



CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN NIGERIA: AN EXPLORATION OF SELECTED PRIVATE SECTOR ORGANISATIONS

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Abstract

Agitation for societal development has been on for a long time in Nigeria. This has made many communities to complain against organisations making profits in the poverty-ridden environments. It is for this reason that the communities call on the organisations to contribute to their development through corporate social responsibility (CSR) programmes. The study employed secondary methodology of desk research technique and found that organisations in the selected industries have contributed to the well-being of their communities. The study supports the position of the stakeholder theory that organisations should take care of all stakeholders and not only the shareholders. Going forward, it recommends that organisations in Nigerian industries should invest more in the area of corporate social investment as a form of CSR thereby ensuring that the people could achieve much needed development sustainably.

Key words: Corporate social responsibility, shareholder model, stakeholder model, stakeholder theory, sustainability.

Introduction

Corporate social responsibility (CSR) is the deliberate and sustained system of ensuring mutual benefits or a win-win situation for an organisation and all its stakeholders as against focusing only on the shareholders interest. The stakeholders of an organisation include the community, interest groups, government, regulatory bodies, and international bodies such as the United Nations and its agencies. Corporate social responsibility is a concept that underlines the thrust of good corporate citizenship. Some scholars are of the view that the corporate social responsibility has transformed to sustainability. Sustainability to these scholars represents corporate social responsibility activities that will ensure the sustainable or continuous being of the society (Hawkins, 2006). In recent times, the Milton Friedman's principle of business restricting its activities only to making

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profits for business owners has become contentious and the new thinking is that it is always in the best and enlightened interest of business to look beyond profits and seek the best interest of the society.

To Ogbemi (2020, p. 153-154), CSR “is the practice by which corporate organisations invest part of their profits to the development of their host communities for the benefits of those who bear the brunt of their operations.” He adds that CSR involves providing social amenities, building schools, constructing roads, protection of the environment of the communities, town halls, cottage hospitals and other projects towards improving the lives of the people of the host communities. Kolade (2005) submits that corporate social responsibility is the activities carried out by organisations to leave the society in a better state than that in which they found it. He adds that corporate social responsibility decision and actions of organisations should be driven by a desire to responds to the real needs of people and the society. Yahaya (2004) cited in Adamolekun and Ekundayo (2007) says corporate social responsibility is the commitment of business to contribute to sustainable economic development by working with employees, their families, local community and society at large in order to improve their quality of life, in ways that are good for business and development.

Corporate social responsibility is a concept of corporate citizenship that mandates an organisation to identify and respond to its social, political, and economic responsibilities as defined not only by law, but also, and, more importantly, by its stakeholders. Every activity that portrays an organisation as being a good corporate citizen must be voluntary and must derive from its core values and business objectives. It must also be a deliberate, sustainable, proactive initiative, and not a panic response to escape regulatory sanction or appease the society. The significance of this made Adamolekun and Ekundayo (2007) to submit that the success of business organisations is dependent on how positively they can influence the lives of the people within their environment.

According to Popoola and Egbulefu (2018), there are two schools of thought on corporate social responsibility. The first school of thought is underlined by the position of the economist, Milton Friedman. According to Friedman, the only responsibility of business is to maximise profit for their shareholders and not to spend money in the interest of any stakeholders which he said should be taken care of by the government. “The school claims that business is an economic institution and its legitimate function is economic performance and not social activity” (Popoola and Egbulefu, 2018, p. 9). It is the position of this school that business should be carried out within the ambit of the law without violating other people’s rights. This school underlines what Wisdom (2012) calls



shareholder model (Ogbemi, 2020). This school according to a scholar believes that “the corporation should not fancy out ways of being more good. It should not seek to develop the qualities of a natural person, such as goodness as charity. Companies are not created to be charitable to their external community. They are created to do business, and through that process, to create wealth for their employees, shareholders, the taxman and through him, the community” (Kolade, 2005, p. 10).

The second school of thought is the direct opposite of the first school. The school says businesses must be active in the society by contributing to the totality of its well-being as businesses acquire economic power and social power to be successful. This, according to Wisdom (2012) cited in Ogbemi (2020), is the stakeholder model. Buttressing this school, Kolade (2005) says the line of thinking of the shareholder model gave way when it became acceptable to see the development of a society as the responsibility of its citizens, and people also began to accept the concept of a business firm as a corporate citizen. Corporate social responsibility has now come to be thought of as the response of the responsible firm to the needs of its community which underlines the stakeholder model. In buttressing this model, Oshionebo and Adamolekun (2011, p. 54) say “corporate social responsibility attempts to ameliorate decrepit socio-economic development (challenges) in areas such as poverty alleviation, health care, infrastructural development and education.”

Problem of the study

Organisations usually publish their corporate social responsibility activities that are aimed at bequeathing a better and improved well-being of their host communities and society at large. Despite this claim, however, the people have always accused the business organisations of poor treatment and concern especially with regards to their corporate social responsibility activities (Ogbemi (2020). This disagreement is a problem which queries the adequacy or otherwise of the corporate social responsibility activities of the concerned organisations. Consequently, the problem of this study is the disagreement in the claims of the organisations and the society in assessing the corporate social responsibility activities of the organisations. This underlines the need to investigate the place of stakeholders’ theory in the activation of corporate social responsibility programmes of the companies in Nigeria.

Objective of the study

The main objective of this study is to assess the corporate social responsibility activities of business organisations in Nigerian in relation to the expectation of the society. The specific objectives are to:



1. examine the corporate social responsibility activities of Nigerian business organisations in banking, energy, insurance, manufacturing and telecommunication sectors.
2. investigate the place of stakeholder theory in the activation of corporate social responsibility activities of the business organisations.

Research Questions

The following questions are derived from the objectives stated.

1. what are the corporate social responsibility activities of Nigerian business organisations in banking, energy, insurance, manufacturing and telecommunication sectors?
2. what is the place of stakeholder theory in the activation of corporate social responsibility activities of the organisations?

Literature Review

The review of literature for this study covers relevant concepts, theory underpinning the research, and empirical studies.

Conceptual Review

Types of Corporate Social Responsibility Activities

Many activities are carried out to represent corporate social responsibility in Nigeria. These include corporate social investment, endorsement, patronage, sponsorship, donation or corporate philanthropy and care for the environment.

Corporate social investment is the practice where an organisation invests in the business of its supplier in order for the supplier or retailer to remain in business thereby ensuring the continued operations of the organisation that invested in the business of the supplier and/or retailer. A good example is British America Tobacco that invested in the farming businesses of farmers in Iseyin area of Oyo State, Nigeria and an off taker of cigarette leaf bales that keeps the two parties, farmers and BAT in sustainable business. It is a win-win partnership. In such instance the suppliers and retailers will not work for any of the competitors of the funding organisation or competing products. Such is a key part of the memorandum of understanding between the funding organisation and the supplier or retailer. A common example is where Coca Cola or 7Up provides a (branded) chiller to a retailer to ice its products for the consumers. Any product that is not produced by the chiller provider will not be iced in it. Insurance companies in Nigeria also do this by



equipping the offices of brokers thereby ensuring placement of insurance business in the funding insurance company. The peculiar nature of insurance however will not allow the broker to place all businesses in the funding insurance company as insurance is a business of risk sharing. Nevertheless, the funding organisation may get the lion share of the business thereby becoming the lead underwriter on the business with its accompanying positive multiplier benefits to the lead underwriter.

Endorsement is the usage of a respectable personality in the society to urge the public to carry out a specific task as a way of promoting the goodness of the specific task. In any society, a revered person is usually respected and his endorsement of any product or service may drive traffic to the business. That is endorsement in public relations. It is technically called third-party endorsement.

Patronage is the free provision of products and services for people in need thereby ensuring positive consciousness from the public that may also lead to purchase of the products and/or services of the patronising organisation. Some consumers have actually avoided the products of companies they perceived as not being socially responsible (Rienstra, 2002). Patronage usually checks this negative consumer behaviour.

Sponsorship is the financial underwriting of a particular activity by an organisation. Industrial and General Insurance Nigeria sponsored Shooting Stars Sports Club of Ibadan for as AON Insurance sponsors Manchester United Football Club of Manchester, England, United Kingdom. The package includes the usage of the name and or logo of the sponsoring organisation on the properties of the club including their jerseys, track suits, website, backdrop at press conference or media briefings, programme events among several others. The corporate social responsibility here is that the sponsoring organisation meets the sporting need of the society thereby promoting good neighbourliness with the host community. Globacom Nigeria annually sponsors the Ojude-Oba Festival in Ijebu-Ode, Ogun State Nigeria. Sovereign Trust Insurance Plc yearly sponsors the Ibadan Golf Tournament in Ibadan, Oyo State, Nigeria as Mutual Benefits Assurance Plc also in 2017 sponsored the National Badminton Tournament in Lagos and Promasidor, makers of Cowbell milk sponsors mathematical competition for secondary schools in Nigeria. Many of the banking, energy, insurance, manufacturing and telecommunication companies engage in various sponsorships around the country.

Donation or corporate philanthropy is the practice where a company makes financial or non-financial contribution, usually one-off, to a cause in the society. It can be in promotion of cause marketing which provides organisation with dual opportunities of



addressing business objectives and social issues simultaneously (Akinbola, 2005, 2010, Ohaka and Ogaluzur, 2018).

Environmental public relations is another type of corporate social responsibility. Ogedengbe (2007) says environmental public relations uses many tools including community relations, sponsorship, patronage, endorsement, provision of safety devices, first - aid - box, pollution control, and clearing of waste among others. It is the act of striking a balance in the operations of the organisation and its operating physical environment as well as its ecology.

Reasons for Corporate Social Responsibility

Scholars have given various reasons for organisation's corporate social responsibility activities. Seven of these according to Popoola and Egbulefu (2018) are:

1. Changing social values: the changing value of the society makes it compulsory for organisations not to be static. At the time of Milton Friedman, it was fashionable for organisations not to be concerned about the interests of others stakeholders apart from the shareholders; but not any longer. Matters have changed.
2. Government legislation: though corporate social responsibility activities are humanitarian activities but some legal position that certain percentage of profit must be invested in social scheme makes businesses to be involved in corporate social responsibility. In Nigeria, two per cent of profit before tax is mandatory as education tax that is used in support of education of the Nigerian society.
3. Enlightened self-restrain: the knowledge of the win-win situation makes corporate organisations to be involved in corporate social responsibility as they know that they have many benefits to gain from engagement in corporate social activities.
4. Changing role of manager: the public quotation of some companies make them more open to the society which necessitates investments in corporate social responsibility activities. Quoted companies on the floor of The Nigerian Stock Exchange are also made to report their corporate social responsibility activities in their annual report of accounts.
5. Personal responsibility: businesses have been made aware that they contribute to the social problems of the society such as the global warming and carbon emission. It is in given palliatives to such problems that organisations also involve in corporate social responsibility.
6. Increased financial resources: organisations in banking, energy, insurance, manufacturing and telecommunication industries declare billions in profit despite Nigerian being a developing nation. In ensuring the well being of the society,

organisations engage in corporate social responsibility activities with their financial muscles.

7. Development associations: agitations of different associations and groups in the society also make organisations to engage in corporate social responsibility especially in the provision of infrastructure and security. This is important in Nigeria as the infrastructure provided by government is near-collapse (Oshionebo and Adamolekun, 2011).

Additionally, submissions of international organisations such as the United Nations especially on the sustainable development goals also make organisations to engage in corporate social responsibility activities.

Benefits of Corporate Social Responsibility

According to Gawel (2006) cited in Ijwo and Terfa (2018), win-win benefits of corporate social responsibility activities are for the organisation, the society and the environment. These benefits are as follow.

Company/Organisation: improved financial performance; lower operating costs; enhanced brand image and reputation; increased sales and customer loyalty; greater productivity and quality; more ability to attract and retain employees; reduced regulatory oversight; workforce diversity; and product safety and decreased liability

Society: charitable contributions; employee volunteer programmes; corporate involvement in education; employment welfare programmes; and product safety and quality.

Environment: greater material recyclability; better product durability and functionality; greater use of renewable resources; integration of environmental management tools into business plans including life-cycle assessment and costing as well as environment management standards

Other benefits of corporate social responsibility to business organisation according to Ajayi (2001) cited in Anaeto and Oni (2018) are staff stability; increased brand value; greater access to finance; recruitment of high quality personnel; motivated people; customers' loyalty; high quality reputation as a result of company's contribution to the welfare of the society; enhanced confidence and trust of stakeholders; growth of investors' confidence in company's shares; enhanced public image; healthier and safer place; harmony between the organisation and the society; and checks conflict between the organisation and members of the society.



Akinbola (2005) gives seven benefits an organisation can derive through corporate social responsibility. These are that it helps organisation to: attract and retain a responsible and innovative workforce; build a good reputation predicated on goodwill; increase brand equity; improve decision making on critical issues; reduce long-term cost; improve financial performance and access to capital; and manage risk more effectively.

In implementing CSR programmes, Akinbola (2005) highlights nine issues that an organisation should pay attention to. These are: define vision, mission and value statements; articulate what you stand for; display a genuine commitment to behave responsibly; good corporate governance; long term strategic planning; internal communication; education and training; institute systems of rewards and punishment for employees; and ensure CSR monitoring, reporting and evaluation.

Challenges of Corporate Social Responsibility

Corporate social responsibility in some instances face challenges. These problems usually inhibit or negatively impact the success of the corporate social responsibility activities. Anaeto and Oni (2018) give such challenges to include:

1. unfavourable government economic policies affecting local manufacturing organisations
2. population explosion
3. high unemployment rate
4. high rate of company closure
5. lack of government support for organisations engaging in corporate social responsibility activities especially lack of tax deductibility.

Adeleke, Adinlewa and Ojih (2018) add that further challenges of corporate social responsibility are poor communication, sabotage, poor maintenance habit of the people and lack of collaboration between development agencies. Ogbemi (2020) adds to the challenges - substandard CSR activities by organisations, kidnapping of personnel of the organisations, militancy in the host community, rejection of CSR programme by the community and violence in the host communities. Igben (2008) cited in Ogbemi (2020) says the constraints and difficulties which companies face in their CSR programmes include selfish host community representatives who pursue interests to the detriment of the host community, and insistence to use community contractors when they are not qualified for the task. Other challenges include misapplication of funds, intra-communal war over project location sites, demands that are almost impossible to meet and shift in the wants and needs of the communities (Ogbemi, 2020).

Theoretical Review

Stakeholder theory underpins this study. Stakeholder theory is a theory of management that concerns itself with matters related to morals and ethics in running a business. Stakeholder theory suggests that a business must seek to maximise value for all its stakeholders. The stakeholders according to Robbins (1991) are persons or constituencies that are affected by an organisations decisions and policies. They are a group of persons who is affected or can be affected by the operations of an organisation towards reaching her corporate objectives and/or who can affect the operations of an organisation positively or negatively (Ogedengbe, 2019). The theory emphasises the interconnections between business and all those who have a stake in it, namely customers, employees, suppliers, investors, media, government, political groups, non-governmental organisations, regulators, trade associations and trade unions and the community. This implies that the business should serve the needs of all the stakeholders and not just the shareholders (Bhasin, 2020). This is in line with the stakeholder model school as against the shareholder model school of Milton Friedman who noted that a business must serve only the interests of the shareholders. Friedman's position is an excessively capitalistic view which is discarded by the stakeholder theory. Managers who wish for their organisation to reach its fullest potential must take the interests of all their stakeholders into account. All they have to do is to create means to manage these different parties, integrate their interests strategically and generate relationships that lead to strategic cohesion for the benefits of all parties (Ogedengbe, 2019).

According to Bhasin (2020), Ian Mitroff (1983) originally laid out the concept of stakeholders theory while R. Edward Freeman in his own book: *Strategic Management: A Stakeholder Approach*, points out the groups which are the stakeholders of an organisation.

Empirical Review

Examination of CSR practices in manufacturing industries in Ogun State of Nigeria is the focus of Olatunji (2008). He employed mixed method of survey and in-depth interview. Olatunji made six findings. These are that many areas are in need of social interventions of the corporate bodies; companies consulted with communities before CSR projects were implemented but the communities are not part of the implementation of the CSR projects; the communities frown at the employment of part-time workers by the corporate bodies; corporate bodies must embrace strategic CSR rather the philanthropic gestures that they engage in; manufacturing organisations should increase their environmental awareness and positively impact their communities; and public relations practitioners and scholars should be more accessible to their publics. This will go a long



way in enhancing the effective performance of critical functions of listening/research, counseling, communications and programmes' planning and implementation as organisations discharge their CSR programmes with a higher sense of social and ethical responsibility and responsiveness.

On their part, Osho and Alakija (2008) examine corporate social responsibility in the Nigerian business sector. They employed desk research and found that there were many challenges of corporate social responsibility (CSR) in the business sector. They listed various challenges and these included political instability, economic crimes, poor infrastructure, unstable government policy, and societal agitation among others. The researchers advised businesses to be proactive in their CSR practices and that businesses must meet the needs and aspiration of their various stakeholders.

In his study, Oso (2008) also researches on corporate social responsibility and found that most CSR programmes in Nigeria are done without the inputs of the beneficiaries and this led to a disconnect between the organisations and the stakeholders.

Obalola (2008) employed primary research through survey method with the objective of examining managers' perceptions about CSR and structural changes to enhance the implementation of CSR in Nigeria. The author found that there is a strong support for CSR and that it is still largely perceived as a philanthropic gesture as also found by Olatunji (2008).

These works have all examined CSR generally and none has singularly explored corporate social responsibility practices in Nigerian banking, energy, insurance, manufacturing and telecommunication sectors. A gap which this work fills.

Methodology

This work employs secondary research. This is because secondary research provides ready data which are suitable to answer the research questions and meet the study objectives. The researchers reviewed relevant published materials, website of selected organisations and extracted data that met the thrust of the research objectives. Selected organisations are for Banking: First Bank of Nigeria, Zenith Bank, Guaranty Trust Bank, United Bank for Africa, and Access Bank. Energy: Nigerian National Petroleum Corporation (NNPC), Shell Nigeria and Oando Plc. Insurance: Sovereign Trust Insurance Plc, Capital Express Assurance, Mutual Benefits Assurance, and Industrial and General Insurance (IGI); Manufacturing: Dangote Group, Nigerian Breweries, Guinness Nigeria,



British America Tobacco Nigeria and Promasidor Nigeria; and telecommunications are MTN Nigeria, Globacom and 9Mobile. The companies were selected purposively.

Results

The research questions of this study are what are the corporate social responsibility activities of Nigerian organisations in banking, energy, insurance, manufacturing, and telecommunication sectors? And what is the place of stakeholder theory in the activation of corporate social responsibility activities of the organisations? The results of the secondary research from published work are presented as answers to the research questions.

Research Question one

What are the corporate social responsibility activities of Nigerian organisations in banking, energy, insurance, manufacturing, and telecommunication sectors?

The corporate social responsibility activities of Nigerian industries across banking, energy, insurance, manufacturing and telecommunications centre on education, health, community development, infrastructure such as road construction and reconstruction, youth empowerment and talent development, water treatment and provision, environment, sports, disaster relief, arts, special projects, poverty alleviation, donations and sponsorships.

First Bank of Nigeria provided different supports to educational institutions across Nigeria. The beneficiaries include Obafemi Awolowo University, Ile-Ife, Osun State with constructed lecture theatre; Ahmadu Bello University, Zaria, Kaduna with donation of information and technology communication (ICT) Park; University of Nigeria, Nsukka, Anambra State with the donation of Faculty of Dentistry Building; Langbasa Primary School, Lagos state was provided potable drinking water; and Saint Joseph Senior Secondary School, Mushin, Lagos had its three block of class rooms renovated (Ani-Mumuney, and Oamegbe, 2019). Zenith Bank also provided ultramodern ICT to the University of Nigeria; renovated library of the hearing impaired school in Akure, Ondo State; provided computer science laboratory at Bamaina Academy in Dutse, Jigawa State; Guaranty Trust Bank provided the digital playground for children at Lekki, Lagos State; engage in sports education through the sponsorship of the Principal Cup, Master Cup, Super Cup apart from player development programmes. The bank also undertakes the adopt-a-school initiatives where different schools were selected for development just as done by Oando Plc in some states across Nigeria. United Bank for Africa sponsors the Read Africa programme and the National Essay Competition in Nigeria apart from different skill acquisition programmes. Access Bank sponsors educational development



of Nigeria children including the school projects the bank embarks upon in Jos Nigeria which has put the bank on international map of corporate social responsibility. As part of its corporate social responsibility activities, the Nigerian National Petroleum Corporation (NNPC) sponsors national quiz competition for secondary schools across the country with special focus on science, technology, engineering and mathematics (STEM) subjects (Suleiman and Santas, 2018).

Nigerian Breweries renovated the main block of Igbobi College, Lagos apart from library donation to the school. The organisation also made various donations to universities including Obafemi Awolowo University, University of Nigeria, University of Ibadan and the Pan Atlantic University. Sovereign Trust Insurance Plc donated school bags and educational materials to primary schools in areas that its businesses are situated. The company is also involved in corporate donations and environment sustainability activities. Capital Express Assurance donated furnished documentations' building for the Nigerian Navy Secondary School, Ojo, Lagos State. Dangote Group made financial donations to Modupe Cole Memorial School Akoka and Pacelli School for the Blind and Partially Sighted Children, Surulere, Lagos (Suleiman and Santas, 2018). 9Mobile, a telecommunication firm, partnered with governments of Lagos, Kano and Kaduna States for the refurbishing of public primary and/or secondary schools in the state through adopt-a-school model. According to Suleiman and Santas (2018), the company built classroom blocks, donated fully equipped ICT laboratories, and science laboratories covering physics, biology and chemistry subjects. Shell Nigeria is also involved in scholarships to secondary and university students annually since 1952 and many of today's leaders in commerce and industry in Nigeria have benefited and in turn contributed to the growth of industries, including Shell's (Ogedengbe, 2005). Promasidor Nigeria, makers of Cowbell milk, also sponsors mathematical competition for secondary schools in Nigeria.

Guaranty Trust Bank and Nigerian Breweries are involved in arts. The bank is well noted for art sponsorship as Nigerian Breweries sponsors creative writers programme, national arts competition and national reading competition. MTN Nigeria, a telecommunication firm, through its corporate social responsibility arm MTN Foundation also sponsors arts and culture especially through the MUSON music programme. Globacom Nigeria sponsors the annual Ojude-Oba Festival in Ijebu-Ode, Ogun State, Nigeria.

Access Bank sponsors the UNICEF Charity Shield Polo as Guaranty Trust Bank is a partner of the United Nations Environment Programme Finance Initiatives on Sustainable Development. Virtually organisations in all the sectors under study are involved in health programmes from combating malaria to cancer. Zenith Bank donated a fully equipped



ultramodern health centre to Iga Iduganran community in Lagos apart from the donation of 10 mobile cancer centres in the fight against cancer. Guinness Nigeria, a manufacturing firm, donated the Guinness Eye Centre as part of its corporate social responsibility programmes. MTN Nigeria also gives support for the society through its mother and child health cause which it implements through the maternal ward support project in Nigeria. Shell Nigeria has built and refurbished hospitals and clinics which are currently running in different communities as part of its sustainable corporate social responsibility programmes.

In the area of sports, Access Bank sponsors the Access Lagos Marathon and Zenith Bank is the title sponsor of the National Women Basketball League and the sponsor of the Nigeria Football Federation. Guinness Nigeria sponsors the Kaduna Polo Tournament, Ikeja Golf Tournament, and Guinness Benin Golf Tournament apart from the Malta Guinness National Division One League Handball Championship. Sovereign Trust Insurance Plc is also the title sponsor of the Ibadan Golf Tournament as Mutual Benefits Assurance sponsored the National Badminton Tournament and Industrial and General Insurance (IGI) sponsored Shooting Stars Sports Club of Ibadan

Additionally, Zenith Bank and Access Bank reconstructed roads in Victoria Island part of Lagos State, Nigeria. Nigerian Breweries and Guinness Nigeria also carried out corporate social responsibility activities in the area of water supply and according to the Managing Director of Cadbury Nigeria Plc, Oyeyimika Adeboye on Channels Television Kaleidoscope programme, Cadbury Nigeria has been providing potable water for its Agidingbi community for the past 20 years and they will sustain this. British America Tobacco Nigeria also provided further infrastructure across Nigeria especially in the area of potable water supply which were provided through solar and manual methods. According to Ogedengbe (2007), the water was provided in areas such as Muchiya and Sabongari both in Kaduna State, Makurdi in Benue State, Barkin Kusu and Tangaza both in Sokoto State, Apete Awowo and the University College Hospital (UCH) both in Oyo State. Guinness Nigeria Plc also provided water for the people of Badia community in Ijora area of Lagos State, Nigeria. Guinness constructed a borehole of 700 feet which could meet the water needs of 5, 000 people. With this, the community was relieved of its water problem with the Water of Life Project of Guinness Nigeria Plc (Ogedengbe, 2007).

For empowerment, MTN Nigeria is very much involved through the performing arts sponsorship. Same to United Bank for Africa which sees empowerment as a core part of its corporate social responsibility programmes. British America Tobacco also engages in empowerment as part of its corporate social responsibility programmes through its



poverty alleviation programme. This programme started in Kaduna with 12 beneficiaries who were not only trained but also made shareholders along with an NGO of the business centre where they are practicing their skills. Shell Nigeria also engages in Youth Training Scheme for youths of the Niger Delta to acquire skills for self-employment and employment in the oil industry. The company's agricultural involvement which started in 1965 has directly benefited Nigerian farmers over the years (Ogedengbe, 2007).

Research Question two

What is the place of stakeholder theory in the activation of corporate social responsibility activities of the organisations?

The place of stakeholder theory is positive in the organisations under study as they have been ethical in their operations by maximising values not only for the shareholders but also for other stakeholders in the society. The various programmes and initiatives they embarked upon benefited their communities. This as stipulated by the stakeholders theory is making these organisations work towards their full potentials as a going-on concern. Their corporate social responsibility activities have made them to be woven into the fabrics of the society thereby ensuring their sustainability.

Discussion of Findings

The corporate social responsibility activities of the selected Nigerian organisations are in concurrence with the submissions of Ogbemi (2020) that corporate organisations invest part of their profits to the development of their host communities which involves the provision of social amenities, building schools, constructing roads, protection of the environment, cottage hospitals and other projects towards improving the lives of the people. This is also supported by Oshionebo and Adamolekun (2011) as well as Obalola (2008). Again, Kolade (2005) supports this that corporate social responsibility activities are carried out to make the society better. Additionally, the organisations have shown commitment to sustainable economic development of the society through the implemented corporate social responsibility activities which improve the people's quality of life for the good of business and development as supported by Yahaya (2004) cited in Adamolekun and Ekundayo (2007). This is in conformity with the second school of thought in corporate social responsibility (Popoola and Egbulefu, 2018).

The findings of the second research question show that the activities of the organisations under study have supported the postulation of the stakeholders' theory as the interconnections between business and all the stakeholders have been positively cemented. This is in line with the submission of Bhasin (2020) that businesses should



serve the needs of all the stakeholders and not just the shareholders. This is also in line with the stakeholder model school of thought which according to Wisdom (2012) cited in Ogbemi (2020) submits that businesses must be active in the society by contributing to the well-being of the society as businesses acquire economic power, license to operate and social power that necessitates reciprocal responsibility. This is also supported by Kolade (2005).

Conclusion

The selected organisations have carried out different aspects of corporate social responsibility especially donations and construction of infrastructural facilities in different areas including education, health, and construction. They have also carried out programmes in the areas of sponsorship and care for the environment. Their activities are in tandem with the modern trend in corporate social responsibility where the stakeholder model is preferable to the shareholder model. This makes another contribution to the elongation of the rejection of the position of the economist, Milton Friedman that the only responsibility of business is to maximise profit for the shareholders and not to spend money in the interest of any stakeholders. This study has brought to the fore that businesses are not just economic institutions but also social institution that should care for the wellbeing of the communities where they operate.

Recommendation

It is recommended that corporate organisations in Nigerian should invest more in the area of corporate social investment as a form of corporate social responsibility. Corporate social investment is the practice where an organisation invests in the business of its stakeholder in order for the stakeholder to remain in business thereby ensuring the continued operations of the organisation that invested in the business of the stakeholder. Corporate organisations in Nigeria are lacking here. It is possibly for this dearth that the people are complaining against their operations in the society. By carrying out corporate social investment as a CSR programme, they will underline the belief that it is better to teach a man how to fish rather than giving the man fish. It will also be in agreement with Kolade (2005) that corporate social responsibility should respond to the real needs of people and the society. This is underlined by Osho and Alakija (2008) that businesses should be proactive in their CSR practices and that businesses must meet the needs and aspiration of their stakeholders. Corporate social investment will ensure that communities made inputs to the CSR activities thereby remove the disconnect between the organisations and the stakeholders as submitted by Oso (2008). With this, sustainability of the projects will be ensured and the problem of the study will be resolved. With this, the communities will have many small and medium scale businesses which will in the



long run increase the number of organisations that will be providing corporate social responsibility activities for the communities. This is because small and medium scale businesses will also contribute their quotas to the development of the communities thereby bringing to the fore the strategic contributions of the selected companies to the society. Additionally, it will make them not only to have better brand equity but also wove them into the fabrics of the society thereby ensuring their sustainability. This is the way forward.

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