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COMPARATIVE ANALYSIS OF THE AREAS OF FOCUS OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES OF COMMERCIAL BANKS AND MANUFACTURING FIRMS IN NIGERIA

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Abstract

The study investigates comparatively the relationship between the areas of focus of Corporate Social Responsibility (CSR) initiatives of selected banks and manufacturing firms in Nigeria. This study took place in Lagos State, Nigeria. The research design used is the survey research design while the case study banks and manufacturing firms were selected through purposive sampling. Primary data were gathered through questionnaire from 216 and 205 respondents selected respectively from commercial banks and manufacturing firms from a total of 250 respondents selected from each sector. This gives 84.2% response rate. All the respondents selected from various companies were actively involved in CSR activities of their respective companies. Analysis of Variance (ANOVA) was used to examine the areas of focus of CSR activities of selected companies. The results of the study revealed a value of -0.73 for t-test and 0.58 for p value. This means that a significant difference cannot be found between the areas of focus of CSR activities of selected banks and manufacturing firms operating in Nigeria. The recommendation from this study is that corporate organisations should give adequate attention to their CSR activities to some strategic areas of focus like healthcare and wellness programme, education and skill development, socio-cultural and economic developments. These CSR activities eventually promote positive image of the organisations in the environment where they operate.

Keywords: *areas of focus of CSR activities, commercial banks, corporate social responsibility, manufacturing firms, Nigeria;*

JEL: M14, N67, P52.

1. INTRODUCTION

The environments in which business organisations are operating are dynamic, complex and competitive. Generally speaking, business organisations are operating in defined environments that interact with their day to day activities. Their existence is defined by and derived in the society of their operation. In many cases, organisations that engage in business need to obtain license to operate before they can properly function in the immediate society where they operate. In addition, society expects many things from business organisations and these expectations are increasing on yearly basis (D'Amato, Henderson, & Florence, 2009). There are pressures on managers and their business organisations to focus their CSR activities on wider societal value (Jenkins, 2004). Thus, astute managers must take into consideration the effects of organisation's activities on the interests and expectations of all stakeholders in the performance of their business activities. They must have sufficient understanding that will enable them to identify, evaluate, relate and interact with the stakeholders' interests in the day-to-day operations of their organisations. As such, they have responsibilities and obligations to the society as a whole, and not just the maximisation of shareholders wealth (Freeman, 1984). CSR has received considerable research attention over the past several decades as one of the several approaches in business which considers human beings, communities and the environment as vital important part of strategies that can help an organisation to increase its value in the society (Ojo, 2008; Idowu, 2012).

Many business organisations operating in Nigeria are witnessing a lot of pressures from diverse interest groups. Such interest groups include increase in consumers influence and affluence, active consumer groups, stronger labour unions, more changes in social expectation of consumers, militant youths, changes in managers' values, increasing public opinion and intervention of non-governmental organisations, increasing institutional attention as well as increased government regulations (Ojo, 2015). Thus, there have been enormous increase in the demand by different stakeholders that business organisations should be more responsible socially by the above factors. There is wide dissatisfaction with the slowness and ineffectiveness of business organisations in meeting social needs in areas such as education and skills development, healthcare and wellness programme, socio-cultural development, environmental development, economic and entrepreneurial development as well as philanthropic donations to help the needy in the environment of their operations (Helg, 2007).

There is little literature on the empirical study of corporate social responsibility in Nigeria. Some of these studies were out on foreign multinational oil companies that are in the Niger Delta. (Amaeshi, Adi, Ogbechie, & Amao, 2006).

Because of limited empirical studies on CSR activities of commercial banks and manufacturing firms in Nigeria, this study examined comparatively the areas of focus of CSR activities of commercial banks and manufacturing firms operating in Nigeria.

2. LITERATURE REVIEW

2.1. Conceptual Clarification

Literature review on the subject of CSR reveals that it has not become a standard concept because of its dynamic properties as well as its multi-disciplinary nature. (Ojo, 2015). The contributors to the array of definitions of CSR have been attributed to the growing academic research on the subject matter of CSR (Blowfield & Murray, 2008). Added to the above is the number and nature of approaches to the study of CSR (Melé, 2008; Idowu, 2014). According to some authors such as Crane, McWilliams, Matten, Moon and Siegel (2008), CSR has become a rather puzzling phenomenon. They acknowledged that even though CSR is a popular subject, there is no agreement on its definition. Even though, the meaning of CSR has been shrouded in ambiguity, CSR is a major in which researchers have agreed on a number of different areas of what CSR actually represents. (Crane *et al.*, 2008).

In the words of Jones and George (2003), CSR refers to the responsibility of a manager in making decisions and also taking actions which ensures and encourages the wellbeing of every stakeholders and society at large. European Commission [EC] (2001) sees CSR as a phenomenon in which a company integrates its obligations with societal duties in the operations of their business with the sole aim of interacting with the stakeholders in such a way the mutual interaction subsist between the organisation and the society and that this responsible behaviour leads to sustainable business success.

2.2. Arguments against Corporate Social Responsibility

Generally, critics of CSR argued that the business of any business is nothing else but business (Hoover, 1928). Similarly, Friedman (1970) criticizes the claim of some scholars that business organisations should be regarded as living organism. He emphasizes that there is only one social responsibility of business organisations. According to him, business organisations should commit their resources to economic activities that will lead to increase in shareholders profits and general benefits. Opponents of CRS advanced salient arguments that negate corporations' involvement in social responsibility of any kind. They are examined below.

Violation of Profit Maximisation: One of the most important arguments levied on CSR has to do with what is generally referred to as profit maximisation for shareholders. In the words of critics, the principal role of business organisations has to do with economic activity which is commonly a yardstick for measuring the performance of business organisation. The managers of business organisations are regarded as the representatives or agents of the owners of the business, who must make decisions in the best interest of the owners by maximising profit for them (Davis & Bloomstrom, 1971). According to CSR critics, using scarce resources from business organisation to programmes that contribute to the well being of the environment of operation preclude competitive principles of marketplace, and hence prevents shareholders from enjoying their proper economic reward in form of dividends and other benefits.

Dilution of Purpose: The pursuit of environmental and social goals may dilute the economic productivity of the firm. Norberg (2003) argues that any corporation that focuses on CSR instead of increasing operational efficiency will become less productive. In addition, engaging in CSR activities will make managers to violate corporate law and negates fiduciary duty of corporate executives to their shareholders. Corporate managers do this by giving away shareholders' money corporate social responsibility rather than investing it in profitable ventures (Friedman, 1970; Crook, 2005).

Concentration of Too Much Power in Business: Furthermore, it is argued that business organisations already have enough social power; as such further steps should not be made to give business additional power. It is reasoned that business is a powerful institution in society in contemporary time. This is because business influences can be seen everywhere be it at home, in marketplace, in education as well as in government. (Davis & Bloomstrom, 1971). If it pursues social goals, it will have even more power, which may be undesirable. That is, if business organisations combine social activities with its established economic activities, this will make business to have excessive concentration of power which may be detrimental to the viability of our free society.

Businessmen's Lack of Self-Interest: The power of self-interest of the businessmen will be lost if they should engage themselves in social obligations. This will curtail the achievements of self interests of businessmen. If businessmen replace self-interest with altruism, the efficiency of the business system will be fatally affected.

2.3. Arguments for Corporate Social Responsibility

Advocates of CSR programmes believed that CSR activities can contribute to substantial development generally and that CSR programme can benefit not only the corporations but also the country at large. Below are some of the arguments put forward in favour of CSR.

Public Expectations: In recent times, the demands and expectations of the stakeholders from business organisations have increased over the last few decades in no small way. Business organisations that want to survive and thrive in its operating environment need to identify with and be involved in social activities that benefit the society at large. Organisations that are socially responsible will reap a number of benefits in their future operations. (Carroll & Buchholtz, 2000). Opponents of CSR agreed that business organisations are the source of some problems and are therefore charged to provide solutions to the problems. The popular opinion of business managers is that business organisations should set social responsibilities objectives in addition to economic goals.

Competitive Advantage: According to Frynas (2005) and Vogel (2005), CSR will result into competitive advantage for the organization most especially when competing for contracts. As observed by Frynas (2005), that in oil producing economies, governments have favoured many socially responsible oil companies when giving concessions to oil and gas.

Better Financial Performance: CSR supporters are of the opinion that CSR can lead to improvement in financial performance of a company as a result of people's increasing propensity to make conscious investment decisions that are socially inclined (Zadek, 2001; Steiner & Steiner, 2006). Social incentives by the companies assured long run profit (Frederick, 1994). This is because CSR enhances customers' motivation to purchase the company's products more and more.

Avoidance of Government Regulations: Costly and restrictive government regulations can be avoided if business is perceived to be meeting its social obligations. CSR is often seen by majority of its adherents as a type of voluntary regulation that entails companies doing more than what is required of them in terms of environmental and social laws, rules and regulations (Ojo, 2008). According to Blowfield (2004), voluntary regulation of social involvement does assist to lessen financial risk of enforcement from government, thereby making financial resources available for the organisations for purpose of development.

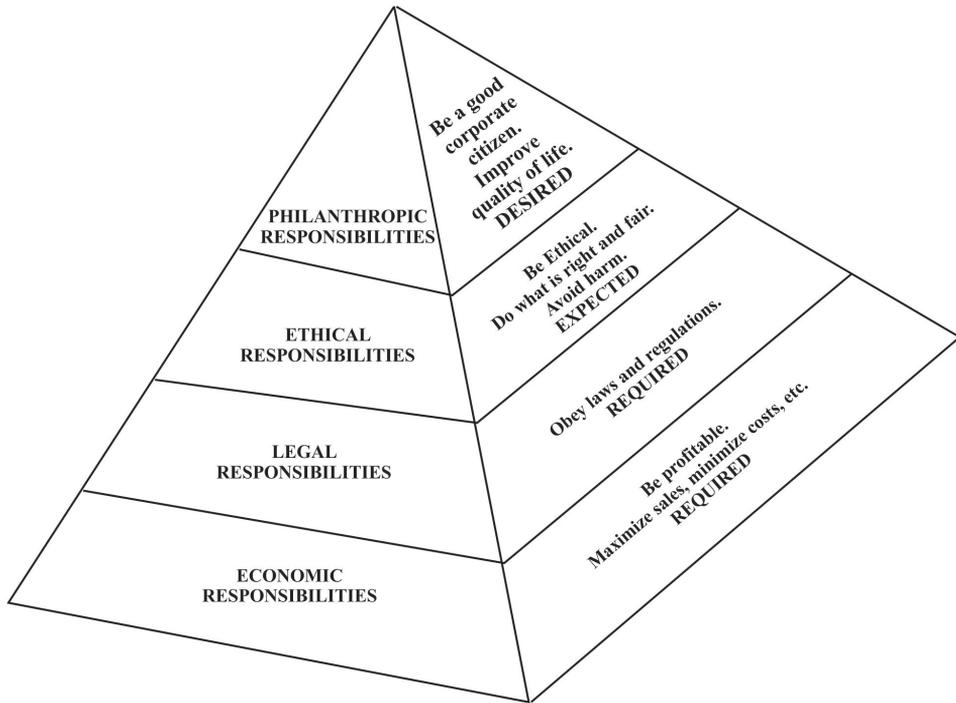
2.4 The Four Dimensions of Corporate Social Responsibility

Carroll (1979) provides genuine reasons to corroborate the assertion that CSR initiatives extend over and above what the law permits. He said any meaning given to CSR that must thoroughly define the whole gamut of the responsibility of business organisations to their environment; it must include discretionary, ethical, legal as well as economic aspects of organisation's performance. When capturing the basics of CSR, Carroll's definition is often make references to in the CSR literature (Wartick & Cochran, 1985; Andriof & McIntosh, 2001; Snider, Hill & Martin, 2003). Carroll (1991) illustrates corporate social responsibilities with the aid of a pyramid (See Figure 1). The CSR framework developed by Carroll's has been adapted by many other authors and researchers (Wartick & Cochran, 1985; Aupperle, Carroll, & Hatfield, 1985; Wood, 1991; Clarkson, 1995). This framework is so popular in the field of CSR (Burton & Goldsby, 2008).

Thus, business organisation will be assumed to be responsible socially if it makes profit, conducts its business in line with the law of the land, engages in behavior that is ethically approved and gives through philanthropic activities back to the society (Carroll, 1998). The four major constituent parts of CSR can be expressed as striving for profit (economic), obedience to the rules and regulations (legal), be ethical in its business dealing and be a good corporation in its philanthropic donations to the stakeholders. In the words of Windersor (2001), both legal and economic aspects of corporate social responsibility are required socially, philanthropy responsibilities are desired socially and ethical responsibilities expected socially by business organisations. These four important CSR components identified by Carroll (1991) are defined by the Committee of the European Commission (2001), which distinguishes two large areas of responsibility:

- a) **Internal Responsibility:** That which is developed within a firm and fundamentally affects the workers and management of the resources used in production.
- b) **External Responsibility:** That which extends to local communities including a wide range of interlocutors (commercial partners, suppliers, consumers, authorities, and NGOs, etc.) (Hopkins & Blackwell, 2007).

Figure 1: The Pyramid of Corporate Social Responsibility



Source: Adapted from Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39–48.

The Four Dimensions of Corporate Social Responsibility by Carroll (1991)

Economic Responsibilities: This is the base or foundation of CSR pyramid formulated by Carroll. The economic responsibility of business organisations is the standard bearer for activities of organisations. According to Carroll, 2004, economic responsibility is the basic and fundamental responsibility of business. The most vital role of business is to make available goods and services demanded by various types of customers and clients and thereby earn profit or returns as the reward for the economic activities. It will be difficult to achieve other responsibilities if economic responsibility is not achieved. (Windersor, 2001). In order to achieve its economic responsibilities, businesses organisations use a number of management concepts directed towards financial effectiveness. The global cut throat competition witnessing in contemporary business environment has increased the significance of economic related responsibilities of business. However, economic responsibilities are not enough (Buchholtz & Carroll, 2008).

Legal Responsibilities: In every society, there are ground rules and regulations that all businesses irrespective of their ownership structure are expected to obey in discharging their business functions. Businesses are expected to fulfil their economic goals within the legal framework (Daft, 1997). Legal responsibilities represent, at least, obedience to constituents national and international laws (Bateman & Snell, 2004). Legal responsibilities, in other words, presupposes that a firm should abide by the laws of society. The laws of society typically constitute the most objective and readily accessible guide for distinguishing between permissible and impermissible behaviour. They do this by specifying those activities which are viewed as undesirable and violate society's standards of morally acceptable behaviour. Business has been expected to pursue the profit motive while complying with laws and regulations instituted by the government. Together with the economic responsibilities these legal responsibilities serve as fundamental for business operations and they constitute the second layer of the CSR pyramid (Carroll, 1991).

Ethical Responsibilities: Ethical duties require that businesses abide by moral rules which define appropriate behaviors in society; they entail acting in a moral way that is fair, just and right (Carroll, 1991). Ethical responsibility includes behaviours that are not necessarily in form of rules and regulations that are codified and may not necessarily help in fulfilling organisation's economic interests. Business managers need to behave and act with respect to the rights of individuals, impartiality, fairness and equity in order to be ethical in their day to day activities to all Categories of stakeholders. Unethical behaviour occurs when decisions enable an individual or company to gain at the expense of society (Daft, 1997). In one sense, changes in the civil rights, environmental, and unprecedented consumer awareness movements reflected basic alterations in societal values and mores and thus negates ethical standards which may foreshadow and lead to more legislation in future. Besides, ethical responsibilities may be seen to consist of newly emerging values and norms that society expects business organisations to fulfil. This may reflect new and higher standard of performance than that currently required by law. Thus, ethical responsibilities in this sense are often ill defined. As a result, debate as to their legitimacy continues (Buchholtz & Carroll, 2008).

Philanthropic/Discretionary Responsibilities: A firm's discretionary responsibilities entail voluntary social involvement, including activities such as philanthropic contributions. These activities are purely voluntary and philanthropic in nature and are not generally expected of business. They include such things as providing a day care centre for working mothers and providing charitable donations (Maignan & Ferrell, 2000; Ojo, 2015). This is guided by an organisation's ability to make social contributions that are not economic in nature or mandated by law and ethics of the society. Discretionary activities include generous philanthropic

contributions that offer no payback to the company and are not expected (Daft, 1997). These are additional behaviours and activities that society finds desirable and that the values of the business dictate. Some of the examples are making charitable contributions and supporting community projects (Bateman & Snell, 2004). Nevertheless, the public has an expectation that business will give back, and thus this category has become a part of the social contract between business and society. Such activities might include corporate giving, product and service donations, employee volunteerism, partnerships with local government and other organisations, and any other kind of voluntary involvement of the organisation and its employees with the community or other stakeholders (Buchholtz & Carroll, 2008). Carroll (1989) adds to the discussion that when people generally speak about CSR they often refer to ethical and philanthropic responsibilities. It is important to stress that even though the four components of the pyramid have been described separately and they might be seen as independent, they are rather related intimately (Carroll, 1989; 1998). The concept of CSR in its totality suggests the simultaneous undertaken of the business's economic, legal, ethical as well as philanthropic responsibilities (Carroll, 1991), and there is a frequent tension for business executives between especially economic and legal, economic and ethical, and economic and philanthropic responsibilities (Carroll, 1991; 1998). Schwartz and Carroll (2003) argue that, although there is considerable value in Carroll's model, it has some limitations.

On its own, law is inadequate for at least three reasons. First, the law cannot possibly address all the topics or issues that business may face. New issues continuously emerge, such as internet-based business (e-commerce), genetically modified foods, etc. Second, the law often lags behind more recent concepts of what is considered appropriate behaviour. For example, as technology permits more exact measurements of environmental contamination, laws based on measures made by obsolete equipment become outdated but are not frequently changed. Third, laws are made by lawmakers and may reflect the personal interests and political motivations of legislators rather than appropriate ethical justifications (Buchholtz & Carroll, 2008).

3. METHODOLOGY

In this study the researcher make use of survey research design. Specifically, longitudinal survey research design was used. Lagos, the most populous city in Nigeria was chosen as the study area there is concentration of commercial banks and industrial activities in Lagos. The study population was five commercial banks that were adjudged to be controlling 60 per cent of banking sector's assets in Nigeria, according to The Banker (2013), and five top manufacturing firms

from Conglomerates and Food/Beverages groups. Krejcie and Morgan (1970) suggested formula for the determination of sample size was used. Thus:

$$s = X^2NP(I - P) \div d^2(N - 1) + X^2P(I - P).$$

The above formula is defined below:

s = the required sample size for the study.

d = the degree of accuracy expected from the study expressed as a proportion (0.05).

N = the total population size from which samples are drawn.

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size).

The aggregate of employees involved in the determination of the CSR activities of selected commercial banks is 480. Using the above formula, the sample size for commercial banks is:

$$s = X^2NP(I - P) \div d^2(N - 1) + X^2P(I - P), N=480, X^2=3.841, P=0.50 \text{ and } d=0.05. \\ = (3.841)(480 \times 0.50)(1 - 0.50) \div 0.05^2(480 - 1) + 3.841 \times 0.50(1 - 0.50) = 213.6114008 \approx 214.$$

Thus, from the above formula the sample size for commercial banks is 214 staff. But the total number of staff used for the analysis is 216. Similarly, a total of 440 employees were involved in the determination of CSR activities of manufacturing firms. Using the above formula, the sample size is:

$$s = X^2NP(I - P) \div d^2(N - 1) + X^2P(I - P), N=440, X^2=3.841, P=0.50 \text{ and } d = 0.05. \\ = (3.841)(440 \times 0.50)(1 - 0.50) \div 0.05^2(440 - 1) + 3.841 \times 0.50(1 - 0.50) = 205.326 \approx 205.$$

Thus, the sample size for manufacturing firms is 205 staff.

Sample selection is therefore the result of the researchers' opinion as to which elements best provide desired basis and probability of good outcome (Ojo, 2003). The response structure for the questionnaire followed Rensis Likert's summated rating scale of 1 to 5 points where 1= Strongly Disagree; 2= Disagree; 3= Undecided; 4= Agree; and 5= Strongly Agree. The use of Likert's (1932) scale helps to simplify the coding and analytical procedure and also normally yield high reliability coefficient with fewer items. The questionnaire distributed to selected respondents was titled "Research Questionnaire on Corporate Social Responsibility and Financial Performance".

Source of Data: The major source of data for this study is primary data that were collected through questionnaire administered to staff that were involved in CSR activities of the selected business organisations.

Method of Data Analysis: Data collected from the questionnaire were analysed, summarised, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. While Analysis of Variance as used to proof the level of significance in testing stated hypothesis.

4. DATA AND DISCUSSION

Table 1: Areas of Focus of Corporate Social Responsibility Activities of Commercial Banks and Manufacturing Firms

Variables	Commercial Banks (%)					Manufacturing Firms (%)				
	SA	A	U	D	SD	SA	A	U	D	SD
Healthcare and well-ness programme	16.7	36.3	29.3	13.0	4.7	17.6	36.1	30.2	11.2	4.9
Education and skill development	44.2	30.2	16.7	7.9	0.9	46.3	30.7	16.1	6.3	0.1
Sport and recreation activities	36.3	23.7	25.6	14.0	0.5	34.6	24.9	25.4	14.6	0.5
Philanthropic donations	57.7	27.4	12.1	0.5	2.3	55.6	28.8	12.7	0.5	2.4
Arts and cultural activities	33.0	47.9	14.4	2.8	1.9	35.1	48.3	12.7	2.4	1.5
Environmental development and sustainability	30.2	51.2	14.9	2.3	1.4	31.7	52.7	12.7	1.5	1.5
Entrepreneurial activities	38.1	54.9	4.7	1.9	0.5	38.0	56.6	3.9	1.0	0.5
Economic development	35.3	58.1	3.3	1.9	1.4	36.1	57.6	3.4	1.5	1.5
Infrastructure development	30.7	49.8	16.6	3.3	0.0	31.7	51.2	14.6	2.4	0.0
Employment generation	41.4	39.5	14.0	5.1	0.0	41.5	41.5	12.2	4.9	0.0
Youth/women empowerment	24.2	31.2	16.3	20.0	8.4	25.9	32.7	15.6	19.0	6.8
Poverty alleviation	24.2	33.5	14.9	19.1	8.4	24.9	34.1	14.6	17.8	8.8
Support for social integration	11.2	22.8	53.0	11.2	1.9	8.8	23.9	53.7	11.7	2.0

Source: Author's Computation, 2018.

Discussion on Areas of Focus of CSR Activities of Commercial Banks and Manufacturing Firms in Nigeria

The next few paragraphs detailed the respondents' feedback towards the areas of focus of CSR activities of commercial banks and manufacturing firms as presented in Table 1 were discussed in this section.

Healthcare and Wellness Programme: One of the areas of focus of CSR activities of commercial banks and manufacturing firms is healthcare and wellness programme. Among the respondents from commercial banks, 16.7% and 36.3% respectively strongly agreed and agreed with the statement. 29.3% were undecided with the statement while 13.0% and 4.7% respectively disagreed and strongly disagreed with the statement. As for respondents from manufacturing firms, 17.6% and 36.1% of them strongly agreed and disagreed respectively with the statement. 30.2% of them were undecided, while 11.2% and 4.9% of the respondents respectively disagreed and strongly disagreed with the statement. From the feedback from respondents from the two sectors, majority of them strongly agreed and agreed with the statement, while less than half of the respondents disagreed with the statement. This clearly shows that one major areas of focus of CSR activities of commercial banks and manufacturing firms include healthcare and wellness programme.

Education and Skill Development: Respondents from commercial banks and manufacturing firms are of the opinion that education and skill development is one of the areas of focus of CSR activities of their respective organisations. 44.2% and 30.2% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 16.7 of them were undecided while only 7.9% and 0.9% of the respondents respectively disagreed and strongly disagreed with the statement. In the same vein, 46.3% and 30.7% of the respondents from manufacturing firms strongly agreed and agreed respectively to the statement. 16.1% of them were undecided about the statement. 6.3% of the respondents disagreed with the statement while 0.1% of the respondents strongly disagreed with the statement. Thus, the inference from the above figures is that majority of the respondents (74.4% and 77%) respectively from commercial banks and manufacturing firms disclosed that one of the areas of CSR activities of their organisations is education and skills development.

Sports and Recreation Activities: When asked if sports and recreation activities constitute areas of focus of CSR activities of commercial banks and manufacturing firms, 36.3% and 23.7% respondents from commercial banks strongly agreed and agreed respectively. 25.6% were undecided while 14.4% and 0.5% disagreed and strongly disagreed respectively. Among the respondents from manufacturing

firms, 34.6% and 24.9% of them strongly agreed and agreed respectively to the statement. 25.4% of the respondents were undecided. 14.6% of the respondents disagreed with the statement while 0.5% of the respondents strongly disagreed respectively. It can be inferred from this analysis that both commercial banks and manufacturing firms focused their CSR initiatives on sports and recreation activities.

Philanthropic Donations: As regards philanthropic donations as area of focus of CSR initiatives of commercial banks and manufacturing firms, 57.7% of the respondents from commercial banks strongly agreed, 27.4% of them agreed while 12.1 were undecided. Only few respondents, that is, 0.5% and 2.3% disagreed and strongly disagreed respectively with the statement. Of the respondents from manufacturing firms, 55.6% and 28.8% strongly agreed and agreed respectively. 12.7% of them were undecided while 0.5% and 2.4% disagreed and strongly disagreed respectively. The conclusion that can be drawn here is that all selected commercial banks and manufacturing firms have chosen philanthropic donations as an area of focus of their CSR initiatives.

Arts and Cultural Activities: Another important area of focus of CSR activities of commercial banks and manufacturing firms is arts and cultural activities. 33% and 47.9% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 14.4 of them were undecided about the statement while 2.8% and 1.9% of the respondents disagreed and strongly disagreed with the statement respectively. Among the respondents from manufacturing firms, 35.1% and 48.3% of them strongly agreed and disagreed respectively with the statement. 12.7% of the respondents were undecided. 2.4% of the respondents disagreed with the statement. The remaining 1.5% of the respondents strongly disagreed with the statement. This clearly shows that all selected commercial banks and manufacturing firms focused on arts and cultural activities in their CSR initiatives.

Environmental Development and Sustainability: Respondents from selected commercial banks and manufacturing firms were asked if environmental development and sustainability is one of the focused areas in corporations CSR activities. 30.2% and 51.2% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 14.9% of them were undecided while 2.3% and 1.4% of them disagreed and strongly disagreed respectively. Among the respondents from manufacturing firms, 31.7% and 52.7% of them strongly agreed and agreed respectively with the statement. 12.7% of them were undecided while 1.5% of the respondents each disagreed and strongly disagreed with the statement. From this analysis, it can be inferred that overwhelming majority of the respondents from commercial banks and manufacturing firms believed that

environmental development and sustainability is a focused area of CSR activities of commercial banks and manufacturing firms.

Entrepreneurial Activities: When asked if entrepreneurial activities are one of the areas of focus of CSR initiatives of selected commercial banks and manufacturing firms; 38.1% and 54.9% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 4.7% of them were undecided while 1.9% and 0.5% of them disagreed and strongly disagreed respectively. Responses from manufacturing firms' respondents did not differ much from those of commercial banks. 38% and 56.6% respectively strongly agreed and agreed with the statement. 3.9% of them were undecided. 1% and 0.5% of them disagreed and strongly disagreed respectively. The conclusion that can be drawn is that overwhelming majority of respondents from the commercial banks and manufacturing firms affirmed that entrepreneurial activities are a major area of focus of CSR activities of commercial banks and manufacturing firms.

Economic Development: Another important area of focus of CSR activities of commercial banks and manufacturing firms is economic development. 35.3% and 58.1% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 3.3% of them were undecided about the statement. 1.9% and 1.4% of the respondents disagreed and strongly disagreed respectively with the statement. In the same vein, 36.1% and 57.6% of respondents from manufacturing firms strongly agreed and agreed respectively with the statement. 3.4% respondents were undecided either for or against the statement. 1.5% of the respondents disagreed with the statement. The remaining 1.5% of the respondents strongly disagreed with the statement. Thus, majority of the respondents from both banking sector and manufacturing sector affirmed that economic development constitute an area of focus of CSR activities of manufacturing firms and commercial banks.

Infrastructure Development: As regards infrastructure development as an area of focus of CSR activities of commercial banks and manufacturing firms, 30.7% and 49.8% of the respondents from commercial banks strongly agreed and agreed respectively that infrastructure development is a focus area of CSR initiatives of commercial banks. 16.6% of the respondents were undecided either for or against the statement. 3.3% of the respondents disagreed with the statement. However, there were no respondents from commercial banks that strongly disagreed with the statement. The responses of respondents from manufacturing firms were in the same line with those of commercial banks. 31.7% and 51.2% of respondents from manufacturing firms strongly agreed and agreed respectively with the statement that infrastructure development is an area of focus of CSR initiatives of manufacturing firms. 14.6% of them were undecided either for or against the statement. 2.4% of the respondents disagreed with the statement while

no respondent from manufacturing firms strongly disagreed with the statement. Without an iota of doubt, it can be concluded that commercial banks and manufacturing firms actively engaged in infrastructure development as a major area of focus in their CSR initiatives.

Employment Generation: One important area of focus of CSR activities of commercial banks and manufacturing firms is employment generation. 41.4% and 39.5% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 14.0% of them were undecided about the statement. 5.1% of them disagreed with the statement while none of the respondents strongly disagreed with statement. In the same vein, 41.5% and 41.5% respectively of the respondents from manufacturing firms strongly agreed and agreed with the statement. 12.2% of the respondents were undecided about the statement. 4.9% of the respondents disagreed with the statement. None of the respondents from manufacturing firms strongly disagreed with the statement. The inference that can be drawn is that majority of respondents from the commercial banks and manufacturing firms affirmed that employment generation is a major area of focus of CSR activities of commercial banks and manufacturing firms.

Youth and Women Empowerment: One other important area of focus of CSR activities of commercial banks and manufacturing firms is youth and women empowerment. 24.2% and 31.2% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 16.3% of them were undecided either for or against the statement. 20% and 8.4% of the respondents disagreed and strongly disagreed with the statement. Equally, 25.9% and 32.7% of the respondents from manufacturing firms strongly agreed and disagreed respectively with the statement. 15.6% of the respondents could not decide about the statement. 19% of the respondents disagreed with the statement. 6.8% of the respondents strongly disagreed with the statement. Arising from this analysis, it can be said that majority of the respondents from commercial banks and manufacturing firms agreed that youth and women empowerment is an area of focus of CSR activities of commercial banks and manufacturing firms.

Poverty Alleviation: As regards poverty alleviation, 24.2% and 33.5% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 14.9% of them were undecided while 19.1% and 8.4% disagreed and strongly disagreed respectively with the statement. In the same vein, 24.9% and 34.1% of the respondents from manufacturing firms strongly agreed and agreed respectively with the statement. 14.6% of them were undecided about the statement. 17.8% of the respondents disagreed with the statement. However, only 8.8% of the respondents strongly disagreed with the statement. By and large, more than fifty percent of the respondents from commercial banks and

manufacturing firms jointly agreed that poverty alleviation is a major focus area of CSR activities of commercial banks and manufacturing firms.

Support for Social Integration: Finally, respondents were asked if support for social integration is a focused area of CSR activities of commercial banks and manufacturing firms.

11.2% and 22.8% of the respondents from commercial banks strongly agreed and agreed respectively with the statement. 53% of them were undecided while 11.2% and 1.9% of them disagreed and strongly disagreed respectively with the statement. In the same vein, 8.8% and 23.9% of the respondents from manufacturing firms strongly agreed and agreed respectively with the statement. 53.7% of the respondents were undecided about the statement. 11.7% of the respondents disagreed with the statement. The remaining 2.0% of the respondents strongly disagreed respectively with the statement. The inference that was reached is that since majority of the respondents (53% and 53.7%) from commercial banks and manufacturing firms were undecided either for or against the statement, it can be said that support for social integration may not be an area of focus of CSR activities of commercial banks and manufacturing firms.

5. HYPOTHESIS TESTING

H₀: There is no significant difference between the areas of focus of CSR activities of commercial banks and manufacturing firms.

Table 2: Model Summary for the Hypothesis

Group	N	Mean	Sd	T	df	p
Commercial Banks	216	59.91	6.52	-0.73	418	0.58
Manufacturing Firms	205	51.89	6.34			

Source: Author's Computation, 2018.

From Table 2, the mean value for commercial banks was 59.91 while the standard deviation value was 6.52. This implies that there exists a wide gap between the mean value of 59.91 and standard deviation value of 6.52. This means close relationship does not exist between the variables measured. In the same vein, the mean value for manufacturing firms was 51.89 with 6.34 as the standard deviation. This is an indication of the existence of a wide gap between the mean value of 51.89 and standard deviation of 6.34. With 418 degree of freedom, it clearly indicates that there is no existence of a close relationship between the

two variables. The overall mean value of commercial banks and manufacturing firms are far close to that of individual data. Also, the t-test values = -0.73 and p value = 0.58. The inference that can be deduced here is that there is no significant difference between the areas of focus of CSR activities of commercial banks and manufacturing firms. Hence, the null hypothesis is accepted.

6. CONCLUSION AND RECOMMENDATIONS

The research finding has clearly established that there is no significant difference between the areas of focus of CSR activities of selected commercial banks and manufacturing firms operating in Nigeria. This is evidenced from the available data. The mean score for commercial banks is 59.91 while the mean score for manufacturing firms is 51.89. The standard deviation of commercial banks is 6.52 while the standard deviation of manufacturing firms is 6.34. Also, the t-test values = -0.73 and p value = 0.58. This shows that there is no significant difference between the areas of focus of CSR activities of commercial banks and manufacturing firms since the p value of 0.8 is greater than 0.05. As a result of this, the null hypothesis is accepted.

A review of literature on CSR revealed that CSR activities are important tools that can make an organisation visible in the environment where it operates. In addition to this, CSR initiatives also serves as channels through which corporate organisations impacted positively on their environment and by so doing, create goodwill and public image as well as meeting public expectations of their stakeholders. The years covered by this study have seen a steady evolution of the practice of CSR from a form of corporate philanthropy to a more structured and all-encompassing models like education and skills development, healthcare and wellness programme, sports and recreation activities, environmental development and sustainability, entrepreneurial activities and economic development, infrastructural development and employment generation, poverty alleviation and empowerment programme. Although, it may be true that many corporate organisations in Nigeria may be lagging behind in their understanding and involvement in the practice of standard CSR in the years before, there are, however, increased interest in their involvement in CSR. At present, Nigerian corporate establishments have begun to take CSR activities more seriously as there have been steady increases in many corporate investments in CSR initiatives over some past few years. The research implication of the study is that corporate organisations can benefit by examining the areas of focus of their CSR activities by focusing on the specific needs of the environment of their operations. This will give them what is generally called license to operate. Understanding this may provide a base for making informed decisions on the amount of resources and effort that go into the

execution of a particular CSR programme or initiative. The study recommended that corporate organisations that are yet to be socially responsible should follow suit and that the current tempo of CSR initiatives and expenditure should be maintained, sustained and improved upon from time to time.

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USPOREDBENA ANALIZA PODRUČJA FOKUSA AKTIVNOSTI DRUŠTVENO ODGOVORNOG POSLOVANJA KOMERCIJALNIH BANKA I PROIZVODNIH PODUZEĆA U NIGERIJU

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Izvorni znanstveni rad

Sažetak

Studija usporedno istražuje odnos između područja usredotočenja inicijativa društvene odgovornosti (DOP-a) odabranih banaka i proizvodnih tvrtki u Nigeriji. Ovo je istraživanje provedeno u državi Lagos u Nigeriji. Korištena je anketna kao metoda istraživanja. Banke u uzorku na kojima je provedeno istraživanje birane su slučajnim odabirom, a proizvodne tvrtke odabrane namjenskim uzorkovanjem. Primarni podaci prikupljeni su putem upitnika 216 i 205 ispitanika odabranih od komercijalnih banaka i proizvodnih tvrtki od ukupno 250 ispitanika odabranih iz svakog sektora. To daje 84,2% stopu odgovora. Svi ispitanici odabrani iz raznih tvrtki aktivno su bili uključeni u aktivnosti društvene odgovornosti poduzeća svojih tvrtki. Analiza varijance (ANOVA) korištena je za ispitivanje područja u kojima su DOP aktivnosti odabranih kompanija. Rezultati ispitivanja pokazali su vrijednost od -0,73 za t-test i 0,58 za p vrijednost. To znači da se ne mogu naći značajne razlike između područja fokusiranja aktivnosti DOP-a odabranih banaka i proizvodnih tvrtki koje posluju u Nigeriji. Preporuka ove studije je da poduzeća trebaju adekvatno posvetiti svoje aktivnosti društveno odgovornog poslovanja nekim strateškim područjima kao što su zdravstveni i wellness program, obrazovanje i razvoj vještina, socio-kulturni i ekonomski razvoj. Ove aktivnosti DOP-a na kraju promoviraju pozitivan imidž organizacija u okruženju u kojem djeluju.

Ključne riječi: *fokus aktivnosti DOP-a, društvena odgovornost poduzeća, poslovne banke, proizvodne tvrtke, Nigerija;*

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