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An Open Access Journal
• ISSN: 2315-7844

Review of Public Administration and Management

Research Article | Homepage: www.arabianjbmr.com | AGJ

ORGANIZATIONAL ETHICS AND CORPORATE SOCIAL RESPONSIBILITY IN UNITED BANK FOR AFRICA PLC UYO, AKWA IBOM STATE, NIGERIA

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ABSTRACT

This study was carried out to examine the effect of organisational ethics on performance of corporate social responsibility in united Bank for Africa Plc. Uyo, Akwa Ibom State. The purpose of this research study was to examine the effect of organisational ethics on Corporate Social Responsibility in united Bank for Africa Plc., Uyo, Akwa Ibom State. The study was designed to assess some aspects of Corporate Social Responsibility in United Bank for Africa Plc. Practice in Uyo base on the rule-based theory, virtue-based ethical theory, right-based ethical theory and justice-based ethical theory. To achieve the purpose, a sample size of 68 staff of united bank for Africa Plc. Uyo was used for the study. The sampling technique used was the Taro Yamen scientific formula. The instrument used in collecting the data was the organisational Ethics and Corporate Social Responsibility (OECSR). The instrument was designed with the help of the supervisor and experts in Business Administration Faculty and Evaluation. The reliability of the instrument was determined using the Cronbach Alpha (α) method. An r - value of 0.88 was obtained. The data obtained were analysed using the Pearson Product Moment Correlation to test the hypotheses at 0.05 confidence level. Mean score analysis was carried out to answer the research questions. The findings of the study revealed that bank's accurate accounting practices, bank's good labour practices and bank's environmental stewardship have significant effect on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State. Thus it was recommended from the study that internal discipline, accurate accounting practices and strong operational ethics rooted in good corporate governance should be put in place in the banking sector.

KEYWORDS: Organizational Ethics, Corporate Social Responsibility, United Bank For Africa PLC

1. INTRODUCTION

The role of organizational ethics in the performance of corporate social responsibility in our nation can never be under-estimated. This is simply because corporate social responsibility is practiced because customers as well as governments today are demanding more ethical behaviors from organizations. However, understanding the landscape of organizational ethics can be sometimes difficult due to the fact that the field is vast and often encompassing such concerns as corporate governance, reputation management, accurate accounting, good labor practices and environmental stewardship to name but a few, Sullivan (2009). In fact, the field addresses the entire scope of responsibilities that an organization has to each of its stakeholders: those who have a vested interest in the decisions and actions of an organization; like customers, clients, employees, shareholders, suppliers and the host communities. According to Kashyap, R, Mir, R, & Iyer, E. (2006) organizations are volunteering themselves to incorporate corporate social responsibility as part of their business strategies, mission statement and values in multiple domains, respecting labor and environmental laws, while taking care of the contradictory interest of various stakeholders. Another justification in favor of organizations that perform corporate social responsibility actions today is to gain competitive advantage which may not be enjoyed by the peer corporations. Corporate social responsibility actions in this respect also help organizations to attract and retain not only customers but also motivate employees, which in turn ensure long-term survival of the organization. Drumwright (1996) opined that organizations with sound CSR actions develop positive social identity and enjoy increased loyalty from their customers, employees and host communities.

Corporate social responsibility actions are also often associated with better financial performance of the organizations. However this required long-term perspective but as in short-run, CSR actions may be viewed as expense but in the long-run it is viewed as investment which will yield additional cash flows for the organizations. Similarly, Margolis et al. (2001) averred that there is a positive relationship between CSR and corporate financial performance. Corporate social responsibility actions have potential to create additional value for organizations. Corporate social responsibility combines both the social and environmental aspects in doing business. It is an approach whereby an organization considers the interests of all stakeholders both within the organization and in society and applies those interests while developing its strategy and during execution. Corporate Social Responsibility offers organizations various opportunities not only to differentiate themselves from competitors but also for reducing costs. Nolan, Norton & Co. (2009) posited that organizations with efficient and effective management of corporate social responsibility would create value for both themselves and the society. Apparently, an organization that is concerned about society as well as earning profits is likely to invest voluntarily in socially responsible activities thus ensuring its economic survival and that of the society. Organizational ethics contribute toward the total well-being of the society within which they operate. They support local initiatives in an attempt to deepen their stakeholders' role and to also show appreciation for the supports they have been enjoying in the host communities. For instance, it is believed that organizations such as banks should not only make profit but they should also consider the social implications of their activities to their stakeholders. This is because their unethical way of making profit can invariably affect the discharge of its corporate social responsibility. Therefore, based on this background, this study was designed to investigate the effect of organizational ethics on the performance of corporate social responsibility.

Organizations in Nigeria are facing a myriad of challenges in fulfilling their corporate social responsibilities to their communities and other stakeholders. These challenges range from lack of accurate accounting practices, good labor practices, environmental stewardship, corporate governance and reputation management, to mention but a few. However, corporate social responsibility demands a careful examination of costs and benefits. Some organizations, for instance, banks might have failed to recognize most of the stakeholders' groups in their performance of corporate social responsibilities due to poor ethical values. These poor ethical approaches may affect the way and manner banking organizations go about their corporate social responsibilities. This however, may impact negatively on the achievement of their objectives since the achievement of their objectives depends on the perception and patronage of their customers toward their services. Panic and consequential financial and economic woes could emanate from situation where there is loss of confidence in the financial institutions by the stakeholders. Such lack or loss of confidence could be attributed to unethical management practices of banks in carrying out their activities. Moreover, in spite of the acclaimed sound corporate governance in many organizations which ought to promote good ethical practices towards their stakeholders, some organizations for instance, banks are still lagging behind in providing satisfactory services to their stakeholders. On the basis of the aforementioned, this study seeks to investigate the effect of organizational ethics on the performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State.

The main objective of this study is to examine the effect of organizational ethics on corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State. Specific objectives include: to determine the effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State; to examine the effect of good labor practices on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State; and to examine the effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State.

From the objectives of the study, the following hypotheses were formulated:

H_{o1}: There is no significant effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State.

H_{o2}: There is no significant effect of good labor practices on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State.

H_{o3}: There is no significant effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc. Uyo, Akwa Ibom State.

2. LITERATURE REVIEW

2.1 Organizational ethics and corporate social responsibility

Although the terms organizational ethics and corporate social responsibility are sometimes used interchangeably, they do not mean the same thing. Organizational ethics relates to an individual's or a work group's decisions that society evaluates as right or wrong, whereas Corporate Social Responsibility is a broader concept that concerns the impact of the entire business' activities on society. The concept of ethics simply deals with how decisions affect other people and organization. According to Etuk (2009) ethics and morality are aspects of axiology concerned with what is good, what is beautiful and what is desired or preferred human conduct. Ethics is concerned with contemporary norms or standard of conduct that govern the relationship among human beings and their institution. The Oxford English Dictionary defines ethics as the science of morals, moral principles or codes.According to Allen, (1990) morals are 'concerned with goodness or badness of human character or behavior', or with the distinction between right or wrong, or concerned with the accepted rules and standards of human behavior. Also Robinson, Dixon, Preece and Moodley (2007) viewed ethics as a philosophical study of what is right or wrong in human conduct and what rules or principles should govern it. The RICS (2000) opined that many organizations and writers have attempted to define ethics in their own context whether business, organizational, political, personal and professional. According to Hill and Jones (2008) "the term ethics refer to accepted principles of right or wrong that govern the conduct of a person, the behavior of members of a profession, or the actions of an organization".

Cole (2002) explains ethics as a set of moral principles or values used by organization to steer the conduct of the organization itself and its employees in all their business activities both internal and in relation to the outside world. Schermerhorn (1989) argued that ethics in the word of organization business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness. Behaving in an ethical manner is seen as part of the social responsibility of organization, which itself depends on the philosophy that organizations ought to impact on the society in ways that go beyond the usual profit maximization objective. The performance of an organization is sometimes based on the ethical work climate. Ethical work climate reflects the collective moral reasoning of organization members. Thus, ethical climate, collective moral emotion and collective ethical efficacy interact to create an environment more strongly related to ethical behavior. Ethical behavior is characterized by honesty, fairness and equity in interpersonal and professional relationship and it respects the dignity, diversity and the right of individual and groups of people. Therefore for an organization to move forward in the aspect of performance, it is important to have a good understanding of ethics as this can positively or negatively affect the organizational competitive strength and its stakeholders.

Hondeghem, (1998) argued that ethics is not just about establishing a set of rules or code of conduct but are an ongoing management process that underpins the work of government In the complex world of public administration, norms and values rarely provide clear-out answers to difficult problems. Denhardt as cited in Hondeghem, (1998) posited that ethics should be thought of as helping to frame relevant questions about what government ought to be doing and how public administration ought to go about achieving those purposes. It is believed that organizational decisions are based upon ethical principles, which are the perception of what the stakeholders would view as correct. Ethics deals with the character and conduct and morals of human beings. It deals with good or bad, right or wrong behavior; it evaluates conduct against some absolute criteria and puts negative or positive values on it. Moreover, the Encyclopedia Britannica defines "ethics, also as moral philosophy the discipline concerned with what is morally good and bad, right and wrong. The term is also applied to any system or theory of moral values or principles. Consequently, the effective management of ethical issues requires that organizations ensure that their managers and employees know how to deal with ethical issues in their everyday work lives. This requires the organizational members to first understand some of the underlying reasons for the occurrence of unethical practices.

Corporate Social Responsibility (CSR) as a concept entails the practice whereby corporate entities voluntarily integrate both social and environment upliftment in their business philosophy and operations. A business organization is primarily established to create value by producing goods and services which society demands. The present-day conception of corporate social responsibility (CSR) implies that companies voluntarily integrate social and environmental concerns in their operations and interaction with stakeholders.According to McWilliams and Siegel (2001), Corporate Social Responsibility is the situation where a firm goes beyond compliance and engages in actions that appear to promote social good, beyond the interests of the firm and that which is required by law. Corporate Social Responsibility (CSR) refers to a firm's ability to simultaneously fulfill its economic, legal, ethical and philanthropic responsibilities (Caroll, 1994). The World Business Council for Sustainable Development (WBCSD, 1999) defined Corporate Social Responsibility (CSR) as the continuing loyalty by business to behave ethically and contribute to economic development at the same time improving the quality of life of the workforce and their families as well as the local community and society at large. Beside these interpretations of what Corporate Social Responsibility (CSR) stands for, the proposal of several meanings of Corporate Social Responsibility had made theoretical development and measurement of the concept quiet difficult to determine.

Reyes (2002) suggested that attaining CSR is understood from the perspective of business generosity to community projects and charitable donations, but this fails to capture the most valuable contributions that an organization has to make. Organizations use Corporate Social Responsibility as a means for reputation building or maintenance. According to McWilliams and Siegel, (2001) the performance of Corporate Social Responsibility affords organizations the opportunity to execute their Research and Development agenda as well as the advertisement of their various products in order to promote a cordial relationship with their key stakeholders. Hillman & Keim (2001) argued that Corporate Social Responsibility can play a vital role in creating and sustaining value-creating relationships between organizations and their primary stakeholders. This kind of relationship enhances their corporate image and promotes business. Organizations use

Corporate Social Responsibility as a strategy for their long-term survival and also it tends to give them a competitive advantage over their competitors (Cohen and Prusak, 2001).

2.2 Bank accurate accounting practice and performance of corporate social responsibility

An efficient, accurate, and timely financial close cycle can create a foundation for evaluating business performance, supporting organizational decisions, and satisfying external reporting requirements. It's important that banks' accounts are accurate and up to date so that they can draw up true and fair annual accounts to their stakeholders (Sullivan, 2009). Accordingly, Monks (1996) opined that the challenge of firm's accurate accounting practice is to find a way to maximize wealth creation over time, in a manner that does not impose inappropriate cost on third parties or on society as a whole. Wealth creation includes the wealth created for employees and the community as well as investors. While inappropriate costs include agency cost imposed on investors as reflected. For example, the excessive Chief Executive Officer (CEO) pays. They also include externalized cost imposed on society at large, such as pollution and criminal behavior.According to Osaze (2007), the whole essence of bank accurate accounting practice is to assure transparency, investor protection, full disclosure of executive actions and corporate activities to stakeholders, environmental impact assessment of corporate activities, assurance of performance related to executive compensation and full disclosure of executive compensation.

Banks' operations must comply both with applicable accounting and financial reporting rules and regulations of the jurisdictions in which they operate. Accounting and financial reporting practices must comply with applicable generally accepted accounting principles and other criteria, such as local statutory reporting and tax requirements. All their books, records, accounts and financial statements must be maintained in reasonable detail, appropriately reflect their transactions and conform both to applicable legal requirements and to their internal control systems, OECD (2004).

2.3 Bank's good labor practices and performance of corporate social responsibility

An increasing number of shareholders, analysts, regulators, activists, labor unions, employees, community organizations, and news media are asking companies to be accountable for an ever-changing set of CSR issues. There is increasing demand for transparency and growing expectations that corporations measure, report, and continuously improve their social, environmental, and economic performance. The definition of corporate social responsibility is not abstruse. According to Business for Social Responsibility (BSR), corporate social responsibility is defined as "achieving commercial success in ways that honor ethical values and respect people, communities, and the natural environment." McWilliams and Siegel (2001) describe CSR as "actions that appear to further some social good, beyond the interest of the firm and that which is required by law." A point worth noticing is that CSR is more than just following the law (McWilliams & Siegel, 2001). Alternatively, according to Friedman (1970), the definition of what would exemplify CSR is the following: "An action by a firm, which the firm chooses to take, that substantially affects an identifiable social stakeholder's welfare." A socially responsible corporation should take a step forward and adopt policies and business practices that go beyond the minimum legal requirements and contribute to the welfare of its key stakeholders. CSR is viewed, then, as a comprehensive set of policies, practices, and programs that are integrated into business operations, supply chains, and decision-making processes throughout the company and usually include issues related to business ethics, community investment, environmental concerns, governance, human rights, the marketplace as well as the workplace.

2.4 Bank's environmental stewardship and performance of corporate social responsibility

Organizations are being called upon to take responsibility for the ways their operations impact societies and the natural environment. They are also being asked to apply sustainability principles to the ways in which they conduct their business. Sustainability refers to an organization's activities, typically considered voluntary, that demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders (Marrewijk & Werre, 2003).Many banking firms have a good grasp of environmental liabilities. However, some investment professional are still reluctant to make the contribution towards environmental performance and shareholders' value creation. This attitude is supported by often inadequate accounting practices and data management systems that fail to quantify the financial value of environmental actions (Turner, 2007).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. Keeping abreast of global trends and remaining committed to environmental and financial obligations of the environment it operates. To understand and enhance current efforts, the most socially responsible organisations continue to revise their short-term and long-term agendas to stay ahead of rapidly changing challenges (Tebo, 2005). Uadiale and Fagbemi (2011) agreed that environmental management system has a positive and significant relationship with corporate social responsibility. Mordi cited in Adeleke (2012) posits that corporate social responsibility can also enable organisational leaders to provide solutions to social and environmental problems.

3. THEORETICAL REVIEW

This section reviews theories that offer useful explanations on the organizational ethics. However, this study focused on the Rule-Based or Utilitarian Ethical Theory, Virtue-Based Ethical Theory, Rights-Based Ethical Theory and Justice-Based Ethical Theory. This is because these theories examine the effect of organizational ethics on corporate social responsibility.

3.1 Rule-based or utilitarian ethical theory

Utilitarian theory was first formulated in the eighteenth century by Jeremy Bentham and later refined by John Stuart Mill. Utilitarian looks beyond self-interest to consider impartially the interests of all persons affected by an action. The theory emphasizes consequences of an action on the stakeholders. The stakeholders are those parties affected by the outcome of an action. Utilitarian recognizes that trade-offs exist in decision-making. Utilitarian theory is concerned with making decisions that maximize net benefits and minimize overall harms for all stakeholders. It is similar to cost-benefit analysis decision-making. The ultimate rule to follow is the "Greatest Good for the Greatest Number."

3.2 Virtue-based ethical theory

Virtue theory dates back to the ancient Greek philosophers, especially Plato and Aristotle. Judgment is exercised not through a set of rules, but as a result of possessing those dispositions or virtues that enable choices to be made about what is good and holding in check desires for something other than what will help to achieve this goal. Thus, virtue-based ethics emphasizes certain qualities that define appropriate behavior and the right action to take. Unlike the other standard ethical theories discussed, virtue theory does not establish a set of criteria to evaluate potential decisions. Rather, it emphasizes the internal characteristics of an individual with whom we would want to enter into a relationship of trust. The ultimate goal is for "the decision maker to do the right thing in the right place as the right time in the right way."

3.3 Rights-based ethical theory

The evolution of rights theory dates back to the seventeenth century in writings of Thomas Hobbes and John Locke. Modern rights theory is associated with the eighteenth-century philosopher Immanuel Kant. Rights theory assumes that individuals have certain entitlements that should be respected such as freedom of speech, the right of privacy, and due process. Kant's theory establishes an individual's duty as a moral agent toward others who possess certain rights. It is based on a moral principle that he calls the categorical imperative. One version of the categorical imperative emphasizes the universality of moral actions. The principle is stated as follows: "I ought never to act except in such a way that I can also will that my maxim (reason for acting) should become a universal law." The ultimate guiding principle is, "I should only act in a way in which I would be happy if everyone in that situation would act the same."

3.4 Justice-based ethical theory

Formulations of justice theory date back to Aristotle and Plato in the fifth century B.C. An important modern contributor to the theory of justice is John Rawls. The major components of justice theory are equity, fairness, and impartiality. These concepts require that actions taken reflect comparative treatment of individuals and groups affected by the action. The ultimate question here; "Are the processes by which decisions are made and the outcomes of those decisions equitable, fair, and impartial?"

4. EMPIRICAL REVIEW

Enofe, Ekpulu, Onobun, and Onyeokweni (2015) carried out a study on ethical challenges and financial performance in the Nigerian Banking sector with the population consists of the entire staff of commercial banks in south south-zone (Edo and Delta states) and south west zone (Lagos and Ondo states) in Nigeria, quoted in the Nigerian stock exchange (NSE) as at December 2014. The Findings of the study revealed that insider related credits exhibit a significant positive relationship with financial performance in the Nigerian banking sector while unauthorized tampering with customers' accounts revealed unexpected insignificant negative relationship with financial performance and therefore recommended that the Central Bank of Nigeria should instill tougher disciplinary measures against erring CEOs as this could go a long way to further mitigate the rising tide of unethical practices in the Nigerian banking sector. Similarly, Yidawi (2005) conducted a study on a survey of ethics in the banking industry in Nigeria with the population consisting of Bankers and Regulators in the banking industry in Nigeria with a sample size of 160 bankers drawn randomly from virtually all the Deposit Taking Banks in Nigeria. The study employed structured questionnaires and the use of secondary sources of data primarily from the Central Bank of Nigeria (CBN) and the Nigeria Deposit Insurance Corporation (NDIC) journals. The findings of the study revealed that the banking profession is unrestricted and so entry is open to all sorts of people thereby making it difficult to enforce ethics and there is general awareness of the code of ethics in the banking industry in Nigeria even though not all banks have adopted the code.

Akindele (2011) carried out a study on corporate social responsibility: An organizational tool for survival in Nigeria the great objectives of study was to examine the extend and role of the retail barbing industries in corporate social responsibilities practices to help achieve sustainable growth and development in the local communities. The data for the study was analysed using both descriptive and inferential statistics, while predictions and decision based on sample data were determined using analysis of variance (ANOVA). It was found that there is a significant relationship between bank profitability and CSR practices.Olayinka and Temitope (2011) used qualitative research method to examine the relationship between corporate social responsibility and financial performance in developing economics: the Nigeria experience the study obtained data on variables which were believed to have relationship with CSR and financial performance. These variable included return on earnings, return on asset, community performance, employee relation and environment management system. The result shows that CSR has a positive and significant relationship with the financial performance measure. These result reinforced by accumulating body or empirical support for the positive impact or CSR on financial performance. Margolis cited by Olayinka and Temitope (2011) in a survey of 95 empirical studies conducted between 1972-2001, reported that “when treated as an independent variable corporate social performance in 42 studies (53%), no relationship in 19 studies (24%), a negative relationship in 4 studies (5%), and a mixed relationship in 18 studies (1990)”. In general when the empirical interactive assesses the link between social responsibility and financial performance, the conclusion is that the evidence is mixed.

In a recent study of impact of corporate social responsibility on profitability of Nigeria banks by Amole, et. al. (2012) which made use of Ordinary Least Square (OLS) model of regressive in testing the relationship between dependent and independent variables. The study used data on corporate social responsibility expenditure and profit after tax for the period of 2001 – 2010. It adopts model on the casual relationship between CSR and Firms Financial Performance (FFP). The results of the regression analysis revealed that for every unit charge increment in CSR expenditure, there will be 95% increase in the profits after tax of the bank. The R-Square value of .893 obtained shows that CSR accounted for 89% of their variation in the profit after tax of the bank. The study finds that there is a positive relationship between banks CSR activities and profitability, stating the need for banks to demonstrate high level of commitment to corporate social responsibility based on stakeholders theory in order to enhance their profitability in the long run.

Chen and Shang (2009) investigated the relationship between CSR and financial performance using Taiwanese firms’ quarterly data from 2005 to 2006. They found that corporate social responsibilities is not detrimental to firm performance, in the sense that corporate social responsibility never has a significant and negative effect.Stuebs and Sun (2010), posit that corporate social responsibility improves business reputation and that good business reputation can enhance labour practices, for example socially responsible firms attract and retain more skilled employees. McWilliams, et. al. (2005) found that corporate social responsibility practices are directly related to promoting employee empowerment.Orlitzky et al (2003) conducted a study on a meta-analysis of 52 studies and showed that corporate social responsibility and, to a lesser extent, environmental responsibility is likely to have a positive effect on firm performance. Enquist et al (2006) conducted a case study on corporate social responsibility (CSR) of Swedbank , one of the largest retail banks in Scandinavia. Their findings indicate that Swedbank leaders who are more socially responsible, helping with social and environmental resolutions perform better. Jo and Harjoto (2011) examined corporate social responsibility on firm’s value using Tobin’s Q as a measure of financial performance found that engagement in corporate social responsibility has positive effect on firm’s value. Udiale and Fagbemi (2011) examined the impact of corporate social responsibility activities on financial performance in developing economies. The study considered employee relation (ER), company performance (CP) and environmental management system (EMS) to be the independent variable while the individual dependent variables were measured with Return on Equity (ROE) and Return on Asset (ROA) in Nigerian companies. The study used a sample of forty audited financial statements of quoted companies in Nigeria. The results showed that CSR has a positive and significant relationship with the financial performance measures.

5. METHODOLOGY

5.1 Research design

This study employed the use of survey research design. The choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought to examine the relationship between organizational ethics and corporate social responsibility in United Banks for Africa Plc. Uyo, Akwa Ibom.

5.2 Study area and population

This study was conducted in United Bank for Africa Plc. Uyo, Akwa Ibom State. The choice of this study area was informed by its involvement in corporate social responsibility programmes. The population of this study consisted of eighty two staff of United Bank for Africa Plc. Uyo, Akwa Ibom State. The population distribution according to the branches is shown as: Aka Road Branch - 24 (4 senior staff, 4 management staff and 16 junior staff); Abak Road Branch - 22 (3 senior staff, 3 management staff and 16 junior staff); Nwaniba Road Branch - 18 (4 senior staff, 1 management staff and 13 junior staff); and Udoudoma Branch - 18 (3 senior staff, 3management staff and 12 junior staff) making a total of 82 employees.

5.3 Sampling size and technique

As a result of the inability of the researcher to effectively study the whole staff strength (population) of the organisation, a representative number was chosen as the sample size population. Sixty eight (68) staff was used as the sample size. The sample size was calculated using the Taro Yamen scientific formula which is given as:

$$n = \frac{N}{1 + N(e)2}$$

Where:
N is the Population
1 is the constant
e is the degree of error expected
n is the sample size

$$n = \frac{82}{1 + 82\,(0.5)2}$$

$$\frac{82}{1 + 82\,(0.0025)}$$

$$\frac{82}{1 + 0.205}$$

$$\frac{82}{1\ .205}$$

$$n = 68$$

5.4 Sources of data collection and instrument for data collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire and personal interviews with both management and senior staff of the commission. This method was adopted to enable detailed and independent information not covered by the questionnaire to be expressed by the respondents. Secondary data were obtained from published reports, books, internet, journals, newspapers and magazines. For analytical comparison of facts and proper compilation of facts and figures, survey of existing documents was deemed necessary.Data were collected through questionnaire titled "Organizational Ethics and Corporate Social Responsibility (OECSR)" carefully designed and administered to the respondents, as well as through personal interviews. On the whole, the questionnaire constituted the major instrument for data collection. The questionnaire contains sections A and B. Section A contains personal information about the respondents. Section B is the main body of the questionnaire. This section contains seventeen (15) close ended questions using a four (4) point scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a four category rating system:

SA	-	Strongly agree	4
A	-	Agree	3
D	-	Disagree	2
SD	-	Strongly disagree	1

5.5 Validity and reliability of research instrument

The validity of the research instrument was assessed by the supervisor and other experts in the Faculty of Business Administration, University of Uyo. These experts assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested as well as the comprehensibility of each item in relation to the cognitive level of the respondents. They validated the instrument by effecting necessary corrections, examining the contents and ascertaining clarification of ideas as well as appropriateness of the items.Reliability in this this context refers to the measure of consistency of the instrument used in eliciting relevant and desirable responses from respondents so that the objectives can be reliably and meaningfully achieved. In order to determine the reliability of the instrument used in the study, the corrected questionnaire was administered randomly on selected staff of the Ministry of Finance and some members of the public. This approach was repeated with the same group after a two – month's period and the results obtained from the first and second pre-test were consistent, therefore, the instrument is reliable. The questionnaires were personally administered by the researcher to the respondents during official hours at the office. The exercise was done with the help of head of operations of the Bank. This enhanced return rate of above 70%.

5.6 Method of data analysis

Tables and mean score analyses were used as techniques of analyzing the research questions while Pearson Product Moment Correlation Coefficient (PPMC) was used to test the research hypotheses. All the tests were conducted at 0.05 level of significance. The decision to either reject or accept the null hypothesis (Ho) was reached using the following rules: If the calculated value (v-cal) is greater than the table value (t-tab), the null hypothesis (Ho) will be rejected in favor of the alternative hypothesis (Hi) and if the table value (t-tab) is greater than the calculated value (v-cal) the alternative hypothesis (Hi) will be rejected in favor of the null hypothesis.

6. RESULTS AND ANALYSIS

6.1 Distribution of subjects

The distribution of subjects to guide the study is shown in the tables 1, 2, 3.

Table 1: Distribution of Data based on Gender of Respondents

Variables	Total Sample	Sub-Group	Number	% Total Sample
Bank Accurate Accounting practice	64	Male	35	54.70
		Female	29	45.30
Bank Good labour practice	64	Male	35	54.70
		Female	29	45.30
Bank Environmental stewardship	64	Male	35	54.70
		Female	29	45.30

Table 2: Distribution of data based on educational qualification of respondents

Variables	Total Sample	Sub-Group	Number	% Total Sample
Bank Accurate Accounting practice	64	WASSCE/SSCE	20	31.20
		OND/HND/B.Sc	28	43.80
Bank Good labour practice	64	PGD/MSc/Ph.D	2	3.10
Bank Environmental stewardship	64	Others	14	21.90

Table 3: Distribution of data based on marital status of respondents

Variables	Total Sample	Sub-Group	Number	% Total Sample
Bank Accurate Accounting practice	64	Single	25	39.10
		Married	28	43.80
Bank Good labour practice	64	Divorced	4	6.20
Bank Environmental stewardship	64	Widowed	7	10.90

Table 4: Distribution data based on years of experience of respondents

Variables	Total Samples	Sub-Group	Number	% Total Sample
Bank Accurate Accounting practice	64	0-2 years	18	28.10
		3-5 years	27	42.20
Bank’s Good labour practice	64	6-11 years	10	15.60
Bank’s Environmental stewardship	64	Above 11 years	9	14.10

Research Question 1: What is the effect of bank’s accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State? This question was formulated to investigate effect of ban’s accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State. To answer the research question the mean score analysis was carried out on the data obtained and the result is as presented in table below.

Table 5: Summary of the Mean Analysis of the Effect of bank account accounting practices on performance at corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

S/N	Item	SA	A	D	SD	Mean $\overline{X}$	$\overline{X}_W$	$\overline{X}_C$
1	Your bank has accurate and up to date records.	19 (76)	22 (66)	16 (32)	7 (7)	2.66	2.84	2.5
2	Your bank accurate accounting practice is to check inappropriate cost on third parties or on society.	23 (92)	17 (51)	13 (26)	11 (11)	2.65		
3	Your bank accurate accounting practice is to ensure investors' protection.	32 (128)	15 (45)	15 (30)	2(2)	3.02		
4	Your bank accurate accounting practice is to ensure transparency.	27 (108)	24 (72)	8 (16)	5(5)	2.96		
5	Your bank accurate accounting practice is to ensure full disclosure of executive actions and corporate activities to stakeholders.	23 (92)	27 (81)	10 (20)	4(4)	2.90		
	Total	124 (490)	105 (315)	62 (124)	29 (320)	14.18		

Weighted mean $(\overline{X}_W) = \frac{14.18}{5} = 2.84$

The mean cut off $\overline{X}_C = 2.5 \ (i.e. \ \frac{4+3+2+1}{4})$

The result of the mean score analysis presented in table – shows that the weighted mean is 2.84 and greater than the cut off mean of 2.5 when compared with. The result therefore, showed that there is an effect of bank's accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State.

Research Question 2: What is the effect of good labour practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State? This question was formulated to find the effect of good labour practices on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State. To answer the research question, mean score analysis was carried out and the result obtained is presented in table 6 below.

Table 6: Summary of the mean analysis to effect of bank's good labour practices on corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State

S/N	Item	SA	A	D	SD	Mean $\overline{X}$	$\overline{X}_W$	$\overline{X}_C$
1	There are good labour policies in your bank.	27 (108)	22 (66)	10 (20)	5 (5)	2.93	3.02	2.5
2	Your bank improves social performance of their workers.	30 (120)	17 (51)	8 (16)	9 (9)	2.88		
3	Your bank obeys all the labour laws.	32 (128)	21 (63)	9 (18)	2 (2)	3.10		
4	Your bank has good labour welfare packages	29 (116)	23 (69)	7 (14)	5 (5)	3.0		
5	Your bank is a member of labour union.	31 (124)	27 (81)	5 (10)	1 (1)	3.18		
	Total	149 (596)	110 (330)	39 (78)	22 (22)			

Weighted mean $(\overline{X}_W) = \frac{15.09}{5} = 3.02$

The mean cut off $(\overline{X}_C) = \frac{4+3+2+1}{4} = 2.5$

From the mean score analysis presented in table 6 above, the weighted mean is 3.02. The weighted mean is above the cut-off of 2.5. The results also showed that there is a positive effect of bank's good labour practices on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State.Research Question 3: What is the effect of bank's environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State?   This question was formulated to find the effect of bank's environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc., Uyo. To answer the research question the means score analysis was done and the result obtained is as presented in table 7 below.

Table 7: Summary of the mean score analysis of the effect of bank's environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

S/N	Item	SA	A	D	SD	Mean $\overline{X}$	$\overline{X}_W$	$\overline{X}_C$
1	Your bank is environmentally responsible.	35 (140)	21 (63)	5 (10)	3 (3)	3.18	2.92	2.5
2	Your bank supports its environment financially.	30 (120)	19 (57)	6(12)	9 (9)	2.91		
3	Your bank has sustainability policy for its environment.	34 (136)	21 (63)	2 (4)	7 (7)	3.09		
4	Your bank regularly revise its short-term and long-term agendas of the environment its operates.	29 (116)	20 (60)	10 (20)	5 (5)	2.96		
5	Your bank has a good grasp of its environmental liabilities.	11 (44)	28 (84)	15 (30)	10 (10)	2.47		
	Total	139 (556)	109 (327)	38 (76)	34 (34)	14.60		

Weighted mean $(\overline{X}_W) = \frac{14.60}{5} = 2.92$

The mean cut off $(\overline{X}_C) = \frac{4+3+2+1}{4} = 2.5$

The result of the analysis presented in table 7 shows that the weighted mean of 2.92 is greater than the cut-off mean of 2.5 when compared. The result therefore showed that there is an effect of bank's environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State.

6.2 Hypotheses testing

A total of three (3) null hypotheses were formulated for the study. The null hypotheses were tested in their null forms using Pearson Product Moment Correlation (PPMC) statistics to analysis the data at .05 confidence level and 62 degree of freedom. Ho1:   There is no significant effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo., Akwa Ibom State.This hypothesis was formulated to correlate accurate accounting practices and corporate social responsibility in United Bank for Africa Plc., Uyo., Akwa Ibom State. To test the hypothesis, the Pearson Product Moment Correlation (PPMC) statistic was used to analyse the data. The result is as shown in table 8.

Table 8: Summary of PPMC analysis of the effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

Variables	$\sum x$ Xy	$\sum y_2$ $\sum y^2$	$\sum xy$	r-cal
Bank accounting practices (x)	3744	221618	218066	.779
Performance of CSR (y)	3691	215783		

$P \leq .05$; df – 62; critical r = .232

A correlation value of .779 was obtained from the analysis. It was found to be significant when compared to the critical r-value of .232 at .05 confidence level with 62 degrees of freedom. This shows a high positive relationship between the bank's accurate accounting practices and its performance at corporate social responsibility in Uyo, Akwa Ibom State.

Based on this finding, the null hypothesis was not retained, the effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State was significant. It implies that Untied Bank for Africa Plc, Uyo accurate accounting practices has a high positive influence or effect on the performance of their corporate social responsibility in Uyo, Akwa Ibom State. Ho2: There is no significant effect of good labour practices on corporate social responsibility in United Bank for Africa, Plc, Uyo, Akwa Ibom State. This second hypothesis was formulated to correlate the effect of good labour practices on corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State. To test this hypothesis the Pearson Product Moment Correlation statistics was used to analyse the data the result obtained is as shown in table 9.

Table 9: Summary of PPMC analysis of the effect of good labour practices on corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

Variables	∑x Xy	$\sum y_2$ $\sum y^2$	∑xy	r-cal
Good labour practice (x)	3703	217161	215775	.761
Performance of CSR (y)	3691	215783		.

P ≤ .05 df – 62; critical r = .232

From the analysis, a correlation value of .761 was obtained. This indicates a high positive effect of good labour practices on corporate social responsibility in United Bank for Africa Plc, Uyo. It was found to be significant when compared to the critical r-value of .232 at .05 confidence level with 62 degrees of freedom. Based on this finding, the null hypothesis was not retained, the effect of good labour practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State was significant. It implies that good labour practices has a high positive effect on the corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State. Ho3: There is no significant effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State.This hypothesis was formulated to correlate (investigate) the effect of bank environmental stewardship on performance of corporate social responsibility. To test this hypothesis the Pearson Product-Moment Correlation Statistics was used to analyse the data. The result obtained is as shown in table 10.

Table 10: Summary of PPMC analysis of the effect of Bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

Variables	∑x Xy	$\sum y_2$ $\sum y^2$	∑xy	r-cal
Environmental stewardship (x)	3806	221238	221238	.659
Performance of CSR (y)	3691	215783		.

P ≤ .05; df – 62; critical r = .232

A correlation value of .659 was obtained from the analysis. It was found to be significant when compared to the critical r-value of .232 at .05 confidence level with 62 degrees of freedom. This shows a high positive effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State.Based on this finding, the null hypothesis was not retained. The effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc, Uyo was significant. This implies that United Bank for Africa Plc, Uyo environmental stewardship has a high positive influence on the performance of their corporate social responsibility in Uyo, Akwa Ibom State.

6.3 Summary of findings

The reliability coefficient of the instruments was high (0.84) and the internal consistencies of the subject was moderate. There is a significant effect of bank accurate accounting practices on performance of corporate social responsibility in United Bank for Africa Plc, Uyo, Akwa Ibom State

ii. There is a significant effect of banks good labour practices on performance of corporate social responsibility in United Bank for Africa Plc. Uyo Akwa Ibom State.

iii. There is a significant effect of bank environmental stewardship on performance of corporate social responsibility in United Bank for African Plc. Uyo Akwa Ibom State.

7. DISCUSSION AND CONCLUSION

7.1 Discussion

The purpose of this research study was to examine the effect of organisational ethics on Corporate Social Responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State. The study was designed to assess some aspects of Corporate Social Responsibility in United Bank for Africa Plc. Practice in Uyo base on the rule-based theory, virtue-based ethical theory, right-based ethical theory and justice-based ethical theory. To achieve the purpose, a sample size of 68 staff of

United Bank for Africa Plc. Uyo was used for the study. The sampling technique used was the Taro Yamen scientific formular. The instrument used in collecting the data was the organisational Ethics and Corporate Social Responsibility (OECSR). The instrument was designed with the help of the supervisor and experts in Business Administration Faculty and Evaluation. The reliability of the instrument was determined using the Cronbach Alpha (α) method. An r - value of 0.88 was obtained. The data obtained were analysed using the Pearson Product Moment Correlation to test the hypotheses at 0.05 confidence level. Mean score analysis was carried out to answer the research questions.

7.2 Banks accurate accounting practice and performance of corporate social responsibility

The result of the hypothesis shows that there is a significant effect of banks accurate accounting practices on performance of corporate social responsibility (r-calculated = .779, r-critical = 232). This result is in agreement with (Sullivan, 2009) who posited that it is important that bank's accounts are accurate and up to date so that they can draw up true and fair annual accounts to their stakeholders. Akindele (2011) indicates that there is a significant relationship between bank profitability and corporate social responsibility (CSR) practices. Olayinka and Temitope (2011) using qualitative research method established that corporate social responsibility has a positive and significant relationship with financial performance measures. Furthermore, Margolis in Olayinka and Temitope (2011) reported that when treated as an independent variable cooperate social performance is found to have a positive relationship to financial performance. Amole, Adebiyi and Awolaja (2012) showed that corporate social responsibility accounted for 89 percent of the variation in the profit after tax of the bank. They found a positive relationship between banks' corporate social responsibility activities and profitability. Hillman and Kiem (2001) argued that corporate social responsibility can play a vital role in creating and sustaining creating relationship between organisations and their primary stakeholders. This kind of relationship enhances their corporate image and promote business. This result is reinforced by accumulating body of empirical support for the positive impact of corporate social responsibility (CSR) on financial performance.

7.3 Bank good labour practices and performance of corporate social responsibility

The result of the findings drawn from the analysis indicates there is a significant effect of banks' good labour practices on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State (r-calculated =.761, r- critical = 232 $P \leq .05$). This result is supported by Mcwilliams et al (2005) who stated that corporate social responsibility practices are directly related to promoting employees empowerment. Shuebs and Sun (2010) indicated that corporate social responsibility improves business reputation and good business reputation can enhance labour practices. Socially responsible firms attract and retain more skilled labour (employees). Furthermore, Olayinka and Temitope (2011) showed that good employee relation has a positive and significant impact on financial performance measures. Uadiale and Fagbemi (2011) showed that corporate social responsibility has a positive and significant relationship with employee relation on financial performance measures. Likewise Muhammad and Syed (2014) in their study on the impact of corporate social responsibility on corporate financial performance, pointed out that there is a strong positive impact of corporate social responsibility on labour practices. They said that corporations that implement corporate social responsibility practices enhance their reputations with their stakeholders (Labour Unions, employees). Lee in Abefe-Balogun (2011) maintained that corporate social responsibility initiatives can lead to the promotion of public interest, community growth and development, eliminating practices that harm the public sphere regardless of legality. Where banks implement corporate social responsibility, its reputation is enhanced among shareholders, labour unions and employees. Although, it should have a strong and sufficient resources to corporate social responsibility practices.

7.4 Bank environmental stewardship and performance of corporate social responsibility

The result of the finding obtained from the analysis revealed that there is a significant effect of bank's environmental stewardship on performance of corporate social responsibility in United Bank for Africa Plc., Uyo, Akwa Ibom State (r-calculated = .659, r- critical = 232, $P \leq .05$). The result is in agreement with Orlitzky (2003) who observed that corporate social responsibility is to less extent have a positive effect on environmental responsibility. Chen and Shang (2009) stated that corporate social responsibility is not detrimental to firm's performance, in the sense that corporate social responsibility never has a significant negative effect. Olayinka and Temitope (2011) established that corporate social responsibility has a positive and significant relationship with environmental management system. Likewise, Uadiale and Fagbemi (2011) agreed that environmental management system has a positive and significant relationship with corporate social responsibility. The result is supported by Adeleke (2014) who argued that corporate social responsibility can also enable organisations provide solution to social and environmental problems. Enquist et al (2006) indicates that banks who are socially responsible with social and environmental resolutions perform better. Jo and Harjoto (2011) examined corporate social responsibility on firm's value using Tobin's Q as a measure of financial performance found that engagement in corporate social responsibility has positive effect on firm's value .Mordi cited in Adeleke (2012) posits that corporate social responsibility can also enable organisational leaders to provide solutions to social and environmental problems. Enquist et al (2006) conducted a case study on corporate social responsibility (CSR) of Swedbank, one of the largest retail banks in Scandinavia. Their findings indicates that Swedbank leaders who are more socially responsible, helping with social and environmental resolutions perform better.

7.5 Conclusion and recommendations

Based on the findings of the study, the following conclusions were made:The effect of bank's accurate accounting practices on performance of Corporate Social Responsibility (CSR) is significant.The effect of bank's good labour practices on the performance of Corporate Social Responsibility (CSR) is significant.The effect of bank's environmental stewardship on the performance Corporate Social Responsibility (CSR) is significant.From the results of this study, the following recommendations were made:Internal discipline, accurate accounting practices and strong operational ethics rooted in good corporate governance should be put in place in the banking sector. Banks should increase commitment to integrating environmental, social, and governance factors. This can be also encouraged by government through tax holidays or rebates.Government should work closely with the private sector to support economic development and manage the funds entrusted to it. Common standards and reporting mechanisms should be put in the banking sector.All stakeholders should ensure that they encourage their banks to have serious commitment toward CSR as this can provide added value to the investment in the long run.Business cannot operate successfully in a community it ignores. It is important for organisations to consider CSR initiatives with respect to the firm's abilities.Government should promote CSR by establishing and monitoring compliance through legislative and regulatory frame work of private corporations, financial markets, institutional investors and economic players to create ethical, social or environmental criteria.States as custodians of our national resources must ensure that collective wealth is harnessed in compliance with the principle of sustainable development that underpins the concept of corporate social responsibility.

7.6 Limitations and future directions for research

The study was limited to United Bank for Africa Plc. Uyo, Akwa Ibom State. The indices covered include to; determine the effect of bank accurate accounting practices on performance of corporate social responsibility, examine the effect of good labor practices on performance of corporate social responsibility and examine the effect of bank environmental stewardship on performance of corporate social responsibility. Apparently, all the resources and vital information needed for this research work were unreservedly provided by those concerned. But it would have been more honorable if the researcher was opportune to meet one on one with the CEO of this Bank. However, this does not in any way affect the validity of the study as the researcher adopted a friendly approach in gathering data/information. The researchers made the following suggestions for future directions for research:The future research maybe replicated in all other United Bank for Africa Plc, branches outside Uyo.The future study should be replicated in other banks in Akwa Ibom State.Corporate social responsibility and performance of Stanford Micro Finance Bank, Uyo.Corporate social responsibility and performance of UNIUYO Micro Finance BanK, Uyo, Akwa Ibom State.

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