INFLUENCE OF CORPORATE MANAGEMENT DYNAMICS ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES IN NIGERIA

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Abstract
The key element of the overall business strategy of any corporate organization should be corporate responsibility which should be built on strong ethical, social and economic values. Major, important and valuable decisions are taken at the management level based on various forces like culture, organization’s goal, educational background, religion and work ethics. The management is key to the success of any organization. This study analyses various factors and underlying forces that is seen to affect the approach of business organizations in Nigeria to corporate social responsibility (CSR) as well as determine the rate and type of influence it has on the CSR activities based on its dynamics. It is proposed that additional theoretical and empirical research on leadership and CSR be undertaken for more solid leadership strategies and success of the business organization on the long run.

Introduction
Nigeria, also known as the heart of Africa is one of the most populous countries in the world. It is also one of the most economically influential both within Africa and the world at large. Nigeria operates the mixed-economy system which has been working since her independence in 1960. This implies that there are certain individuals and organizations (national and international that are influential in Nigerian economy. Hence, leadership of the business organization plays a vital role in the development of the community it is based and the country as a whole. According to Subair (2012) “The percentage of Nigerians living in absolute poverty — those who can afford only the bare essentials of food, shelter and clothing rose to 60.9 per cent in 2010, compared with 54.7 per cent in 2004. National Bureau of Statistics (NBS) estimates that poverty may have further risen slightly to about 71.5 per cent, 61.9 per cent and 62.8 per cent respectively in 2011. Also, communities in Nigeria face environmental negligence and bureaucratic corruption (National Bureau of Statistics, 2011). Hence, the need for organizations to take CSR more serious as well as the perception and attitude of the members of various communities in Nigeria is of great importance. Nigeria is also a country made up of various tribes, ethnic groups and religion which implies that members each of the various communities in Nigeria may be made up of people with different religion, languages, and tribes. Corporate Social Responsibility is factor that is gaining ground in Nigeria. It is a strategy that is being adopted by large organizations. It is a fast establishing trend in the business world thereby bringing about evolution of Corporate Social Responsibility (CSR) packages by multinationals and other corporate bodies/organizations.
The rapid dissemination of Corporate Social Responsibility (CSR) practiced all over the world can be ascribed to the positive impact on businesses as a result of the efforts of the corporation and efforts of the management board. It has been adopted as a tool for building the reputation of organizations as well as profit building. These outcomes have encouraged organizations to adopt CSR as an integral part of business. Corporate Social Responsibility is one of the newest management strategies where companies try to create a positive impact on society while doing business. CSR can be understood in terms of corporate responsibility, but with greater stress upon the obligations a company has to the community, particularly with respect to charitable activities and environmental stewardship. Corporate and social responsibility is sometimes described as being a tacit contract between business and a community, whereby the community permits the business to operate within its jurisdiction to obtain jobs for residents and revenue through taxation. This study aims to determine the forms of CSR activities carried out by Corporate organizations in Nigeria, identify factors that influence CSR activities of corporate organizations in Nigeria and determine the attitude of community members towards the CSR activities based on these factors. The approach and implementation of CSR by corporate organizations in Nigeria may affect the attitude and perception of the members of the internal and external publics as result of the various factors that result in forces that emerge from corporate leaders. These factors shall be identified and analyzed in this study.

**Literature Review**

The management in any corporate organization play a vital role in smooth running of the organization with includes coming up with strategizes for the success of the organization. Business dictionary.com defined corporate management as “The process of leading, administrating and directing a company. Business tasks often performed by corporate management might include strategic planning, as well as managing company resources and applying them toward attaining the company's objectives.” The management team in an Corporate organizations in Nigeria compose of a chairman, CEO, Directors of various departments and assistant directors. They see to the day to day running to the organization and implement strategies approved by the board for the smooth running of the organization. A major Strategy to be implemented by the management is the function of corporate social responsibility.

It is no longer acceptable for a corporation to experience economic prosperity in isolation from those agents impacted by its actions. A firm must now focus its attention on both increasing its bottom line and being a good corporate citizen (D’Amato, Henderson & Florence 2009) Corporate social responsibility as defined by European Commission (2002) is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” following increasingly aware that responsible behavior leads to sustainable business success. Corporate social responsibility social activities may include charitable contributions to local and national organizations such as fundraising, donations and gifts in areas where it trades and others like regeneration of deprived communities, reclamation of derelict land and creation of new regeneration jobs. Members of the corporate management are seen as corporate leaders and Leadership and corporate social responsibility (CSR) are two separate issues that are increasingly talked about,
though rarely in the same sentence. But you can't have one without the other. And both are regrettably in short supply.

Leadership, especially the CEO kind, is about five things: Setting and communicating a vision that takes into account and balances the short-term, the bigger picture, and the long view; making tough decisions in the short-term to protect and nourish the long-term; motivating and inspiring the troops to do the above; treating all stakeholders well (including employees); creating an ethical culture to do the right thing (Carson 2012).

CSR is concerned with treating the stakeholders of the firm ethically or in a socially responsible manner. Since stakeholders exist both within a firm’s and outside a firm, hence, behaving socially and responsibly will increase the human development of stakeholders both within and outside the corporation” (Clarkson, 1995).

According to Groves (2012), organizations are encouraged to conduct more formal assessments of leader values and develop safe feedback mechanisms to enhance manager self-awareness and moral identity as antecedents to ethical and CSR-supporting leadership practices.

Also, the scholar stated “As more organizations continue to formalize ongoing assessment and leadership style feedback through multisource/360-degree tools, human resource practitioners should incorporate greater emphasis on leader values, the complexity of CSR initiatives, and follower engagement strategies as key components of leadership assessment and development,”. Further more, “Part of the developmental challenge for many emerging leaders is a lack of awareness concerning the key operating assumptions and norms that drive effective leadership practices as part of organization’s CSR initiatives, one of several reasons that multisource feedback systems remain very popular.”

Jeremy C Bradley opines that a culture of social responsibility and ethical leadership sets the tone for productivity and helps the business to engage with the real-life concerns of its employees, customers and other stakeholders.

CSR varies in countries in which the corporate organization is located in while implies that the approach to CSR and it’s elements may vary based on where it is practiced. This may be as a result of the country’s culture and value. Culture matters In every aspect of our life and there is no doubt about it. CSR is such a product of corporate activity that it undeniably has its own cultural “face” (Turkina 2013).

Many scholars have already acknowledged the existence of these differences and highlight culture as one of the main factors among drivers of CSR. Let’s look at the issue from the perspective of our own everyday experience and observations. For example, in big countries with vast territories and abundant resources (e.g. Russia) adoption of sustainability will probably occur later than in those states where there is lack of land and minerals (e.g. Japan).

Apparently, Western European countries tend to save energy and work on new alternative sources of energy rather than their Eastern neighbors. One of the reasons might be their different cultural (communist and non-communist) backgrounds. Therefore, focuses and forms of CSR in different countries will be different. For some nations environmental issues will be prevailing whilst for some the social problems will be on the top of agenda.

Besides that, scholars like Matten and Moon, (2008) divide CSR practices into explicit and implicit. In some countries one type dominates whereas in other states another type of CSR can be spread more widely.
Implicit CSR is part of the “business–government-society” relations and it may be the result from some norms, which are recognized and followed by all parties (Angus-Leppan, Metcalf and Benn, 2010). For instance, IKEA would not have been allowed to open its retail shop in Novosibirsk (Russia) if it had not agreed to build a road junction (that includes a road and a bridge above it) near the shop. In many other countries this activity would be a governmental responsibility and business could not be engaged in it.

**Carroll’s Model of Corporate Social Responsibility**

The Carroll’s Corporate Social Responsibility model also known as the ‘pyramid of Corporate Social Responsibility’ was propounded by Carroll in 1991. It posits that CSR is made up of four kinds of social responsibility which are; economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility.

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**Figure. Carroll’s four-part model of corporate social responsibility. (Carroll, 1991)**

i. **Economic responsibilities (“Be profitable”):** The first responsibility of the company towards society refers to running the business as an economically healthy unit. It includes aspects such as return on investment for shareholders, fair employee salaries, and quality products supplied to customers at fair prices; all required by the society. (Crane & Matten, 2004). It is the responsibility of corporate organizations to contribute to improving the economy of the country and this includes fulfilling its financial obligations as well as providing quality goods and services at fair costs to both the internal and external publics which includes the society.

ii. **Legal responsibilities (“Obey the law”):** Demands that companies act in accordance with existing legislation and regulatory requirements. The legal framework consequentially fosters society’s ethical view and all companies attempting to be socially responsible are therefore required by society to follow the law. (Crane & Matten, 2004). Corporate organizations in Nigeria are meant to abide and obey the law of the country. This will also facilitate ethical check for the organizations.
iii. Ethical responsibilities (“Be ethical”): Refers to corporations’ responsibilities which are not covered by legal or economical requirements, but instead by what could be considered as ‘right’ or ‘fair’ in the eyes of society. (Crane & Matten, 2004). The community members therefore will expect corporate organizations within their environment to act ethically towards their fellow community members, employees and other stakeholders.

iv. Philanthropic responsibilities (“Be a good corporate citizen”): Involves the corporation’s willingness to enhance the quality of living for their stakeholders (i.e. employees, local community, and society at large) through charitable donations and organizational support. These corporate decisions are entirely voluntary, of less importance than the former three, and (with regards to social responsibility) only seen as desired by society. (Crane & Matten, 2004). Corporate organizations should strive to improve the quality of living of not just the internal publics and consumers but also the community within which they operate. They should be able to feel their impact especially when unforeseen incidents like natural disasters occur.

Rapid industrial growth over the last two centuries has advanced mankind and the standard of living for many worldwide; however, this growth has often come at the cost of natural environment (Daily and Huang, 2001). To avoid potentially debilitating problems, managers must begin to consider environmental management a critical component for obtaining sustainable competitive advantage (Hunt and Auster, 1990). Capriotti and Moreno, (2007) opined that, CSR is a critical factor to consider for all organization since it component such as: social issues, environmental pressures, relationship with stakeholders, ethical responsibility and, economic expectations. These issues are of CSR dimensions. Also they affect corporate decision making and behavior far in the future. Organizations should meet the needs of the present without compromising the ability of future generations to meet their own needs. Thus, corporate social responsibility involves the strategic and operating practices of a company and its relationships with stakeholders and natural environment that are impacted by company.

Methodology
The descriptive survey research technique was employed to accomplish the purpose of this study. The population for this study were all residents and workers across Nigeria where major CSR projects had been done. First Bank Plc, Dangote group and Chevron, organizations in Nigeria were selected because of the vast coverage of the industries’ business activities all over Nigeria. In summary First Bank is one of the leading brands in the financial sector in Nigeria. It is the first bank in Nigeria established in 1894 (http://www.firstbanknigeria.com/about-us/about-us/); Dangote groups is the largest manufacturing conglomerate in West Africa (www.dangote.com) and; Chevron which operates under a joint-venture arrangement with the Nigerian National Petroleum Corporation (NNPC) is considered to be the third-largest oil producer in Nigeria and one of the country’s largest investors.

The study was limited to four (4) out of the six (6) geo-political zones in Nigeria and one state with huge recognition of the corporate organizations in Nigeria was picked from each zone. The communities selected were Ganaja, Kogi state located in North-West zone; Apata, Oyo state.
located in South-West; Atani, Anambra state located in South-East zone; Ewulu, Delta state located in South-South zone.

According to the data obtained from National Populations Commission based on the population census figures of 2006, Ganaja, (in Kogi local government with population of 115,900) has an estimated population of 18,814; Apata (in Ibadan South-West local government with population of 282,585) has an estimated population of 21,138; Atani (in Ogbua local government with population of 223,317) has an estimated population of 15,345; Ewulu (in Aniocha South local government with population of 140,604) has an estimated population of 11,474.

Cluster Multi-stage sampling and simple random sampling technique were used and the sample size constituted 1,000 respondents from the selected study areas. that is, 282 from Ganaja, Kogi; 317 from Apata, Oyo; 172 from Atani, Delta and 229 from Ewulu, Anambra. Due to the vast differences visible among the selected communities, the researcher implemented the proportional distribution system that allowed the numerical strength of each community’s population to determine its numerical strength in the sample as this process allowed for equity and justifiably findings that can be generalized.

The primary and secondary sources were used for this research. Questionnaire was used to obtain primary data from respondents. To obtain primary data, a total of one thousand (1,000) copies of questionnaire were administered. (229 for Anambra, 172 for Delta, 317 for Oyo and 282 for Kogi). However, 201 for Anambra, 170 for Delta, 185 for Oyo and 258 for Kogi giving a total of 814 (81.4%) questionnaires were returned and considered valid for analysis. With the use of a structured interview guide, secondary data were obtained from the Management through the heads of corporate communications department of Dangote groups Head office in Ikoyi, Lagos State and Chevron Nigeria Headquarters: 2, Chevron Drive, Lekki Peninsula, Lagos, Nigeria

**Findings and Discussion**

Data obtained through Questionnaires distributed to selected communities and focus group discussion of community members and oral interview of personals from department of corporate communications department of Chevron and Dangote groups revealed the following:

Corporate social responsibility activities are being carried out by the corporate organizations in form of; Education, employment, “employee giving” and volunteering support for humanitarian crises, provision of healthcare and economic development.

Findings from the Focus Group discussion revealed that the culture of the community plays a large role in the type of CSR programs implemented by organizations in Nigeria. It also revealed that priority is given more to communities in the environment that yields more profit.

Finding from the interviews reviewed that the type of CSR activities is determined by the goals and values of the corporate organization as well as the willingness to contribute to the development of the society and the country at large. Responses implied that the organizations are responsible to the communities, ethically, legally and economically. They also implied that they have Philanthropic duties to perform to the communities. This is a clear interpretation of Carroll’s (1991) four-part model of corporate social responsibility which posits that CSR is made up of four kinds of social responsibility which are; economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility.

It was revealed from statistical analysis of data obtained from respondents that, although access to CSR programs is available to community member 54.8% of the respondents (which represents
the majority) were indifferent towards the CSR programs done in their communities by selected corporate organizations. Also, statistically, corporate organizations’ CSR project implementation is determined by communities’ socio-economic characteristics.

Furthermore, findings from statistical analysis of data obtained from respondents revealed that, community members have a negative attitude towards corporate organization’s CSR projects/programs.

Conclusion
This study has attempted to investigate the influence of corporate management dynamics on CSR activities in Nigeria. Based on the evidence of the interpreted statistical analysis, findings, and presentations obtained from community members and corporate organizations, the study concludes that factors that influence corporate social responsibility activities of corporate organization include:

1) Culture of the society
2) Culture of the corporate organization
3) Corporate organization’s goals and values
4) Socio-economical characteristics of the community members.

Also, corporate social responsibility activities implemented by corporate organizations affects the attitude of community members.

It is therefore recommended that;

• Corporate organizations need to be proactive about CSR initiatives to communities especially seeing to their immediate needs
• Corporate organization need to map out stronger and creative strategies to properly define the goals and values and implement them through CSR as it is a strong tool
• In view of the fact that CSR benefits companies through improved image and reputation, improved trust and understanding, larger and more prominent profile, better market position, more business, increased attractiveness to potential recruits, cost savings and increased efficiency, risk management, benefits company culture; every corporate organization should set up an effective and efficient unit to ensure that CSR programs portrays economic responsibility, legal responsibility, ethical responsibility, philanthropic responsibility, charity principle, stewardship principle, and environmental friendliness to the community.

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