

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANISATIONAL PERFORMANCE: EVIDENCE FROM NIGERIA

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ABSTRACT

The study drew empirical evidence from indigenous firms in Nigeria by exploring the meaning and practices of Corporate Social Responsibility in Nigeria. It was found that indigenous firms perceive and practice Corporate Social Responsibility as corporate philanthropy aimed at addressing socio-economic development challenges in their host communities and the country in general. This finding reaffirms the fact that Corporate Social Responsibility is a localized and social embedded construct, as the 'waves', 'issues' and 'modes' of Corporate Social Responsibility practices identified amongst indigenous firms in Nigeria reflect the firms' responses to their socio-economic context.

The research design adopted for the research work is the survey research design, the data analysis was based on primary data through the administration of questionnaires. The data collected for the study were analyzed in tables, simple percentages and the hypotheses tested using Chi – Square. Based on the information supplied and the analysis of the data gathered, it was discovered that failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrences and consequences of conflict between organizations and their host communities and eventually impacted negatively on their performances.

Based on the foregoing therefore, the study recommends that in order to encourage the implementation of Corporate Social Responsibility a committee should be established to oversee the social responsibility activities of companies. The government should also partner with these companies to ensure that company's management observes key principles of Corporate Social Responsibility in order to ensure effectiveness in running its social responsibility programmes without endangering corporate survival.

KEY WORDS: CORPORATE SOCIAL RESPONSIBILITY, ORGANISATION, PROGRAMMES, COMPANIES AND PERFORMANCE.

INTRODUCTION

The last twenty years have seen a radical change in the private sector's relationship both with the state and civil society. Globalization, deregulation, privatization and a redrawing of the lines between state and market have changed the basis on which private enterprise is expected to contribute to the public good. Meanwhile, the relationship between companies and civil society has moved on from paternalistic philanthropy to a re-examination of the roles, rights and responsibilities of business in society.

These dynamics combined with the macro changes have led to the emergence of a new approach to Corporate Social Responsibility (CSR), with companies recognizing that improving their own impacts and addressing wider social and environmental problems will be crucial in securing their long-term success. Increasingly, high profile companies are implementing CSR processes such as public commitment to standards, community investment, continuous improvement, stakeholder engagement and corporate reporting on social and environmental performance. CSR is now being discussed and debated in the public policy sphere – the UK has a Minister for Corporate Social Responsibility (in the Department for Trade and Industry), the EU has recently published a Green Paper on the subject, 2005 has been designated the European year of CSR, and the UN Global Compact is bringing together companies and UN agencies to address Corporate Social Responsibility.

A lot of companies and their managers have neglected the problems created by corporate firms to their host communities. These problems possess a lot of threat and sometimes make life difficult for these communities. The privilege given to organizations to operate in the society stems from the act that society believes that there is a mutual interdependency existing between them, that is, the organization and the society. In the last years, the call for increased social responsibility, by governments, investors and corporations, was distinctive and urgent due to the global crises that took a central role, financial market breakdowns, severe economic declines and food shortages required immediate responses. It seemed that climate change finally received due attention, with growing recognition of critical consequences without a significant change in the course.

When people make decisions about the natural resources usage they must take into consideration the processes which are used to get these resources, and who has access to them. The next generations will still have enough resources and the environment will be left, as you know it today or even better in order to be normal living conditions? For these questions, the decision makers should find answers (Bodea, et al., 2010). Dunning (2003) urges the development of what he names a Responsible Global Capitalism that should not be considered as an end in itself, but as a means of social transformation of societies to create a better life for its citizens. According to Dunning no single religion or philosophy can force its unique values and standards

upon others but each religion or philosophy can contribute to a sustainable ecology. Corporate Social Responsibility (CSR), the set of standards to which a company subscribes in order to make its impact on society, has the potential to make positive contributions to the development of society and businesses. More and more organizations are beginning to see the benefits from setting up strategic CSR agendas.

In the 1950s the primary focus was on businesses' responsibility to society and doing good deeds for society. In the 1960s key events, people and ideas were instrumental in characterizing the social changes ushered in during this decade. In the 1970s business managers applied the traditional management functions when dealing with corporate social responsibility issues while in the 1980s, business and social interest came closer and firms became more responsive to their stakeholders. During the 1990s the idea of corporate social responsibility became almost universally approved, also corporate social responsibility was coupled with strategy literature and finally, in the 2000s, corporate social responsibility became definitively an important strategic issue.

Corporate Social Responsibility is essentially an American phenomenon has over the years become a major concern in Western Europe and in other countries of the world following the western model of development.

According to Drucker, (1986:66).The genesis of the debate on the concept of corporate social responsibility has been traced to the wave of crisis in social values that engulfed America in the post World War II period and most especially in the sixties. The Chief Executive of General Motors who observed the changing trend could not help observing:

"I am concerned about a society that has demonstrably lost confidence in its institutions – in the government, in the press, in the church, in the military, as well as in business". Business to America has had a most unique history. Its development growth and impact on social life in America since World War II is almost common knowledge. What may not be common knowledge, however, is the fact that business which has hitherto shaped and controlled the lives of millions of Americans some two hundred years ago is today being threatened by a wave of protests from various publics it uses to serve. The crisis of confidence in the social role of business as made explicit in debates on corporate social responsibility points to the fact that America sees big business as a big powerful machine gone out of control. And efforts to control and at least re-orientate its directions form the core of the argument of all who urge business to change with the times. In

other words, to deemphasize it so much vaunted profit maximization dogma and pay attention to the human lives and environment which it is subtly, ruthlessly and almost surely grinding out of existence. As one of the protagonists has viewed the concept of corporate social responsibility it is a crude blend of long-run profit-making and altruism, a doctrine which fuses social values with profit maximization goals.

According to Drucker, (1986:96) the debate on corporate social responsibility did not only take place in the United State of America. The noise of the debate filtered through to other countries that shares similar business cultures with America most especially the Western European countries. While the western European nations have responded positively to the debate, accepted and even implemented some of its own far reaching conclusions it is pertinent to know if the discussions and conclusion so far reached have had an impact on the countries periphery.

The emphasis is on what contribution they can make to such social problems as protected and restoration of physical environment, racial discrimination or social discrimination.

In striving to satisfy its corporate goals and achieve its objectives the organization cannot operate in isolation from its environment. The performance of corporate social responsibility is not undertaking to boost profit at the short-run but to meet some social needs, aspirations, and profit at the long-run.

Organizations who hold this view of corporate social responsibility believe that once it does what is expected of it by law and its host community the organization is socially responsible.

STATEMENT OF PROBLEM

Over the years, Managers of corporations have neglected the problems created by corporate firms to their host community. These problems pose a lot of threat and often make life unbearable for the community. An example of these problems is the on-going crisis in the Niger Delta region which has led to the destruction of lives and property. There are accusations from the youths in these areas that corporations misdirect their efforts and resources that they should have used to develop the community to bribe opinion leaders in order to overlook their responsibility to the community, and these have caused lots of acrimonies between the two parties, community and the firm. Problems identical to this can also be identified in other areas and in other communities across the country where large corporations are located. The privilege given to organizations to operate in the society stems from the act that society believes that there is a mutual interdependency existing between them, that is, the organization and the society. It is discovered that there exists a relationship between

organizations and their host community and this relationship has become increasingly important. The decision made in an organization could influence community prosperity and also national and even international economic activity might be affected. In the light of this, the following problems have been identified:

- I. Corporate Social Responsibility is about organizations giving back to their host communities from the privilege given to them by the host communities to take from them but some firms still fail to be socially responsible to these communities and this has led to conflicts between organizations and stakeholders in the community.
- II. Corporate Social Responsibility is recommended generally to be an obligation of organizations to their host communities but yet, some organizations do not feel obliged to their host communities so they choose not to be socially responsible to them.
- III. Community leaders and village heads have failed in their leadership responsibilities as they go behind the community to receive bribes from organizations and thereby having no choice but to overlook the organizations' social responsibility to the community.
- IV. Failure of organizations in observing key ethical philosophies which include sustainability, accountability and transparency has led organization managers in taking decisions that negatively affect their host communities.

OBJECTIVES OF THE STUDY

In view of the stated problems above, the objectives of this research work would be:-

- i. Understanding the purpose for which Corporate Social Responsibility is requested.
- ii. To identify the reasons why corporations choose to default in carrying out Corporate Social Responsibility despite the fact that it is an obligation.
- iii. To investigate why community leaders are less concerned in monitoring the activities of organizations that cause or have potentials of causing pollution in the community.
- iv. To assess the extent to which corporation management contribute to the threats and damage to communities due to failure to adhere to the principles of Corporate Social Responsibility.

RESEARCH QUESTIONS

1. Why is Corporate Social Responsibility requested?, what are the factors that prompt the unwillingness of Lafarge Cement Wapco Nigeria Plc to be socially Responsible to their host communities?

2. Corporate Social Responsibility is a requirement of the community and the general stakeholders and Corporations are obliged to be socially responsible to their host communities. Has Lafarge Cement Wapco Nigeria Plc been socially responsible to its host community?
3. What measure can the general stakeholders of Lafarge Cement Wapco Nigeria Plc take to ensure effective monitoring and evaluation so the organization does not divert its efforts and facilities for unapproved purposes?
4. To what extent does Lafarge Cement Wapco Nigeria Plc's management contribute to the incidence of damage and other related adverse effects on the ecosystem and host community?

RESEARCH HYPOTHESES

Based on the problems identified above, the following hypotheses were put forward and will be tested in the course of this study:

1. **H0:** Failure to adequately carry out Corporate Social Responsibility has not played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.
H1: Failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.
2. **H0:** Companies does not see Corporate Social Responsibility as an obligation to its host community.
H1: Companies sees Corporate Social Responsibility as an obligation to its host community.
3. **H0:** Effective monitoring and evaluation by all stakeholders of companies does not reduce the incidence of the company treating Corporate Social Responsibility with levity.
H1: Effective monitoring and evaluation by all stakeholders of companies reduces the incidence of the company treating Corporate Social Responsibility with levity.
4. **H0:** Companies management's failure to observe key principles of Corporate Social Responsibility does not have an effect on the incidence and occurrence of damage and other adverse effects on its host community.
H1: Companies management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

REVIEW OF RELATED LITERATURE

CONCEPTUAL FRAMEWORK

According to Edgar (1982:61) business organization is a system, and a system can be defined as a set of interdependent parts which come together to make up the whole business. Each of these components or parts contributes and in return receives something from the whole which in turn is interdependent on the environment. A system may be closed or open. A system is said to be closed when it does not receive inputs from outside, that is its external environment nor does it contribute output to the external environment.

A SYSTEM

A system is a collection of inter-related parts working co-operatively to sustain the whole. A system is also defined as a set of objects working together with relationships between the objects and their attributes related to each other and to the environment.

A system can be said to be an open system when it exchanges inputs and outputs with its environment. It gives output to the environment and in return receives inputs from the environment. The case study which is Lafarge Cement Wapco Nigeria PLC is an example of an open system as it receives inputs and gives outputs to the environment.

THREE MAJOR CHARACTERISTICS OF AN OPEN SYSTEM

- They receive inputs or energy from their environment.
- They convert these inputs into outputs.
- They discharge their outputs into their environment.

In relation to an organization, the inputs include people, materials, information and finance. These inputs are organized and activated so as to convert human skills and raw materials into products, services and other outputs which are discharged into the environment.

THE CONCEPT OF ENVIRONMENT

No business enterprise exists and operates in a vacuum. Business operates in a dynamic environment. The growth and survival of a business is dependent on the environment and other factors. A better understanding of the environment and how it works will help in the understanding of the social responsibility of business.

DEFINITION OF ENVIRONMENT

Environment can be defined as surroundings, especially the materials and other influences which affect the growth, development and existence of a living being or a business organization. Enudu (1999: 98), citing Onuoha (1991:121) defined an environment as a set of conditions and forces which surround and have direct or indirect influence on the organization. Generally speaking, environmental variables that affect business organizations may be classified into internal and external environmental variables. An organization's survival is dependent upon a series of exchange and the continual interaction with the environment which gives rise to a number of broader responsibilities to society in general.

To understand the business organizational environments, we must borrow some concepts from Systems Theory. One of the basic assumptions of systems theory is that business organizations are neither self-Sufficient nor self-constrained. Rather, they exchange resources with and are dependent on the external. Thus, business organizations take inputs such as raw materials, money, machine, labour, method and energy from the external environment, transform them into products or services and then send them back as outputs to the external environment. Koontz et al (1980:89) maintained that the relationship between a business organization and its environment can be examined in three main ways:

First, a business organization can be viewed as importing various kinds of inputs such as man, materials, money and machine. These inputs are then transformed to produce outputs such as products and services.

Secondly, in the study of the relationships between business organization and its environment is to focus on those publics which the business organization must service. These publics are, Employees, consumers, suppliers, stakeholders, government and the community where the business organization is located.

A third approach is to view the business organization as operating in an external environment of opportunities and constraints which some authorities classified as economic, political, legal, technology etc. Thus, all managers whether they operate in a small or medium or large business organization, take into consideration the elements and force of their external environment. It is necessary for us to discuss the various environment of a business.

ELEMENTS OF DIRECT AND INDIRECT ACTION ENVIRONMENT OF AN ORGANIZATION

Fig. 1



Source: Onuoha: Management (1999:121)

ELEMENTS OF DIRECT-ACTION ENVIRONMENT

Direct-action elements are elements of the environment that directly influence a business organization's activities. Some people prefer to refer to "direct-action" as the task environment. The direct-action environment is made up of stakeholder. The stakeholders fall into two categories: External and Internal stakeholders. Stakeholders are defined as individual or groups that are directly or indirectly affected by business organization's pursuit of its objectives.

INTERNAL STAKEHOLDERS These are groups or individuals such as employees, shareholders that are not strictly part of a business organization's environment but for whom an individual manager remains responsible. They are a part of the environment for which an individual manager is responsible.

I. EMPLOYEES:

The employees of a business organization render services. They also involve in the production of goods or services which the business organization sell. Therefore, managers must always seek to get the right caliber of workers in the workforce.

II. SHAREHOLDERS:

The shareholders are primarily interested in the return on investment but in recent time, managers and shareholders have become interested in how a business is run. The governing structure of a large company allows shareholders to influence a company by exercising their voting rights.

III. MANAGEMENT:

The management of an organization is responsible for the smooth running of the organization while they deal with multiple shareholders and balancing conflicting claims.

EXTERNAL STAKEHOLDERS

I. CUSTOMERS:

Consumers are referred to as those people and organizations that buy the organization's products and services. They exchange resources, usually in form of money. Their patronage or lack of patronage determines whether a business organization's operations will be successful or not. Customers and market situation determines selling tactics that should be employed by the organization in marketing the organization's products or services. Usually, a marketing manager analyses the potential customers and market conditions and direct a marketing company based on that analysis.

II. SUPPLIERS:

Suppliers are referred to as those people and organizations that provide the materials, equipment and spare parts with which business organizations operate. Every organization buys inputs – raw materials, services, energy, equipment and labour – from the environment and uses them to produce output. Organizations are therefore dependent upon suppliers of materials and labour and will try to take advantage of competition among suppliers to obtain lower prices, better quality work and faster deliveries.

III. GOVERNMENT:

In Nigeria, the relationship between government and business organizations has been that of restrictive control in nature. Government had acted as a protector of business through maintaining domestic peace and security. Government has shown interest in the private sector of the economy and this they do by regulating the activities of all productive organizations to public interest and reinforcing laws and establishing agencies or regulatory bodies to ensure that these laws are adhered to.

Like consumers and environment advocates, are social critics who use the political process to further a position on particular issues. Managers have to study and defect groups formed to oppose the company on any issue. Special interest groups can use the media to gain attention; therefore managers must take both present and future special interest groups into account when setting organization strategy.

IV. MEDIA:

The economy and business activity have always been covered by the media, since these topics affect so many people. There is an increase reports of business activities in the media, therefore, managers who regularly deals with the media should often seek for professional coaching to improve their ability to present information and opinions clearly and effectively.

V. LABOUR UNIONS:

Labour Unions seek to improve the quality of work-life of members of another by giving workers more control over what they do and how they do it. Managers through collective bargaining try to negotiate wages, working conditions, hours, etc. They have improved workers sense of responsibility and participation.

VI. FINANCIAL INSTITUTIONS:

Business organizations depend on a variety of financial institutions, including commercial banks, investment banks and insurance companies to supply funds for maintaining and expanding their activities. Both old and new or well established business may rely on short-term loans to build new facilities. Managers have to establish and maintain a working relationship with these institutions.

VII. COMPETITORS:

A firm must always seek to increase its market share by gaining additional customers or it must beat its competitors in entering and exploiting an expanding market. The business must do all these by defining its marketing strategy.

ELEMENTS OF INDIRECT-ACTION ENVIRONMENT

These are elements of the external environment that affect the climate in which a business organization's activities take place, but do not affect the business organization directly Stoner et al (1996:63). Some people refer to indirect-action as the "General environment". The following are factors that influence business organization in an indirect-action environment:-

I. ECONOMIC VARIABLES:

These are factors, such as inflations, recessions, price stability, tax, etc, that affects business. These are general economic conditions and trends that may be factors in an organization. Other important economic variables are capital, economic stability and government fiscal policies.

Farmer and Richman (1965:56), also identified three other economic variables, one of them they referred to as “factor endowment”, which is the extent to which a country has available natural resources, adequate and useful labour, and capital which can be employed for efficient production. Another one is the size of market and the third major pervasive economic constraint is the extent to which social overhead capital is available.

II. SOCIAL VARIABLES:

These are factors such as demographics, lifestyles and social values that may influence and organization from its external environment.

III. POLITICAL VARIABLES:

These are factors that may influence an organization’s activities as a result of political process or climate. The political process involves competition between different interest groups, each seeking to advance its own values and goals.

Political legal variable also refer to political and legal environment which relate primarily to compel of laws, regulations and government agencies and their actions which affects all kinds of enterprises.

IV. TECHNOLOGICAL VARIABLES:

The term ‘Technology’ refers to the sum total of knowledge we have of ways to do things, which affects an organization’s activities. One of the most pervasive factors in the environment is technology.

APPROACHES TO CORPORATE SOCIAL RESPONSIBILITY (CSR)

By approaches to corporate social responsibility, we mean the perception or view of people about the concept. While it is no longer new that social responsibility of business is necessary, there is still no consensus on what actually constitutes social responsibility. The various perceptions of social responsibility are:

1. Social obligation

2. Social Reactions
3. Social Responsiveness.

1) **SOCIAL OBLIGATION**

Those who hold this view of social responsibility believe that once the organization does what is expected of it by the law, that it is socially responsible. They believe that the major role of business in the society is to make profit. Once this objective is achieved within the ambit of the law, the business is socially responsible. Their target therefore is to meet government standards and not to exceed it even if it would benefit society more. The proponents of social obligation believe that the first obligation of business is to return high profit to its shareholders for whom it is primarily accountable. They also believe that the duty of executing social programmes is that of the government and not business. Organizations are socially responsible when they pay taxes to government to enable it embark on these programmes. Furthermore, the cost of social responsibility will ultimately be added to the cost of the goods and services offered by the companies, thereby leading to higher prices. This then means that it is the people who are paying for social service and not the company.

2) **SOCIAL REACTIONS**

This view of social responsibility believes that business must be concerned about the social cost of its activities. It should exceed legal set targets in its attempt to responsible behavior. In doing this, it is helping to solve some of the societal problems arising from activities and even those that are traceable to it. Social reaction therefore according to Seithi (1976:66) means behavior in reaction to currently prevailing social norms, values and expectations to various groups in the society for it to be socially responsible. Consequently any business that does not react favorably to the demands of societal groups is not socially responsible even if it means its legal obligation to society.

3) **SOCIAL RESPONSIVENESS**

Business is socially responsible if its actions are anticipatory and preventive instead of reactive and restorative Seithi, (1976:70). To this group, social responsibility means acting in anticipation of the future needs of society. A socially responsive organization sees itself as part of the society and as such takes stand on public issues and contributes its quota toward solving societal problems. It does not

have to wait for groups to make demands on it before it acts rather, it initiates social programmes which it feels would help society and execute them without prompting from any quarters.

HISTORICAL BACKGROUND OF LAFARGE CEMENT WAPCO NIGERIA PLC (WAPCO)

Lafarge Cement WAPCO Nigeria Plc (WAPCO), formerly West African Portland Cement Plc, was established in 1960 with its first factory in Ewekoro, Ogun State. The second factory in Sagamu, also in Ogun State, was established in 1978. The company commenced production with an initial capacity of 200,000 tonnes per annum, but this later grew with demand to about 1.5million tonnes per annum. A modern state-of-the-art plant was commissioned in Ewekoro in August 2003 to replace the obsolete and aged plant. This has led to an increase in the company's capacity by over 1million tonnes per annum. The company's brand – Elephant Cement – is of impeccable standard and quality. The company has consistently won the Nigerian Industrial Standards (NIS) Certificate for product quality by the Nigerian Standard Organization for over two decades now. The company was listed on the Nigerian Stock Exchange on February 16, 1979. As a result of its takeover of Blue Circle Industries Plc, UK on July 1, 2001, Lafarge SA of France became the majority shareholder in Lafarge WAPCO. With the acquisition, Lafarge WAPCO has integrated into the Lafarge culture, implementing process reengineering and imbibing Lafarge's best practices. In February 2008, the name West African Portland Cement Plc was changed to Lafarge Cement WAPCO Nigeria Plc, to reflect the rebirth of the company as part of an international organization, strategically positioned for greater heights.

The parent company Lafarge was created in 1833, it is the world leader in building materials and holds top-ranking positions in all of its businesses: Cement, Aggregates, Concrete and Gypsum. With more than 84,000 employees in 79 countries, Lafarge posted sales €19bn in 2008. Lafarge's businesses are truly fundamental: it extracts mineral resources from the earth and transform them into major construction materials. Their activities meet the basic needs of mankind by providing housing and infrastructures all over the world. The Group has successfully established itself in countries with high growth potential. The company has highly generative business model and its excellent geographical portfolio. Lafarge is ideally positioned to lead the building materials sector in meeting the opportunities offered by demographic growth and housing and infrastructure needs over the next decade.

BUSINESS

WAPCO'S principal activities are the manufacturing and marketing of cement products. The Group controls a unique portfolio of businesses, Cement (57%); Aggregates and Concrete (35%); Gypsum (8%). Lafarge designs and produces building materials to meet the requirements of people throughout the world for housing, transport, healthcare, education and essential infrastructure for economic growth and social progress. The company believes that ongoing advances in building materials must integrate respect for people, their different needs and their environment. This strong conviction is reflected in a strategy that combines industrial know-how with performance, value creation, respect for employees & local cultures, environmental protection and conservation of natural resources & energy .

OVERVIEW OF THE NIGERIAN CEMENT INDUSTRY

Nigeria's economy is highly reliant on cement for the development of basic infrastructure such as roads, water supply, hospitals, schools, houses and ports. Although the domestic demand for cement in Nigeria has been expanding rapidly, local production has continued to fall short of the demand by at least 35% due to critical production input constraints, including unsustainable energy source. Most of the local producers are currently investing in capacity expansion in order to bridge the supply gap in the industry. Over 90% of cement sold is bagged, while the rest is bulk-distributed, with roads being the primary mode of transport. As a result of this, each cement producer has regional catchment area in Nigeria. Although raw materials needed in cement production are abundant in Nigeria, the industry entry barriers are very high. The cost of plant construction is largely determined by the state of the local infrastructure. Each manufacturer provides its own power generation at the plant, which further pushes up the cost per ton of output. The poor state of infrastructure continues to be the bane of the industry – high cost of power, fuel, transportation and water security incurred by manufacturers add to the cost of production and therefore push the price of cement up. The pricing system in the Nigerian market is that imported cement, bagged at the port, costs almost the same as locally produced bagged cement. The ex-factory price for a bag of cement according to industry players is approximately the same as that of imported cement.

The Nigerian cement industry consists of five main producers namely Lafarge WAPCO, Obajana Cement Limited (Obajana Cement), Benue Cement Company (BCC) Plc, Cement Company of Northern Nigeria (CCNN), and Ashaka Cement Company (AshakaCem) Plc. The Lafarge Group, with majority stakes in

Lafarge WAPCO (2.2 mnt) and Ashaka Cement Company (0.8 mnt) has an estimated 30% share of the market, Its main rival in locally produced cement, the Dangote Group, which is a majority stakeholder in Obajana Cement (with capacity of 5.5 mnt) and Benue Cement (with capacity of 1.5 mnt) has an estimated 50% share of the Nigerian cement market. Cement Company of Northern Nigeria (CCNN) has estimated production capacity of approximately 0.5 mnt.

In a bid to promote cement self-sufficiency in Nigeria, boost local production and create jobs, the Federal Government of Nigeria banned the importation of bagged cement in 2001. Cement therefore was imported in bulk only, with import quotas granted in proportion to company's existing cement production capacity and planned investment in local cement manufacturing. Although government's regulatory efforts have yielded some results over the years as local production capacity has increased from 2.25mnt in 2003 to 10mnt. in 2008, the goal of achieving self-sufficiency in cement is yet to be achieved. Cement shortage has continued to linger primarily because of increased local demand for cement. The demand for cement in Nigeria is estimated at 13.5mnt and is expected to grow by about 10% yearly in the medium term. The total production by all the local producers is estimated at 7mnt, leading to a supply shortage of 6.5mnt, which is currently being met through importation.

CONCEPT AND DEFINITIONS OF CORPORATE SOCIAL RESPONSIBILITY

The concept "Corporate Social Responsibility" has been defined in many ways – Most writers on social responsibility see the concept as a disposition of an organization to exhibit "Missionary rather than "Mercenary" attitude towards the society. Holmes and watts (2000:19) on behalf of the World Business Council for Sustainable Development provide a reasonable representative definition as:

The continued commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families as well as those of the local community and society at large.

Caroll (1979:96) proposed a four-part definition of corporate social responsibility. It consists of Economic, Legal, Ethical and Altruistic or discretionary corporate social responsibility.

"The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that the society ask of organization at a given point in time". Caroll (1979:98).

1. ECONOMIC:

An organization's economic responsibility to the society entails producing goods and services that society wants and setting them at a fair price that society wants and accepts. The goods and services must be of quality standard.

2. LEGAL:

The Legal responsibility that a company has to its society is to comply with the law and "play by the rules of the game". (Lantos 2001:6).

ETHICAL:

Ethical responsibility embraces the range of norms, standards and expectations that reflect a concern for what consumers, employees, share-holders and the community regard as fair, just or in keeping with respect for or protection of stakeholders moral rights. Carroll, (1997:100).

3. DISCRETIONARY:

Discretionary responsibilities are purely voluntary and often guided by the personal values of an individual within a company. They go beyond the legal and are not generally expected in ethical sense. Carroll's definition remains a useful basis for analysis as it encompasses the crucial elements of a company's responsibility to society.

According to Andrews (1977:43), the concept of corporate social responsibility can be described as the intelligent and objective concern which constrain individuals no matter how profitable, and leads them in the direction of the positive contribution to human betterment.

Luttons and Hodget (1976: 24) noted it as the means to pursue those policies, to make decision, or to follow these lines of actions which are desirable in terms of objective and value of the society.

Imoiehe (1985:27) noted that the major limitation of these conceptions about social responsibility is the failure to take into account:

- I. Who determines what action of an organization constitutes social responsibility?
- II. Where should be the "arena" for the organization to perform social responsibility?

Corporate social responsibility can be best understood in terms of the changing relationship between business and society.

The European Commission's (2001.vol6:22) Green Paper on Corporate social responsibility defines CSR as "a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment"..

According to Carroll, (1979:56) corporate social responsibility is about businesses and other organizations going beyond the legal, obligations to manage the impact they have on the environment and society. In particular, this could include how organizations interact with their employees, suppliers, customers and the communities in which they operate, as well as the extent they attempt to protect the environment. The notion of a company's look beyond profit to their role in society is generally termed '*corporate social responsibility*', this involves a company linking itself with ethical, values, transparency, employee relations and compliance with legal requirements and overall respect for the community in which it operates. It goes beyond the occasional community service action, however, CSR is a corporate philosophy that drives strategic decision making, partner selection, hiring practices and ultimately brand development.

Corporate social responsibility also known as corporate responsibilities, corporate citizenship, responsible business or corporate social performance, is a form of corporate self regulation integrated into a business model. Lately, CSR policy would function as a business built-in, self regulating mechanism whereby business would monitor and ensure it adherence to law, ethical standards, and international norms. Business would embrace responsibility for the impact of their activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere, furthermore, business would proactively promote the public interest by encouraging community growth and development, and voluntarily eliminating practices that harm the public sphere, regardless of legality. Essentially CSR is the deliberate inclusion of public interest into corporate decision making and the honoring of a triple bottom line: People, Planet and Profit.

CATEGORIES OF CORPORATE SOCIAL RESPONSIBILITY

Public relations scholars have classified corporate social responsibility into various categories. Sam Black's four categories of corporate social responsibility are:

1. Enterprise
2. Education
3. Arts & Culture

4. Environment

Of recent, many organizations added sports to their corporate social responsibility activities.

Again, Seithi (1987) provides what he calls a partial list of social responsibility categories to include being responsible for:

- I. **Product Lines:** Not producing dangerous products, maintaining good product standard that are environmental friendly.
- II. **Marketing Practices:** Responding to consumer complaints setting fair prices and maintaining fair advertising message contents.
- III. **Employee Services:** Training, counseling, granting allowances for the welfare of employees.
- IV. **Corporate Philanthropy:** Contributing to community development activities and involving social projects.
- V. **Environmental Activities:** Embarking on pollution control projects, adherence to federal standards and evaluation procedures of new packages to ensure ease of disposal or possible recycling.
- VI. **Employee Safety and Health:** Setting effective work environment policies, accident safe-guard, food and medical facilities.

Through these categories of Corporate Social Responsibility, a company is able to provide a healthy business environment for its operations and contribute to the well-being of the community.

FACTORS THAT ENCOURAGES THE ADOPTION OF CSR.

Business operates in a global market where companies are increasing in the public eye. It is difficult for companies to hide in discrepancy as they are highly visible and vulnerable to attacks from stakeholders. Companies need to be sensitive to societal anxiety if they are to avoid damage to their reputation. These anxieties change over time as different issues come up to the eye of the public so companies must be dynamic in the way they respond.

The main factors that may motivate companies to carry out social responsibility are stakeholder management, financial performance, consumer pressure, risk management, attracting employees and personal values.

1. STAKEHOLDER MANAGEMENT:

Stakeholder management is a generally accepted concept in the business community. Stakeholders have been discarded as “the groups and individuals who benefit from or are harmed by the activities

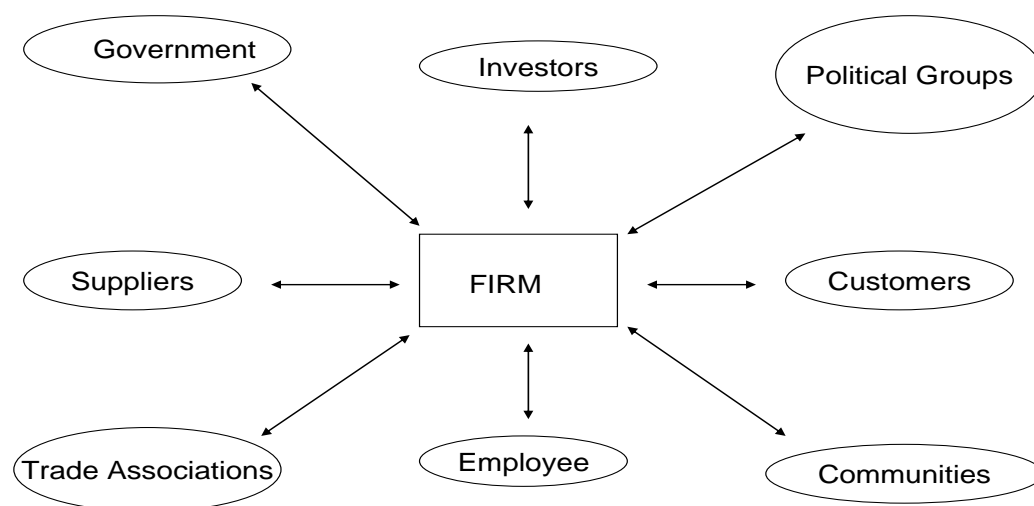
of organizations operating within their communities and whose rights are violated or respected by, corporate actions (Freeman 2006:20).

Increasingly, corporations are motivated to become more socially responsible because their most importantly stakeholders expect them to understand and address the social and community issues that are relevant to them. Understanding what causes are important to employees is business benefits that can be derived from increased employee engagement that is, more loyalty, improved recruitment, increased retention, high productivity and so on.

Greater media exposure, environmental and health related incidents resulting from site management or planning decisions have ensured that effective management of stakeholders has risen up the list of priorities for company managers.

The various stakeholders a company may have are shown in the model below:

Fig.2



Source: Onuoha: Management (1999:106).

Some questions may be asked, if business is to be responsible to the society, who in society must it be responsible to? Society today consists of a wide range of people who have interests, expectations and demands as to what companies and organizations ought to provide, and the ways in which they should behave. Companies are increasingly embracing these stakeholder groups and individuals, whether by considering or including them in decision-making.

The motivation here is for business to become involved in corporate social responsibility by addressing the wide range and constant set of demands made by stakeholders.

2. FINANCIAL PERFORMANCE:

Since the early 1980s a significant body of corporate social responsibility research has centered on the debate over the relationship between corporate social responsibility and strong financial performance. Government agencies and organizations promoting the corporate social responsibility agenda seem to be convinced that, assuming a social responsibility role will bring financial gain to the business world. Social responsibility is a powerful way of making sustainable competitive profit and achieving lasting values for the shareholders as well as for the stakeholders. Therefore being involved in social responsibility is a win-win opportunity not just for companies and financial investors but also for the society at large.

3. CONSUMERS' PRESSURE:

Consumers' pressure and damage to the global image of a popular brand is one of the reasons why companies may be motivated to assume the mantle of social responsibility. Much recent pressure has centered on the protection of the environment, example campaign against water pollution (Niger Delta Regions), road maintenance, consumers protection, protection of human rights, safeguarding jobs, etc. In Nigeria, organizations and agencies like National Food and Drug Administration Campaign, Standard Organization of Nigeria and National Drug Law Enforcement Agency, has been an advocate for consumer's protection especially in the current climate of concern about public health. It is high profile consumer related concern such as these that will force more and more companies into adopting principles of social responsibility.

4. RISK MANAGEMENT:

Risk management centers on problems that can be caused by consumer's pressure. However, today's management encompasses a wider range of stakeholders, each of which must be considered if a company is to avoid variety pitfalls and protect its reputation. Companies often conduct business in areas where they can be at low risk especially working in a densely populated area or with companies with irresponsible practices. Social responsibility activities can be used to mitigate this risk. The increased exposure of companies to the glare of public eye has encouraged businesses to increase transparency in their environmental and social disclosures. This has led to a growing trend reporting and a commitment of sustainability of social performance.

5. EMPLOYEES:

In many studies it has been discovered that investing in employees can bring direct benefits to a company both financially and in terms of increased employee loyalty and productivity. Such investment can include schemes like provision of healthcare services to employees, childcare facilities, flexible work hours and job assigning. Employee investment is an essential aspect of social responsibility as the workforce also makes up part of the community, especially in companies where a substantial portion of employees are likely to come from the local community. Involving employees in social responsibility activities is another way of investing in them.

Good social performance also provides companies with a competitive advantage when attracting a skilled force. Applicants are more likely to pursue jobs from socially responsible companies than companies with poor social responsibility performance reputation; they feel that they will have a higher self image when working for responsible companies.

6. PERSONAL VALUES:

Companies and individual within an organization may be motivated to carry out social responsibility for moral reasons. Managers of organizations may carryout social responsibility activities because of the respect accorded to them for being involved in such activities by members of the society. This approach to corporate social responsibility is described in literature as voluntary or philanthropic social responsibility. But this approach has been questioned by a number of commentators for example;the famously known Milton Friedman (1970:30) argued that, “the social responsibility of business is to increase its profit”. And even more recently by Lantos (2001:56) who argues that voluntary social responsibility lies outside the scope of business responsibility.

The answer lies in the personal values and principles of some individuals in businesses who argue that it is fundamentally the right thing to do.

BENEFITS OF CORPORATE SOCIAL RESPONSIBILITY

Drucker emphasizes the importance of the exercise of social responsibility by businesses and by managers.This responsibility can no longer be based on the assumption that the self-interest of the owner of property will lead to the public good, or that self-interest and public good can be kept apart and considered to

have nothing to do with each other. On the contrary, it requires of the manager that he assume responsibility for the public good, that he subordinate his actions to an ethical standard of conduct, and that he restrains his self-interest and his authority wherever their exercise would infringe upon the common man's health and upon his freedom. An enlightened business recognizes that it is in its own interest to be socially responsible, since an enhanced public image is more likely to be attractive to investors, employees, customers, consumers, suppliers and most community and government.

Companies addressing issues considering the right of indigenous people have reaped a lot of benefits. Some of the benefits accruing to business organizations that are involved in social responsibility include the following:

1. ENHANCED REPUTATION

Good company performance in relation to sustainability issues can both build reputation while poor performance when exposed can damage brand value. In the course of this research work, it was noted that Lafarge Cement Wapco Nigeria PLC has a very good reputation in the community where it exists.

2. INCREASED ABILITY TO RECRUIT, DEVELOP AND RETAIN STAFF

These can be direct or indirect. The 1999 business Ethics study found that employees are more likely to be loyal when they believe their workplace has ethical standards. An organization that engages in corporate social responsibility will have dedicated and productive employees.

3. BETTER RELATIONS WITH GOVERNMENT

The formal and informal license to operate is a key issue for many companies looking to extend their businesses. Diligence in meeting social and environmental concerns can result in a reduction in red tape and a more cooperative relationship with government departments. A good relationship with government can give a company significant competitive benefit in terms of gaining a social license to operate from local community, particularly in the resource sector with regard to gaining access to scarce reserves.

4. ENJOYING PREFERRED BUSINESS PARTNER STATUS

Given the opportunity to choose among several bidders for a potential project, some governments are more likely to choose a company with the best reputation with respect to indigenous relations and human rights practices. When companies take a strategic approach to corporate social responsibility, it

would have a positive effect on mainstream business performance. Records have shown how benefits go beyond performance and also how benefits go beyond the long-term intangible measures of success to include direct financial measures (mostly in developing countries).

THE IMPLICATIONS OF CSR IN NIGERIA'S CEMENT MANUFACTURING INDUSTRY

From the foregoing we will have understood what corporate social responsibility means. The question that should be asked is, what is the implication of corporate social responsibility to Nigeria's cement manufacturing industry?

In the case of cement manufacturing industry in Nigeria, concerns about corporate social and environmental responsibility have advanced alongside consumer health and safety concerns. cement manufacturing companies are being regulated by laws on how to carry out their service process to make sure that their product and services do not have negative effects on the health of the consumers.

In view of the above, this research work was actually carried out to see the extent to which cement manufacturing corporations in Nigeria get themselves involved in corporate social responsibility.

PRINCIPLES OF CORPORATE SOCIAL RESPONSIBILITY

It is important to be able to identify all activities that are carried out using three basic principles namely:

1. Sustainability
2. Accountability
3. Transparency

1. SUSTAINABILITY

Sustainability implies that society must use no more of resources than can be regenerated.

According to Hawken (1993), social responsibility is looked upon in terms of the carrying capacity of the ecosystem and described in terms of input and output in the ecosystem. For instance, in the utilization of trees for paper production, the organization must have to plant back trees; in the extraction of crude oil, farming systems should be developed back for farmers who depend on farming for livelihood, for instance, fishponds and lakes be preserved or developed to enable them carry out their natural fishing and farming business.

2. ACCOUNTABILITY

This is concerned with an organization recognizing the fact that its actions affect the environment and is responsible for the effects of its actions. As a business manager, one should quantify the effects of these actions both internally to the organization and externally to the organization. These things that have been quantified must be made known to the people within the organization.

Accountability therefore necessitates the development of appropriate measures of environmental performance and the reporting of the actions of the firm. Doing this will cost some money i.e. developing, assessing and recording the performance. Thus, to be of value, the benefit must exceed the cost (the cost of doing all these must not exceed the benefits) therefore, there must be put in place what is called Cost/Benefit Analysis. Benefits must be determined by the usefulness of the measures selected to the decision making process and by the way they facilitate resource allocation both within the organization and between it and the stakeholders.

Such reports need to be based according to the following characteristics:

- I. It must be understandable to all parties concerned.
- II. It must be relevant to the users of such information provided.
- III. The facts that are being provided in the report must be reliable in terms of measurement and must be accurate.
- IV. The reports must be a representation of impacts.
- V. The reports must be free from bias.
- VI. The reports must be consistent over time and between organizations.

Failure to do this means that few standard measures exist which will restrict the inter – organizational comparison of such information.

3. TRANSPARENCY

Transparency as a principle means that the external impact of the organization's actions can be ascertained from that organization's reporting and that pertinent facts are not disguised in reporting.

The facts must be reported in their books for everyone to see, the records of all activities must be made available.

Effects of lack of transparency include the following:

- I. There would be lock – outs.
- II. The organization will lose its goodwill.
- III. Production can be brought to a stand-still.

PLANNING AND CORPORATE SOCIAL RESPONSIBILITY

Planning is the life wire of every management, and the organization in general, as it is always said that anyone who fails to plan plans to fail. Any organization that wishes to stay ahead of its rival must determine to plan all moment and at all level of the organization set up. Managers of organizations intending to be socially responsible must have an organized plan towards incorporating social responsibility activities into the organization's policy.

According to Akpanenua (2001:5) planning is the analysis of the relevant information from the past and an assessment of probable or likely future development so that a course of action may be determined that enables the organization to meet its stated objectives. Social responsibility issue should therefore be included in the formal strategic planning process to give it adequate attention, which it requires by top management, and then be put into operation. It is no more enough for companies to say that they accept the concept of corporate social responsibility in principle.

Fredrick, T (1978:96) outlined a 'conceptual transaction' from the philosophical-ethical concept of corporate social responsibility to the action-orientated managerial concept of corporate social responsibility.

Responsibility implies a state of having assumed an obligation, whereas responsiveness is a more dynamic term implying action that needs to be taken. In short, responsiveness assumes an obligation that has been undertaken, and relates to the more pragmatic managerial decisions that companies must carry out. To be socially responsive, companies must be sensitive to the dynamic nature of society.

Once a firm has established the need for social responsibility, it has to:

- 1. Determine the issues to be addressed.
- 2. Select the response strategies.
- 3. Put the implementation plans into effect.

1. DETERMINING THE ISSUES TO BE ADDRESSED

Social Responsibility issue tends to change over time. The firm addresses some issues voluntarily while the government or other groups thrust some others upon them.

The most prominent factors in the areas of social involvement include:

- a. Matching a social need to a corporate need or ability to help.
- b. Ranking the seriousness of the need.
- c. Determining the interest of top executives.
- d. Evaluating the public relations value of social activities.
- e. Dealing with Government pressures.

2. SELECTING THE RESPONSE STRATEGY

In being socially responsive, there are different strategies employed by companies:

a. A REACTIVE STRATEGY:

In this case the company reacts or fights governmental or public pressure. The company behaves aggressive and maintains a hard stand.

b. A DEFENSIVE STRATEGY:

Here the company defends itself less aggressively and accepts changes more programmatically.

c. THE STRATEGY OF ACCOMMODATION:

This approach is more progressive, it accepts the idea of social changes and the necessity for the firm to develop a positive response to it.

d. A PRO-ACTIVE STRATEGY:

In this case the firm takes the lead in dealing with emerging issues and not waiting for critical social pressure.

3. IMPLEMENTING SOCIAL PROGRAMMES

When social issues are determined and the response strategy selected, then, organizations should move on to implement the issues based on management support.

THEORETICAL FRAMEWORK

FRUSTRATION - AGGRESSION THEORY

This theory was propounded by John Douard and his research associates in 1939 and has been expanded and modified by scholars like Leonard Berkowitz and Aubrey in 1962. It appears to be most clear and valid explanation for violent behaviour steering from inability to fulfill needs. Theorists who rely on this explanation use the psychological theories of motivation and behaviour as well as frustration- Aggression

theory (Anifowose 1982:6).

Scholars attempt to explain aggression as the difference between what people feel they want or deserve to what they actually get i.e. the “want- get- ratio” and the difference between expected need satisfaction and the actual satisfaction. Where expectation does not meet attainment, the tendency is for people to confront those they hold responsible for frustrating their ambitions. The main explanation that frustration aggression theory holds is that aggression is not just undertaken as a natural reaction or instinct but that it is the outcome or result of frustration and that is a situation where the legitimate desires of an individual is served either directly or indirectly, the feelings of disappointment may lead such a person to express his anger through violence, that will be directed at those he holds responsible or people who are directly or indirectly related to the problem. This is the true case of Lafarge Cement WAPCO Nigeria PLC. After enduring for long, and peacefully agitating for the people of Sagamu community to be considered a fair share of the employment quota that is to be made available to them and also the removal of the only staff who is a Sagamite and who was supposed to be replaced by another Sagamite and was not, the youths had to take the law into their hands through violent demonstrations and putting a stop to the corporation’s operations.

ARGUMENT AGAINST CORPORATE SOCIAL RESPONSIBILITY

The most famous personality known for his argument against social responsibility is the late Milton Friedman who argued against social responsibility on social and economic ground. Milton Friedman in his word said that “there is one and only one social responsibility of business – to use resources and engage in activities designed to increase its profit so long as it stays within the rules of the game, which is to say, engage in open and free competition without deception or fraud”. He argues that managers are agents to stakeholders but if they spend corporate funds for social purpose they are essentially stealing from stakeholders.

David Henderson puts it as follows – companies will best discharge the responsibilities which specifically belong to them by taking profitability as a guide, subject always acting within the law, and that they should not go out of their way to define and promote wider self chosen objective.

Some of the arguments against social responsibility are as follows:-

1. LESS ECONOMIC EFFICIENCY:

The primary task of business is to maximize profit by focusing strictly on economic activities. This school of thought believes that concentrating resources in the social area could lead to less economic efficiency and therefore actually become detrimental to the society. It holds that when business organizations concentrate resources that are supposed to be used for meaningful economic activities on social aspects, there is a tendency that, it will reduce the economic efficiency of the organization which may relatively not go well for the society at large. Involvement in social activities could reduce economic efficiency.

2. EXCESSIVE COST THAN BENEFIT TO SOCIETY:

The cost incurred in undertaking some of these social responsibility programmes is higher than the benefit society will derive from it and business organizations know the way to pass this burden to society is to raise prices of their products and services to excessive levels which will eventually lead to the detriment of the consumers. Invariably, society is still at the receiving end.

3. VIOLATION OF BUSINESS DECISION-MAKING:

There is a believe that undertaking some social responsibility activities violates sound economic business decision making that should rightfully be concentrated on profit maximization.

4. LACK OF SKILLS ON THE PART OF MANAGERS TO DETERMINE SOCIALLY DESIRABLE PROJECTS:

Managers are neither trained nor do they possess the skills and knowledge of resources to determine which social desirable project to support. Even where they possess knowledge, it may not be difficult for them as a result of the technicality that is involved.

5. THERE IS NO COMPLETE SUPPORT FOR INVOLVEMENT IN SOCIAL RESPONSIBILITY:

Consequently, disagreements among groups with different viewpoints will result to friction as a result of conflict of interest. However, it should be noted that Late Milton Friedman's criticism was directed solely against the introduction of corporate social responsibility within profit-making business organizations in the private sectors.

ARGUMENT FOR SOCIAL RESPONSIBILITY

The arguments for social responsibility rest on the notion that accepting social responsibility is the appropriate ethical position of the firm. People who argue in favour of social responsibility claim that our modern industrial society faces many serious social problems brought by larger corporations such as water, land and air pollution including depletion of resources so they have to play a major role in solving these problems. They also argued that businesses are legally defined entities with most of the same privileges as private citizens so businesses should not try to avoid obligations vested on them as citizens. Advocates of social responsibility point out that while government organizations have stretched their budgets to the limit many large businesses often have surplus revenue that could potentially be used to help solve social problems. Another more general reason for social responsibility is profit itself. For example, organizations that make clear and visible contributions to its society can achieve enhanced regulation and profit benefit at the long run. Other factors on which the argument for social responsibility is based include the following:-

1. The improvement of internal opportunities and the creation of a better job environment.
2. Business firms control so many resources and can devote some of these resources to the betterment of the society.
3. Social investments create a favourable public image such as “*goodwill*” thus a firm may attract more customers, employees and investors.
4. “*Prevention is better than cure*”. It is better to prevent problems than to cure them. It may be easier to help solve problems and constraints at their initial introductory stage than when they’ve become full-blown.
5. Social responsibility actions may increase profit in the long-run. There are certain actions of the business in relation to social responsibility which may increase the company’s profitability. For example, identifying consumer needs and wants, producing goods tailored to these needs may not produce desired result in the short run but on the long run. More profit can be realized with increase in productivity. Social responsibility makes business organizations have more concern for society. Businesses must be concerned about society’s interest and needs because society is affects and is also affected by business operation.

6. **`IMPLICIT' VERSUS `EXPLICIT' CORPORATE SOCIAL RESPONSIBILITY**

Matten& Moon (2004) presents a conceptual framework for understanding Corporate Social Responsibility, the `implicit' versus the `explicit' Corporate Social Responsibility.

`Explicit' Corporate Social Responsibility is about corporate policies with the objective of being responsible for what interest society. `Explicit' Corporate Social Responsibility can for example be voluntary, self-interest driven Corporate Social Responsibility policies and strategies.

`Implicit' Corporate Social Responsibility is a country's formal and informal institutions that give organizations an agreed share of responsibility for society's interests and concerns. `Implicit' Corporate Social Responsibility are values, norms and rules which result in requirements for corporations to address areas that stakeholders consider important. Business associations or individual organizations are often directly involved in the definition and legitimization of these social responsibility requirements.

THE THREE COMPONENTS OF SUSTAINABILITY – THE TRIPLE BOTTOM LINE

"Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs"

World Commission on Environment and Development

The triple bottom line is considering that companies do not only have one objective, profitability, but that they also have objectives of adding environmental and social value to society (Crane &Matten, 2004).

The concept of sustainability is generally regarded as having emerged from the environmental perspective. Sustainability in the environmental perspective is about how to manage physical resources so that they are conserved for the future.

Economic sustainability is about the economic performance of the organization itself. A broader concept of economic sustainability includes the company's impact on the economic framework in which it is embedded.

The development of the social perspective has not developed as fast as the environmental and economic perspectives. The key issue in the social perspective on sustainability is that of social justice.

CARROLL'S MODEL - PYRAMID OF CORPORATE SOCIAL RESPONSIBILITY

One of the most used and quoted model is Carroll's (1991) Pyramid of Corporate Social Responsibility. It indicates that CSR constitutes of four kinds of social responsibilities; economic, legal, ethical and philanthropic. Carroll considers CSR to be framed in such a way that the entire range of business responsibilities is embraced. Carroll suggests that CSR consists of four social responsibilities; economic, legal, ethical and philanthropic. These four responsibilities can be illustrated as a pyramid.

- The economic component is about the responsibility to profit and this responsibility serves as the base for the other components of the pyramid. With regard to the legal aspect, society expects organizations to comply with the laws and regulations.
- Ethical responsibilities are about how society expects organizations to embrace values and norms even if the values and norms might constitute a higher standard of performance than required by law.
- Philanthropic responsibilities are those actions that society expect for a company to be a good corporate citizen.

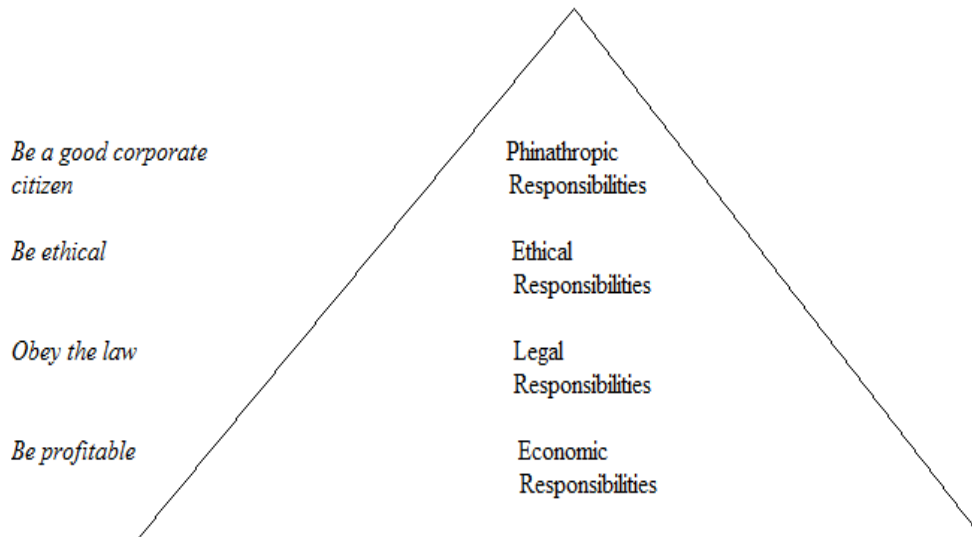


Fig. 1

Source: Carroll: The pyramid of Corporate Social Responsibility (1991)

The pyramid illustrates the four components of CSR with economic performance as the basic block. Next is the responsibility to be ethical. At its most fundamental level this is the obligation to do what is right and to avoid harming stakeholders. Finally business is expected to be a good corporate citizen. This is

embedded in the philanthropic responsibility, where in business is expected to contribute financial and human resources to the community and to improve the quality of life.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The research design adopted for this research work is the **survey research design**. Survey Research design is defined as the systematic gathering of information from respondents for the purpose of study i.e. the collection of primary data through the use of questionnaires. The justification for this method is that it helped to gather definite answer to specific questions related to the area of study.

RESEARCH POPULATION

Asika (1991:52) assess population of the study as a census of all items or subject that possess the characteristics, or that have knowledge of the phenomenon being studied. The population of the study was composed of staff of Lafarge Cement Wapco Nigeria Plc and the customers of Lafarge Cement. The staff of Lafarge Cement Wapco Nigeria Plc was 50 from the data obtained in its head office in Sagamu, Ogun State. The researcher also chose 50 customers/community residents of Lafarge Cement Wapco Nigeria Plc. Thus, the population of the study was 100.

RESEARCH INSTRUMENT

Questionnaire:

The instrument employed for this research work is the questionnaire. The rationale for using only questionnaires is that it allows respondents to freely express their views without any inhibition as it is the case with interview. Questionnaires ensure the anonymity of the respondents. The closed-ended form of question was adopted for the study where the respondents can choose one or more option(s) from the array or list of questions.

ADMINISTRATION OF RESEARCH INSTRUMENT

Questionnaires were administered personally to respondents by the researcher. During the administration of the questionnaires, the researcher personally paid a number of visits to the respondents to distribute the questionnaires at the head office of the selected company and to the residents of the Sagamu Community Ogun State. In all, the researcher distributed a hundred questionnaires (100) questionnaires to different departments in the respective company and customers/community residents.

DATA COLLECTION TECHNIQUE

Data collection was carried out via research questionnaire. In construction of the questionnaires used for this study, the researcher made use of experts' contributions on corporate social responsibility and its practices by organizations as contained in the theoretical studies reviewed.

The questionnaire consisted of two sections:

The first section was designed for staff/employees of the organization to supply personal data such as: gender, age, educational qualification and length of their service in the organization; to react to every statement on corporate social responsibility of Lafarge Cement Wapco Nigeria PLC. Response to these items in this section was on two point rating scale ranging from yes to no.

The second section of the questionnaire required the customers/community residents to supply personal data i.e. gender, age and educational qualification; to react to every statement on corporate social responsibility of Lafarge Cement Wapco PLC.

SOURCE OF DATA COLLECTION

The researcher adopted the use of primary data for the purpose of this study.

The primary data:

Data was collected through the use of a well structured and organized questionnaires, given to respondents, who are members of staff of the company and also respondents who are residents of the Sagamu community Ogun State Nigeria. The well structured questionnaires were used to get the unbiased opinion of respondents.

DATA ANALYSIS

The computer aided package known as Statistical Package for Social Sciences (SPSS) was used to process the data for the analysis. Tables and statistical diagrams like bar-charts, and line graphs also aided in the data presentation. The primary data was presented by some of these statistical tools and by way of narration.

DATA ANALYSIS TECHNIQUES

The data collected through the use of questionnaires were processed through the following method of analysis:

1. Chi-square (X^2) test

2. Graphical analysis

1. Chi - square (X^2) test

Chi square test is one of the standardized statistical distributions used in hypothesis testing. It is used to determine the differences between the actual outcome and expected outcome, that is, to determine if such differences are due to chance or they could be traced to the factors stated within the scope of the research study.

Chi-square distribution formula is also adopted because it is by nature non-negative i.e. $x^2 \geq 0$. The formula also tends to be positively skewed and very useful for social and management sciences research.

The Chi-square formula is given as:

$$X^2 = \sum \left(\frac{o-e}{e} \right)^2$$

Where:

X^2 = chi – square

\sum = Summation

o = Observed Frequency

e = Expected Frequency

To calculate the expected frequency value, the formula is also given as:

$$\sum_{rc} = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

2. Graphical analysis

The use of computer aided package known as Statistical Package for Social Sciences was deployed to analyze data in the form of Frequency tables, Bar charts and Hypothesis testing.

PRESENTATION AND ANALYSIS OF DATA

The analysis of field data collected and the discussions of findings by the researcher. This stretches through the analysis of questionnaires administered to the chosen organization's staff and community inhabitants and the discussions of findings. The data collected were analyzed with the Statistical Package for Social Sciences (SPSS).

In presenting and analyzing the collected data, the researcher combined both qualitative and quantitative design of analysis. That is, the Research Question based design (Qualitative Design) analysis was used. Under this design, the descriptive method of data analysis whereby emphasis was laid on the use of contingency tables and cross tabulations to carry out frequency counts, percentages and categorization of Responses. This method was used to analyze all responses to the questionnaire for the purpose of drawing up conclusions and making recommendations, the research hypotheses were analyzed using the non-parametric statistical data analysis tools of chi – square (Quantitative Design).

DATA PRESENTATION

Frequency Distribution Table for the Respondents (STAFF) Bio-Data

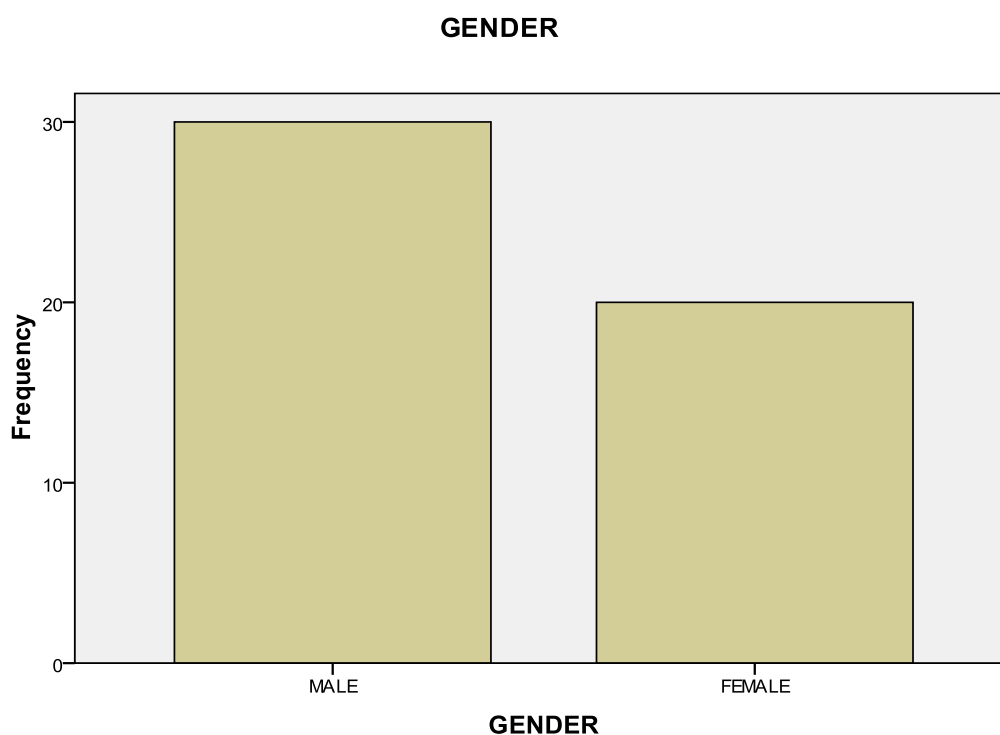
GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	30	60.0	60.0	60.0
	FEMALE	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table .1 above depicts the distribution of respondents (STAFF) according to gender. About 30 respondents representing 60% are male respondents, while the remaining 20 of the total respondents representing 40% are female. Also the information is represented on a Bar Chart to indicate the gender or sex structure in Lafarge Cement WAPCO Nigeria PLC staff.

Fig 2 Representation of the Respondents (STAFF) Gender Structure in the survey



Demographic Distribution of Respondents (STAFF) According to Age

AGE

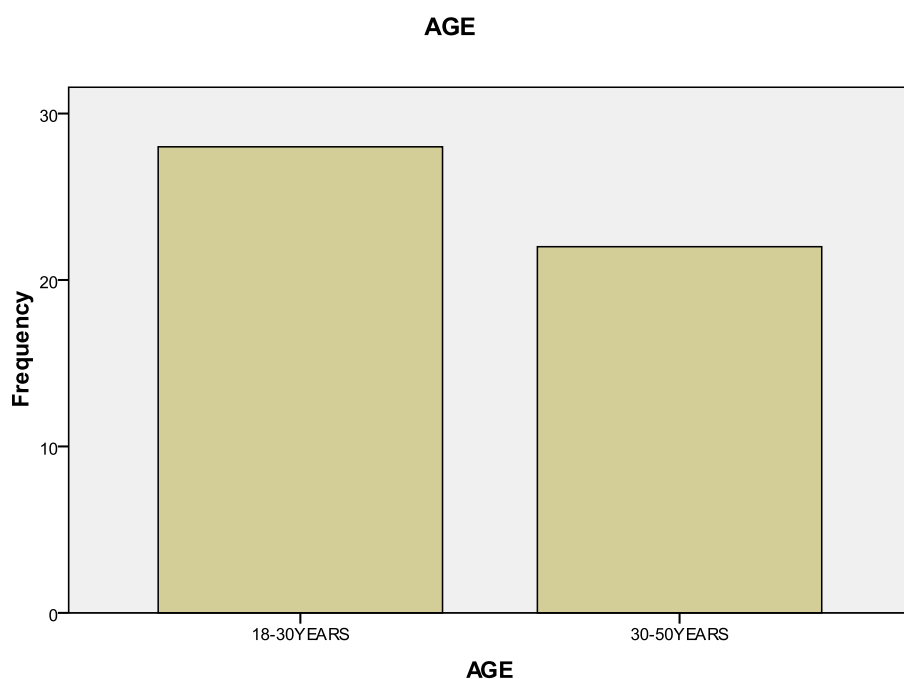
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30YEARS	28	56.0	56.0	56.0
	30-50YEARS	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 2 illustrates the distribution of respondents according to age. It shows that 28 respondents representing 56% of the sampled population were between 18 – 25 years of age. It further shows that 22 respondents representing 44% of the sampled population fall between 30 – 50 years.

This is also depicted on the Bar Chart below.

Fig 2 Representation of the age range distribution of (STAFF) in the survey



3 Distribution Representing Respondents (STAFF) according to Educational Qualification

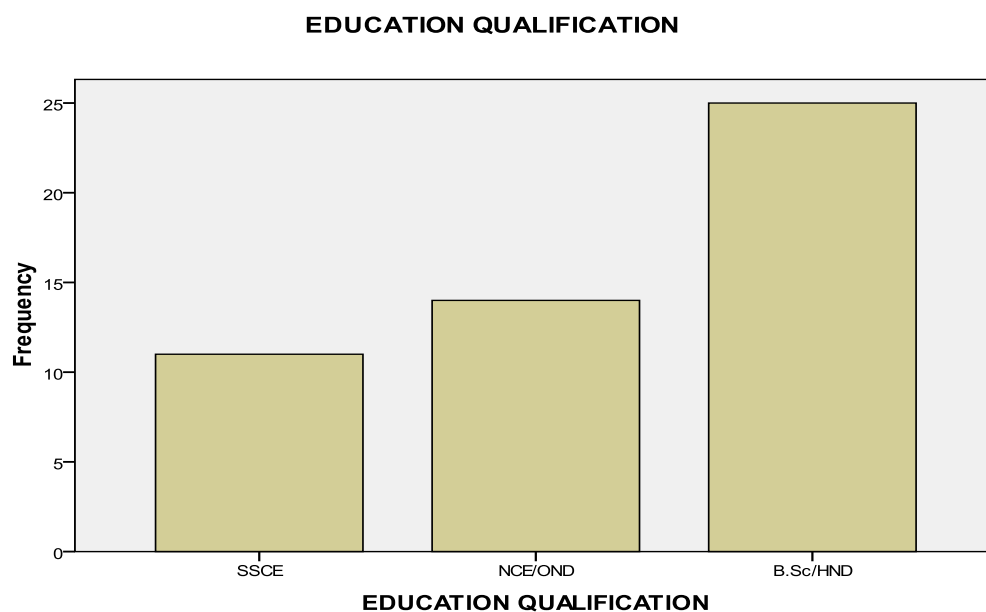
EDUCATION QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	11	22.0	22.0	22.0
	NCE/OND	14	28.0	28.0	50.0
	B.Sc/HND	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 3 also depicts the distribution of respondents according to their educational qualification. It shows that, 11 respondents representing 22% of the sampled population are SSCE Holders. Additionally, 14 respondents representing 28% of the sampled population are NCE/OND Holders. Finally, 25 respondents representing 50% of the sampled population are B.Sc/HND Holders. The pictorial representation of the obtained information is demonstrated in the Bar Chart below.

Fig 3 Distribution of Respondents (STAFF) according to Educational Qualification



4 Distribution of Respondents (STAFF) according to Length of Service
HOW LONG HAVE YOU BEEN WITH LAFARGE CEMENT WAPCO NIGERIA PLC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-4 YEARS	18	36.0	36.0	36.0
	4-10 YEARS	13	26.0	26.0	62.0
	10 YEARS AND ABOVE	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 4 also depicts the distribution of respondents according to length of service. It shows that, 18 respondents representing 36% of the sampled population have worked with Lafarge Cement WAPCO Nigeria PLC between 0 – 4 years. Also, 13 respondents representing 26% of the sampled population have worked with Lafarge Cement WAPCO Nigeria PLC between 4 – 10 years. Finally, 19 respondents representing 38% of the sampled population have worked with Lafarge Cement WAPCO Nigeria PLC between 10 years and above. The pictorial representation of the obtained information is demonstrated in the Bar Chart below.

Fig 4 Distribution of Respondents (STAFF) according to Length of Service

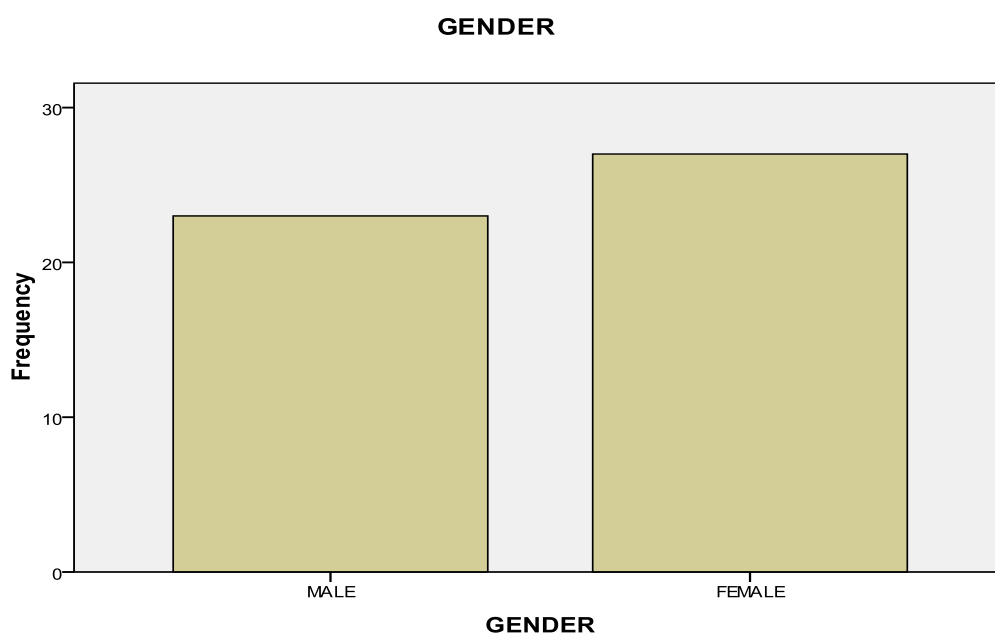
5 Frequency Distribution Table for the Respondents (CUSTOMERS) Bio-Data GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	23	46.0	46.0	46.0
	FEMALE	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 5 above depicts the distribution of respondents (CUSTOMER) according to gender. About 23 respondents representing 46% are male respondents, while the remaining 27 of the total respondents representing 54% are female. Also the information is represented on a Bar Chart to indicate the gender or sex structure people living in Sagamu Community, Ogun State.

Fig 5 Representation of the Respondents (CUSTOMERS) Gender Structure in the survey



6 Demographic Distribution of Respondents (CUSTOMER) According to Age

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
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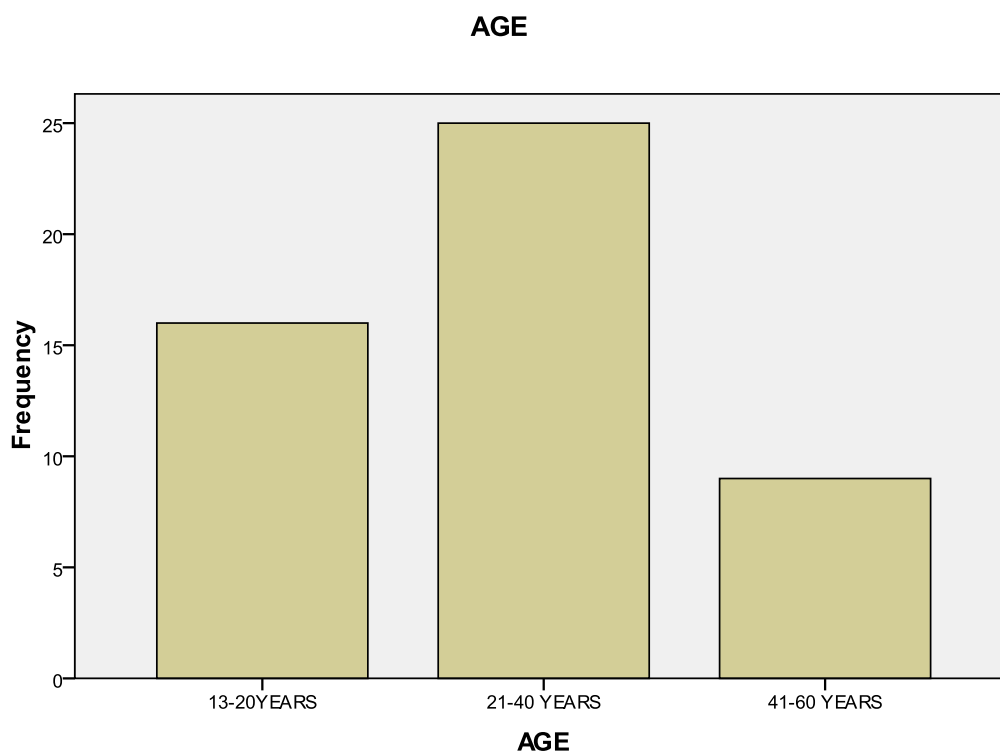
Valid	13-20YEARS	16	32.0	32.0	32.0
	21-40 YEARS	25	50.0	50.0	82.0
	41-60 YEARS	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 4.2.6 illustrates the distribution of respondents according to age. It shows that 16 respondents representing 32% of the sampled population were between 13 – 20 years of age. It further shows that 25 respondents representing 50% of the sampled population fall between 21 – 40 years. Finally, 9 respondents representing 18% of the sampled population fall between 41 – 60 years.

This is also depicted on the Bar Chart below.

Fig 6 Representation of (CUSTOMERS) age range distribution in the survey



7 Distribution Representing Respondents (CUSTOMERS) according to Educational Qualification

EDUCATION QUALIFICATION

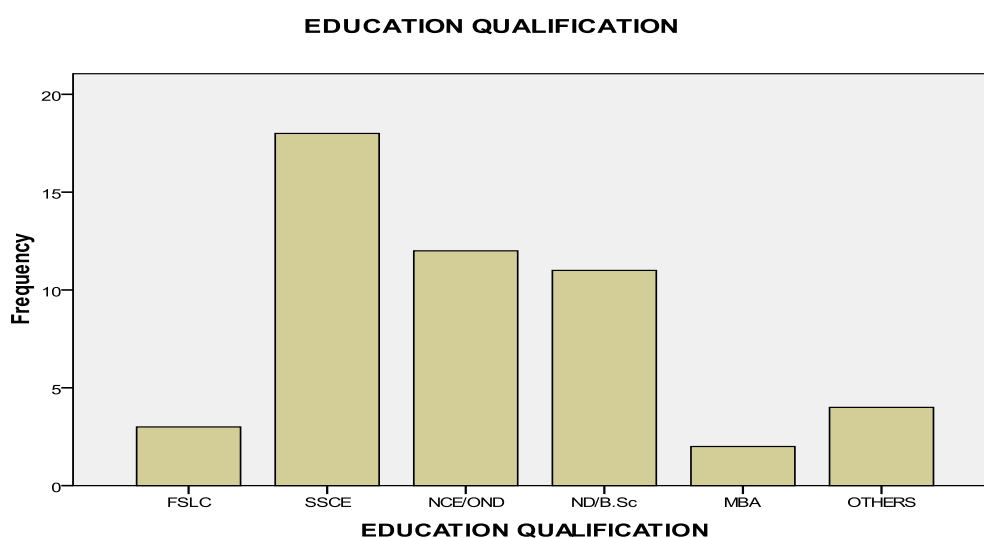
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FSLC	3	6.0	6.0	6.0
	SSCE	18	36.0	36.0	42.0

NCE/OND	12	24.0	24.0	66.0
ND/B.Sc	11	22.0	22.0	88.0
MBA	2	4.0	4.0	92.0
OTHERS	4	8.0	8.0	100.0
Total	50	100.0	100.0	

Source: (Field Survey, 2014)

Table 7 also depicts the distribution of respondents according to their educational qualification. It shows that, 3 respondents representing 6% of the sampled population are FSLC Holders. Additionally, 18 respondents representing 36% of the sampled population are SSCE Holders. Also, 12 respondents representing 24% of the sampled population are NCE/OND Holders. Furthermore, 11 respondents representing 22% of the sampled population are ND/B.Sc Holders. In addition, 2 respondents representing 4% of the sampled population are MBA Holders, finally, 4 respondents representing 8% of the sampled population are Holders OF OTHER qualifications not listed in the questionnaire that was administered. The pictorial representation of the obtained information is demonstrated in the Bar Chart below.

Fig 7 Distribution of Respondents (CUSTOMERS) according to Educational Qualification



DATA ANALYSIS

TEST OF HYPOTHESIS

This section deals with the hypothesis. Four hypotheses were tested in the study, they were as follows:

1. **H₀:** Failure to adequately carry out Corporate Social Responsibility has not played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.

H1: Failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.

2. **H0:** Lafarge Cement Wapco Nigeria Plc does not see Corporate Social Responsibility as an obligation to its host community.

H1: Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community.

3. **H0:** Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc does not reduce the incidence of the company treating Corporate Social Responsibility with levity.

H1: Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity.

4. **H0:** Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does not have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

H1: Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

Chi – square was used in analyzing the results from the questionnaire to test the hypothesis

HYPOTHESIS ONE

H0: Failure to adequately carry out Corporate Social Responsibility has not played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.

H1: Failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.

ANALYSIS 1

Table The company's social responsibility initiative has an impact on its host community and the Nigerian economy at large * Lafarge Cement Wapco Nigeria PLC totally committed to corporate social responsibility

Crosstab

Table			Lafarge Cement Wapco Nigeria PLC totally committed to corporate social responsibility		Total
			YES	NO	
The company's social responsibility initiative has an impact on its host community and the Nigerian economy at large	YES	Count	24	5	29
		Expected Count	20.3	8.7	29.0
	NO	Count	11	10	21
		Expected Count	14.7	6.3	21.0
Total		Count	35	15	50
		Expected Count	35.0	15.0	50.0

illustrates a contingency table representing hypothesis one. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 1 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 1 is presented in table 1

Table 1

Chi-Square Tests

Pearson Chi-Square	5.352
Degree of freedom	1
P-value	0.01

Based on the result in table 1 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 5.352$

Probability Value (P - value) = 0.01

Level of Significance (α) = 0.005 or 5%

Table 2 The company's social responsibility initiative has an impact on its host community and the Nigerian economy at large * The involvement of Lafarge Cement Wapco Nigeria PLC in corporate social responsibility beneficial to both the organization and its host community

Crosstab

			The involvement of Lafarge Cement Wapco Nigeria PLC in corporate social responsibility beneficial to both the organization and its host community		
			YES	NO	
			YES	NO	
The company's social responsibility initiative has an impact on its host community and the Nigerian economy at large	YES	Count	25	4	29
		Expected Count	20.3	8.7	29.0
	NO	Count	10	11	21
		Expected Count	14.7	6.3	21.0
Total		Count	35	15	50
		Expected Count	35.0	15.0	50.0

Table 2 illustrates a contingency table representing hypothesis one. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 2 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 2 is presented in table 1

Chi-Square Tests

Pearson Chi-Square	8.636
Degree of freedom	1
P-value	0.001

Based on the result in table 1 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 8.636$

Probability Value (P - value) = 0.001

Level of Significance (α) = 0.005 or 5%

Table 3 The company's social responsibility initiative have an impact on its host community and the Nigeria economy at large * The organization's involvement in corporate social responsibility improve the marketing of the organization products

Crosstab

			The organization's involvement in corporate social responsibility improve the marketing of the organization products		Total
			YES	NO	
The company's social responsibility initiative have an impact on its host community and the Nigeria economy at large	YES	Count	26	3	29
		Expected Count	20.9	8.1	29.0
	NO	Count	10	11	21
		Expected Count	15.1	5.9	21.0
Total		Count	36	14	50
		Expected Count	36.0	14.0	50.0

Table 3 illustrates a contingency table representing hypothesis one. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table .3 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 3 is presented

Chi-Square Tests

Pearson Chi-Square	10.676
Degree of freedom	1
P-value	0.000

Based on the result in table 3 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 10.676$

Probability Value (P - value) = 0.000

Level of Significance (α) = 0.005 or 5%

SUMMARY OF ANALYSIS ONE

From the table (1) – (3), it is discovered that P – value i.e. 0.01, 0.001, 0.000 is less than α – value i.e. 0.05.

Decision rule: Reject H_0 , if p-value is less than α -value i.e. 5% significant level, otherwise Reject H_1 .

From table (i) – (iii), it is discovered that p-value i.e. 0.01, 0.001 and 0.000 are less than the α -value i.e. 0.05.

Therefore, we reject H_0

Conclusion: We can say that Failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.

HYPOTHESIS TWO

H0: Lafarge Cement Wapco Nigeria Plc does not see Corporate Social Responsibility as an obligation to its host community.

H1: Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community.

However, hypothesis two will relate with certain questions from the research questionnaire and will be tested based on the results of the responses.

ANALYSIS 2

Table 8 The company performs corporate social responsibility activities voluntarily * The company performs corporate social responsibility activities based on public pressure

Crosstab

			The company perform corporate social responsibility activities based on public pressure		Total
			YES	NO	
The company performs corporate social responsibility activities voluntarily	YES	Count	19	7	26
		Expected Count	16.1	9.9	26.0
	NO	Count	12	12	24
		Expected Count	14.9	9.1	24.0
Total	Count		31	19	50
	Expected Count		31.0	19.0	50.0

illustrates a contingency table representing hypothesis two. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 2. is presented

Chi-Square Tests

Pearson Chi-Square	2.821
Degree of freedom	1

P-value	0.046
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Based on the result in table 2 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 2.821$

Probability Value (P - value) = 0.046

Level of Significance (α) = 0.005 or 5%

Table 2 The company performs corporate social responsibility activities voluntarily * The company's corporate social responsibility activities improves social relationship between the community and the organization

Crosstab					
				The company's corporate social responsibility activities improves social relationship between the community and the organization	
				YES	NO
The company performs corporate social responsibility activities voluntarily	YES	Count	19	7	26
		Expected Count	12.5	13.5	26.0
	NO	Count	5	19	24
		Expected Count	11.5	12.5	24.0
Total	Count		24	26	50
	Expected Count		24.0	26.0	50.0

Table 2 illustrates a contingency table representing hypothesis two. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 2 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 2 is presented. **Chi-Square Tests**

Pearson Chi-Square	13.647
Degree of freedom	1
P-value	0.000

Based on the result in table 2 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 13.647$

Probability Value (P - value) = 0.000

Level of Significance (α) = 0.005 or 5%

Table 3 The company performs corporate social responsibility activities voluntarily * Lafarge Cement Wapco Nigeria PLC's corporate social responsibility initiative has an impact on the community and the Nigerian economy at large

				Crosstab		
				Lafarge Cement Wapco Nigeria PLC's corporate social responsibility initiative has an impact on the community and the Nigerian economy at large		Total
				YES	NO	
The company performs corporate social responsibility activities voluntarily	YES	Count		17	9	26
		Expected Count		14.0	12.0	26.0
	NO	Count		10	14	24
		Expected Count		13.0	11.0	24.0
Total		Count		27	23	50
		Expected Count		27.0	23.0	50.0

Table 3 illustrates a contingency table representing hypothesis two. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 3 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 3 is presented

Chi-Square Tests

Pearson Chi-Square	2.826
Degree of freedom	1
P-value	0.046

Based on the result in table 3 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 2.826$

Probability Value (P - value) = 0.046

Level of Significance (α) = 0.005 or 5%

SUMMARY OF ANALYSIS TWO

From the table 2 – 3, it is discovered that P – value i.e. 0.046, 0.000, 0.046 is less than α – value i.e. 0.05.

Decision rule: Reject H_0 , if p-value is less than α -value i.e. 5% significant level, otherwise Reject H_1 .

From table (i) – (iii), it is discovered that p-value i.e. 0.046, 0.000 and 0.046 are less than the α -value i.e. 0.05.

Therefore, we reject H_0

Conclusion: We can say that Lafarge Cement Wapco Nigeria Plc sees corporate social responsibility as an obligation to its host community.

HYPOTHESIS THREE

H0: Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc does not reduce the incidence of the company treating Corporate Social Responsibility with levity.

H1: Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity.

ANALYSIS 3

Table 3 The government or its agents participate in the implementation of the organization's corporate social responsibilities * The corporate social responsibility project come up as a result of pressure from government or immediate environment where your organization operates

Crosstab

	The corporate social responsibility project come up as a result of pressure from government or immediate environment where your organization operates		Total
	YES	NO	

The government or its agents participate in the implementation of the organization's corporate social responsibilities	YES	Count	20	14	34
		Expected Count	21.8	12.2	34.0
	NO	Count	12	4	16
		Expected Count	10.2	5.8	16.0
Total		Count	32	18	50
		Expected Count	32.0	18.0	50.0

Table 3 illustrates a contingency table representing hypothesis three. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 3 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 3 is presented

Table 3

Chi-Square Tests

Pearson Chi-Square	1.236
Degree of freedom	1
P-value	0.013

Based on the result in table 3.1.1 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 1.236$

Probability Value (P - value) = 0.013

Level of Significance (α) = 0.005 or 5%

Table 3 The government or its agents participate in the implementation of the organization's corporate social responsibilities * The government agents visit the organization to ensure level of implementation of corporate social responsibilities

Crosstab

	The government agents visit the organization to ensure level of implementation of corporate social responsibilities		Total
	YES	NO	

The government or its agents participate in the implementation of the organization's corporate social responsibilities	YES	Count	27	7	34
		Expected Count	19.7	14.3	34.0
	NO	Count	2	14	16
		Expected Count	9.3	6.7	16.0
Total		Count	29	21	50
		Expected Count	29.0	21.0	50.0

Table 3 illustrates a contingency table representing hypothesis three. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 3. was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 3 is presented

Chi-Square Tests

Pearson Chi-Square	19.997
Degree of freedom	1
P-value	0.000

Based on the result in table 3 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 19.997$

Probability Value (P - value) = 0.000

Level of Significance (α) = 0.005 or 5%

The government or its agents participate in the implementation of the organization's corporate social responsibilities * The government allowed the organization freedom to implement its corporate social responsibility

Crosstab

		The government allowed the organization freedom to implement its corporate social responsibility		Total
		YES	NO	
The government or its agents participate in the implementation of the organization's corporate social responsibilities	YES	Count 22	12	34
		Expected Count 22.4	11.6	34.0
	NO	Count 11	5	16

	Expected Count	10.6	5.4	16.0
Total	Count	33	17	50
	Expected Count	33.0	17.0	50.0

Table 3 illustrates a contingency table representing hypothesis three. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 3 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 3 is presented

Chi-Square Tests

Pearson Chi-Square	0.079
Degree of freedom	1
P-value	0.007

Based on the result in table 3 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 0.079$

Probability Value (P - value) = 0.007

Level of Significance (α) = 0.005 or 5%

SUMMARY OF ANALYSIS THREE

From the table (3) , it is discovered that P – value i.e. 0.013, 0.000, 0.007 is less than α – value i.e. 0.05.

Decision rule: Reject H_0 , if p-value is less than α -value i.e. 5% significant level, otherwise Reject H_1 .

From table (i) – (iii), it is discovered that p-value i.e. 0.013, 0.000 and 0.007 are less than the α -value i.e. 0.05.

Therefore, we reject H_0

Conclusion: We can say that effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity.

HYPOTHESIS FOUR

H0: Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does not have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

H1: Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

However, hypothesis one will relate with certain questions from the research questionnaire and will be tested based on the results of the responses.

ANALYSIS 4

Table 1 the organization's involvement in social responsibility has been favourable to the company's business performance * The company's corporate social responsibility activities improve the organizations productivity

Crosstab

		The company's corporate social responsibility activities improve the organizations productivity		Total	
		YES	NO		
The organization's involvement in social responsibility has been favourable to the company's business performance	Count	38	6	44	
	Expected Count	35.2	8.8	44.0	
	NO	Count	2	4	6
	Expected Count	4.8	1.2	6.0	
Total	Count	40	10	50	
	Expected Count	40.0	10.0	50.0	

The above illustrates a contingency table representing hypothesis four. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 4 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data presented in table above

Chi-Square Tests

Pearson Chi-Square	9.280
Degree of freedom	1
P-value	0.001

Based on the result in table above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 9.280$

Probability Value (P - value) = 0.001

Level of Significance (α) = 0.005 or 5%

The organization's involvement in social responsibility has been favourable to the company's business performance * The involvement of Lafarge Cement Wapco Nigeria PLC in corporate social responsibility is beneficial to both the organization and its host community

Crosstab

			The involvement of Lafarge Cement Wapco Nigeria PLC in corporate social responsibility is beneficial to both the organization and its host community		Total
			YES	NO	
The organization's involvement in social responsibility has been favourable to the company's business performance	YES	Count	31	13	44
		Expected Count	30.8	13.2	44.0
	NO	Count	4	2	6
		Expected Count	4.2	1.8	6.0
Total		Count	35	15	50
		Expected Count	35.0	15.0	50.0

Table 4 illustrates a contingency table representing hypothesis four. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 4 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 4 is presented

Table 4**Chi-Square Tests**

Pearson Chi-Square	0.036
Degree of freedom	1
P-value	0.006

Based on the result in table 4 above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 0.036$

Probability Value (P - value) = 0.006

Level of Significance (α) = 0.005 or 5%

Table 4 The organization's involvement in social responsibility has been favourable to the company's business performance * The organization's involvement in corporate social responsibility improves the marketing of the organization products

Crosstab

			The organization's involvement in corporate social responsibility improves the marketing of the organization products		
			YES	NO	
The organization's involvement in social responsibility has been favourable to the company's business performance	YES	Count	33	11	44
		Expected Count	31.7	12.3	44.0
	NO	Count	3	3	6
		Expected Count	4.3	1.7	6.0
Total		Count	36	14	50
		Expected Count	36.0	14.0	50.0

Table 4 illustrates a contingency table representing hypothesis four. It shows the count (observed frequency) and expected count (expected frequency) of data collected through the questionnaire. The responses in table 4 was further tested using the chi – square instrument of analysis and the result of the test of hypothesis one through the data in table 4. is presented.

Chi-Square Tests

Pearson Chi-Square	1.637
Degree of freedom	1
P-value	0.002

Based on the result above, the chi – square analysis was done through (SPSS) computer analytic package. However, before the hypothesis related to the objectives of this research is tested, the derived evidence will be specified and analysis will be done through the non – parametric test of Chi – square;

Where the chi – square value i.e. $X^2 = 1.637$

Probability Value (P - value) = 0.002

Level of Significance (α) = 0.005 or 5%

SUMMARY OF ANALYSIS FOUR

From the table above, it is discovered that P – value i.e. 0.001, 0.006, 0.002 is less than α – value i.e. 0.05.

Decision rule: Reject H_0 , if p-value is less than α -value i.e. 5% significant level, otherwise Reject H_1 .

From table (i) – (iii), it is discovered that p-value i.e. 0.001, 0.006 and 0.002 are less than the α -value i.e. 0.05.

Therefore, we reject H_0

Conclusion: We can say that Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility do have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

DISCUSSION OF FINDINGS

1. In the test for hypothesis one, which was aimed at determining whether organizations' failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between these organizations and their host communities. Questions 10(staff), 11(staff) and 12(staff) in tables 1, 2 and 3 above was posed after being compared to Questions 9(staff), of which the responses were tested using the chi – square instrument of analysis and the results presented in table 1, table 2 and table 3above. From tables above it was discovered that the P – value i.e. 0.01, 0.001, 0.000 was less than α – value. Since the decision rule states that reject H_0 , if P – value is less than α – value which is 0.05 i.e. 5% significance level otherwise reject H_1 . Therefore, we reject H_0 .

Based on the analytical findings for testing hypothesis one, it was concluded that failure to adequately carry out Corporate Social Responsibility has indeed played a significant role in the increase in occurrence and consequences of conflict between the organizations and their host communities.

2. In the test for hypothesis two, which was aimed at determining whether Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community? Questions 5(customer), 7(customer) and 9(customer) in tables 2. and 3 above was posed after being compared to Questions 6(customer), of which the responses were tested using the chi – square instrument of analysis and the results presented in table .1, table 2. and table 3 above. It was discovered that the P – value i.e. 0.046, 0.000, 0.046 was less than α – value. Since the decision rule states that reject H_0 , if P – value is less than α – value which is 0.05 i.e. 5% significance level otherwise reject H_1 . Therefore, we reject H_0 .

Based on the analytical findings for testing hypothesis two, it was concluded that Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community.

3. In the test for hypothesis three, this was aimed at determining whether Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity. Questions 13(staff), 15(staff) and 17(staff) in tables 3, above was posed after being compared to Questions 16(staff), of which the responses were tested using the chi – square instrument of analysis and the results presented in table 3 above., it also was discovered that the P – value i.e. 0.013, 0.000, 0.007 was less than α – value. Since the decision rule states that reject H_0 , if P – value is less than α – value which is 0.05 i.e. 5% significance level otherwise reject H_1 . Therefore, we reject H_0 .

Based on the analytical findings for testing hypothesis three, it was concluded that Effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity.

4. In the test for hypothesis four, which was aimed at determining whether Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community? Questions 8(staff), 11(staff) and 12(staff) in tables 4 above was posed after being compared to Questions 4(staff), of which the responses were tested using the chi – square instrument of analysis and the results

presented in table 4 above. From tables above it was discovered that the P – value i.e. 0.001, 0.006, 0.002 was less than α – value. Since the decision rule states that reject H0, if P – value is less than α – value which is 0.05 i.e. 5% significance level otherwise reject H1. Therefore, we reject H0.

Based on the analytical findings for testing hypothesis four, it was concluded that Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

- The findings revealed that the consequent failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities.
- Additionally, Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community.
- Also, effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity.
- Finally, Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have an effect on the incidence and occurrence of damage and other adverse effects on its host community.

CSR PROJECTS EXECUTED BY LAFARGE CEMENT WAPCO NIGERIA PLC.

Below are the lists of Lafarge Cement WAPCO Nigeria Plc social responsibilities to the Sagamu community Ogun State Nigeria:

1. INFRASTRUCTURAL IMPACTS

It is **Lafarge Cement WAPCO Nigeria PLC** social obligation to assist or partner with the host communities in which Sagamu Local Government Area is an integral part believing that if the host community is developed, the company will also develop. Every year, **Lafarge Cement WAPCONigeriaPLC** has budget set aside for community development in Sagamu. The infrastructural development programmes embarked upon by the company in Sagamu local Government Area include physical projects like Sagamu Library, provision of borehole, generating set (generator), internet services, installing more than seventy (70) boreholes and deep well in public areas. There is also the building of public toilets in major motor garage or places

together with other projects in places like Ogijo, Igbepa, Mosimi, Oke Ate, Ayetoro, Igode, Ita-Merin and other environments within Sagamu with repairs on sixty one (61) projects (pipe, generator, deep wells, well head or cover, wiring and tank).

Other infrastructural community projects embarked upon by **LafargeCement WAPCO Nigeria PLC** between 2005-2010 include purchase of a new 18-seater bus equipped with Public Address System, donation of environmental sanitation items, public toilets at all markets, motorcycles for town vigilantes, agricultural development support for farmers in towns like Ode-Lemo, Iperu, Ilisan, Ikenne and construction of good roads.

2. HEALTH CARE FACILITIES

In terms of health care facilities, **Lafarge Cement WAPCO Nigeria PLC** helped the Olabisi Onabanjo University Teaching Hospital (O.O.U.T.H) located in Sagamu in terms of generating sets (generators) and donation of ultra modern chest Diagnostic Clinic at the University Teaching Hospital cum laboratory equipments together with donation of environmental sanitation items to the community in order to ensure that Sagamu inhabitants are hail and healthy. The company also provided health care facilities in Sabo, Makun and Emuren Health Centres.

3. EDUCATION

Lafarge Cement WAPCO Nigeria PLC do contribute their small quota in the development of education via the Sagamu Community Library and giving exercise books to students in eighteen (18) secondary schools within remo area cum provision of exercise books for pupils of fifty two (52) public and few selected private primary schools, bursary awards for indigent students that are performing well in secondary and tertiary institutions via their C.G.P.A, renovation of deep wells in Public Schools and upgrading of Sagamu Community Information Technology (I.T) Learning Centre into Microsoft Academy.

The company through her Community Learning Centre trains students in Information and Communication Technology (I.C.T) courses in Microsoft and other accredited courses together with sponsorship of coaching classes for West African Senior School Certificate Examination (W.A.S.S.C.E) students within Sagamu vicinity. The company also built schools like the WAPCO School for the Handicap in order to educate the physically challenged in Sagamu.

4. YOUTH EMPOWERMENT

An idle mind is the devil's workshop hence **Lafarge Cement WAPCONigeria PLC** more often than not embarked on skill Acquisition Programmes for Sagamu youths geared towards the tutelage/teaching of youths to acquire skills like hair dressing, vulcanizing, welding, plumbing and earth equipment mechanics. The Sagamu Community Development Association under the aegis (auspices) of Lafarge Cement WAPCO Nigeria PLC do organize trainings for youths with skilled workers and give these skilled workers incentives to encourage them in youth skill acquisition. After graduation, **Lafarge Cement WAPCO Nigeria PLC** do give grandaunt materials to work with providing funds and materials for youth empowerment scheme in the process.

Lafarge Cement WAPCO Nigeria PLC do provide employment opportunities for Sagamu youths in various spheres in the organization like cleaners, gatemen, contractors, helpers, welders, fabricators etc. As a part of the company's Corporate Social Responsibilities (C.S.R) to Sagamu Community, Sagamu being nearer to the plant (industry) are getting (purchasing) their cement at a cheaper rate more than those that are living in a far place.

Furthermore, the company do organize sporting competitions for the youth on their football pitch, golf course where Sagamu people (Sagamites) train and play golf and sponsors the Annual Lafarge Remo Football Competition. Other miscellaneous Community Development projects embarked upon by the company in Sagamu includes radio communication sponsorship-Remo Teni, purchase 12-seater bus for Sagamu youth council, fish farming projects for land owners, maintenance of Sagamu Community Development Council Resource Centre, sinking of twenty six (26) Boreholes in Oba Palace, air conditioning, internet connections and furniture for public library.

All the above mentioned projects in infrastructure, health care facilities, education and youth empowerment are embarked upon by the company between 2005-2010 at the new dawn or face of **Lafarge Cement WAPCO Nigeria PLC** all aimed at providing quality goods and services, development programmes, employment of community members, controlling pollution, provision of social amenities, support for sports, games and award of scholarships to improve the standards of living of Sagamu people in consonance with Tom Chappell's assertion that *"I believe we have been able to expand upon the historical point of view that*

business is just for making money to a broader view that business is about doing good for others in the process of getting financial gain”.

In relation to the following findings, it was discovered that Lafarge Cement Wapco Nigeria Plc’s involvement in Corporate Social Responsibility has actually improved and boost its performance. The following below are some of the areas that its involvement in Corporate Social Responsibility has affected:

1. ENHANCED REPUTATION

Good company performance in relation to sustainability issues has built Lafarge Cement Wapco Nigeria Plc’s reputation and also brand value of its product. In the course of this research work, it was noted that Lafarge Cement Wapco Nigeria PLC has a very good reputation in the community where it exists.

2. INCREASED ABILITY TO RECRUIT, DEVELOP AND RETAIN STAFF

These can be direct or indirect. The 1999 business Ethics study found that employees are more likely to be loyal when they believe their workplace has ethical standards. In the course of this research work, it was noted that Lafarge Cement Wapco Nigeria Plc’s engagement in corporate social responsibility has resulted to dedicated and productive employees.

3. BETTER RELATIONS WITH GOVERNMENT

The formal and informal license to operate is a key issue for many companies looking to extend their businesses. Diligence in meeting social and environmental concerns can result in a reduction in red tape and a more cooperative relationship with government departments. A good relationship with government can give a company significant competitive benefit in terms of gaining a social license to operate from local community, particularly in the resource sector with regard to gaining access to scarce reserves. In the course of this research work, it was noted that Lafarge Cement Wapco Nigeria Plc has a strong and positive relationship with the Ogun state Government and this is why non of its branch’s operations have been put to a stop, Sagamu and Ewekoro branches are still healthy and functional up till today.

4. ENJOYING PREFERRED BUSINESS PARTNER STATUS

Given the opportunity to choose among several bidders for a potential project, some governments are more likely to choose a company with the best reputation with respect to indigenous relations and

human rights practices. A company that takes a strategic approach to corporate social responsibility will have a positive result on mainstream business performance. Records have shown how benefits go beyond performance and also how benefits go beyond the long-term intangible measures of success to include direct financial measures (mostly in developing countries). The contractors that were given the contract to erect the bridge amidst G.R.A, Iyano-Oja, Kara and Sabo high-way road Partnered with Lafarge Cement Wapco Nigeria PLC for the supply of cement that was used in erecting the bridge.

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

SUMMARY OF FINDINGS

In the course of the study, Effects of CSR on Organizational Performance: Evidence from Nigeria, the following are the summary of findings:

1. That the failure to adequately carry out Corporate Social Responsibility has indeed played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities and hence on their performance.
2. That only few organizations see Corporate Social Responsibility as an obligation to its host community.
3. That effective monitoring and evaluation by all stakeholders of business communities helps reduce the incidence of the company treating Corporate Social Responsibility with levity.
4. Finally, that Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have effects on the incidence and occurrence of damage and other adverse effects on its host community.

DISCUSSION

Corporate Social responsibility has been a very significant topic in every business area, from corporate boardrooms to the classroom premises as to whether or not organizations should be socially responsible to their immediate environment.

Taking a critical look into the context of this research work, it is easy to say that an enlightened business is one that recognizes that it is in its own interest to be socially responsible, since an enhanced public image is more likely to be attractive to investors, employees, customers, suppliers, consumers and its host community and government.

It was discovered from the research conducted that Lafarge Cement Wapco Nigeria Plc has been involved in corporate social responsibility activities to its host community, since its establishment in Ogun State and the country at large. The company has seen the need to involve itself in its community affairs by providing infrastructural facilities, health care facilities, educational facilities and youth empowerment programmes to its immediate environment and this has boosted its performance ranging from high rate of productivity, a high increase in the sales and marketing of its cement products to employee and customer relationship and shareholder satisfaction. But as beautiful as it may sound, a lot of factors are standing against a business performing what it owes to its immediate environment some of these include the following:

POLITICAL INSTABILITY

Political instability and various communal and inter-tribal clashes have been served as a factor that militates against a firm's involvement in corporate social responsibility activities. In place where the political environment is not stable, organizations do not like to invest or sink their funds in performing social activities.

- **VALUE SYSTEM OF THE NATION OR COMMUNITY**

The value system of this country is so corrupt that finance budgeted for such quotas can be easily shared among the top ranking officers/executives of the company and the traditional rulers of such locality thereby, "closing" the mouth of those who may have the "voice" to speak for the community.

- **UNGRATEFUL ACT OF THE SOCIETY**

The society is becoming ungrateful and unappreciative of the efforts of the company's social responsibility roles, this always prompt the community to ask for more than is required.

- **STATE OF THE ECONOMY**

Another militating factor is the state of the economy. Instability in the economy such as, inflation, economic meltdown, depression, recession, etc, will make the firm not to sink their funds into social responsibility activities.

Despite all these militating factors, it was discovered that many people in the community have benefited in one way or the other from Lafarge Cement Wapco Nigeria Plc. This shows that Lafarge Cement Wapco Nigeria Plc is not reluctant in rendering some social responsibility programmes to its immediate environment where it operates and to the entire nation as a whole.

From the fore-going, it can be deduced that in spite of profit motives, Lafarge Cement Wapco Nigeria Plc has demonstrated corporate social consciousness. It was also discovered and revealed that Corporate Social Responsibility is a legitimate action of a firm and that Lafarge Cement Wapco Nigeria Plc's involvement in Corporate Social Responsibility has a great positive impact on the firm's performance and that the assessment of the community to the company's social activities has been satisfactory.

CONCLUSION

The survival of any organization is dependent upon series of exchange between the organization and its environment. The involvement and participation of Lafarge Cement WAPCO Nigeria PLC in corporate social responsibility activities shows that the company is socially responsible to its immediate environment.

For any organization to survive, it has to properly take part in social responsibility activity. Most organizations and government agencies agree that social responsibility is well and truly on the agenda in the business world because businesses operate in an environment where their resources are sourced and for this, citizens will be looking up to them with high expectations and if these expectations are neglected it will not go well with both the organization and the citizens.

Where shareholders refuse the approval of social responsibility they may receive wrath from the government and its host community. Having said this, organizations should take up the issue of social responsibility seriously. If a company fails to meet stakeholders' expectations, it can put its own future at risk.

In conclusion, corporate social responsibility can therefore be best described as an ultimate approach to business. Corporate social responsibility creeps into all aspects of operations and organizational performance. Like quality, it is something that you know when you see it. It is a prospect that business today should genuinely and wholeheartedly be committed to. The dangers of ignoring corporate social responsibility are grave and numerous. When it is remembered how important goodwill, brands and trademarks are to the overall company's value, corporate social responsibility is therefore something that a company should try as much as possible and get appropriately during its planning, development and implementation.

RECOMMENDATIONS

1. In the first findings, which states that Failure to adequately carry out Corporate Social Responsibility has played a significant role in the increase in occurrence and consequences of conflict between organizations and their host communities, the idea that the only function of business organization is profit maximization for the shareholders should be erased and become obsolete and thus they should shift emphasis to a newer term "social responsibility". Lafarge Cement Wapco Nigeria Plc and indeed other companies should expand their activities by going into other areas like health, education, charity giving, instead of focusing on only infrastructure, health, sport and entertainment.
2. In the second findings, which states that Lafarge Cement Wapco Nigeria Plc sees Corporate Social Responsibility as an obligation to its host community, this supports that cement companies should

carry out corporate social responsibility projects and not only should they practice Corporate Social Responsibility, they should carry it out adequately and appropriately in order to ensure sustainability, profitability and a high increase in productivity, thus, they will definitely experience the benefits that are inherent in the planning and implementation of Corporate Social Responsibility. Also its dedication to Corporate Social Responsibility will help in achieving its predetermined goals and objectives.

3. On the third findings, which states that effective monitoring and evaluation by all stakeholders of Lafarge Cement Wapco Nigeria Plc reduces the incidence of the company treating Corporate Social Responsibility with levity, Sagamu community leaders/representatives/heads, opinion leaders and shareholders e.t.c should ensure regular and effective monitoring and supervision of Lafarge Cement Wapco Nigeria Plc activities. They should be educated and become more acquainted with the concept of Corporate Social Responsibility. Seminars and regular meetings should be observed by all stakeholders with the aid of the Government and legislations on corporate social responsibility. This would prevent the diversion of funds by the company for unapproved purposes such as bribery and illegal business practices other than the agreed purposes, thus, reducing the incidence of the company treating Corporate Social Responsibility with levity.
4. In the fourth findings, which states that Lafarge Cement Wapco Nigeria Plc management's failure to observe key principles of Corporate Social Responsibility does have effects on the incidence and occurrence of damage and other adverse effects on its host community, a committee should be established to oversee the social responsibility activities of cement and other manufacturing companies. The government should partner with these companies to ensure that company's management observes key principles of Corporate Social Responsibility in order to ensure effectiveness in running its social responsibility programmes. Without endangering corporate survival, businessmen should realize the advantages of giving grants to universities and other institutions and to its community, to mention a few. Businessmen or organizations should realize that an increase in the entrepreneur spirit of the populace can only be beneficial to the business sector and that the government cannot do this all alone.

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