FESTAC. Musical concerts also received a timid response as a social event that promotes the cultural and related values of citizens of Limbe II, with a proportion of 30.6% (101). In addition, football tournaments received only 14.2% (47) recognition as events that promote the cultural and related values of inhabitants of Limbe II. Then, clean up campaigns received 17.9% (59) approval as an event that promotes the cultural and related values of inhabitants of Limbe II.

SONARA's Contribution to the Development of Limbe II

The following analysis shows respondents' perceptions on the immediate activities they think SONARA has to constantly engage so as to put for a good reputation of the corporation:

Table 13: SONARA and the development of Limbe II

Developmental activities	Frequency	Percent
Give priority to indigenes of Limbe II in holiday jobs and recruitment opportunities	129	39.1%
Sponsor cultural, educational, health and related activities in Limbe II	94	28.5%
Pay royalties to the Limbe II Council	90	27.3%
Sponsor political campaigns	17	5.2%
Total	330	100.0%

Findings show that for SONARA to gain improved reputation amongst its key stakeholders in Limbe II, respondents are of the view that the corporation should give priority to indigenes of Limbe II in holiday jobs and recruitment opportunities, with proportion of 39.1% (129). This is

followed by 28.5% (94) who think it is necessary for SONARA to sponsor cultural, educational, health and related activities in Limbe II. In addition, 27.3% (90) respondents affirm that to build good corporate reputation by developing Limbe II, SONARA should pay royalties to the Limbe II Council. Then, a minimal 5.2% (17) of respondents are of the view that to build good corporate reputation by developing Limbe II, SONARA should sponsor political campaigns.

This research affirms that for a corporation like SONARA to gain and sustain a positive reputation with its host community, involvement in development works is primordial. By involving actively in development activities, the corporation makes itself part and parcel of the community. In difficult moments, such development projects can help the corporation to gain sympathy from the population.

Expected Project Consultation by SONARA

Respondents were asked to identify which members in Limbe II they think SONARA should consult before carrying out any project. The responses are presented below:

Table 14: Expected Stakeholders in Project Consultation by SONARA

Stakeholders	Yes	No	Total
Mayor of Limbe II and Councilors	62.4% (206)	37.6% (124)	100% (330)
Chiefs	56.1% (185)	43.9% (145)	100% (330)
Heads of neighborhoods	37.9% (125)	62.1% (205)	100% (330)
Clergy and youth	35.2% (116)	64.8% (214)	100% (330)
Administrators and businessmen	18.2% (60)	81.8% (270)	100% (330)

Statistics show that respondents think SONARA needs to consult key stakeholders before embarking on any project in the Limbe II municipality. Of these stakeholders, the Mayor of Limbe II and Councilors were rated highest with a 'yes' or positive proportion of 62.4% (206). This is opposed to 37.6% (124) respondents who opined that the Mayor of Limbe II and Councilors should not be consulted before projects are executed in Limbe II by SONARA.

The next in line of key stakeholders in project consultation is the chiefs. Here, 56.1% (185) agree that chiefs should be consulted before SONARA embarks on any project in Limbe II, as opposed to 43.9% (145) who think chiefs should not be consulted in this regard.

Also, heads of neighbourhoods have been identified as key partners in development. Here, 37.9% (125) respondents think heads of neighbourhoods should be consulted before SONARA embarks on any project in Limbe II, as opposed to 62.1% (205) who think heads of neighbourhoods should not be consulted in this regard. In addition, clergy and youth were rated in the consultation chain. For this category, 35.2% (116) respondents think clergy and youth should be consulted before SONARA embarks on any project in Limbe II, as opposed to 64.8% (214) who opine that clergy and youth should not be consulted before SONARA embarks on any project in Limbe II.

The last category is administrators and businessmen. Here, only 18.2% (60) respondents think administrators and businessmen should be consulted before SONARA embarks on any project in Limbe II, as opposed to 81.1% (270) who think administrators and businessmen should not be consulted in this regard.

In a nutshell therefore, and as findings of this study suggest, the rank order for the degree of trust that respondents of this study bestow on key stakeholders they think SONARA should consult and partner with before executing any project in Limbe II, is as follows: Mayor of Limbe II and Councilors, Chiefs, Heads of neighborhoods, Clergy and youth, and Administrators and businessmen.

Hypothesis 2: The Satisfaction of Limbe II Community Needs by SONARA Has a Significant Relationship with The Perceptions of SONARA's Reputation

The analysis shows that the Limbe II community places SONARA's corporate image in line with the type of reputation the community is likely to have about the company. Therefore, a case is established to the effect that a linear relationship exists between the satisfaction of community needs of Limbe II and a positive reputation for the company. Hence, a linear regression was conducted to establish whether the relationship between these two variables is statistically significant. The results are as follows:

Table 15: Linear regression to establish relationship between satisfaction of community needs and reputation of SONARA by Limbe II

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.205	.075		16.025	.000
	Best credits SONARA's image in terms of development of Limbe II	-.016	.029	-.031	-.564	.573

The table shows that there is a statistically significant linear relationship ($p = 0.000$) between SONARA's satisfaction of Limbe II community needs and a positive reputation that the Limbe II community has about the company. Hence, the more Limbe II community needs are satisfied by SONARA, the more positive reputation SONARA gains from the Limbe II community.

Qualitative Analysis

As earlier indicated, the principal research method used in this study is survey. The supporting method is a qualitative content analysis of SONARA's corporate policy documents, to ascertain the degree to which the policies are designed to meet community needs.

In other words, qualitative method assesses the documents of SONARA and to investigate whether they align with policies that could enhance a better image of the company. In terms of the documentary research, the researchers consulted the SONARA Community Management Plan (CMP 2016); SONARA policy on SONARA's Commitment to Local Community Development (1st April 2016), the company's Annual report (2008 & 2010); Presentation

brochures (2017) containing general information about the company; the company website; copies of some editions of SONARA News.

Management of the Environment and Community Development:

Within the framework of article 9 of law N° 96/12/ of 5 August 1996 on Environmental Management in Cameroon, which is guided by 6 (six) principles, principal N°3 insists on public participation in environmental issues through public consultation. This principle obliges newly created companies to carry out “An Environmental and Social impact assessment of their institution”, while existing *institutions* do “An Environmental Audit”.

In 2009, SONARA through the BET LOUVET firm, conducted an Environmental Audit (the very first) of its existing installations (built in 1981) and certain aspects of SONARA’s activities were not in conformity with good environmental practices. These issues were addressed in an “Environmental and Social Management Plan” of the said audit.

From findings in the SONARA archives (SONARA Environmental service 2011) in 2010, SONARA embarked on the Extension and Modernization project of its installations and this was considered as a new project (company) and so the company was equally obliged to conduct, with the assistance of the TIM Service Audit firm, “An Environmental and Social Impact Assessment” of this project Extension and Modernization of the units. At the end of the impact assessment, an environmental and Social Management Plan was also produced which took into account the opinions raised by the populations concerned over what they thought could mitigate the impact of the company’s activities and other concerns.

Based on these audits and impact assessments which led to the publication of Environment and Social Management Plans, and in compliance with the decree of implementation of 2009, on Environmental and Social Impact Assessment, SONARA came up with a new organizational chart which saw the creation of an ‘Office in charge of Regulations and the Management of Communities, CMP, (2016. P.13), serving as Focal point.

Documents show that the same year (2016) after a consultative meeting between SONARA, the Divisional Officer for Limbe II, chiefs representatives the eleven villages in Limbe II, in the presence of LITSEIFA (Limbe Indigenous Civil Society for Environmental Follow-up Association, which is a body that stands as adviser to the chiefs, intended for the needs assessment of the area, it was unanimously agreed that a neutral body be hired to conduct the operation and so the services of Bonus Consulting Inc. were hired the same year.

Bonus Consulting Inco. carried out “A Socio-economic study of the population directly affected by SONARA’s activities” in 2016. The study area was the eleven villages that make up Limbe II council area, that is, from Batoke to Mukunda village. Bonus Consulting Inco. consulted the following group of persons: Administrative authorities (DO) Limbe II, Mayor Limbe II, Chiefs of the eleven villages, Youth groups, Women’s Groups, village meetings, other members of the area. The study came out with the estimated population of each of the villages (National census 2015) and identified the global needs of the entire Limbe municipality while bringing out specific needs of each of the areas (villages). Based on this study, SONARA then came up with; a Policy on Social Responsibility and citizenship, a Community Management Plan (CMP), an Action Plan, and execution of some projects ear-marked.

Policy on Social Responsibility and Citizenship:

This policy was drawn up and signed on 1 April 2016 by the company's then General Manager, Mr Ibrahim Talba Malla. The policy highlights the company's commitment to local community development. In its preamble, the policy states, "In its concern to carry out its activities in accordance with national and international standards and regulations on the protection of the physical and human environment, and in response to concerns raised by representatives of SONARA's neighbouring communities, during public consultations, SONARA intends to put in practice, its social responsibility and citizenship actions towards the local communities closer to its facilities. This will be done by integrating social concerns in its activities and interactions with the communities living in its area of influence". Through this policy, the management of the company takes the commitment "to put in place a Community Management Plan whose field actions are based on seven key issues: Local community development; Education, sports and culture; Job creation and enhancement of skills; Development of technologies and access to technology; Wealth and income creation; Health and hygiene; Investment in the community...through this commitment, SONARA intends to boost its corporate image and reputation by contributing significantly to the social and economic well-being of these communities, and consequently, to the sustainable development of the region".

SONARA Community Management Plan (CMP):

The Plan is a 22-page document printed in a booklet form in both French and English languages. It determines the measures that are taken by SONARA in order to maximize positive impacts on local communities of the refinery's activities, eliminate negative impacts and mitigate adverse situations when necessary. The plan is a framework document intended to define the broad guidelines that may be followed by SONARA for a better management of its relationship with local communities found in the operating area of influence (CMP. P.4). The objectives of the plan include: implementation strategy; concerns of the local communities; implementation structure; area of action and partnership with NGOs. Some of the objectives cited in the plan, CMP (2016. P.5) include, to: boost SONARA's reputation; establish and maintain the public's trust in the operational integrity of SONARA activities and facilities; support social actions that will enable the company to strengthen its ties with local communities; gain the respect and the confidence of both the public and the government, and to establish the participatory role of SONARA within local communities; support activities intended to promote health and local community services as well as enhance the skills of the local inhabitants

Action Plan:

This is a 5-year calendar (2016 – 2021) that rolls out how the company would go about carrying out the various needs or projects identified in specific domains (education, health, sports, culture creation of riches, job creation and enhancement of skills etc.) for each of the villages as indicated in the Community Management Plan.

Level of Implementation/ Execution of the Action Plan:

The level execution of the project ear-marked as stated in the SONARA community management realization table covers the year 2016 – 2017. The level of execution as documented by SONARA is here presented on page 80.

DISCUSSION

This study investigates how SONARA's reputation is perceived by the host community, the Limbe II council area in terms of the company's efforts in the socio-economic development of the place. The environment is a key dimension to Corporate Social Responsibility and environmental issues have recently assumed an important aspect of CSR. Recycling wastes, pollution control, green initiatives, and the efficient use of energy and resources are all incorporated into the environmental aspect of CSR. Support for the environment should not be voluntary but an essential piece of business process.

Findings of this study show that to some degree, SONARA activities have negative effects on the communities within which the corporation is located. This is evidenced by the affirmation by a greater majority of the inhabitants that these effects are negative on the environment of Limbe II. The negative effects are seen mostly at the levels of air pollution and diseases (77.9%), explosion and insecurity around (75.8%), oil spill on ocean (74.8%), and earth vibration and home destruction (67.3%). These environmental hazards show that SONARA needs to review its environmental policy and strategy in terms of limiting the effects of its activities on the environment. When this is done, it will positively change the reputation that inhabitants of Limbe II currently have on the corporation in terms of environmental impact of the company's activities on their environment, and SONARA will in that case be considered environment-friendly.

It is therefore imperative for SONARA to carefully evaluate every stage of its decision-making process and the impacts of its decisions on their host communities and the environment because activities of the oil and gas industry often prelude and unveil several environmental challenges.

Corporate social responsibility can hardly be discussed without throwing light on community relations which is an area of public relations. Desatnick (2001) notes that community relations refer to the various methods companies use to establish and maintain a mutually beneficial relationship with the communities in which they operate. Ekeocha (2001) perceives community relations as a series of mutually beneficial business partnerships with one or more stakeholders, which enhance the company's reputation as a good corporate citizen.

Findings of this study show that SONARA has sponsored several social activities in the Limbe II council area with FESTAC (Festival of Arts and Culture) being the most prominent with a proportion of 75.5%, followed by Trade fair (14.8%), then by clean up campaigns (4.5%), musical concerts (2.4%), and football tournaments (2.4%). These events are equally crucial in enabling inhabitants build reputation about SONARA and its activities.

This confirms the assertion that reputation is built over time. This is generally the outcome of interactions which an institution creates with the community, and the degree to which the corporation takes initiatives in getting closer to the inhabitants in the community.

This is necessary in that it will SONARA to frame more policies in this light, such that the population continues to benefit from such activities, and also view the refining company in good books of reputation building and management. This is important, considering research

evidence which suggests that good reputation enhances a corporation's marketplace competitiveness (Sarstedt, Ringle, & Iuklanov, 2023).

In the domain of expected project consultation by SONARA, if a business has a duty to its stakeholders, then a business must take into account the interests of its stakeholders as well and not focus completely on maximizing the interests of its owners; Coelho, et al. (2011). Findings of this study suggest, the rank order for the degree of trust that respondents of this study bestow on key stakeholders they think SONARA should consult and partner with before executing any project in Limbe II, is as follows: Mayor of Limbe II and Councillors, Chiefs, Heads of neighbourhoods, Clergy and youth, and Administrators and businessmen. It therefore becomes crucial not only for SONARA to seek or consult these key stakeholders before embarking on any project in their community; but to consider the needs highlighted by the Limbe population whenever the time comes to do so.

Alabi and Ntukekepo (2012) proved that community knowledge of a company and its activities is vital towards development of the community. Findings also point to the need for corporations to be socially responsible for positive reputation to be formed. These trends have been confirmed in this study.

For theoretical implications, the survival of a company is conditional on the benefits the stakeholders receive from the company, and it is the full responsibility of the company to provide these benefits. By virtue of being SONARA's immediate host community, the Limbe II area is an important stakeholder of the company from an ethical, legal and socio-economic stand point. SONARA therefore has the moral and or ethical obligation to share its profit with this community in diverse ways, especially in terms of the socio-economic development of the place. Findings of this study have revealed the number of developmental activities carried out by SONARA in Limbe II, but although some inhabitants think that these actions are not enough, it is clear that not all stakeholders to which SONARA has obligations have benefited like the Limbe II council area.

Findings show that the company needs to do more for the Limbe II community and the needs of these populations have been outlined by them. SONARA therefore needs to be transparent and trustworthy in its transactions with the groups of people indicated to hold consultation talks before the realization of any projects. At the end of the day, the people will expect SONARA to provide the things they have expressed and work with their representatives in all honesty and transparency, and the wait should not be too long.

Agenda-setting is the creation of public awareness and concern of salient issues by the news media. The news plays an integral part in the shaping of political realities (McCombs & Shaw, 1993). This theory is significant to this research in the sense that SONARA PROs will have to create good media relations or beef up the existing relations, which will be useful in setting an agenda for this community especially after consulting their representatives.

Findings of this research have also shown that the population under study get in contact with events organized by SONARA both within and without their area, through the mass media, with television and Radio (29.1), magazines (28.8) and newspapers (20.6) being channels from

among others used by the company, through which these inhabitants get information about events organized by SONARA.

The representation of corporate events in the mass media is likely to boost the reputation of SONARA amongst different stakeholders. Respondents sampled are accustomed with the various mass media and it is clear that mass media have a huge role to play in building reputation and strengthening relationships. So, the more SONARA events are covered in the media, the more the company brings its activities closer to the people, and the more these populations get to know what the corporation does both for itself and its immediate environment, and still, the more likely they are to speak well about the company and even stand to be its ambassadors to some extent. If SONARA engages in information subsidies sources the company would have tremendous inputs into media content. This is valid within the context of 'Media Relations', which has to do with PROs of companies establishing and maintaining mutually beneficial relations with media practitioners of some press organs, with the sole aim of ensuring the attainment of their corporate goals. SONARA communication or PRO must therefore maintain a good working relationship with these media organs, as they would stand as liaison between SONARA and the Limbe II public in particular and the rest of the company's several publics or stakeholders as a whole.

Also, after knowing the real needs of these inhabitants through consultation of their representatives or community relations officers, SONARA can now clearly set an agenda for Limbe II, and the media will be useful in this agenda-setting campaign or operation.

Qualitative findings show that SONARA has worked in conformity with environmental laws in ensuring that all its actions are guided by the required standards. The conduct of an Environmental Audit for its old units and an Environmental and Social Impact Assessment of its new project (Extension and Modernization) in 2009 and 2010 respectively, in accordance with principle 3 of article 9 of law N° 96/12/ of 5 August 1996, demonstrates the company's environment-friendly nature and its willingness to ensure that its neighbouring populations participate in determining the measures to be taken to mitigate the effects of the company's industrial activities in the Limbe II area, much as, at the end of the day, an Environmental and Social Management Plan is produced to that effect.

The creation of a company policy on Commitment to Local Community Development (1 April 2016) by SONARA, and thereafter the elaboration of a Community Management Plan (2016), shows the company's step by step measures in formalizing its duty of care towards its local or surrounding populations; within the socio-economic and environmental sphere.

An analysis of the Action Plan drawn by SONARA for the execution of the community needs highlighted in the socio-economic study conducted by an independent firm, cuts across five years and touches on several key issues or domains such as: Local community development; education, sports and culture; Job creation and enhancement of skills; development of technologies and access to technology; wealth and income creation; health and hygiene and investment in the community. These are all very relevant areas which ensure development especially within local communities. By investing in these domains, the company is sure of winning the hearts of the population whose perceptions would automatically contribute to its positive reputation.

The level of execution of the community needs identified for the Limbe II covers the years 2016 – 2017 and the projects executed (as indicated in the table above) range from the construction of boreholes; building of modern latrines in health centres, schools and in markets; sensitization campaigns on road safety and the maritime contingency plan. This however shows a slow execution rate from a quantitative stand point, especially when taking into consideration the number of specific projects or needs identified for each of the eleven villages in the Limbe II area. This is consistent with the results obtained in the survey where some inhabitants think that what SONARA has done is not enough, meaning the company should make an effort to speed up the execution of the projects ear-marked, especially as these documents show that so far, only the years 2016 and 2017 have witnessed the realization of some projects from a five year-programme (2016 – 2021). This does not play well for the reputation of the company, because when a company keeps an important stakeholder waiting for too long, it could reduce the level of trust and likely hamper their perceptions in one way or another.

However, SONARA has placed focus on; the construction of boreholes, latrines and safety campaigns. This means that emphasis is on health and sanitation, because practically all the villages have received a borehole and a modern latrine and have as well been drilled on safety measures, globally speaking. The Limbe festival of arts and culture is an annual event organized by the City Council to showcase Cameroon's rich cultural diversity and other artistic potentials. The festival brings together cultural groups from all ten regions of Cameroon. The maiden edition of FESTAC took place in April 2014 at the Limbe Community field. So far six editions have held; 2014 – 2019.

From the documents available at SONARA, the researchers found out that SONARA has taken part in all six editions of FESTAC (2014 – 2019) and had even concluded preparations to take part in the 2020 (7th edition) which was postponed due to the COVID-19 pandemic. This shows that SONARA buys the philosophy and vision of FESTAC and that explains why the company has remained faithful to it.

Statistics show that the company spends averagely fourteen million every year for its participation at FESTAC. This event projects SONARA not only as a corporate citizen, but as one that promotes culture. The company gadgets and communication kids/aids (presentation brochure, flying banners, roll-ups), give the company enough visibility and expose it even to the wider publics through the media coverage of the event which is paid by SONARA, as indicated in the expenditure list during each edition.

This qualitative analysis or finding ties with the empirical evidence presented by respondents in the survey who are of the view that SONARA's project, in order of preference, which best projects SONARA's corporate image is the Limbe FESTAC, which recorded 50.6% (167) out of the other events. This is consistent with data obtained during the survey in Limbe II on the most prominent social event sponsored by SONARA with FESTAC emerging first with a proportion of 75.5%.

The findings above therefore confirm the assertion that reputation is built over time. This comes as a result of interactions an institution creates with the community, and the degree to which the corporation intervenes in improving the lives of inhabitants in the community of interest (in this case, Limbe II). SONARA has built a name for itself within this community

through FESTAC and has won the confidence and trust of the Limbe II population in terms of promoting their culture which is so dear to them, given that they consider FESTAC as the most prominent event that promotes the cultural and related values of their area.

The qualitative research also enabled the researchers to visit the SONARA website (www.Sonara-cm.cm). Some social actions carried out by SONARA were discovered, notably; the award of holiday jobs to meritorious students within the Limbe municipality, the provision of medical equipment to health centres such as Limbola, the integrated health centre of Batoke. Another important document that permitted the researchers to know other social, and humanitarian actions especially those carried out by the company before the socio-economic study conducted on the needs of the population of Limbe II is the company's magazine- SONARA News. Its 57th edition carries an article on the construction by SONARA of apartment buildings to resettle victims of January 2007 land slide disaster that occurred in the Newtown neighbourhood of Limbe. This building was later transformed into a high school (GHS Moliwe). These are official sources of the company and information from any of the documents is considered useful, authentic and reliable because the company takes responsibility over whatever is said or written therein and can be judged based on this content.

However, the purpose of an institutional document like a corporate magazine or website is not only to inform the public about its core business activities, it is as well meant to promote, sell and protect its corporate image to its various publics and there is the likelihood for this information to be partially true, exaggerated or bias in nature. This aspect sometimes makes information from documents in an institution likely not to be fully reliable.

CONCLUSION

From the scientific evidence presented, SONARA has embarked on various community development projects as part of the company's corporate social responsibility. These community development projects range from: the provision holiday job opportunities; portable water (boreholes); donations of medical equipment to health centres; free medical consultation; the provision of financial assistance to host communities; the construction latrines; a school and the promotion of the culture of the inhabitants of Limbe II through the sponsorship of the festival of arts and culture (FESTAC) which to the population is the most prominent project partly sponsored by SONARA and still, one which best projects their culture.

This shows that the company has made an effort in terms of demonstrating concern towards the well-being and welfare of these populations and the socio-economic development of the locality. The projects are visible in specific areas such as, healthcare, education; hygiene and sanitation through clean up campaigns; culture etc. However, there is a significant relationship between SONARA's satisfaction of Limbe II community needs and a positive reputation that the Limbe II community has about the company. Meaning that the more Limbe II community needs are satisfied by SONARA, the more positive reputation SONARA will gain from the Limbe II community, and the better its perception vis-à-vis SONARA.

RECOMMENDATIONS AND FURTHER RESEARCH

SONARA should ensure that only projects that are directly relevant to the needs of the host communities (in this case those highlighted in the socio-economic study after consultative meetings with the populations) are embarked upon, otherwise SONARA may end up spending

huge sums. For as long as these projects do not appear to be the real needs of the population, some members of the community would continue to see, view and think otherwise about the company, reputation wise. This will therefore require that SONARA adopts a bottom-up approach in its community development drives, in order to ensure a proper execution of these needs, build local capacity, enhance confidence, build social capital and stimulate growth of the local economy.

The company needs to move at one point, from general community activities to putting in place projects which target different categories of individuals in the community. For example, build a women's empowerment centre or equip the existing centre; this will greatly help the girl child or even grown-up women to learn specific trades and become independent.

SONARA needs to give priority to its immediate host community (Limbe II council area) in carrying out its CSR activities. From the documentation collected in the company, some giant community development projects carried out by the company are found in Limbe I which is ironically enough, far more developed than Limbe, socio-economically. Examples of these projects; the on-going construction of an ultra-modern medical ward at the Limbe Regional hospital which is reported to be evaluated at about 400 million francs. Another visible project carried out by SONARA outside its immediate host community (Limbe II) is the construction of 10 (ten) apartments meant for victims of the land slide that occurred in Limbe on 27 January 2002. These apartments were later transformed into a school (Government High School Moliwe, around Mile four, in Limbe).

SONARA needs to put in place a more aggressive communication approach, especially when it comes to communication around its CSR projects, because some of the initiatives carried out by the company are not known even to some members of Limbe II who are the recipients. Apart from television, radio, the company's magazine and newspapers which the respondents indicated help them get to know what the company does for their community and others, SONARA can use its website or other social media platforms and post both photos and videos of some of the activities carried out like the provision of boreholes, medical equipment to health centres etc. This way the opinion some members of its immediate publics hold about the company may be different at the end of the day.

A documentary of all CSR or community development projects carried out within these areas can be done and aired on the local radio and television stations in the Limbe II locality. SONARA communication and or PRs can create periodic talk shows on SONARA in the community radio stations to know what the local community thinks about the company, and in the process, highlight some of the projects the company has carried out, or those in pipeline.

SONARA should seek avenues that enable the company to gain the trust of its host community. It is imperative for the management of a company like SONARA to see reputation as an asset to the corporation; properly follow up with its obligation towards stakeholders, and spend purposefully, particularly towards the development of its host community.

The CSR Office of SONARA should be allocated considerable resources to enable it better coordinate all activities related to image building and reputation. This research concludes with

a reflection: “what gain is it for corporations to exist if they cannot create meaningful impact in host and other communities”? The answer is in image and reputation building.

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