

**CORPORATE SOCIAL RESPONSIBILITY AND
THE PERFORMANCE OF SMALL AND
MEDIUM SCALE ENTERPRISES (SMEs) IN
LAGOS STATE, NIGERIA.**

BY

SULAIMON, Abdul-Hameed Adeola

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CERTIFICATION

This is to certify that the Thesis:

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OF SMALL AND MEDIUM SCALE ENTERPRISES (SME’s) IN LAGOS
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By

SULAIMON, ABDUL-HAMEED ADEOLA
in the Department of Business Administration

SULAIMON, ABDUL-HAMEED A

AUTHOR'S NAME

Prof. B. A. O. Gita-Jarom

1ST SUPERVISOR'S NAME

Prof. I. C. Achumba

2ND SUPERVISOR'S NAME


SIGNATURE

27/11/08

DATE


27/11/08

DATE


SIGNATURE

27/11/08

DATE


SIGNATURE

3RD SUPERVISOR'S NAME

Prof. S. A. Banjo

1ST INTERNAL EXAMINER

Dr. J. E. Kzike

2ND INTERNAL EXAMINER

Prof. M. L. Nnam

EXTERNAL EXAMINER

Dr. C. O. Otiwa

SPGS REPRESENTATIVE


SIGNATURE

DATE

27/11/08

DATE


27/11/08

DATE


SIGNATURE

27/11/08


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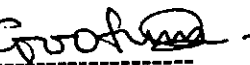
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DEDICATION

To Almighty Allah,
for His Mercy on mankind.

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In the name of Allah, the Compassionate, the Merciful; all praise is due to Allah, the Lord of the worlds, who has always fulfilled His promise to me, as indicated in Qur'an 14:27 – "God will establish in strength those who believe, with the word that stands firm in this world and in the hereafter." May the peace and blessing of Allah continue to be on Muhammad, a mercy to mankind.

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ABSTRACT

Corporate Social Responsibility (CSR) has become the rhetoric of every Business Enterprise, no exceptions to Small and Medium Scale Enterprises. This study examines the relationship between Corporate Social Responsibility and Organisational Performance of SMEs in Lagos State, Nigeria. Data were generated by means of questionnaires to 261 operators of SMEs, 2518 employees and 2591 consumers of the products and services of the enterprises on CSR and Performance Variables. Responses from the survey were statistically analysed using descriptive statistics, Pearson product moment correlation, Z test, F-Test and multiple regression. Results show a statistical significant relationship among variables. Specifically, they indicate that CSR is relevant and practised by participating SMEs in Lagos State, particularly in business ethics, consumer affairs, and environmental affairs. This is consistent with a recent survey in Europe where research on SMEs found that they tend to be active in CSR. The study also revealed low involvement of participating firms in employee and community affairs. The study also showed that organisational performance of SMEs is satisfactory, with exception of financial strength, profitability and performance stability which was below the minimum threshold, although did not preclude a completely low performance. The importance of this study includes the need to encourage SMEs to invest more in CSR, particularly on employee and the community within which they operate.

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CHAPTER ONE

INTRODUCTION

Over the years, the private sector of the global economy has witnessed radical changes in its relationship with the State and the society. In the 1970s the emergence of Corporate Social Responsibility (CSR) was among other things, manifested in three major events: the UN negotiations on the code of conduct for Trans-National Corporations (TNC), efforts within the anti-apartheid movement, and the boycott of Nestle products due to its marketing practices for breast milk substitutes (Segerlund, 2005).

Although, CSR was primarily the concern of TNC, it has increasingly involved Small and Medium Scale Enterprises (SMEs), both as suppliers to large corporations and markets, and receivers of support. Recently, globalization, total quality management, corporate re-engineering, consumerism, war for talents, growth of global civil society and increased importance of intangible assets have led to exposure of interest in CSR. Corporate managers in both developed and developing countries are evolving policies and programmes aimed at satisfying the interests of stakeholders'. (Aaker and Day, 1972; Ackerman, 1973; Cohen, 1970; Eilbirt and Parket, 1973; McGuire and Parish, 1971; Webster, 1973 in Buehler and Shetty, 1976; Monsen, 1974; Donaldson and Preston, 1995; Steurer *et al*, 2005; Morimoto, 2005; Zsolnai, 2006; Pirsch *et al*. 2007). According to Bennett (1998), increasingly, businesses are expected to behave in socially beneficial ways, particularly in relation to the physical environment, product quality, employees' working life and removal of unfair discrimination in hiring and firing staff. Social Responsibility which has become widely used in the literature of Sociology, Anthropology, Economics, Politics and Business Administration, is a broad concept that encompasses

almost any duty that a business concern may have towards its environment. This may include profit-maximization, adherence to the dictates of the legal environment, environmental conduct, and working conditions of employees. It is also synonymous with terms such as corporate citizenship, corporate accountability, and corporate responsibility. Specifically, it can be described as a measure of the total impact of business activities on the lives of individuals within and outside a company (European Commission, 2001). This, according to the Commission, includes *“human resources, health and safety, adaptation to change, management of environmental impact and natural resources. Issues relating to the company’s relationship with the outside world include local communities, business partners, suppliers and consumers, human rights and global environmental concerns.”*

Nigeria is placing increased demands on big business organisations for greater social responsibility, that is, involvement in solving both social and ecological problems (Oghojafor, 2000). In the past in Nigeria, the wealthy and the powerful (rulers such as Emirs, Obas, Obis) and other individuals often assumed responsibility for the welfare of less-fortunate people around them. According to Oghojafor (2000), *“it is probably the lingering survival of this paternalistic belief that makes contemporary society demand from the large business organisations the kind of social responsibility that had been expected throughout history.”* This demand, of course extends to small and medium scale enterprises that are spread all over the Nigerian environment. The basic drivers of CSR in contemporary business environment include value for social and environmental goals, strategic development and public pressures (Zadek, Prazan and Evans, 1997).

Statement of the Problem

While there is a great deal of optimism on the role that small companies can play in improving business responsibilities, the main thrust of the debate has continued to focus on the large companies. Few initiatives aimed at SMEs take into account the complex and heterogeneous nature of the sector. Most initiatives tend to take the tried and tested “business case” developed in large companies and shrink it to fit. Little research has focused on investigating whether or not this will work for SMEs. Recent global trends show that there are some growths in the engagement of SMEs in the CSR programmes. For example, the 10th Annual Grant Thornton European Business survey shows that UK SMEs are above average on environmental policies but lag behind on ethical sourcing of products (Raynard and Forstater, 2002; Jenkins, 2003). There are evidences of government assistance in the involvement of SMEs in CSR which comprise the vast majority of private sector initiatives in developed countries (Jenkins, 2003).

The SMEs sub-sector represents an important one in the contemporary economy. Despite its significance, large business enterprises, particularly TNC have been noted as the primary drivers for CSR. SMEs have been criticised for their negative socially responsible practices such as environmental mismanagement, unethical business practices, lack of involvement in community and environment improvement, to mention just a few (Jenkins, 2003; Clarkson, 1995; Davis, 1973; Lawal, 2005). These practices may affect the effective and efficient performance of these enterprises. The pilot study conducted on SMEs by the researcher in Lagos State revealed the associated problems by SMEs summarized as follows:

There was the problem of inadequate provision of medical facilities for employees. Adequate support for the education of employees' children was said to be lacking. They were said to be lacking in support for arts and culture of community members. There were complaints about substandard quality products and services rendered by SMEs. Operators of SMEs were said to discriminate with respect to gender in their employment. Products and services offered lack adequate information on usage. Inadequate training of employees was prevalent. There was less involvement of employees in decision making. There was the problem of inadequate compensation of employees. SMEs were said not to be socially responsible in the management of the work environment which affects the total environment at large. Some of the operators sampled observed certain limiting factors from their being socially responsible. Such factors include the profit maximization motive; poor infrastructure; multiple tax and rates being paid, to mention but a few. The issues highlighted above were said to impinge on the effective performance of SMEs in the contemporary Nigerian environment. This calls for extensive research into the issue.

Purpose of Study

The objectives of this study are to:

1. describe social responsibility practices of SMEs in Lagos State;
2. justify the social responsibility involvement of SMEs in Lagos State;
3. examine those factors militating against SMEs in social responsibility, with particular reference to Lagos State.

4. evaluate the performance of Lagos State SMEs in the contemporary business environment;
5. determine the relationship between corporate social responsibility practices and organisation performance of SMEs in Lagos;
6. determine the relationship between demographic variables of Lagos State SMEs and social responsibility practices; and

Relevant Research Questions

The following research questions are examined in this study:

1. What is the extent of social responsibility practices of Lagos State SMEs?
2. What are the factors that could militate against SMEs from being socially responsible?
3. What are the justifications for SMEs involvement in CSR?
4. How effective are SMEs in their performance?
5. What are the relationships between SMEs social responsibility practices and their organisational performance?
6. What are the relationships between demographic profiles of SME operators and their involvement in CSR?

Research Hypotheses

The following hypotheses were tested:

1. Involvement of SMEs in Business Ethics and Organisational Performance are not significantly related.
2. SMEs involvement in Consumer Affairs is not significantly related to Organisational Performance.
3. Involvement of SMEs in Environmental Affairs is not significantly related to Organisational Performance.
4. SMEs involvement in Employees' Welfare and Organisational Performance are not significantly related.
5. Involvement of SMEs in Community Affairs and Organisational Performance are not significantly related.
6. Age of SME Operators are not significantly related to involvement in Employee Affairs
7. Educational Qualification of SME operators are not significantly related to Business Ethics.
8. Years in Business of SME Operators are not significantly related to their Annual Sales.

Scope and Limitation of the Study

This research is focused on two major variables:

- Social responsibility
- Organisational performance.

These two areas are sufficiently large for a full study. For instance, involvement in social responsibility will cover areas such as consumer affairs, urban affairs, business ethics and environmental management etc. These areas are fields of study on their own. However, the scope of this research is to concentrate on selected social responsibility practices and to examine the nature of relationship between these practices and organisational effectiveness of small and medium enterprises in Lagos State.

Organisational effectiveness, the dependent variable has been operationalised in terms of economic and behavioural variables. A total of ten measures of financial performance were employed. Organisational effectiveness measurement was limited only to these ten. This does not suggest that the measures are exhaustive, but restricted to the purpose of the study. This study is limited to Small and Medium Scale Enterprises in Lagos State. They are enterprises with a maximum investment of N200m excluding land and working capital and with the number of staff employed not less than 10 and not more than 300 (National Council for Industry, 2003). Corporate Social Responsibility Practices of large corporations are not included in the study.

The limitation of the study is in the following ways:

First, selection of small and medium scale operators from manufacturing establishments in Lagos will not provide adequate representation of SMEs in Nigeria; though, this would to some extent minimize the influence of extraneous variables.

Second, the correlation of some aspects of social responsibility and organisational effectiveness did not fully address all the variables of the study.

Third, organisational performance was measured subjectively by means of ten item statements. This could be attributed to absence of accurate and reliable data on performance of small and medium enterprise operators. It is quite possible that the value judgements of SME operators might have influenced their feelings on organisational effectiveness.

Background and Significance of the Study

Studies on Nigerian Small and Medium enterprises are increasing. Majority of these focus on problems of size, structure, management, financing, and institutional arrangements (Abass, 1995; Inegbenebor, 1995; Lawal *et al*, 1998; Owualah, 1991; Owualah, 1987; Oshagbemi, 1983). In the present study, efforts will be made to add to the existing ones by probing into the socially responsible practices of SMEs, which is considered as the neglected area of this sub-sector. Large companies have, to a large extent been preoccupied with social responsibility, despite that SMEs play important roles in economic development of any economy. This makes the topic of high significance.

In developed economies, extensive research efforts have been noted in the area of corporate social responsibility in the SMEs, whereas, little or no efforts have been seen in the Nigerian environment, hence the importance of this study.

Practically, this study will be useful to individual entrepreneurs and government. SMEs will be exposed to the usefulness of corporate social responsibility. Through the present study, they may become more knowledgeable and thus, be successful in the management of their enterprises. It will reveal their areas of weaknesses in the emerging concept of social responsibility. The government will be able to know the growing importance of

the concept and identify its weaknesses in encouraging or persuading SMEs to be more socially responsible. The study will provide focus for training programmes on entrepreneurship development in SMEs. Findings in the study will contribute to the improvement of general knowledge of organisational behaviour. It will also assist SMEs on how best to be corporate citizens.

Summary of the Chapter

This chapter is a review of the changing role of SMEs in the contemporary business environment. However, the pilot study on SMEs revealed a number of problems associated with SMEs operation. They include complaints about substandard products, less involvement of employees in decision making, inadequate compensation to mention just a few. The chapter has further highlighted the objectives, research questions, hypotheses, scope, limitations and the significance of the study. The next chapter deals with review of literature in order to provide the required theoretical foundation for the study.

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CHAPTER TWO

LITERATURE REVIEW

Introduction

The dearth of empirical studies on Corporate Social Responsibility of Small and Medium scale Enterprises has been a major constraint. It is necessary to note that majority of studies on SMEs merely describe the inadequacies in management practices with no empirical data. Hence, the primary objective of this research is to provide empirical studies on CSR in the SMEs sub-sector.

This chapter has been structured into eight main sections:

- Section one provides conceptualisation of CSR and SMEs.
- Section two discusses some theories relating to the research.
- Conceptual framework of the independent and dependent variables of the research i.e. CSR and organisational performance are discussed in section three.
- Section four discusses the drivers of CSR.
- In section five, arguments in favour of CSR and against CSR are explained.
- Section six discusses the relevance of CSR in the management of SMEs.
- Section seven provides a framework for learning to be socially responsible.

- The last section attempts to summarise the knowledge gained from the various literatures to the present study.

Conceptualization of Corporate Social Responsibility

Corporate Social Responsibility is a tortured concept within academic literature (Godfrey and Hatch, 2007). There is no single universally accepted definition of CSR. The notion of CSR is related to complex issues such as environmental protection, human resource management, health and safety at work, relations with suppliers and consumers. In view of the above, CSR has been variously defined.

Branco and Rodrigues (2006) see present-day dominant conception of CSR as the practice whereby firms voluntarily integrate social and environmental concerns in their relations and interactions with stakeholders. It is also seen as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as that of the local community and society at large (World Business Council for Sustainable Development, 2001).

To the European Commission (2001), being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and relations with stakeholders.

Aderinto (1986) in Oghojafor (2000) defines CSR as an obligation, a liability, social consciousness, corporate legitimacy, charitable contribution and managerial enlightenment.

From the above definition, it implies that business should go beyond the performance of the traditional function of providing enough profits for the owners, to discharging their duties to the society.

The operational definition of CSR in this study will be the one propounded by Galgoczi (2004). He defines CSR as a commitment by a company to manage its role in society – as producer, employer, market player, customer and citizen – in a responsible and sustainable manner. The commitment can include a set of voluntary principles-over and above legal requirements that seek to ensure that the company has a positive impact on societies, in which it operates. This definition is more encompassing because it identifies all the major stakeholders that benefit from organisations.

The Meaning of Small and Medium Scale Enterprises (SMEs).

Small and Medium Enterprises differ among nations. In the global world, SMEs are firms with fewer than 250 employees and with a turnover of less than 50 million Euros or a balance sheet total of less than 43 million Euros (EC recommendation, 2003).

In Nigeria SMEs have been defined as enterprises with a maximum investment of N200m excluding land and working capital and with the number of staff employed not less than 10 and not more than 300 (National Council for Industry, 2003).

Historical Perspective of Corporate Social Responsibility.

Despite wide attention given to CSR in contemporary times in the global economy, the issue of justice and fairness in economic activities is not a recent invention; it has been reflected as a source of concern in societal thinking since the era of ancient Greeks. Segerlund (2005) gave two examples of organized

opposition to what was at that time considered to be the negative aspects of economic activity: the slave trade and the International Labour Movement. The roots of CSR can be found in these two examples, one through the civil rights and anti-apartheid movement, and the other through the ILO and the international labour rights standards expressed in the ILO conventions.

The slave trade originated as a result of the need for cheap labour in the former colonies. This led to a practice of forced labour, where the North Atlantic slave trade that started at the end of the 15th century had a dominating role (Rider, 1998, in Segerlund, 2005). The movement towards the abolition of the slave trade and slavery developed in the second half of the 18th century, due to shared rebellions. It was later influenced by the French revolution until slavery was completely abolished. In 1900, the International Association for the Protection of Labour was created, which led to inter-governmental conferences and later the establishment of ILO in 1919 and the International Labour Rights in the form of ILO conventions. The first ILO core convention was adopted in 1930 on forced labour (No. 29). The other core conventions that were to follow did not appear until after the Second World War. So many conventions have since then been adopted on various issues such as equal remuneration, discrimination, minimum age, worst form of child labour. Others are hours of work, unemployment, marketing, right work for women and youth, right of association, work conditions, safety and health etc. Nigeria, of course being a member of international community is a signatory to these conventions.

The formal writings on CSR in modern form can be traced back to the 1950s, beginning with the work of Bowen, who was regarded by Carroll (1999) as '*the father of corporate social responsibility*'. Bowen (1953) in Segerlund (2005) stated that by virtue of their strategic position and their considerable decision making power, the social responsibility of the businessman is "*to pursue those*

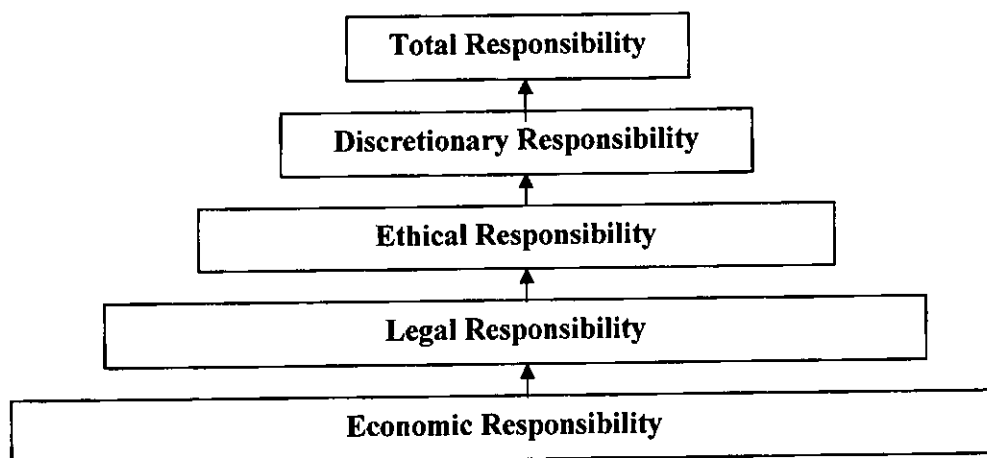
policies, to make those decisions, to follow those lines of action which are desirable in terms of the objectives and values of our society."

Davis (1960) in Jenkins and Hines (2003) sees CSR as businessmen's decisions and actions taken for reasons at least partially beyond the firms' direct economic and technical interest. Carroll (1979) further sees social responsibility of business as encompassing the economic, legal, ethical and discretionary expectations that the society has of organisations at a given point in time. Further writings have continued to emerge which has made CSR to be a household name in business organisations. The last twenty years have seen radical changes in the private sector's relationship both with the State and civil society.

Hierarchy of Corporate Social Responsibility:

Carroll (1979) proposed a four part definition of social responsibility, which was revisited in 1991 and organized the notion of multiple corporate social responsibilities in a pyramid contract, embedded in a conceptual model of corporate social performance (see figure 1).

Fig. 1: A hierarchy of corporate social responsibilities



Adapted from Jamali, D and Mirshak, R (2007) "Corporate Social Responsibility: Theory and Practice in a Developing Country Context." *Journal of Business Ethics*, 72: 243-262.

Economic Responsibility: - This is considered as the base level in the hierarchy of social responsibility. It entails for instance, providing a return on investment to owners and shareholders, creating jobs and fair pay for workers, discovering new resources, promoting technological advancement, innovation, and the creation of new products and services. From this perspective, business is the basic economic unit in society and all its other roles are predicated on this fundamental assumption (Carroll, 1979).

Legal Responsibility: – Business is expected to comply with legal obligations – the “ground rules” – imposed by governments and regulatory agencies. On these bases, business is serving the society to fulfil its economic mission within the framework of legal requirements. However, Pratima (2002) and Solomon (1994) in Jamali and Mirshak (2007) identified some limitations of legal perspective of CSR. While regulations may successfully coerce firms to respond to an issue when enforced, it may not ensure equitable application. Regulations are also reactive in nature, leaving little opportunity for the proactive nature of some firms, thus circumscribing the limits of tolerable behaviour. Above all, regulations neither define ethics nor do they “legislate morality”.

Ethical Responsibility: – Ethical responsibilities are those activities expected as part of societal norms but are not defined into law. It portrays business as being moral, and doing what is right, just and fair. Such include “not lying “or not accepting bribes”, respecting people, avoiding social harm, and preventing social injury. The ethical perspective and idealised citizenship promote altruism (prudent and discretionary) as socially desirable and morally commendable (Windsor, 2006). Ethical managers engage in impartial moral reflections beyond the law. Self-restraint is prudent morally as well as at law. Wilson (1989) in Windsor (2006) observes that economic CSR eschews moral choices in business: matters of private values are best addressed in public policy.

Conversely, unethical managers cannot be trusted even to fulfil fiduciary responsibility (Friedman, 1970, in Windsor, 2006). Carroll (1979) observes that its limitation is its blurry definition, and the consequent difficulty for business to concretely deal with it.

Discretionary Responsibility: - This entails the group of activities and actions that are guided by an organisation's discretion rather than any legal requirement or ethical norms. The business uses its discretionary judgment and choice, in terms of deciding specific activities or philanthropic contributions that are aimed at giving back to the society. This is based on the symbiotic nature of business and society. Examples are philanthropic contributions, conducting in-house training programmes for drug abusers, or attempts at increasing literacy rates (Carroll, 1979). Its limits however are the possible conflict with the economic and profit making orientation of business firms.

Total Responsibility: - The four responsibilities are aggregative in the sense that corporations that want to be ethical, for example, must be economically and legally responsible. Economic and legal responsibilities are socially required, ethical responsibility is socially expected, while philanthropic activities are socially desired, and each of these responsibilities comprises a component of the total responsibility of a firm.

Theories of Corporate Social Responsibility.

Theories abound in explaining why social responsibility occurs in the firm. The field contains proliferation of theories, approaches and terminologies. Some of the theories combine different approaches and use the same terminology with different meanings. Votaw (1972) in Garriga and Mele (2004) observes that

CSR means something, but not always the same thing to everybody. To some, it conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviour in the ethical sense; to still others, the meaning transmitted is that of “responsible” for in a casual mode; many simply equate it with a charitable contribution; some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym for legitimacy in the context of belonging or being proper or valid; a few see a sort of fiduciary duty imposing higher standards of behaviour on businessmen than on citizens at large.

In discussing the theories, the four-group classification by Garriga and Mele (2004) is adopted. These theories are

1. Instrumental theories,
2. Political theories,
3. Integrative theories and
4. Ethical theories.

Instrumental Theories

These theories understand CSR as a means to the end of profits. It is assumed that the corporation is an instrument for wealth creation and that this is its sole social responsibility. Only the economic aspect of interactions between business and society is considered. So any supposed social activity is accepted, if it is consistent with wealth creation.

The major proponent of this group is Friedman (1970), who opines that “the only one responsibility of business towards society is the maximization of profit to the shareholders within the legal framework and the ethical custom of the

country. Hence, any investment in social demands that would produce an increase of the shareholder value should be made, acting without deception and fraud. In contrast, the theory says that if the social demands only impose a cost on the company, they should be rejected.

In Garriga and Mele (2004), Friedman (1970) observes that *“it will be in the long run interest of a corporation, that is, a major employer in a small community to devote resources to providing amenities to that community or to improving its government. That makes it easier to attract desirable employees, it may reduce the wage bill or lessen losses from pilferage and sabotage or have other worthwhile effects”*.

While responding to Friedman’s critique of business ethics, Gallagher (2005), Bossidy and Charan (2004) and Ghoshai (2005) identified power inherent in Friedman’s argument.

First, it is tied so closely to the generic mission statement of firms to “maximize shareholder value”. It also reinforces most managers’ beliefs that they are there to focus on the returns to the firm, a belief that can be further reinforced if they are rewarded via stock grants. The argument also has strong institutional appeal because shareholders are the legal owners of the firm and strong practical appeal because profitability is the foundation for firms’ success. Finally, and in fairness to Friedman, there is nothing wrong with profits; since profits are clearly socially beneficial because outcomes such as greater employment and higher wages frequently derive from them. Windsor (2001) documented the wide acceptance of Friedman’s theory among managers when he pointed out that *‘a leit motiv’* of wealth creation progressively dominates the managerial conception of responsibility.

Where senior managers are given a quantity of shares that is small relative to the total number of shares in issue, but large relative to managerial salaries, shareholders can try to ensure that senior managers care about profits as much as other shareholders do (Begg, Fischer and Dornbusch, 1997).

Other theories outside Friedman's focus on how to allocate resources in order to achieve long term social objectives and create a competitive advantage. In this group, three approaches can be deduced: (i) Social investment in competitive context (ii) Natural resource based view of the firm and its dynamic capabilities and (iii) Strategies for the bottom of the economic pyramid (Husted and Allen, 2000 in Garriga and Mele, 2004).

- (i) **Social investment in a competitive context:** Porter and Kramer (2002) argue that investing in philanthropic activities may be the only way to improve the context of competitive advantage of a firm and usually create greater social value than individual donors or governments can. This is because, the firm has the knowledge and resource for a better understanding of how to solve some problems related to its mission.

Philanthropic investments by members of cluster, either individually or collectively, can have a powerful effect on the cluster competitiveness and the performance of all its constituents companies (Porter and Kramer, 2002).

- (ii) **Natural resources- based view of the firm and dynamic capabilities:** Proponents of resource based view of the firm are Barney (1991), Wernelfelt (1984) and Hart (1995). The theory says that the ability of a firm to perform better than its competitors depends on the unique interplay of human, organisational, and physical resources over time.

Traditionally, resources that are most likely to lead to competitive advantage are those that meet four criteria: valuable, rare, inimitable, and the organisation must be organised to deploy these resources effectively.

Hart (1995) argues that the most important drivers for new resource and capabilities development will be constraints and challenges posed by the natural biophysical environment. He developed his framework with three interconnected strategic capabilities: pollution prevention, product stewardship and sustainable development. He identified critical resources to include continuous improvement, stakeholder integration and shared vision.

- (iii) **Strategies for the bottom of the economic pyramid.** Upper and middle-class individuals have been noted to be the major focus of business strategies. However, more people are in the lower-class, hence certain strategies can serve the poor and simultaneously make profits. The poor can be converted to active consumers, seeing them as an opportunity to innovate rather than as a problem.

Political Theories

These theories focus on interactions and connections between business and society and on the power and position of business and its inherent responsibility. Three of the theories are corporate constitutionalism, integrative social contract and corporate citizenship.

- (i) **Corporate Constitutionalism:** Davis (1960) and (1967) explored the role of power that business has in society and the social impact of this power. He believes that business is a social institution and it must use power responsibly. He noted that the causes that generate the social

power of the firm are both internal and external. Their locus is unstable and constantly shifting from the economic to the social forum, and then, to the political forum and the situation continues to reverse. Contrary to instrumental theories, he opines that the firm has powers to influence the equilibrium of the market and therefore the price is not a pareto-optimum reflecting the free will of participants with perfect knowledge of the market. Davis based his theories on two principles expressing how social power can be managed: the social power equation which states that social responsibilities of businessmen arise from the amount of social power that they have; the second is the iron law of responsibility which refers to the negative consequences of the absence of use of power. Whoever does not use his social power responsibly will lose it. To Davis, in the long run those who do not use power in a manner which society considers responsible will lose it, because other groups eventually will step in to assume those responsibilities. Hence, if a firm does not use its social power, it will lose its position in society because other groups will occupy it, especially when society demands responsibility from business.

- (ii) **Integrative Social Contract Theory:** Donaldson and Dunfee (1994) and (1999) built upon the work of Donaldson (1982) to develop this theory. Donaldson (1982) assumes an implicit relationship (contract) exists between business and society, thus an indirect obligation of business towards society. To these scholars, social responsibility comes from consent which is of two levels.

Firstly, a theoretical macro-social contract appealing to all rational contractors, and secondly, a real micro-social contract by members of numerous localized communities. The macro social contract provides rules for any social contracting. These rules are called “hyper-norms”;

they ought to take precedence over other contracts. These hyper-norms are so fundamental and basic that they “are discernible in a convergence of religious, political and philosophical thought.” The micro social contract shows explicit or implicit agreements that are binding within an identified community, whatever this may be: industry, companies or economic systems. These micro social contracts, which generate ‘authentic norms’, are based on the attitudes and behaviour of the members of the norm-generating community and, in order to be legitimate, have to accord with the hyper-norms. (Garriga and Mele, 2004).

- (iii) **Corporate Citizenship:** The idea of the firm as citizen, is gaining renewed interest in recent times due to the crisis in welfare state, globalisation, and the deregulation process. Other decreasing costs with technological improvements have meant that some large multinational companies have greater economic and social powers than some governments.

Matten *et al.* (2003) distinguished three views of “corporate citizenship” as follows:

- (a) A limited view: used in a sense quite close to corporate philanthropic, social investment or certain responsibilities assumed towards the local community.
- (b) A view equivalent to CSR: which, to Carroll (1999) seems to be a new conceptualisation of the role of business in society.
- (c) Extended view: where corporations enter the area of citizenship at the point of government failure in the protection of citizenship.

Other proponents of corporate citizenship are Donaldson and Dunfee (1999), Wood and Lodgson, (2002). Their common interest is on a strong sense of business responsibility towards the local community, partnerships, which are the specific ways of formalizing the willingness to improve the local community, and for consideration for the environment.

Integrative Theories

This group of theories looks at how business integrates social demands, arguing that business depends on society for its existence, continuity and growth (Garriga and Mele, 2004).

By social demands, they are generally considered to be the way in which society interacts with business and gives it a certain legitimacy and prestige. The resultant effect is that corporate management should take into account social demands, and integrate them in such a way that the business operates in accordance within social values. The theories are focused on the detection and scanning of, and response to, the social demands that achieve social legitimacy, greater social acceptance and prestige. Four of such theories are discussed below:

- (i) **Issues management:** Issues management is a widened concept from the concept of social responsiveness. Social responsiveness considers the gap between what the organisation's relevant public expect its performance to be and its actual performance. The firm should perceive the gap and choose a response in order to close it (Ackerman and Bauer, 1976). Issues management, even though, includes social responsiveness, emphasises the process for making a corporate response to issues. It is defined as the process by which the corporation can identify, evaluate and respond to

those socio-political issues which may impact significantly upon it (Wartick and Rude, 1986, in Garriga and Mele, 2004). They add that issues management attempts to minimize “surprises” which accompany social and political change by serving as an early warning system for potential environmental threats and opportunities. It also prompts more systematic and effective responses to particular issues by serving as a coordinating and integrating force within the corporation.

- (ii) **The principle of public responsibility:** This theory criticised the responsiveness approach and absolute process approach as being insufficient, thus proposing the principle of public responsibility. “Public” rather than “social”, in order to stress the importance of public process, rather than personal-morality views or narrow interest groups defining the scope of responsibilities.

Proponents of this theory are Preston and Post (1975, 1981). According to them, an appropriate guideline for a legitimate managerial behaviour is found within the framework of relevant public policy. Public policy is seen not only to include literal text of law and regulation but also the broad pattern of social direction reflected in public opinion, emerging issues, formal legal requirements and enforcement or implementation practices.

The scope of managerial responsibility was seen by Preston and Post in terms of the primary and secondary involvement of the firm in its social environment. Primary involvement includes the essential economic task of the firm, such as locating and establishing its facilities, procuring supplies, engaging employees, carrying out its production functions and marketing products as well as legal requirements. Secondary involvement comes as a consequence of the primary which includes career and earning

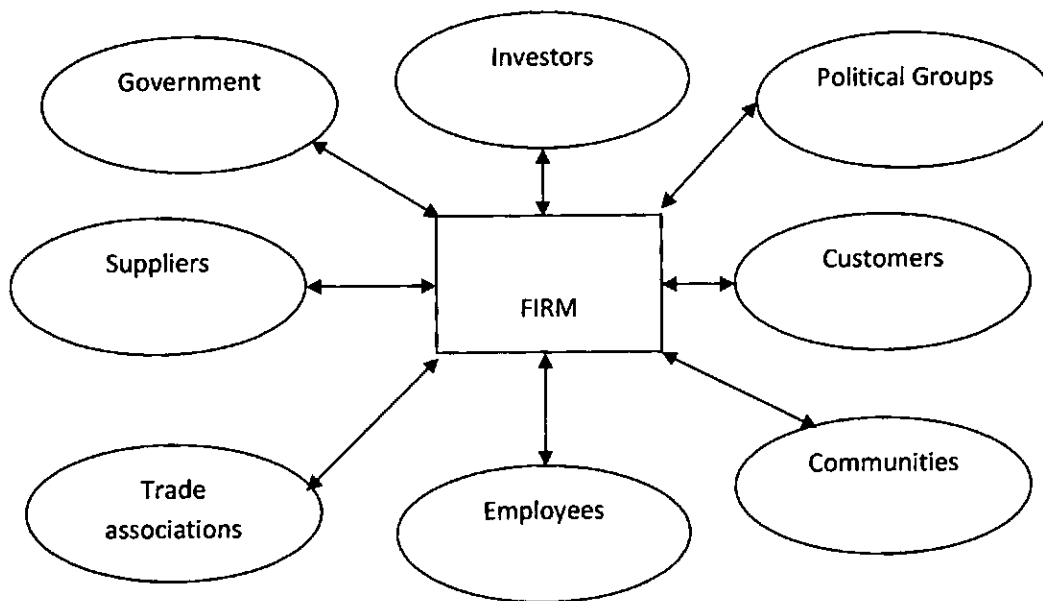
opportunities that come from the primary activity of selection and advancement of employees.

- (iii) **Stakeholder theory of the firm:** Rather than focus on generic responsiveness, specific issues or public responsibility principle, the stakeholder theory is oriented towards “stakeholders” or people who affect or are affected by corporate policies and practices. Stakeholder theory suggests that organisational survival and success is contingent on satisfying both its economic (e.g. profit maximization) and non-economic (e.g. corporate social performance) objectives by meeting the needs of the company’s various stakeholders (Pirsch *et al.* 2007). Proponents of stakeholder theory are Argandona (1998), Freeman (1984), Harvey and Schaefer (2001) and Post (2003).

Freeman (1984) defines a stakeholder in an organisation as “*any group or individual who can affect or is affected by the achievement of the organisation’s objectives.*” Stakeholders have also been defined as “groups and individuals who benefit from or are harmed by, and whose rights are violated or respected by corporate actions (Freeman 2001). Primary stakeholder groups consist of shareholders and investors, employees, customers, suppliers, public entities such as governments or other public organisations that set laws and govern economy and commerce (Clarkson, 1995), and trade associations and environmental groups (Donaldson and Preston 1995).

The figure below identifies the main stakeholders a company may have.

Fig. 2: The stakeholder model of the corporation



Adopted from Donaldson and Preston (1995) "The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications". *Academy of Management Review* 20:64-91.

From the figure above, the various stakeholders impacting on the firm are Government, Investors, Political groups and Customers. Others are Community members, Employees, Trade Associations and Suppliers.

Stakeholders can be affected by the organisation both positively and negatively (Marom, 2006). The firm's actions can harm the stakeholders as well as help to achieve their goals. Conversely, stakeholders can act in ways that either hinder or help the firm achieve its goal (Rowley and Berman, 2000). Therefore, firms can institute stakeholder management practices in order to address the needs and expectation of their stakeholders to avoid negative outcomes and induce positive outcomes for themselves, (Donaldson and Preston, 1995; Freeman, 1984; and Frooman, 1997)

There are three aspects of stakeholder theory which are mutually supportive: normative, instrumental and descriptive. (Donaldson and Preston, 1995)

The normative aspect stresses the moral imperatives for practicing stakeholder management, rather than the business benefits it may provide. It interprets the function of the corporation including the identification of moral or philosophical guidelines for the operation and management of corporations.

The descriptive aspect describes and explains the theory, whereas the instrumental aspect focuses on the cause-effect relationships between stakeholder management practices and corporate performance. This instrumental focus is derived from the proposition that practicing stakeholder management will improve financial performance.

Stakeholder Typology

Clarkson (1995) identified two types of stakeholders: primary and secondary stakeholders.

The primary stakeholder group is one without whose continuing participation the corporation cannot survive as a going concern. Members of the group are shareholders and investors, employees, customers, and suppliers, together with what is defined as the public stakeholder group: the government and communities that provide infrastructure and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due (Clarkson, 1995).

The secondary stakeholders are individuals and groups who are capable of affecting the corporation or are affected by it but who are not essential

for its survival. This category would include the media and special interest groups who, although not essential to the success of the company, "*can cause significant damage to a corporation*" (Clarkson, 1995).

According to Clarkson, while shareholders are not the only group worthy of managerial attention, the consideration of other shareholders' interests should be focussed upon the interests of primary stakeholders.

Table 1 on the next page provides the summary of the stakeholder theory as propounded by Steurer, *et al.*, (2005).

Table 1: Triple-perspective typology of stakeholder theory

			Corporate	Stakeholder	Conceptual SD-SRM
Stakeholder theory aspects	Normative	Focus	interprets the function of the corporation regarding the wider docent and SRM	Interprets of the function and legitimacy of stakeholders their claims	Interprets the normative characteristic of SD and its significance for SRM/stakeholder theory.
		FAQ	Why and how should corporation deal with stakeholders	What makes stakeholders legitimate and how should they try to accomplish their stakes?	What issues of SD should corporations and stakeholder take into account?
	Descriptive	Focus	Describes corporate characteristics and behaviour regarding stakeholders.	Describes stakeholder characteristics and behaviours regarding corporations	Describes how particular issues of SD play a role in SRM/stakeholder theory
		FAQ	How do corporations deal with stakeholders and what consequences do SRM entails?	What do stakeholders expect or claim and how do they actually try to achieve their claim?	Which issues of SD are taken into account by corporations or stakeholders and in what way?
	Instrumental	Focus	Analysis the connection between SRM and traditional corporate objectives	Analyses the connection between a stake holder's strategy and its ability to meet its claims	Analyses the connection between SRM/stakeholder theory and the realization of SD
		FAQ	How can SRM contribute to a corporation's performance?	How can stakeholders accomplish their claims best?	To what extent can SD be achieved through SRM?
	Overall	Focus	Corporation and SRM	Stakeholders, claims and SRM	SD and SRM/stakeholder theory
		FAQ	How do corporations relate to stakeholders?	How do stakeholders address corporations?	How does SD relate to SRM/stakeholder theory?

Adopted from Steurer, R.; M. E Langer; A. Konrad and A. Martinuzzi (2005) "Corporations, Stakeholders and Sustainable Development : A Theoretical Exploration of Business-Society Relations. Journal of Business Ethics. 61:263- 281.

Table 1 above identified triple-perspective typology of stakeholder theory which includes the Corporation's role, the Stakeholders and the Conceptual SD-SRM.

Zsolnai (2006) proposed a re-interpretation of the stakeholder concept. He argues that all stakeholders are morally considerable, and only those parties are stakeholders, which are morally considerable. He noted that business organisations affect the fate and survival of natural ecosystems and the life conditions of present and future generations. Thus, nature, society and future generations should be included among the stakeholders of business. He concluded that business should be sustainable, pro-social and future respecting. That is, business should contribute to the conservation and restoration of the natural world, to the development of capabilities of the members of society and to the enhancement of the freedom of future generations.

Morimoto *et al.* (2005) in their study presented corporate social responsibility- stakeholder matrix, the summary of which is tabulated in Table 2 on the next page.

The Stakeholder matrix identified factors such as the environment, the actors, and the process. It also mentioned the elements for successful CSR and the possible outcome of the interface.

Table 2: Stakeholder matrix

Environment	Actor	Process	Six key elements for successful CSR	Outcome
Competitive Market	Private sector	Practice CSR	(i) Good stakeholder management (ii) Greater priority for CSR at board level (iii) Integration of CSR into corporate policy (iv) Good corporate leadership	More efficient business, greater share price, long-term business success
CEOs see the commitment increasingly important to creating well-managed company				
CSR perceived as a business contribution to sustainable development	NGOs	Putting CSR in practice by stakeholder dialogue and consultation	More Regulation	Meaningful change in corporate behaviour
CSR voluntary initiative	Government	Light-touch regulation		Help organisation to tackle sustainability
Direct impact on their daily life	Local inhabitants	Positive stakeholder relationship created by CSR Transparency created by CSR		Less negative impact on local inhabitant and more positive involvement of the community
Society where CSR is understood better than the past	General Public			Better quality society
Reputational value insignificant, and no cost & time for CSR	Supplier	Through supply-chains: pressure from larger corporation	Active involvement of and good coordination between government, business, NGOs, and civil society	SMEs participation CSR
Competitive environment	Employee & customers	Positive stakeholder cooperate by CSR		Motivated, engaged, involved, trained and committed workforce
Corporations more transparent and people empowered by choice	Clients & customers	Pressure on corporations		Better quality of goods & services
Share prices reflect many factors	Shareholders	Active social responsible investment		Create market for CSR Greater share prices

Adopted from Morimoto, R., Ash J. and Hope, C. (2005) "Corporate Social Responsibility Audit: From Theory to Practice. *Journal of Business Ethics*. 62:315-325.

(iv) Corporate Social Performance (CSP): The CSP includes a search for social legitimacy, with processes for giving appropriate responses. This

theory was introduced by Carroll (1979). He suggested a model of “corporate performance” with three elements: a basic definition of social responsibility, a listing of issues in which social responsibility exists and a specification of the philosophy of response to social responsibility. Table 3 below depicts Carroll’s 3-D model of CSP.

Table 3: Carroll’s 3-D model of CSP

Social responsibility categories	Economic, legal, ethical and discretionary / philanthropic
Philosophy of social responsiveness	Reaction, defense, accommodation and proaction.
Social (or stakeholder) issues involved.	Consumerism, environment, discrimination etc.

Adopted from Carroll, A. B. (1979), “A Three- Dimensional Conceptual model of Corporate Performance” The Academy of Management Review 4:4, 497-505.

Ethical Theories

The ethical theories focus on the ethical requirements that cement the relationship between business and society. They are based on principles that express the right thing to do.

The theories include:

- (i) **Normative Stakeholder Theory:** The stakeholder theory was discussed under integrative theories because it was considered as way to integrate social demands. Donaldson and Preston (1995) held that this theory has a normative core based on two major ideas: stakeholders are identified by their interests in the corporation,

whether or not the corporation has any corresponding functional interest in them.

More so, each group of stakeholders merits consideration for its own sake and not merely because of its ability to further the interests of some other group. The theory hold that generic formulation of stakeholder theory is not sufficient, rather a normative core of ethical principles is required in order to point out how corporations have to be governed. Other proponents of this theory according to Gariga and Mele (2004) are Freeman (1994), Bowie (1998), Burton and Dunn (1996), Wick et al (1994), which suggested among others fairness principles such as mutual benefit, justice, cooperation, sacrifice, freerider possibility and voluntary acceptance of the benefits of cooperative schemes.

(ii) **Universal Rights:** Here, human rights are taken as a basis for CSR. The theory is based on the Universal Declaration of Human Rights adopted by the United Nations General Assembly in 1948 as well as other international declaration of human rights, labour rights and environmental protection.

(iii) **Sustainable Development:** This concept is becoming popular in contemporary times. Sustainable development seeks to “*meet the needs of the present without compromising the ability to meet the future generation to meet their own needs*” (World Commission on Environment and Development, 1987 in Gariga and Mele, 2004). It bothers on environmental issues, but in recent times it is going beyond thus, incorporating social and economic considerations to make balanced judgements for the long term (World Business General for Sustainable Development 2000in Gariga and Mele 2004).

The Drivers for CSR

There are many driving forces compelling organisations to accept the concept of CSR. Whitehouse (2006) identifies internal and external drivers. The internal drivers among others, are the concern to 'do the right thing', to retain customers and to motivate employees. The differing conceptions of CSR employed by Whitehouse's respondents, however, raise concerns regarding the ability of consumers and employees to make informed choices based upon CSR considerations.

The external drivers are the pressures exerted by secondary, most notably NGOs and the Social Responsibility Investment Community. However, the ability of these groups to influence CSR policies differs according to the sector within which particular companies operate (Whitehouse, 2006)

Arguments for and Against Corporate Social Responsibility

Several benefits, both tangible and intangible have been advanced for companies' involvement in social responsibility (Grayson and Hodges, 2004; Greening and Turban 2000; Orlitzky *et al.*, 2003). Some of the arguments in favour of social responsibility include the following:

- i. **Customer Loyalty:-** CSR initiatives in various forms become active channels for building customer loyalty (Miller, 2002; Kroll, 1996; Fombrum and Shanley, 1990; Marin and Ruiz, 2007; Creyer and Ross, 1997).
- ii. **Increased Profit:-** Several studies have shown a direct correlation between socially responsible business practices and positive financial

performance (Moore, 2001; Ruf *et al.* 2001; Simpson and Kohers, 2002).

- iii. Access to Capital:- Companies that are committed to CSR often have access to capital that would not otherwise be available due to the increase in socially responsible investment.
- iv. Reduced Operating Costs/ Increased Operational Efficiency. Improved environmental management systems do not automatically result in great cost. Over time, they improve operational efficiency by reducing waste production and waste usage, increasing energy efficiency and in some cases, selling recycled materials.
- v. Enhanced Brand Image and Reputation: - A good reputation is often very hard to build, and yet can be destroyed in less than a day. So much of a company's reputation results from "trust" by stakeholders. A strong reputation in environmental and social responsibility can help a company build this trust (Miles and Covin, 2000; Orgrizek, 2002; Stroup and Newbert, 1987; Varadajaran and Menon, 1988).
- vi. Increased Productivity and Quality: - It has been found that a company's efforts to improve working conditions lessen environmental impact or increase employee involvement in decision making often lead to increased productivity and reduced error rate (www.bsr.org).
- vii. Increased Ability to Attract and Retain Employees: - When a company is dedicated to CSR, it helps to attract and retain employees. People want to work for a company that acts in accordance with their own values and beliefs. (Turban and Greening, 1996; Viswesveran and Ones, 2002; Graafland and Ven 2006). Organisations, without

fulfilling their corporate social responsibility toward employees, are going to find it increasingly difficult to recruit and retain high calibre staff (Chahal and Sharma, 2006).

- viii. Potentially, Reduced Regulatory Oversight: - When companies show commitment to CSR by complying with and going beyond legislation, governments and regulators may be lenient with the company.
- ix. Reducing Risk and Increased Risk Management: - The more a company is committed to CSR, the less it exposes itself to business risks. This could be reputation risk following bad press or environmental risk.
- x. "Keeping Up" With Competitors and Where the Market is (www.csrnw.com: Jenkins 2006).

A cursory look at the above benefits indicates that all businesses are expected to be socially responsible. However, SMEs are faced with barriers from being socially responsible.

Commonly perceived barriers to getting involved in social responsibility, particularly by SMEs, according to www.smekey.org are:

- i. Lack of time
- ii. Lack of motivation
- iii. Insufficient resources/ capabilities
- iv. Not knowing how to engage in CSR or inability to see suitable opportunities
- v. Not feeling in touch with local needs

- vi. Perception that the community involvement is not related to business.

Fassin (2005) identifies several reasons for non-ethical behaviour in business as depicted table 4.

Table 4: The reasons behind non-ethical behaviour in business

<p><i>The pressures from stakeholders: shareholders, personnel, customers, suppliers, banks, government, media, environment</i></p> <p><i>the evolution of society- the individualism of people – norms</i></p> <p><i>the globalization of the economy</i></p> <p><i>the short-term tactics</i></p> <p><i>the dominance of financial considerations</i></p> <p><i>short-termism of the stock market- anonymity of the individual investor</i></p> <p><i>the 'juridisation' of business- Anglo-Saxon model</i></p> <p><i>the inefficiency of the juridical system for business: time and cost</i></p> <p><i>the disproportional importance of communication/ media</i></p> <p><i>the prevalence of show versus content: bad examples</i></p> <p><i>the role models- television: media reality shows- politics – sport</i></p> <p><i>the reward and evaluation system of business and of managers: results- s stock price</i></p> <p><i>the difficulty to translate a strategy from the top into practical I implementation</i></p> <p><i>the motives of business: money and power, achievement and success, honours</i></p> <p><i>the psychology of entrepreneurs- rationalization.</i></p>
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Adopted from Fassin (2005) "The Reasons Behind Non-ethical Behaviour in Business and Entrepreneurship" *Journal of Business Ethics*, 60:265-279

Relevance of CSR in the Management of SMEs

CSR represents not just a change to the commercial environment in which individual SMEs operate, but also needs to be considered in terms of its net effect on society. It offers opportunities for greater market access, cost saving productivity and innovation to SMEs, as well as broader social benefits such as education and community development (Forstater and Raynard, 2002).

The fact that small businesses have a heightened requirement for good, multi-skilled employees, strong personal relationships and successful local engagement means that small firms can be a good environment for corporate social responsibility to flourish (Draper, 2000). CSR's wider application in SME including micro-businesses is of central importance, given that they are the greatest contributors to the economy and employment (Forstater and Raynard, 2002). According to Roberts, Lawson and Nicholls (2006), Jenkins (2004) when discussing CSR engagement with SME opined that *"SMEs are frequently seen as a problem within the CSR debate because of their failure to engage with it. An alternative interpretation is that it is the CSR debate that is the problem, because of its failure to engage SMEs."*

Jenkins (2006) observes that SMEs have the following characteristics that can aid the adoption of CSR:-

- i. SMEs are flexible and adaptable, and can therefore respond quickly to changing circumstances. For example, SMEs may be able to rapidly take advantage of new niche markets for products and services that incorporate social and (or environmental) benefits in their values.
- ii. SMEs are often creative and innovative, which can be applied to the development of innovative approaches to CSR.
- iii. The owner-manager is closer to the organisation so can more easily influence the values and culture of the company and champion CSR throughout the company.
- iv. Communications in SMEs are more fluid and open allowing values to be embedded across the organisation and CSR information to be rapidly disseminated.

- v. Leaner, less hierarchical management structures should facilitate the involvement of all employees in CSR programmes.
- vi. The benefits of undertaking any action are felt more immediately, particularly those relating to personal satisfaction and motivation.

In www.smekey.org , some other reasons have been advanced for SMEs being ideally placed to pursue responsible business practices:-

- i. Certain CSR trends are already a part of SMEs culture. For example, SMEs are less likely to show age discrimination than large companies.
- ii. Any viable approach to CSR needs to build on what is already there by communicating current practices and improving them for the benefit of the company and the broader community. Many SMEs already conduct themselves in a socially responsible way.
- iii. SMEs are in a good position to find a flexible yet appropriate approach. Less formal and bureaucratic than large companies, they can direct resource to CSR activities without too much additional administration.
- iv. SMEs are likely to be well placed to share experience and spread best practice. SMEs may be more willing to work with other companies on responsible business. Gaining publicity and brand advantage is rarely a priority for them when engaging in CSR activities.

Learning to be Socially Responsible

Organisations can make great strides in one area, only to take a few steps backward when a new demand is made of them. When it comes to developing a sense of corporate social responsibility, organisations typically go through four

stages as they move along the learning curve. Zadek (2004) proposed the stages as depicted in table 5 on the next page.

Table 5: The Four Stages of Organisational Learning

STAGE	CHARACTERISTICS
Latent	<ul style="list-style-type: none"> - Activist communities and NGOs are aware of the societal issue. - There is weak scientific or other hard evidence. - The issue is largely ignored or dismissed by the business community.
Emerging	<ul style="list-style-type: none"> - There is political and media awareness of the societal issue. - There is an emerging body of research, but data are still weak. - Leading businesses experiment with approaches to dealing with the issue.
Consolidating	<ul style="list-style-type: none"> - There is an emerging body of business practices around the societal issue. - Sector-wide and issue-based voluntary initiatives are established. - There is litigation and an increasing view of the need for legislation. - Voluntary standards are developed, and collective action occurs.
Institutionalised	<ul style="list-style-type: none"> - Legislation or business norms are established. - The embedded practices become a normal part of a business-excellence model.

Adopted from Zadek, S (2004) "The path to Corporate Responsibility." *Harvard Business Review*.82:12,125-132.

From the table 5 above, defensive stage occurs when the company is faced with often unexpected criticism, usually from civil activists and the media as well as direct stakeholders. Its reaction tends to involve either outright rejections of allegations or denials of negative outcomes.

At compliance stage, corporate policies are established and observed, in ways that can be made visible to critics. It creates values by protecting the company's reputation and reducing the risk of litigation.

The company, at the managerial stage, realises that it is facing a long-term problem that swatted away with attempts at compliance or a public relations strategy. Social responsibility is embedded in their core management processes.

At the strategic stage, it integrates societal issues into the core business strategies.

The civil stage provides the organisation the opportunity to promote collective action to address society's concerns.

Institutions Relating To SMEs in Nigeria

Many institutions exist in Nigeria which impact directly or indirectly on the activities of SMEs and their involvement in CSR. Some of the institutions are Standards Organisation of Nigeria (SON), National Association of Small Scale Industrialists (NASSI), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN). Small and Medium Enterprises Equity Investment Scheme (SMEEIS).

Brief information on their respective activities is discussed.

STANDARDS ORGANISATION OF NIGERIA

Standards Organisation of Nigeria (SON) is the National Standard Body (NSB) for Nigeria.

According Standards Organisation of Nigeria (2007), the organisation is a Federal Government of Nigeria Agency established by Law in 1971 to among others set standard for products, services and management systems; and to advise the government of the federation on quality and standardization. SON has been discharging these responsibilities effectively with drafting new standards, adopting standards and adapting standards depending on expediency. It is the responsibility of SON to see that poor quality products are not imported into or manufactured in Nigeria.

The Standards Organisation of Nigeria also ensures that made-in-Nigeria products are not at a disadvantage on account of quality or any other technical consideration. The other aspect of SON's responsibilities is ensuring compliance to set standards. This is a responsibility that is discharged through education/advocacy, statutory enforcement and Government purchase policies.

This responsibility has the direct effect of encouraging manufacture or provision of products and services that comply with acceptable standards.

While encouraging and promoting acceptable quality, in 1994 SON started the sustainable economic development programme with ISO 14000 Series of standards.

The ISO 14000 Series of Environmental Management System Standards were adopted by the Government of Nigeria through Standards Organisation of Nigeria in 1994. This environmental Management and the Standards training started the same year. Certification to this standard is also going on along with

other management system certification. The training unit of the Organisation organizes training of all types throughout the country. Workshops and seminars are also organized.

Standards are enforced through routine monitoring of companies' activities and their products against appropriate standards. SON also has in place certification schemes for products, quality management Systems, Environmental Management Systems, Laboratory Management System and Food Safety Management System to mention a few. Different certification marks have been developed for each scheme.

The same existing structure and enabling law is being used to establish Eco labelling scheme not only to encourage environmental friendly products but to further prevent discrimination against made-in-Nigeria products in the global market.

The type I environmental labelling programme is the first in focus while we do not lose sight of type III. Standards Organisation of Nigeria has a plan to build up capability in this area. All established certification schemes started with training, followed by establishing a desk office that coordinates all the activities that lead to recommendations to the SON management/council for final ratification/decision. The Governing Council of SON consists of people of high integrity, experience and knowledge to take decisions on every recommendation made by SON management.

Effects to put an accreditations body in place will soon be concluded. This National Accreditation Body will then take over this responsibility of the Governing Council. This serves to educate the industrialists on needs to comply with standards and be competitive in the global market.

Standards Organisation of Nigeria has a vibrant relationship with all the stakeholders in Nigeria, be it Governmental, Research Institutions and Universities or NGOs.

Environmental degradation is one of the most challenging problems facing mankind today. The growing concern for environmental protection had led to the concept of environmental friendly products, i.e. products whose production, use and disposal do not as far as possible, undermine the environment. SON in Nigeria has taken a progressive measure by instituting the Environmental Management system Certification Scheme and Training Programme. Almost all the environmental requirements of ISO14001 have been incorporated in environmental regulations. This scheme covers all industries. Though voluntary in nature, the scheme is becoming widely accepted and customers/purchasers are using it in decision making. A total of about 100 management systems had been certified to this standard. Meanwhile, administrative efforts are being put in place to establish Eco Labelling Scheme within the statutory mandate of SON.

A host of product categories have been identified to be covered under the Eco labelling namely, soaps and detergents, plastics, paints, food items, food additives and preservatives, textiles, batteries, lubricating oils, packaging materials, aerosols, cosmetics, electrical/electronic goods and drugs.

NIGERIAN ASSOCIATION OF SMALL SCALE INDUSTRIALISTS (NASSI)

According to NASSI (2008), the Nigerian Association of Small Scale Industrialists (NASSI) was found in 1978 and registered under the Land perpetual Succession Act as a non-profit making and non-governmental organisation. Its motto is "**Industrial Self-Reliance**". The present membership

of NASSI is about 20,000. NASSI has branches in all the 36 states of the Federation and Federal Capital Territory, Abuja.

The association admits those in manufacturing, processing, mining and service industries and whose capital investment fall within the definition of small scale industry as may be reviewed from time to time by government.

Technical Assistance/Collaboration

In recognition and appreciation of the important position held by NASSI with respect to small industries development it has at various times received technical assistance from UNIDO, UNDP, ILO, Friedrich Ebert Foundation and the British Council.

The Association is also working in close collaboration with all agencies, be they private or governmental that are involved in the promotion and development of small industries in Nigeria such as CIRD, FIIRO, CMD, RMRDC, NDE, NPC, ASCON, NAWA, NAIB, NECA, FNF. NASSI Lagos is the initiator of the Sub-Saharan African Network of SMI Institutions.

Aims and Objectives of NASSI

- To establish and maintain an association for the exchange of ideas and techniques on issues relevant to the development of Small Scale Industries.
- To establish contact with government, its institutions and other non-governmental organisations for the advancement and promotion of the small industries.
- To contact, consult, confer and cooperate with foreign agencies, institutions and organisations within and outside Nigeria for the purpose

of enhancing the growth and development of small scale industries in Nigeria.

- To develop a computer-based information and documentation centre for accessing reliable economic data for overall development of the small scale industries.
- To source, provide and facilitate credit delivery to small scale industries as well as offer Library services for SMEs.

The New SS-Gate Initiative

The Association recently signed an agreement with the Shanghai United Assets and Technology Exchange (SUAE) to join the new South-south Global Assets and Technology Exchange (SS-GATE) system.

- NASSI is set to provide two million jobs for Nigerians due to the new improved NASSI goal of eradicating poverty.
- NASSI Co-operative Thrift and Credit society (CTCS) has been inaugurated to provide a source of financing for its members.

The Nigerian Association of Small Scale Industrialist (NASSI) is repositioning to play an active part in the global and medium industries system with a view to attracting beneficial business opportunities to its members.

In this regard, the Association recently signed an agreement with the Shanghai United Assets and Technology Exchange (SUAE) to join the new South-south Global Assets and Technology Exchange (SS-GATE) system created by the special Unit for South-South cooperation (SU/SSG) of the United Nations General Assembly.

Country representatives of the SS-GATE system in Nigeria and the president of NASSI, Duro Kuteyi said that under the agreement, SS-Gate system will provide a virtual and physical market place for assets, technology and resources exchange, supported advisory services among developing countries. The goal of SS-GATE is to help accelerate economic development and poverty reduction at global, regional, and national levels. The programmes under this system come in three categories classified as Track I-III.

Track I covers technology and assets exchange platform for exchanges of assets, equity, technology and financial resources among small and medium enterprises (SMEs) in developing countries, including tools for project bidding, partner matching, financial options and acquiring project development.

Track II focuses on infrastructure projects in the south, while Track III zeroes in on “Southern Development Stock Exchanges Platform for contribution and Partnership opportunities with a screened list of under-fused development projects.

‘Funding model for Small and Medium Industries’ is the theme of a workshop held on Wednesday 30 January 2008 at Airport Hotel Ikeja. Kuteyi and participants were exposed to ways of using the SS-GATE system to enrich their business in terms of investment, funding (local or foreign), joint ventures and technology transfer without collateral.

The workshop was packaged by NASSI in collaboration with the Bank of Industry, the Nigerian Stock Exchange and Technonet Africa. The Project sponsors and partners are Shanghai United Assets and Equity Exchange (SUAEE), UNDO, UNDP, etc.

SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY OF NIGERIA

The Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) was established by the SMEDAN Act of 2003 to promote the development of the Micro, Small and Medium scale Enterprises (MSME) sector of the Nigerian Economy. From www.smedan.gov.ng and SMEDAN act, 2003 the following additional information were obtained:

The Agency positions itself as a "One Stop Shop" for Micro, Small and Medium Enterprises Development. Micro Enterprises are included in the clientele of the Agency since they form the bedrock for SMEs.

Vision

To establish a structured and efficient micro, small and medium enterprises sector that will enhance sustainable development of Nigeria.

Mission

To facilitate the access of micro, small and medium entrepreneurs/investors to all resources required for their development.

Justification for its existence: Poverty, due to lack of access to income-earning opportunities and lack of capacity to take advantage of the opportunities, is a social malaise that is threatening global prosperity in general and national economic growth and development in particular.

Functions and powers of the agency

Section 8 of the enabling act stipulated that the Agency shall be responsible for:

- (a) initiating and articulating ideas for small and medium scale industries policy thrusts.
- (b) serving as a vanguard agency and focal point for rural industrialization, poverty alleviation and eradication, technology acquisition and adaptation, job creation and sustainable livelihood.
- (c) promoting and facilitating development programmes, instruments and support services to accelerate development, modernisation, networking and linkage of small and medium scale industries;
- (d) mobilising internal and external resources, including technical assistance for small and medium scale industries, their support institutions; trade associations, and non-governmental organisation;
- (e) overseeing, co-coordinating and monitoring development in the small and medium industries sub-sector;
- (f) designing, packaging and promoting cottage and micro, small and medium scale industrial projects;
- (g) providing industrial extension services to small and medium scale industries, fabricators of machinery and beneficiaries of micro-credit loans;
- (h) establishing liaison between research institutes, local fabricators and small and medium scale industries;
- (i) linking small scale industrialists to sources of finance, technology, technical skill development and management;
- (j) facilitating and promoting and development of standard designs and quality assurance for machinery and equipment, and

commercialising them to end-users;

- (k) promoting and providing access to industrial infrastructure, including estates and layouts, and incubators;
- (l) providing necessary assistance to small and medium scale industries in the marketing of their products;
- (m) promoting ancillarisation, sub-contracting, clustering and networking relationship;
- (n) providing and promoting strategic linkages within small and medium scale industries;
- (o) encouraging and promoting strategic linkages within small and medium scale industries, and between small and medium scale industries and large scale industries;
- (p) establishing and co-ordinating the institutional development and activities of Industrial Development Centres in Nigeria;
- (q) collaborating with the Agricultural Research and Mechanisation Centres and Agro-industrial Schemes in Nigeria;
- (r) liaising with external agencies for support and development of small and medium scale industries in Nigeria;
- (s) listing products that small and medium scale industries have substantial internal capacities to manufacture to meet domestic market for Federal Government's patronage and deletion or restriction on the schedule of importable goods;
- (t) recommending to the Federal Government, from time to time, in

consultation with other relevant agencies and organisations, on applicable tax and tariff regimes and other financial incentives for promoting the development of small and medium scale industries;

- (u) monitoring the implementation of and compliance with Federal Government directives, incentives and facilities for development of small function of the Agency in order to promote government policies in or outside Nigeria;
- (v) carrying out such other activities connected with or incidental to the other functions of the Agency in order to promote government policies in or outside Nigeria;
- (w) provision of and facilitating technical and managerial training to small and medium scale industries.

In pursuance of Section 8 of this Act, the Agency shall have power to:

- (a) demand and obtain relevant information, data and reports on activities relating to the promotion and development of small and medium scale industries from banks, research and development institutions and other support organisation;
- (b) enter into joint-venture arrangement and draw up memorandum of I understanding and agreement with relevant institutions and organisations for the promotion and development of small and medium scale industries; and
- (c) do such other things as are necessary for the successful performance of its function under this Act.

Core Goals and Related Programmes

SMEDAN as a coordinating and facilitating Agency has the following major goals and programmes.

a. Source, Process and Disseminate Business Information

Create and regularly update data bank on MSMEs, raw materials, markets, available local technologies/ machinery and prototypes.

b. Policy Development

- Formulate and ensure due approval and implementation of an MSME policy for Nigeria
- Conduct impact assessment studies and use same to recommend improvements in policy intervention.
- Conduct regular stockbrokers' fora.

c. Establish Business Support Centres (BSCs) to provide the following services:

- Model business planning skills.
- Mentoring Professional service such as Accounting, Financing and Book keeping.
- Industrial Dynamics and Technology Assessment.
- Legal and taxation advisory services.
- Demonstration models to private sector service providers.

- General business consultation.

d. Capacity Building and Promotional Services

- Vertical linkages of MSMEs with large enterprises.
- Organisation of MSMEs into clusters and co-operatives to enhance their productivity and have easier access to factors of production, including finance.
- Arrangement/facilitation of trade and technological exposition.
- Provision of market support information system through the Agency's website.
- Encouragement and facilitation of new investments in designated priority areas in each State of the federation.

e. Establishment of Industrial Parks

SMEDAN, through public private sector partnership, is facilitating the establishment of Industrial Parks and Regional SME Development Centres. Each park comes with industrial buildings, and offers MSMEs the following facilities on a cost-sharing basis: Security, Electricity, Water, Buying centres, Service providers, Petrol station and Capital intensive technologies.

f. Enhance MSMEs Access to Finance

- Liaise with financial institutions to harness and pool resources for utilization by MSMEs.
- Develop and implement a strategy for the effective and timely disbursement of Small and Medium Industries and Equity

Investment Scheme(SMIEIS) funds.

- Attract foreign investment and funds for the development of the MSMEs Sub-sector.
- Constantly liaise with other institutions for the establishment and operation of an MSME Credit Guarantee Scheme.
- Networking: SMEDAN is partnering with Trade Groups, NGOs, Government Ministries and Agencies, Research and Technological institutions and Multilateral/Donor Agencies etc to create a dynamic network of stakeholders in the development of MSMEs sub-sector of the economy.

SMALL AND MEDIUM ENTERPRISES EQUITY INVESTMENT SCHEME (SMEEIS)

Establishments of the Scheme:

The Small and Medium Enterprises Equity Investment Scheme is a voluntary initiative of the Bankers' Committee approved at its 246th Meeting held on 21st December, 1999. A review of Akabueze's (2002) study and additional information from www.nigeriabusinessinfo.com provides more insight about SMEEIS as discussed below:

The initiative was in response to the Federal Government's concerns and policy measures for the promotion of Small and Medium Enterprises (SMEs) as vehicles for rapid industrialisation, sustainable economic development, poverty alleviation and employment generation.

The Scheme requires all banks in Nigeria to set aside ten (10) per cent of their Profit After Tax (PAT) for investment and promotion of small and medium enterprises.

The revised guideline for beneficiaries and banks by the Bankers' Committee in 2006 is as follows:

Purpose of the Scheme:

- The 10% of the Profit After Tax (PAT) to be set aside annually shall be invested in small and medium enterprises as the banking industry's contribution to the Federal Government's efforts towards stimulating economic growth, developing local technology and generating employment.
- The funding to be provided under the scheme shall be in the form of loans or equity investment or a combination of both in eligible enterprises.

Activities covered by the Scheme:

Every legal business activity is covered with the exception of:

- Trading/merchandising
- Financial Services

Definition of a Small & Medium Enterprise:

For the purpose of this scheme, a small and medium enterprise is defined as any enterprise with a maximum asset base of ₦1.5 billion (excluding land and

working capital), and with no lower or upper limit of staff. This is subject to review by the Bankers' Committee from time to time.

Eligibility for Funding:

To be eligible for funding under the Scheme, a prospective beneficiary shall:

- Comply with the provisions of the Companies and Allied Matters Act (1990) such as filing of annual returns, including audited financial statements; and
- Comply with all applicable tax laws and regulations and render regular returns to the appropriate authorities.

Modalities of the Scheme:

- Funds invested by participating banks shall be in the form of loans or equity investment or a combination of both in eligible enterprises.
- Interest on loan shall be single digit subject to a maximum of 9%.

Definition of Equity:

Equity is defined as ordinary and preference shares. However, the coupon rate for preference share shall not be more than 9%.

Limit of Equity Ownership:

The limit of equity ownership shall be in compliance with the provisions of Banks and Other Financial Institutions Act.

Maximum Amount Investable in any Enterprise:

Maximum amount investable in any enterprise is limited to 20% of the bank's annual set aside funds subject to a maximum of ₦500 million.

Sectoral Allocation:

Real/Service Sector 90% maximum and Microfinance 10% minimum.

Deadline for Investing Funds/Investment Exit:

- The time limit to invest the funds set aside shall be 12 months after the AGM of the bank.
- Banks shall remain equity partners in the business enterprises for a minimum of 3 years after which they may exit anytime.

Incentives/Sweeteners:

There shall be annual award in various categories to the best performing banks under the SMEEIS.

Sanctions and Penalties:

On the expiration of the period of grace, after the date of setting aside of the funds:

- The CBN shall debit the banks that have not invested and invest such funds in treasury bills for six (6) months after expiry of the deadline. The interest earned would be used to administer the scheme.
- Thereafter, existing venture capital companies and banks could bid

to manage and invest the funds through proposals made to the Bankers' Sub-Committee on the SMEEIS for final approval by the Bankers' Committee.

Continuity of the Scheme:

The Scheme shall continue after the first five years but banks' contributions to SMEs reserves to thereafter reduce to 5% of Profit After Tax.

Mode of Investments and Other Related Issues:

- Equity under the scheme may be in the form of fresh cash injection and/or conversion of the existing debts owed to participating bank.
- A participating enterprise may obtain more funds by way of loans from banks in addition to equity investment under the scheme.
- Eligible enterprises are free to approach any bank, including those they presently have relationship with, to seek funding under the scheme. Prospective beneficiaries should note that the banks may operate the scheme directly, through their wholly owned subsidiary venture capital companies or through venture capital companies floated by consortia of banks or through independent venture capital companies.
- Prospective beneficiaries are advised to seek the opinion of third party consultants such as lawyers, accountants and valuers in determining the value to be placed on the assets and capital of

their businesses in order to determine a fair price before or during negotiations with the banks.

Requirements by Beneficiaries:

Beneficiaries will be expected to:

- a) Ensure prudent utilisation of funds;
- b) Keep up-to-date records on the companies' activities under the Scheme;
- c) Make the companies' books, records and structures available for inspection by the appropriate authorities (including banks and the CBN) when required;
- d) Comply with guidelines of the Scheme; and
- e) Provide monthly financial and operational reports to the investing banks before the 15th of the succeeding month.

The recommendations of industrial associations, particularly Manufacturers Association of Nigeria (MAN); National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA); National Association of Small and Medium Scale Enterprises (NASME); and National Association of Small Scale Industries (NASSI) will be mandatory for members of these associations. Membership of recognised NGOs engaged in entrepreneurial development and promotion of small and medium scale enterprises will also be an advantage.

Presidential Consultative Advisory Committee (PCC):

A PCC comprising members from the following institutions shall be set-up for

the scheme:

- a) The Central Bank of Nigeria (Chairman)
- b) The Bankers' Committee;
- c) The Presidency;
- d) Federal Ministry of Finance
- e) Federal Ministry of Industry;
- f) Manufacturers Association of Nigeria (MAN);
- g) National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA);
- h) National Association of Small Scale Industries (NA551);
- i) National Association of Small and Medium Enterprises ((NASME); and
- j) Development Finance Department of the CBN shall be the Secretariat of the Committee.

Bankers' Committee Sub-Committee on the SMEEIS:

There shall be a Standing Sub-Committee on the SMEEIS appointed by the Bankers' Committee to determine issues relating to the SMEEIS and report to it for final determination and approval. Ad-hoc Sub-Committees could also be appointed from time to time as the need arises to determine specific issues relating to the SMEEIS.

Membership of the Bankers' Committee Sub-Committee on SMEEIS

shall include:

- (i) Bankers' Committee Representative - Chairman
- (ii) The Central Bank of Nigeria - Member
- (iii) Selected representatives of banks - Members

Secretariat for Bankers' Committee Sub-Committee on the SMEEIS:

There shall be a Secretariat for the Bankers' Committee Sub-Committee on the SMEEIS on PCC on the SMEEIS at the Development Finance Department of the Central Bank of Nigeria.

Identified Key Stakeholders:

- (i) The identified key stakeholders include:
- (ii) The Federal Government;
- (iii) The Central Bank of Nigeria;
- (iv) The Bankers' Committee;
- (v) Individual banks;
- (vi) Independent Fund Managers;
- (vii) The Securities and Exchange Commission; and
- (viii) Promoters of Small and Medium Enterprises.

Responsibilities of Stakeholders

The Federal Government:

- (i) Stable macro-economic environment;
- (ii) Stable and reliable regulatory and legal framework;
- (iii) Adequate Physical Infrastructure;
- (iv) Prudent fiscal regime; and
- (v) Capacity building.

Specifically, the responsibility of the Government with respect to the implementation of the SMEEIS is to pass the enabling legislation to provide the following tax reforms and incentives:

- Make the bank's contribution to the Scheme enjoy 100% investment allowance;
- Reduce tax paid by SMEs to 10%;
- Provide 5 years tax holidays to the SMEs under the Scheme; and
- Exempt divested fund under the Scheme from Capital Gain Tax.

The Central Bank of Nigeria:

- (i) Ensure sound financial system;
- (ii) Liaise with the Federal Ministry of Finance to ensure that the required tax incentives are granted;
- (iii) Monitor the implementation and gather statistics to quantify the impact of the scheme;
- (iv) Articulate clear guidelines for the implementation of the Scheme;

- (v) Liaise with the SEC to facilitate and simplify the registration of venture capital operators;
- (vi) Ensure each banks' compliance with the guidelines of the Scheme and penalise erring banks in accordance with the penalty stipulated for non-compliance;
- (vii) Capacity building;
- (viii) Disseminate information on the scheme to SMEs and the larger public;
- (ix) Prepare annual progress report; and
- (x) Provide data for the review of the Scheme after 5 years for the Bankers' Committee.

The Bankers' Committee:

- (i) Obtain the cooperation of the major stakeholders;
- (ii) Disseminate information on the Scheme to SMEs Promoters and the larger public;
- (iii) Oversee joint collaborative efforts under the scheme;
- (iv) Monitor the implementation of the Scheme;
- (v) Capacity Building; and
- (vi) Review the Scheme after five (5) years.

Individual Banks:

- (i) Provide funds for investment in SMEs;

- (ii) Comply with the guidelines of the Scheme;
- (iii) Report on the activities of the Scheme on monthly basis to the Development Finance Department of the Central Bank of Nigeria; and
- (iv) Capacity building.

Independent Fund Managers:

- (i) Manage equity investment in SMEs on behalf of the banks;
- (ii) Report on the activities of the investment to the banks on a monthly basis;
- (iii) Provide strategic support to Small and Medium Enterprises to minimise the risk of the investments;
- (iv) Exit the investment at the instance of the bank;
- (v) Comply with the guidelines of the Scheme; and
- (vi) Register with the SEC.

Promoters of Small and Medium Scale Enterprises:

- (i) Ensure prudent utilisation of funds;
- (ii) Keep up-to-date records on project activities for inspection by the appropriate authorities when required; and
- (iii) Comply with the guidelines of the Scheme.

The Securities and Exchange Commission (SEC):

- (i) Facilitate and simplify registration of venture capital operators;
- (ii) Provide enabling environment, specifically, the development of the capital market; and
- (iii) Liaise with other arms of Government to ensure that SMEs have access to the market.

Problems and Prospects of SMEEIS in Nigeria

Specifically in Nigeria, the scheme is still very young (started in 2001); hence there are many challenges that are faced by the banks. This requires proper strategies before the administration of SMEEIS can be successful. Some of the findings of Abereijo *et al* (2005) are summarized below.

Deal Flow: This relates to the following:

- (i) Limited number of attractive investment opportunities due to stagnant economy and lack of enabling environment for businesses. For example, public sector domination, inadequate infrastructures and attendant high cost of doing business, and unstable/inconsistent macro-economic policies.
- (ii) Dearth of reliable information on industries, which make investment opportunities not obvious.
- (iii) Inability of entrepreneurs to articulate business plans due to lack of sophistication/skills.
- (iv) Low level of management and technical competence.

- (v) Unwillingness of entrepreneurs to dilute holdings, preferring to be 'big fish in a little pond' rather being a 'smaller piece of a much larger pie'.
- (vi) The 'national cake' mindset, which made most of the entrepreneurs to go to the banks unprepared for the scrutiny the SMEEIS scheme entails.

Investment Structuring: This is another challenge which is being faced by the banks, and which is slowing down the pace of the scheme. This involves the following:

- (i) Low awareness standard terms to private equity investing.
- (ii) Lack of effective judicial administration system. The banks are still not sure if the protection clauses for strong governance rights in shareholding agreements will be enforceable.
- (iii) There is also the problem of valuation of businesses, particularly due to lack of reliable historical financial information or meaningful financial projections; limited financial skills and industry data for valuations; entrepreneurs' ignorance on subject and negotiations tend to be long drawn; and lack of reliable data to base macro-assumptions.
- (iv) Obtaining sufficient information from the potential investee companies, during the diligence is time consuming due to lack of adequate records and/or documented procedures.

Monitoring/Value Enhancement: Here, there is usually some form of resistance on the part of the entrepreneur for the bank to monitor his business on

an on-going basis. Also the entrepreneurs that are successful in bringing a business into operation may not be capable of taking the business to the next level of expansion and growth, and thus need additional support to ensure overall success of the business.

Another problem envisaged by the banks is the problem of lack of savings, capital formation and direct foreign investment, which may make the possibility of exit via buyouts by the strategic and/or financial investors very slim.

These challenges have resulted in banks having greater difficulty in serving SMEs or even identifying fundable ones. Such difficulties severely limit the amount of equity funds available to SMEs in Nigeria. This could be seen from the small amount already disbursed from the pool of the fund set aside by the banks. By the end of the year 2003, a sum of N19.72 billion had been pooled by 84 banks under the SMEEIS, while only N7.07 billion (about 36 percent) had been invested in 137 projects across the country by 44 banks (about 52 percent) (CBN, 2004).

The following suggestions are therefore offered by Abereijo *et al* (2005) to resolve the problems:

- (i) Since the SMEs need handholding in the pre and post-finance stages, business development service providers could play a key role providing resources and elaborating programmes dedicated to increasing the knowledge, expertise and competencies of SMEs.
- (ii) Continuous enlightenment campaign by the CBN and the banking industry.
- (iii) Pre-investment exit arrangements included to Memorandum of Understanding (MOU)/shareholders' agreement.

- (iv) Nigerian entrepreneurs must be ready to show greater desire to institutionalise and separate the company from self, and be ready to be 'helped'.
- (v) Government also has an important part to play in assuring a conducive environment, capacity building, infrastructure, regulatory and legal framework.
- (vi) Finally, government must ensure a stable political environment.

An Overview of Policies and Incentives for Promoting Small and Medium Scale Enterprises in Nigeria

The Federal Government has employed monetary, fiscal and industrial policy measures in order to realise the benefits of promoting small and medium scale enterprises. Olorunshola (2003) did a comprehensive review which includes:

- (i) Employment generation,
- (ii) Industrialization particularly of rural areas and even development through industrial dispersal. Accordingly, it has enunciated policies through national development plans, annual budgets and its agencies to provide financial assistance, training and some infrastructural support to SMEs.

Specifically, the government has been active in the following areas:

- (i) Funding and setting up industrial areas and estates (to reduce overhead costs);

- (ii) Providing local finance through its agencies - the Central Bank of Nigeria, Federal Ministry of Industries (Small-Scale Industry Credit Scheme - SSICS), Nigerian Industrial Development Bank (NIDB), Nigerian Bank for Commerce and Industry (NBCI);
- (iii) facilitating and guaranteeing external finance through the World Bank, African Development Bank and other international institutions willing to, and capable of assisting SMEs;
- (iv) Facilitating the establishment of the National Directorate of Employment (NDE) which also initiates the setting up of new SMEs;
- (v) Setting up of the erstwhile National Economic Reconstruction Fund (NERFUND) which is a source of medium to long-term local and foreign loans for small and medium scale businesses, particularly those located in the rural areas;
- (vi) initiating the then Family Economic Advancement Programme (FEAP); and
- (vii) provision of technical, training and advisory assistance programmes through establishment of Industrial Development Centres, etc.

1. Industrial Development Centres (IDCs)

Essentially, IDCs are established to provide extension services to SMEs in areas such as technical appraisal of loan application, training of entrepreneurs, managerial assistance, product development,

production planning and control as well as other extension services. The first IDC was established in Owerri in 1962 by the then Eastern Nigeria Government and taken over in 1970 by the Federal Government. Subsequently, in the Second National Development Plan (1970 - 1975), the Federal Government initiated the setting up of more IDCs at Zaria, Oshogbo, Maiduguri, Abeokuta, Sokoto, Benin City, Uyo, Bauchi, Akure, Ilorin, Port Harcourt, Kano and Ikorodu.

2. Small Scale Industries Credit Scheme (SSICS)

A basic thrust of government's financial policy with respect to SMEs is the provision of credit facilities to ensure their development and sustenance. Accordingly, the Federal Government set up in 1971, a Small Industries Development Programme to provide technical and financial support for SMEs. This led to the setting up of the Small Industries Credit Committee (SICC) to administer the Small Industries Credit Fund (SICF) throughout the country. The SICF was formally launched as the Small Scale Industries Credit Scheme (SSICS) in the Third National Development Plan, 1975-1980. The scheme, which operated as a matching grant between the Federal and State Governments, was designed to make credit available in liberal terms to SMEs and was managed by the states' Ministries of Industry, Trade and Co-operatives through the Loan Management Committees (LMCs).

However, the SSICS which was meant to be a revolving loan scheme became increasingly starved of funds arising from massive loan repayment defaults, such that the Federal Government, by 1979 extricated itself from the scheme and introduced a new policy of using the Nigerian Bank for Commerce and Industry (NBCI) as an

apex financial body for funding SMEs. The rationale was that banking discipline and prudence would not only ensure the flow of financial assistance to 'bankable' projects, it would also facilitate loan recovery.

3. The Nigerian Bank for Commerce and Industry (NBCI)

The NBCI was set up by the Federal Government through Decree 22 of 1973 to provide, among other things, financial services to the indigenous business community, particularly SMEs. The NBCI operated as the apex financial institutional body for SMEs. It also administered the SME I World Bank Loan Scheme of US\$41 million secured in 1984. The scheme had maturities period ranging from 4 to 10 years, including a moratorium of 2 to 4 years, and the foreign exchange risk was borne by the Federal Government. NBCI has been merged with NIDB and NERFUND to form the new Bank of Industry.

4. The Nigerian Industrial Development Bank (NIDB)

The NIDB, which was set up in 1964, provided credit and other facilities to industrial enterprises especially medium and large scale ones. Some small-scale enterprises also come under its scope of financing whose terms are relatively soft. An attractive feature of NIDB's financing is its policy of equity participation in the paid up share capital of some of the projects financed.

5. Central Bank of Nigeria (CBN)

The Central Bank of Nigeria has since 1970 been instrumental to the promotion and development of enterprises particularly in the small and

medium scale sub-sector. The CBN credit guidelines required that the commercial and merchant banks allocate a minimum stipulated credit to sectors classified as preferred, including the SMEs. The CBN also stipulated differential interest rates for sectoral credit allocations with varying moratorium on the repayment of loans and advances. For instance, the CBN in 1979/80 directed that at least 10 per cent of the loans advanced to indigenous borrowers should be allocated to SMEs. This was subsequently raised to 16 and minimum of 20 per cent of total loans and advances from April 1980 and 1990, respectively. However, given the uneconomic nature and cumbersome administration of such loans, banks preferred to pay prescribed penalties rather than channel credit to the SMEs. The failure of the banks to meet the prescribed credit allocation led the CBN to mandate such defaulting banks as from 1987, to make such lending shortfalls available to it for onward transfer to the relevant sector or sub-sector. This brought about a remarkable improvement in credit to the SMEs as banks continued to meet this minimum sectoral credit requirement while it lasted.

6. World Bank SME II Loan Scheme

In order to promote the establishment of a new generation of viable investments and services as well as improve the quality and range of financial and extension services available to SMEs, the Federal Government negotiated for financial assistance package from the World Bank from 1987. The loan package was approved in 1989 and the SMEs Apex Unit located in the CBN executed it. The total project cost was estimated at \$418 million, including \$264.4 million (63%) in foreign exchange. The World Bank provided a loan of \$270.0 million or 65% of the total project cost (100% of the foreign exchange requirements and

4% of local costs). The balance of \$148 million was to be financed by the beneficiary enterprises and the participating banks (PBs) from their own resources. The PBs are to bear the credit risk while the foreign exchange risk is to be borne by the Federal Government. The loan was subdivided into five components, namely, line of credit (\$200 million), pilot financial restructuring (\$20 million), pilot mutual credit guarantee scheme (\$45 million), equipment leasing (\$25 million) and others (\$20 million). Pilot financial restructuring and pilot mutual credit guarantee scheme were cancelled and replaced with the urban mass transit scheme. Term loans provided under the programme have a maturity period of 15 years, including a grace period of 3 years. The scheme also provided working capital to the beneficiaries with maturity period of 3 years and 1 -year grace period. When the programme began, approval of projects and disbursement of funds were very slow because of inadequate publicity, lengthy and cumbersome approval processes, assumption of all credit risks by the PBs and the floating of the naira, which affected the viability of many projects.

7. National Economic Reconstruction Fund (NERFUND)

The Federal Government, through Decree No. 2 of 26th January 1989 established the National Economic Reconstruction Fund (NERFUND). The main focus of NERFUND is the provision of soft, medium to long term funds for wholly Nigerian owned SMEs in manufacturing and agro-allied enterprises, mining, quarrying, industrial support services, equipment leasing and other ancillary projects. The NERFUND decree provides for eligible enterprises under the scheme, as SMEs, with fixed assets plus cost of new investment (land excluded), not exceeding N36 million and sourcing not less than 60 per cent of their raw materials

locally in the case of manufacturing projects. The interest rates payable on funds obtained from NERFUND are expected to be slightly lower than the market rates and shall be fixed during the duration of the loan. Furthermore, the rates payable by the participating banks (PBs) are limited to 1.0 per cent above NERFUND's cost of borrowing the particular fund. PBs are allowed a spread of not more than 4.0 per cent over their cost of funds. For all types of facilities, and irrespective of the ability of the beneficiary to pay maturing obligations, it is required that a PB repays NERFUND, failing which the CBN will automatically debit the bank's accounts with it. Thus, PBs are expected to bear the full credit risk involved in financing SMEs under the scheme. The fund has granted loan approvals to a number of projects spread across the country. The number rose significantly from 5 in 1989 to 75 in 1990 after which it maintained a downward trend. NERFUND's investments in the projects have been substantial; the total naira component was N774.2 million, while the counterpart approval in foreign exchange was \$97.5 million.

8. State Governments

State Governments, through their Ministries of Commerce and Industries also promote the development of SMEs. In this connection, some State Governments promote the SMEs through state-owned Finance and Investment companies which provide technical and financial assistance to SMEs. However, owing to numerous constraints, some were less active than others.

9. The National Directorate of Employment (NDE)

Established in 1986, the NDE is another channel through which government has promoted the development of SMEs. In January 1987, NDE launched a

number of programmes to generate self-employment. These were (i) Small Scale Industries (SSI), (ii) Agriculture, (iii) Youth Employment and Vocational Skills Development and (iv) Special Public Works. The programme operates two credit guarantee schemes complemented by an entrepreneur development programme to assist the SMEs. The two credit schemes are the Graduate Job Creation Loan Scheme (GJLS) and the Matured People's Scheme (MPS). Facilities under the two schemes are repaid over a five-year period at a concessionary interest rate with varying periods of moratorium. SMEs projects covered included soap making, food processing, flour milling.

10. International Financial Assistance

Governments have continued to approach international financial agencies to source needed foreign capital for the SMEs. Such international agencies include the World Bank and its affiliates and the African Development Bank (ADB). The Federal Government often guarantees and agrees to monitor or co-finance the SMEs receiving such external financial support. For example, in 1988, the African Development Bank granted an export stimulation loan of US\$252 million for SMEs in Nigeria. The loan is repayable in 20 years with a concessionary interest rate of 7.3 per cent.

11. Bank's Equity Holding in Companies

In its 1988 Budget, the Government amended the Banking Act Section 73(f) of 1969, which restricted banks from holding equity shares in non-banking related enterprises. The Government thus provided opportunities for banks to participate in the ownership of business. The policy objectives are to stimulate increased availability of equity capital to

SMEs and help in restructuring their capital bases for survival and growth.

12. The Second Tier Securities Market (SSM)

In order to deal with the bias of the capital market in favour of large enterprises, the Second Tier Securities Market (SSM) was established in 1985 to assist small and medium sized indigenous enterprises in accessing funds from the capital market for expansion and modernisation.

13. Other Technical Training and Extension Services Programme

This includes activities of Industrial Training Fund (ITF), Raw Materials Research and Development Council (RMRDC), Federal Institute of Industrial Research, Oshodi (FIIRO), Project Development Agency (PRODA), and Centre for Management Development (CMD).

An Appraisal of Policy Measures and Incentives

Olorunshola (2003) did an appraisal of the various policies and incentives aimed at promoting the development of the SMEs which showed various degrees of success. The implementation of the IDCs was poor and their performance devoid of luster. This is because many of them were inadequately equipped and funded. The SSICs was largely unsuccessful because of the dearth of executive capacity to appraise, supervise and monitor projects. As a result many unviable projects were funded which led to massive loan repayment default. Consequently, the scheme, which was expected to be revolving, had to be stopped.

As the main Federal Government instrument for SMEs credit provision, the NBCI approved a total of 797 projects, amounting to N965.5 million between 1973 and 1989 and disbursed N141.82 million between 1981 and

1988. These covered various sub-groups such as textiles, paper products etc. The Bank financed a total of 126 projects under the World Bank Loan Scheme 1 and many others were cancelled for failure of project sponsors to contribute their counterpart funding. The NBCI however, suffered major problems culminating in a state of insolvency in 1989. The NIDB has played a major role in SMEs financing, its assistance covers 17 sub-sectors of industry. The NIDB disbursed a total of ₦174.6 million to the SMEs between 1980 and 1988. The level of NIDB's direct project sanctions and disbursement to the SMEs since 1989, however, has tended to fluctuate downwards due to the establishment of NERFUND, the SME II Loan Scheme, amongst other reasons. The CBN has continued to play a leading and catalytic role in channelling credit to the SMEs through its guidelines to the banks. This has resulted in expanded credit to the SME sub-sector. For example, banks' loans and advances to the SMEs rose from ₦113.4 million in 1980 to ₦1,454.3 million, ₦5,900 million, ₦20,400 million and ₦42,302.1 million in 1986, 1990, 1992, and 1996, respectively. Loans and advances to the SMEs as a percentage of total loans rose from 1.8 per cent to 9.3, 22.9, 40.0 and 26.8 per cent in 1980, 1986, 1990, 1992 and 1996, respectively. NERFUND since its inception, and up to 1994, approved 373 projects with disbursements initiated on 200 and commitment of US\$80.9 million and ₦333 million. About 70 of the sub-projects have been fully disbursed while 21 of them have fully amortized the total loan value. Despite these successes, NERFUND was confronted by a number of problems. Evidence in this regards suggest poor and untimely loan recovery rate, while demand for loans have plummeted after 1990 because of concern for foreign exchange risk which was borne by the borrower.

Furthermore, the SME Apex Office approved a total of 211 projects for

US\$132.8 million between 1990 and end of March 1994 when projects approval closed. Total disbursements of \$107.1 million as at June 1996 resulted in the establishment of 85 new SMEs and the expansion, diversification and modernization of 102 existing ones.

Also, the number of SMEs listed on the Second Tier Market (SSM) has risen to 16, 19 and stood at 20 in 1990, 1991 and 1995, respectively. At least 4 SMEs have moved to the Main List of the market. This shows increasing use of the capital market by the SMEs to raise funds for expansion and modernisation.

Microfinance Policy Initiative

In July 2004, the Central Bank of Nigeria of Nigeria introduced a policy measure to establish Microfinance Banks.

The specific objectives of the policy include the following:

- (i) Promote linkage programmes between universal/development banks, specialized institutions and microfinance banks.
- (ii) Enhance service delivery by microfinance institutions to micro, small and medium entrepreneurs.
- (iii) Promote synergy and mainstreaming of informal subsector into the national financial systems.
- (iv) Make financial services accessible to a large segment of the potentially productive Nigerian population which otherwise would have little or no access to financial services.

According to Akinboyo (2007), the establishment of microfinance banks has become imperative because of the following factors

- (i) There has been a weak institutional capacity due to incompetent management, weak internal control and absence of deposit insurance schemes on the part of the old existing community banks.
- (ii) Most of the community banks have very weak capital base to adequately provide succor for the risk of lending to micro entrepreneurs without collaterals. Out of 600 community banks operating in the country according to CBN record of end December, 2005, only 75 of the community banks had up to N20 million shareholders' funds unimpaired by losses.
- (iii) The baseline survey of SMEs in Nigeria conducted in 2004 indicated that the 6,498 industries covered employ a little over one million workers out of about 18.5million Nigerians that are unemployed. To this effect the objective of SMEs is far from being achieved.
- (iv) There are large markets are yet to be served, which microfinance banks will serve.

Lingering Problems of the SME Sub-Sector

In spite of this array of measures put in place to facilitate its growth, numerous problems have continued to hinder the optimal performance of the SMEs. Olorunshola (2003) observes that such problems include:

1. **Constrained Access to Money and Capital Markets:** The banking

sector tends to be lukewarm in meeting the credit requirements of the SMEs. This is because of inadequately prepared project proposals, incomplete financial documentation, and inadequate collateral, including the inability to raise the required equity contribution by the SMEs. The banks also regard many SMEs as high risk ventures because of absence of succession plan in the event of the death of the proprietor. As a result, working capital is still a major constraint on production, as most SMEs are restricted to funds from family members and friends and are therefore unable to respond timely to unanticipated challenges. More worrisome is SMEs inability to adequately tap available finance from the capital market. This has been attributed to their aversion to disclosure and ownership dilution, although many SMEs blamed this phenomenon on the cumbersome requirements and procedure for listing on the Stock Exchange.

2. **Shortage of Skill:** Inadequate financial resources, as well as desire to operate with limited openness on the part of proprietors have led many SMEs to employ semi-skilled or unskilled labour. This, of course, affects productivity, restrains expansion and hinders competitiveness.
3. **Financial Indiscipline:** Some SME proprietors deliberately divert loans obtained for project support to ostentatious expenditure. Some do not divert, but refuse to pay back as and when due, the interest and the principal, because of the misconceived notion of sharing the so-called national cake. The Failed Banks Decree has gone a long way in sanitising this incidence. It must be admitted, however, that there are genuine cases of loan defaults arising from operational difficulties.

4. **Inadequate Infrastructural Base:** Inadequate provision of essential services, such as telecommunications, access roads, electricity and water supply, constitutes one of the greatest constraints to SME development. Most SMEs resort to the private provisioning of these at huge costs. A World Bank Study (1989) estimated that such cost accounted for 15 - 20 per cent of the cost of establishing a manufacturing enterprise in Nigeria. Contemporary evidence has shown that the relative burden of the compensatory provision of infrastructural facilities is much heavier on SMEs than on large enterprises.
5. **Poor Implementation of Policies:** The poor implementation of policies, including administration of incentives and measures aimed at facilitating SMEs growth and development have had unintended effects on the sub-sector. This had resulted, for instance, in confusion and uncertainty in business decisions and planning as well as weakened the confidence by the SMEs on government's capacity to faithfully execute its programmes.
6. **Poor Management Practices and Low Entrepreneurial Skill:** Many SMEs do not keep proper accounts of transactions. This hinders effective control and planning. Moreover, lack of relevant educational background and thorough business exposure affects their ability to seize business opportunities that may lead to growth and expansion.
7. **Restricted Market Access:** Insufficient demand for the products of the SMEs also imposes constraint on their growth. Although many SMEs produce some inputs for the large enterprises, the non-standardization of their products, the problem of quality assurance

as well as generally low purchasing power, arising from consumers' dwindling real incomes, effectively restrict their markets.

Previous Empirical Studies on CSR in Nigeria: Filling the Literature Gap

It has been widely acknowledged that there is dearth of literature on CSR, as it relates to Africa, particularly to Nigeria. Even the few available studies have mainly focused on multinational firms and less on indigenous firms (examples Ite, 2004, 2005, Frynas, 2000, 2001; Bogle, *et al* 2001; Wheeler *et al* 2002).

A more recent attempt to study CSR in Nigeria was by Amaeshi, *et al* (2007), on some Nigerian indigenous private sector leaders across the four key sectors of the Nigerian economy: oil and gas, telecom, finance and manufacturing. Their findings are on large successful business organisations, not SMEs which is the basic focus of this study. However, summary of their finds can be useful as lessons for SME which will eventually grow to become large firms. It is on this note that the findings of Amaeshi, *et al* study are summarised below:

The instruments for the structured interviews were designed and developed strictly to elicit responses in relation to meaning and practice of CSR activities in Nigeria. The research also did CSR web reporting of the financial sector to their samples. The meaning of CSR was largely framed to reflect the local realities. It was seen from a philanthropic perspective – a way of ‘giving back’ to the society. Almost all the people interviewed described CSR along the lines of philanthropy and altruism. According to Amaeshi *et al*, the overwhelming conception of CSR as a philanthropy may not be unconnected to traditional socio-cultural heritage of the indigenous firms. For different regions of Nigeria,

the traditional, family or kinship pattern of production characteristic of agrarian mode of livelihood – the household economy – has been the governing order of business organisations which are still reflected in the structure of most indigenous firms.

CSR in Nigeria - waves, issues and modes: In line with philanthropic and altruistic understanding of CSR, 85% of respondents said that there is an awareness of CSR in Nigeria but without significant actions, while 7.7% either claimed there is almost no awareness of CSR or there is high awareness with significant actions, respectively.

In terms of CSR waves, the interviews and web reporting both show that the emphasis is more on community involvement, less on socially responsible employee relations and almost non-existent in relations to socially responsible products and processes. Only banks reported their socially responsible investment products – ethical funds. The community involvement in order of importance, are education (including training and skill development), health care, infrastructure development, sports/arts and culture, and poverty alleviation.

On issues they would want addressed via CSR, respondents repeated the same issues in same order of importance, but replaced poverty alleviation with security. This implies that poverty alleviation is not seen as CSR issue.

On the top five main drivers of (reasons for) CSR in Nigeria, the following were identified in their order of importance: local needs (community expectations/public pressure, globalisation (including multinational influences), competition, public relations (branding), regulation and firm's success.

As to necessity of CSR in the Nigerian business environment, they all agreed. Reasons attributed include need for private sector to complement the government in providing for the people, a so-called *successful business* is not, if the economy and people that provide success are below par-as the case of Nigeria.

The gap in literature is the fact that Amaeshi's *et al* study and others concentrated on large firms, whereas majority of firms in Nigeria are in the SME sub-sector; and the trend of growing studies in the CSR and SMEs in developed economies are emerging. This study will fill the literature gap.

Summary of the Chapter

Corporate social responsibility has been recognised as the life wire in attaining industrial success. Lessons from the developed economy have demonstrated the need for adaptation of CSR concept in the Nigerian business environment.

To demonstrate the utility of CSR, empirical studies on CSR were reviewed. The review of literature on these variables revealed a number of conflicting ideas. Theoretically, all these variables are considered to be necessary for attainment of Organisational objectives. Empirically, they produced mixed results.

In the next chapter, the methodology for conducting such empirical investigation and the effects of CSR on organisational performance of SMEs are discussed.

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CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter provides detailed information on methodology for gathering the requisite data. The research methodology is divided into the following segments: research method and design, study area, population and sampling plan, data collection methods, variables of the study, restatement of operational hypotheses, description of data collection instrument, unit of analyses, pilot study, analytical tools and limitations of methodology.

Research Design

The study adopts survey research method by collecting data from a defined population in order to undertake a comprehensive examination of corporate social responsibility and organisational performance in Lagos State, Nigeria. Kerlinger (1973) justified the use of survey research method in determining whether or not a relationship exists between or among variables. SMEs responses were sought on a wide range of social responsibility issues including social responsibility practices, organisational performance, contributory factors to social involvement (or lack of it), Consumer Satisfaction, Employee Productivity, Employee Satisfaction and Commitment.

Study Area

The small and medium enterprise operators used in the study were drawn from different industrial sectors; hence a cross sectional survey design was adopted for the study.

The study area is Lagos State of Nigeria, which has a high concentration of SMEs. Despite the movement of the Federal Capital to Abuja, Lagos State still remains the commercial nerve center of Nigeria. In fact, it contributes 31.89 % to the nation's GDP. (LASEED, 2005) and it is the most urbanized state in Nigeria (CBN, 1999).

Lagos State is a wetland area, lying 4.5 meters above sea level in the south western coastland of Nigeria, on longitude 2 ° 42'E and 3 ° 22'E and between latitude of 6 ° 22'N and 6 ° 42'N. The state is bounded in the North and East by Ogun State, in the west by Republic of Benin and in the south by the Atlantic Ocean where it has a 180 kilometre stretch water front. With an area of 3577 kilometres square of which 22% is water, it is the smallest state in Nigeria, although with a substantial population of 16 million people (LASEED, 2005).

Population and Sampling Plan

Comprehensive and up-to-date statistics on Nigerian SMEs are rarely available. Meanwhile the International Finance Corporation in 2001 estimated that 96% of all Nigerian Businesses are SMEs. Similarly the National Association of Small Scale Industrialists (NASSI) had over 20,000 registered members all over the Federation during the same period. The Nigerian Association of Small and Medium Enterprises established with two classes of members also had 30 direct

and nearly 5,000 indirect memberships (N.I.P.C.2004). Lagos State accommodates more than 50% of SMEs in the country. (They consist of companies in Organized Private Sector (OPS) as well as small family enterprises and cottage industries (LASEED, 2005)) out of which there were 298 registered NASSI members as at 2006. This study was based on this population. Using purposive sampling method, copies of questionnaires were administered to 261 SMEs. This represents 88% of the study population.

SMEs included in this study are enterprises with a maximum investment of N200m excluding land and working capital and with the number of staff employed not less than 10 and not more than 300 (National Council for Industry, 2003). In each of the participating SMEs, 10 employees and 10 customers were selected randomly for measuring employee commitment, satisfaction and productivity as well as customers' satisfaction and commitment.

Data Collection Methods

Data were generated by means of primary and secondary sources. The primary data involved the use of a self administered questionnaire. This primary data method was chosen because majority of empirical studies on business ethics to date have been in the form of questionnaire surveys (Randall and Gibson, 1990). This is perhaps, because they are the "*quickest and easiest of the tools to use*", if publication is the goal (Bain, 1995 in Cowton, 1998). Secondary data was used to supplement the primary data to attend to the criticisms of questionnaire surveys which include poor questionnaire design, the use of "convenience" rather than random samples, low response rates and failure to address the issue of non-response bias (Randall and Gibson, 1990). According to Cowton (1998), Dalton and Metzger stated that "*virtually every empirical*

inquiry of issues relevant to applied business ethics involves the asking of questions that are sensitive, embarrassing, threatening, stigmatizing or incriminating” hence one possible way forward is not to become embroiled in the difficulties relating to the collection of good primary data, but rather to use secondary data: that is, data that already exist (Cowton, 1998).

Three sets of questionnaires were administered to customers, employees and operators of participating SMEs in order to generate the relevant data.

Description of the Research Instrument

The primary research instruments for the study were three sets of questionnaires for SME operators, employees and customers, respectively.

Set I for Operators of SMEs

This Questionnaire was divided into five major parts. Part A sought demographic characteristics of organisations and respondents. Part B measured social responsibility involvement by means of 25-item Likert-type of statements adapted from Buehler and Shetty (1976). These items bordered on Business Ethics, Community Affairs, Consumer Affairs, Employee Affairs and Environmental Affairs. The items anchored were from ‘Strongly Agree’ to ‘Strongly Disagree’. Part C measured contributory factors to social involvement (or lack of it). This part relies on the argument for and against business assumption of social responsibility by Davis (1973). Respondents were asked to rank the contributory factors in order of importance ranging from “Highly important” to “not important”. Part D sought data on organisation performance variables using 10 items, following Khandwalla (1995) studies. These items include Profit Growth, Sales revenue, Financial Strength, Operating Efficiency,

Performance Stability, Public Image, Employee Morale, Environmental Adaptation, New Ideas, and Social Impact on the Society. The items anchored were from 'Strongly Agree' to 'Strongly Disagree'. In Part E, respondents were required to react to some open ended questions on social responsibility problems and suggest solutions.

Set II for Employees

Employees were targeted with Set II of the questionnaire- using 18-item 5-point Likert-statements that bordered on social responsibility, organisational commitment, job satisfaction and productivity. Items in this questionnaire relied on Lincoln's (1987) measurement of job satisfaction and organisational commitment as well as Spencer and Steers (1981) measure of employees' performance which includes appearance, quantity of work, quality of work, and conduct. The study also identified problems in their organisations and suggestions were sought for the identified problems.

Set III for Consumers

This questionnaire was designed for consumers. It is divided into 3 parts. Demographic data constitutes Part A, social responsibility; consumer satisfaction and commitment are measured in Part B using 10-item Likert-type statements. The third part consists of open ended questions where respondents were requested to identify problems associated with the organisations and proffer solutions.

The secondary sources of data were from CSR literature, industry and government studies and survey of social studies, NASSI members' business directories, NASSI brochures.

Units of Analyses

Data were obtained from employees and consumers of the enterprises on satisfaction, commitment, performance and productivity. These were aggregated to determine the scores at organisational level. Individual employees and individual consumers were used because they relate with the SMEs and are major beneficiaries of CSR. The research compared their responses to social responsibility practices with that of SME operators, in order to assess the validity in the responses of the SME operators. Responses of operators of participating SMEs on social responsibility practices, contributory factors and performance were also used to constitute another level of analysis.

Pilot Study

Evidence of reliability and validity of the study measures was sought from the pilot study conducted.

Reliability – Cronbach Alpha Test was used to measure reliability of the research instrument. This test proceeds by associating each research measurement item with every other measurement items and obtaining the average inter-correlation for all the paired associations (Asika 1991). Statistical Packages for Social Sciences (SPSS) was employed.

The test coefficients were: social responsibility 0.81, organisational performance 0.84, consumer satisfaction and commitment 0.86, employee commitment 0.78, job satisfaction 0.76, and employee performance 0.63.

An alpha level of at least 0.70 is generally considered acceptable (Cronbach 1951). All the measures of the study exceeded the maximum threshold with the exception of employee performance ($\alpha = 0.63$). This does not preclude this

variable from further analysis, but suggests caution when interpreting results (Barringer & Bludom, 1999).

These results suggest that the single item measures of social responsibility and organisational performance possesses adequate reliability.

Theoretical Validity – The instrument was validated using content validity by seeking input of Academic Staff and practicing SME operators to improve on the instrument. Their suggestions were incorporated and adopted for the study.

Convergent validity or multi-trait matrix validity was also conducted using Campbell and Faski (1959) construct validation involving correlation matrices. The higher correlations among different measures of variables as indicated in Table 6 demonstrate a good convergent validity across separate measures of the constructs of the study.

In summary, the various tests reported indicate that the measures used in this study, to a large extent, have adequate reliability and validity.

TABLE 6: Means, Standard Deviation and Inter-correlation Among all measures of Performance of SMEs

S/N	VARIABLES	MEAN	S.D	1	2	3	4	5	6	7	8	9	10
1	Public Image	4.29	0.61	1									
2	Innovativeness	4.27	0.62	.376**	1								
3	Adaptability	4.16	0.63	.247**	.267**	1							
4	Employee morale	4.12	0.60	.325**	.239**	.435**	1						
5	Operating Efficiency	4.05	0.59	.471**	.286**	.397**	.320**	1					
6	Sales Research	4.04	0.63	.376**	.282**	.325**	.273**	.550*	1				
7	Social Impact	4.04	0.78	.172**	.241**	.250**	.233**	.260**	.150**	1			
8	Financial Strength	3.97	0.77	.382**	.218**	.296**	.221**	.499**	.655**	.081	1		
9	Profitability	3.95	0.76	.314**	.231**	.247*	.168**	.488**	.744**	.123	.610**	1	
10	Performance Stability	3.91	0.78	.474	.223**	.336**	.209**	.533**	.425**	.219**	.460**	.434**	1

** p < 0.01

* p < 0.05

From the above table, all the measures of organisational performance correlate significantly at $p < 0.01$ with the exception of financial strength and profitability which did not correlate with social impact.

Analytical Tools

To derive useful meaning from data, the following statistical techniques and procedures were used.

- i. Descriptive Statistics such as frequency count, percentage, mean and standard deviation were used to measure demographic characteristics of respondents and responding operators of SMEs, to answer research questions relating to social responsibility practices and organisational performance.

Descriptive statistics are statistics that are not used to test a formal research hypothesis, rather numeric summaries from a sample that characterise that sample (Simon, 2002). According to Kerlinger (1973) studying sets of numbers as they are is unwieldy; hence it is necessary to reduce the sets in two ways: calculating the averages and calculating the measures of variability. Solving research problem without those measures is next to impossible hence the use of means and standard deviation. The standard deviation is a measure of how spread out data is i.e. measures of the variability of data in a sample.

- ii. Z-Test statistics was used to examine the differences between social responsibility practices of high performing and low performing enterprises.

This tool was used because by the Central Limit Theorem, the sum of large number of independent and identically-distributed random variables will be normally distributed (i.e. following a Gaussian distribution, or bell shaped curve), if the random variables have a finite variable. (Hagtvedt *et al*, 2007).

- iii. Product-Moment Correlation was employed to determine the existence of relationship among the dimensions of social responsibility practices and domains of organisational performance. The product – moment correlation expresses the extent to which the pairs of sets of ordered pairs vary concomitantly (Kerlinger, 1973). In effect, they tell the researcher the magnitude and (usually) the direction of the relation. Some of them vary in value from -1.00 through 0 to +1.00. -1.00 and 1.00 indicating perfect negative and positive association, respectively, and 0 indicating no discernible relation. Even though, other measures of relations exist, they all do essentially the same thing, but product moment correlation is unusual and subject to extensive and elaborate terms of analyses, mainly multiple regression analysis, hence an extremely useful and powerful tool for research, (Kerlinger, 1973).
- iv. Multiple regression analysis was used to examine the cumulative influence of combined social responsibility measures on each of the domains of organisational performance. The multiple regression deals with numerous variables at the same time. It works with one dependent variable and many independent variables. According to www.statsoft.com, Pearson 1908 first used the term; its general purpose is to learn more about the relationship between general Independent or Predictor Variables and Independent of Criterion Variable. It is widely used for research in social and natural sciences to enable the researchers understand the best predictor of a criterion variable, hence this study intends to understand the social responsibility practices of SMEs as predictor of their performance (the criteria variable).
- v. Finally, F test was employed to determine the overall significance of the observed multiple regression coefficient. In analysis of variance, we arrange for all the independent variables to vary completely independently

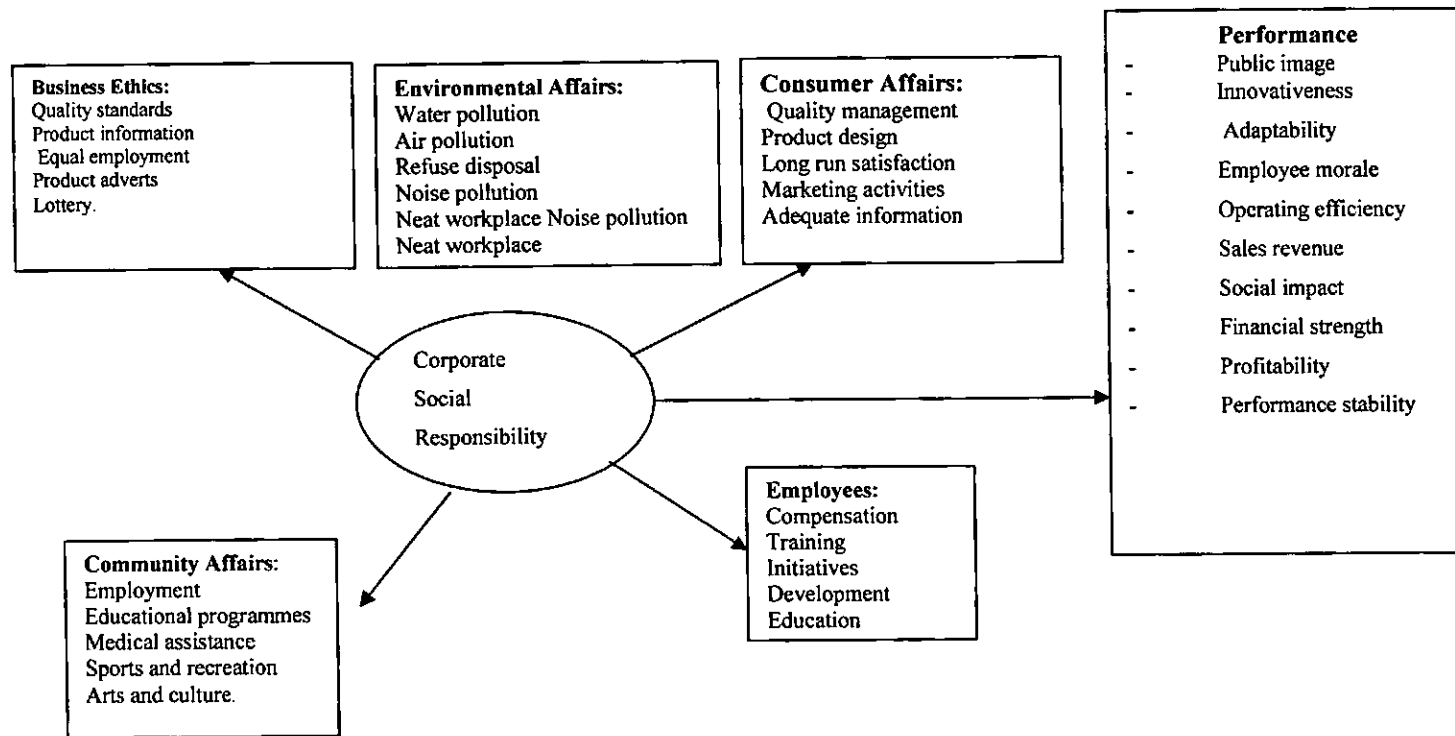
of each other (www.people.ex.ac.uk). Kerlinger (1973) stated that there is no better way to study research design than through an analysis of variance approach, hence the justification for its use.

In view of the volume of data involved, Statistical Package for Social Sciences (SPSS) was used for analyzing the data.

Conceptual Framework

Corporate social responsibility embraces a range of principles or ideas from business ethics, environmental affairs, consumer affairs, to community affairs, employee affairs, human rights, corporate governance and sustainable development. This study develops a conceptual model that captures the specific empirical properties of the research. The model which represents the relationship among the dependent and independent variables of the research is depicted in the next page:

FIG. 3: THE CORPORATE SOCIAL RESPONSIBILITY- PERFORMANCE RELATIONSHIP



Developed by the Researcher, 2007

This model is depicted in regression equation below expressing the effort of each independent variable on the dependent variable:

$$Y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + b_5 x_5$$

Where Y = Organisational Performance

$b_0 \dots b_5$ = Regression Coefficients (Standardised Betas)

x_1 = Business Ethics

x_2 = Environmental Affairs

x_3 = Consumer Affairs

x_4 = Community Affairs

x_5 = Employee Affairs

Business Ethics

Ethical businesses assess the moral implication of their actions. Business ethics is concerned with compliance with internal regulations and government mandates. Many issues fall under the rubric of business ethics. These include maintenance of quality standards, giving adequate product information and non-discriminatory employment. Others are product adverts reflecting the true nature of products and minimal use of lottery in promoting patronage. Ethics are used to guide legal or religious compliance and in accomplishing profit maximization.

Environmental Affairs

All businesses, whether small or large are expected to comply with legislation that prevents gross pollution of air, water and soil. Where it is unavoidable, they must make provision for cleaning up. Businesses should face up to global environmental concerns, knowing fully well that their activities can have wide-ranging repercussions on the environment, especially, on global warming through emission of green house gases. As a result, their efforts must focus on controlling water pollution, air pollution and noise pollution. They should also focus on effective refuse disposal and maintain neat working environment.

Consumer Affairs

Consumers exchange their money for products and services of businesses. They are vital stakeholders that can make or mar the organisation, hence the need to give wider attention in terms of quality of products being turned out, adequate product designs that will give comfort and efforts aimed at long run satisfaction of the consumers. Adequate marketing activities that will create awareness and adequate information on product usage are equally important. Present day consumers do not only want good and safe products, they also want to know if they are produced in a socially responsible manner.

Community Affairs

Small and medium enterprises must have some sort of relationship with the communities that live around them. They are expected to spend some time and money assisting local communities in a variety of ways. This includes recruiting staff locally, education support and medical assistance. Others are sports and recreational facilities, and assisting in arts and culture of the local communities.

Employees' Affairs

The most valuable asset of any organisation is workers who help in creating wealth for the organisation. Corporate social responsibility efforts expected from SMEs include adequate compensation, recruitment and training and giving room for employee initiatives. Others are opportunity for growth and development and education assistance both to employees and their immediate families.

Organisational Performance

The resultant effect of good corporate social responsibility is organisational effectiveness. This will be in terms of public image, innovativeness and adaptability to the dynamic environment. It will also lead to improved employee morale, operating efficiency and improved sales revenue. Others are adequate social impact, financial strength and improved profitability. Performance stability of the organisation is also ensured.

Summary of the Chapter

This chapter discussed the research methodology adopted by the investigator in generating the required data. It explained research design, study area and justified their adoption. In addition, the chapter provided detailed information on the population, sample size, data collection instrument, measurement of variables and the limitations of research methodology.

The next chapter provides information on statistical tools applied for data presentation and discussion.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND INTERPRETATION

Introduction

This chapter is divided into eleven sections. Sections One and Two focus on the characteristics of small and medium scale operators by analysing their demographic and organisational characteristics. The next section presents the analysis of the research questions relating to the study by determining the state of the art of social responsibility of small and medium scale enterprises. Section Four analyses the factors militating against involvement in social responsibility.

In Section Five, justification for social responsibility involvement is established. In Section Six, organisational effectiveness of small and medium scale operators is determined. Section Seven examines the relationship between social responsibility and performance. Section Eight compares performance of socially responsible and socially irresponsible firms. Section Nine is the synthesis of all variables of the study. Section Ten provides information on the combined effects of social responsibility on organisational performance. The concluding section provides the summary of findings.

Demographic Profile of Respondents

The table on the next page presents an insight into the profile of the study sample. It represents biographical data and organisational characteristics in order to provide background information of SME operators, their sampled employees and consumers of their products and services, as well as the features of participating firms.

Out of the 298 SMEs that were selected for the study, 261 participated fully, with 2518 employees and 2591 consumers, also responding making a total of 5370 respondents.

Table 7: Demographic Profile Percentages

	SME Operators (n = 261)		Employees (n=2518)		Consumers (n=2591)		TOTAL (n = 5370)	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Gender								
Male	222	85	1621	64	1511	58	3354	62
Female	39	15	897	36	1080	42	2016	38
Age								
Below 30	25	10	1163	46	999	39	2187	41
30 – 39	90	34	919	36	995	38	2004	37
40 – 49	89	34	332	13	417	16	838	16
50 – 59	50	19	90	4	148	6	288	5
60 and above	7	3	14	1	32	1	53	1
Marital Status								
Single	37	14	1199	47	1177	45	2413	45
Married	222	85	1271	51	1327	51	2820	53
Divorced/widow	2	1	48	2	87	3	137	2
Education								
Primary School	14	5	151	6	157	6	322	6
Secondary school	24	9	612	24	515	20	1151	21
OND/NCE/HSC	45	17	776	31	919	35	1740	32
First Degree	93	36	611	24	640	25	1344	25
Professional	41	16	225	9	229	9	495	9
Post Graduate	44	17	143	6	131	5	318	6

Source: Field Survey, 2007

Majority of the respondents were male (62%), most of whom are of maturity age. Over 50% were married, less than 30% were of primary/secondary education which has positive impact on the quality of data gathered.

Organisational Characteristics

There are 10 areas of activities of the manufacturing sector (57.9%), 59% are of annual sales ranging between ₦500,000 and ₦10 million. These firms have staff strength majority of who range between 10 – 50. The age of participating firms range between 5 – 20 years, with the mean age being approximately 10 years.

Table 8: Classification of Data of Responding Lagos State SME (n = 261)

1	Area of Responsibility	Freq.	%
	Agro. Allied	12	5
	Manufacturing	151	58
	Professional services	24	9
	Health Care Services	8	3
	Financial Services	5	2
	Construction	8	3
	Furniture making	3	1
	Wholesale and Retailing	14	5
	Hotels & Tourism	5	2
	Others	31	12
	Total	261	100
2	Annual Sales		
	Less than ₦500,00	35	13
	₦500,000 – ₦1 million	70	27
	₦1m – ₦5 million	45	17
	₦5m – ₦10 million	39	15
	₦10m – above	72	28
	Total	261	100
3	Number of Employees		
	Fewer than 10	54	21
	10 – 20	93	36

	20 – 50	55	21
	51 – 100	13	5
	More than 100	46	18
	Total	261	100
4	Years in Business		
	Less than 5 years	58	22
	5 – 10 years	105	40
	11 – 20	57	22
	21 and above	41	16
	Total	261	100

Source: Field Survey, 2007

State of Art of Corporate Social Responsibility of SMEs

The first issue addressed in the study is the state of art of social responsibility of SME. The 25- item instrument on social responsibility requested respondents to react to some statements with options: Strongly agree to strongly disagree, coded 5, 4, 3, 2, and 1 respectively.

The distribution of scores on five social responsibility variables is presented in the Table 9 below.

Table 9: Pattern of Social Responsibility (n = 261).

Activities	Mean	S.D
Business Ethics		
High quality Standard Products/Services	4.53	0.58
Equal Employment Opportunities	4.32	0.82
Adequate Information on Products/services	4.29	0.63
Fair Advertisements	4.24	0.73
Use of Lottery	3.80	1.23

Community Affairs		
Employment for Community Members	3.90	1.04
Educational Programmes	3.30	1.05
Medical Assistance	2.90	1.02
Support for. Arts and Culture	2.90	1.08
Sports and Recreational Facilities	2.74	1.02
Consumer Affairs		
Quality Management	4.57	0.60
Improved Marketing Activities	4.57	0.60
Long run Customer Satisfaction	4.54	0.60
Adequate Product Information	4.38	0.67
Product Design Improvement	4.28	0.80
Activities	Mean	S.D
Employee Affairs		
Constant Training	4.13	0.77
Employee Development	4.04	0.72
Employee Initiatives	3.93	0.81
Compensation Package	3.85	0.87
Education Support for Children	2.98	1.08
Environmental Affairs		
Waste Disposal	4.52	0.55
Neat Working Environment	4.47	0.62
Air Pollution	4.33	0.75
Avoiding Noise Pollution	4.26	0.79
Water Pollution	4.22	0.98

Source: Field Survey, 2007

From Table 9 above, the following information can be deduced:

Business Ethics: Engaging in production of high quality standard products/services attracts the most active involvement in business ethics of

SMEs. This is followed by non-discriminating hiring of staff, avoiding product misrepresentation and not engaging in misleading advertising. The least social issues for the participating SMEs is avoiding lottery which has become prevalent in large enterprises as a means of improving their sales.

Community Affairs: Perhaps because of proximity, employment of community members attracts the highest involvement in urban affairs, followed by education and medical assistance. The participating firms score low in support for arts and culture as well as provision of recreational facilities. In all, one can deduce that involvement of SMEs in community affairs is low considering the respective scores in all the measures, perhaps, because of their poor financial base.

Consumer Affairs: This appears to be the area where participating firms indicated a high level of involvement in all the measures. The highest mean score is in the area of product quality management (4.57), and the least in the area of product design and improvement (4.28)

Employee Affairs: With respect to employee affairs, constant training and employee development appears to get the favour of the participating firms. However, the participating firms score low with respect to encouraging employee initiatives; they also show little concern for take home pay that will take the employees home and the least concern is educational support for children of employees (mean score being 2.98).

Environmental Affairs: All the respondents indicate a high involvement in the improvement of the environment, with the highest involvement being waste disposal and least involvement being water pollution. This implies their recognition of the fact that a business must be friendly to the environment.

Factors Militating Against Corporate Social Responsibility

To give an insight into why SMEs are not socially responsible, respondents were requested to score nine militating factors against their involvement in social responsibility.

Table 10 reveals their responses from the highest limiting factors to the least limiting factors.

Table 10: Factors Militating Against Social Responsibility

Factors	Mean	S.D
Profit- Maximization	4.32	1.01
Social Responsibility is voluntary	3.84	1.23
Poor Enabling Environment	3.71	1.38
Taxes are already being paid	3.65	1.49
High cost of social Responsibility	3.42	1.22
Dilution of company's primary purpose	3.08	1.20
No Business is accountable for social responsibility.	3.03	1.33
Lack of social skills	2.95	1.23
No support of share holders	2.87	1.39

Source: Field Survey, 2007

The table above is quite revealing. Participating SMEs considered profit maximization objective the highest militating factor to being socially responsible. Social responsibility is also considered as a voluntary service. Mention was also made of the poor enabling environment as a limiting factor. This is followed by a high cost involved in being socially responsible. Dilution of company's primary purpose ranked sixth, which is followed by businesses not being held accountable for social issues. Lack of social skills and non-support from the shareholders ranked the least limiting factor.

Justification for Corporate Social Responsibility

On the other hand, respondents were asked to score factors justifying their being socially responsible. The ranking of the responses are presented in the table below:

Table 11: Justification for Corporate Social Responsibility

Factors	Mean	S.D
Enhanced Viability of Business	4.49	0.71
Compliance with Government Regulation	4.44	0.97
Prevention of Social Problem is better than cure	4.32	1.01
Enhanced Public Image	4.20	0.95
Fulfilling the Stakeholders' interest	3.92	1.24
Long Run Self Interest	3.86	1.18
Let the Business try and Assist	3.58	1.17
Social problem can be converted to profitability	3.24	1.35
Supporting and Promoting Cultural Values	3.15	1.18

Source: Field Survey, 2007

The highest justification for SMEs involvement in social issues was found to be enhanced viability of business (mean score 4.49). This is followed by compliance with government regulation; prevention of social problem is better than cure and an enhanced public image.

The least factor was found to be supporting and promoting cultural values. This supports the earlier finding that participating SMEs are least concerned with support for arts and culture of the immediate community.

Organisational Performance of Lagos State Small and Medium Scale Enterprises (SMEs)

Performance appraisal of Lagos State SMEs was done by requesting participating SMEs to subjectively evaluate their effectiveness relative to competitors on a scale ranging from 5 (high) to 1 (low).

Table 12: Performance Measures of Participating SMEs

S/N	Performance Criteria	Mean	S.D
1	Public Image	4.29	0.61
2	Innovativeness	4.27	0.62
3	Adaptability	4.16	0.63
4	Employee morale	4.12	0.60
5	Operating Efficiency	4.05	0.59
6	Sales revenue	4.04	0.63
7	Social Impact	4.04	0.78
8	Financial Strength	3.97	0.77
9	Profitability	3.95	0.76
10	Performance Stability	3.91	0.78

Source: Field Survey, 2007

The Table above shows a satisfactory performance with mean ranging from 3.91 to 4.29. It can be seen that the least three items viz. financial strength, profitability and performance stability score less than 4 points indicating low performance in those areas. Generally, the table demonstrates encouraging performance of SMEs in Lagos State.

Corporate Social Responsibility and Organisational Performance: Test of Hypotheses

This section reveals findings from the test of hypotheses from the study. The following are detailed analyses of the data generated from the study using Pearson's Product Moment correlation. The Test Statistics, r is used for all the hypotheses, because the data are believed to be normally distributed. The decision criteria are that if the calculated value of r is greater than the p -value, the hypotheses are rejected.

Hypothesis 1– Involvement of SMEs in Business Ethics and Organisational Performance are not significantly related.

Table 13a: Test Statistics for Business Ethics and Organisational Performance.

t	Values
Correlation Coefficient	.178
d.f	99
sig. (2-tailed)	.004

** $p < 0.01$

$n = 261$

Source: SPSS Printout

From the Table above, this hypothesis was found significant at ($r = .178$, $p < 0.01$). This implies that involvement of SMEs in Business Ethics has significant relationship with the Performance of such Organisations, hence the hypothesis is rejected.

Hypothesis 2- SMEs involvement in Consumer Affairs is not significantly related to Organisational Performance.

Table 13b: Test Statistics for Consumer Affairs and Organisational Performance.

t	Values
Correlation Coefficient	.403
d.f	99
sig. (2-tailed)	.000

** $p < 0.01$

n = 261

Source: SPSS Printout

From the table above, this hypothesis was rejected ($r = .403$, $p < 0.01$) thus, SMEs involvement in Consumer Affairs has relationship with their Organisational Performance. We therefore reject the hypothesis.

Hypothesis 3- Involvement of SMEs in Environmental Affairs is not significantly related to Organisational Performance.

See Table 13c for findings.

Table 13c: Test Statistics for Environmental Affairs and Organisational Performance.

t	Values
Correlation Coefficient	.276
d.f	99
sig. (2-tailed)	.000

** p < 0.01

n = 261

Source: SPSS Printout

In hypothesis three, no significant relationship was predicted between Environmental Affairs and Organisational Effectiveness. From the table above, ($r = .276$, $p < 0.01$), hence it is statistically significant.

Hypothesis 4– SMEs involvement in Employee Welfare and Organisational Performance are not significantly related.

Table 13d: Test Statistics for Employee Welfare and Organisational Performance.

t	Values
Correlation Coefficient	.330
d.f	99
sig. (2-tailed)	.000

** p < 0.01

n = 261

Source: SPSS Printout

From the above table, ($r = .330$, $p < 0.01$), SMEs involvement in Employee Welfare was also found to be significant with Organisational Performance. The hypothesis is therefore rejected.

Hypothesis 5- Involvement of SMEs in Community Affairs and Organisational Performance are not significantly related.

Table 13e: Test Statistics for Community Affairs and Organisational Performance.

t	Values
Correlation Coefficient	.232
d.f	99
sig. (2-tailed)	.000

** $p < 0.01$

$n = 261$

Source: SPSS Printout

Pearson's Product Moment Correlation on the above table also showed a significant relationship between involvement of SMEs in Community Affairs and Organisational Performance ($r = .232$, $p < 0.01$). The hypothesis is therefore rejected.

Hypothesis 6—Age of SME Operators is not significantly related to involvement in Employee Affairs.

See Table 13f for findings.

Table 13f: Test Statistics for Age and Employee Affairs

t	Values
Correlation Coefficient	.146
d.f	99
sig. (2-tailed)	.021

****** $p < 0.05$

$n = 261$

Source: SPSS Printout

This hypothesis was found significant at ($r = .146$, $p < 0.05$). This implies that age of SME Operators influence their involvement in Employee Affairs, hence the hypothesis is rejected.

Hypothesis 7– Educational Qualification of SME Operators is not significantly related to Business Ethics.

Table 13g: Test Statistics for Educational Qualification and Business Ethics

t	Values
Correlation Coefficient	.216
d.f	99
sig. (2-tailed)	.001

****** $p < 0.01$

$n = 261$

Source: SPSS Printout

Since ($r = .216$, $p < 0.01$), the hypothesis was rejected, thus Educational Qualification of SME Operators influences the involvement in Business Ethics.

Hypothesis 8– Years in Business of SME Operators are not significantly related to their Annual Sales.

Table 13f: Test Statistics for Years in Business and Annual Sales

t	Values
Correlation Coefficient	.433
d.f	99
sig. (2-tailed)	.000

** $p < 0.01$

n = 261

Source: SPSS Printout

In hypothesis 8, no significant relationship was predicted between Years in Business of Operators and their Annual Sales. At ($r = .433$, $p < 0.01$) from the above table, it was found significant, hence the hypothesis is rejected.

Comparative Analysis of Performance of Socially Responsible Firms and Firms that are not Socially Responsible

Z -test was used to test the relationship between high performing and low performing SMEs and their social responsibility practices

With respect to social responsibilities variables, responses from participating SME operators ranging from 4 to 5 were used to rank SMEs as socially responsible, while responses from 1 to 3 were used to rank SMEs as socially not being responsible. Their respective performances were measured. The table below gives summary of the findings:

Table 14: Z- test on Performance of Socially Responsible Firms and those not Socially Responsible

Samples	Performance mean	S.D	S.E	N	Z
Socially Responsible SMEs	41.63	6.14	0.454	183	9.53*
SMEs not Socially Responsible	35.99	3.36	0.381	78	

At 5% level of significance, table z score = 1.96. Since calculated value 9.53 is greater than table value 1.96, we reject the hypothesis; hence socially responsible SMEs out-perform those not socially responsible.

In addition, the inter-correlation matrix for all the study variables: social responsibility variables, organisational performance, demographic profiles and organisational characteristics are presented in Table 15.

Table 15: Means, Standard Deviations and Inter-correlation Among all Variables of the Study

#	Variables	X	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1	Business Ethics	20.92	2.76	1																				
2	Community Affairs	15.65	3.47	0.080	1																			
3	Consumer Affairs	22.22	2.52	.405**	0.092	1																		
4	Employees Affairs	18.81	3.04	.189**	.364**	.260**	1																	
5	Environmental Affairs	21.77	2.57	.283**	0.091	.334**	.191**	1																
6	Organisational Performance	39.95	6.04	.178**	.232**	.403**	.330**	.276**	1															
7	Employee Performance	15.99	4.16	0.049	-0.036	0.036	0.063	-0.023	0.016	1														
8	Employee Commitment	18.38	3.46	0.096	-0.042	0.061	0.037	0.044	0.056	-0.008	1													
9	Job Satisfaction	13.24	3.69	0.034	0.027	0.051	0.042	0.061	0.042	.533**	.644**	1												
10	Employee Affairs	12.34	2.86	-0.080	0.115	0.092	0.108	0.091	0.070	.110**	.040**	.163**	1											
11	Consumer Commitment	22.83	3.64	0.016	0.122	-.043	.030	.134*	.055	-.008	-.024	-.005	.040	1										
12	Consumer Satisfaction	15.51	2.67	-.042	.099	-.024	0.001	.091	.045	.007	-.021	-.015	.005	.652**	1									
13	Area of Operation	3.06	2.19	-.139*	-.068	-.107	.018	-.006	-.101	.062	.075	-.002	-.070	.071	.069	1								
14	Annual Sales	3.29	1.37	.156*	-.014	.080	-.103	-.053	-.079	.016	.076	-.080	.022	.083	-.083	.060	1							
15	No. of Employees	2.65	1.36	.082	.181**	.135*	-.003	-.054	-.037	.007	-.048	-.060	.131*	.021	-.032	-.159*	.510**	1						
16	Years in Business	2.33	1.02	.074	-.006	.068	-.041	-.029	.017	-.015	-.070	-.107	.021	.026	-.059	-.006	.433**	.420**	1					
17	Gender	1.16	0.38	.063	-.032	-.068	.059	-.046	.054	.023	.012	-.050	-.055	.025	-.052	-.048	-.099	-.003	-.053	1				
18	Age	2.76	0.94	.084	.050	.084	.146*	-.001	-.037	.026	.024	.038	.053	.009	-.023	-.039	.153*	.140*	.201**	-.241**	1			
19	Marital Status	1.93	0.29	.031	.017	.009	-.039	.021	-.105	.056	.047	.096	.082	.031	.086	-.178*	.016	.123	.108	-.036	.308**	1		
20	Educational qualification	4.10	1.25	.216**	-.057	.066	-.010	.019	-.041	.046	.042	.023	.053	.134*	.193**	-.058	.178**	.187**	.144*	-.025	.192**	.053	1	
21	Years of Experience	2.59	1.01	.074	.104	.059	.031	.000	-.111	-.020	-.032	-.041	.017	.186	-.094	.017	.404**	.297**	.553**	-.071	.375**	.201**	.174**	1

** Correlation is significant at the 0.01 level (2 - tailed)

* Correlation is significant at the 0.05 level

n = 261

Table 15 above presents 110 coefficient correlations. 47 of these are statistically significant

- ☐ Consumer affairs is significantly related to Business ethics
- ☐ Employee affairs are significantly related to business ethics, community affairs and consumer affairs.
- ☐ Environmental affairs correlate significantly with business ethics, consumer affairs and employee affairs.
- ☐ Organisational performances are significantly related to business ethics, community affairs, consumer affairs, employee affairs and environmental affairs, employee affairs and environment.
- ☐ Employee affairs correlate significantly with employee performance, employee commitment and job satisfaction.
- ☐ Consumer commitment is significantly related to environmental affairs.
- ☐ Consumer satisfaction correlates significantly with consumer commitment.
- ☐ Annual sales correlate positively with business ethics.
- ☐ Number of employees correlates with community affairs, and consumer affairs. It is also positively correlated with employee affairs, area of operation and annual sales.
- ☐ Years of operation are positively correlated with annual sales and number of employees

- ☐ Age of operators correlates with employee affairs, annual sales, number of employees, years in business and gender of operators.
- ☐ Marital status correlates with area of operation and age of respondents.
- ☐ Educational qualification of respondents correlates with business ethics, consumer commitment, consumer satisfaction, area of operation and annual sales.
- ☐ Educational qualifications also correlate with number of employees, years in business and age of respondents.
- ☐ Years of experience correlates positively with annual sales, number of employees and years of operation of business.
- ☐ Years of experience also correlate with age of respondent, marital status and educational qualification of respondents.

These results demonstrate significant relationships among various measures of organisational effectiveness, social responsibility and organisational characteristics and demographic variables.

Multiple Regression Analysis of Corporate Social Responsibility and Organisational Performance of SMEs

Results in table 14 show the correlation among all the variables of the study. The Multiple Regression Analysis was used in determining the strength of relationship between organisational performance and the combination of all corporate social responsibility variables. This tool is appropriate for analyzing the combined effects of independent variables on dependent variables

(McMillan and Schumacher, 2001; Frankfort- Nachmias and Nachmias, 1996, in Lawal, 2005). The table below provides the results of the multiple regression analysis at the organisational level.

Table 16a: Analysis of Variance of the fitted Regression Model of CSR and Performance of SMEs

Model	Sum of Square	Df	Mean Square	F-Ratio	P-value
Model	2187.273	5	437.455	16.92	0.0000
Residual	6569.08	254	25.863		

Table 16b: R-Squared Statistics of CSR and Performance of SMEs

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate
1	.500	.250	.235	5.08552

Table 16c: Regression Coefficient Statistics of CSR & Performance of SMEs

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std Error	Beta		
Constant	8.817	3.742		2.356	.019
Business Ethics	-.367	1.28	-.017	-.288	.774
Community Affairs	.180	.098	.107	1.832	.068
Consumer Affairs	.640	.146	.275	4.388	.000
Employee Affairs	.443	.117	.232	3.797	.000
Environmental Affairs	.304	.133	.134	2.285	.023

Dependent Variable: Organisational Performance

The main features of the multiple regression analysis as presented in the table above can be summarized as follows:

The analysis of variance of the fitted regression equation displayed in table 13a is significant with F-value of 16.92 and $p < 0.01$, showing a statistical significant relationship among variables at 1% level of significance.

In addition, with the Coefficient of determination ($R^2=.250$), the fitted regression model only explains 25% of the variability in organisational performance. In fact, the adjusted R – square statistics which is more suitable for comparing models with different numbers of independent variables is 24%.The standard error of estimate shows the standard deviation of the residuals to be 5.09.

The Standardised coefficients (Beta) values in table 13c indicates that consumer affairs, employee affairs, environmental affairs, and community affairs, business ethics all contributes to the SME-Performance model.

This multiple regression models of the effect of corporate social responsibility can therefore be used to predict the performance of SME in Lagos State.

Table 17: Summary of Findings of the Study on CSR and the Performance of Lagos State SMEs

S/N	RESEARCH STATEMENT	FINDINGS	IMPLICATION CONCLUSION
1	The state of art of corporate social responsibility of SMEs	Active involvement in Business ethics although lottery not used; low involvement in community affairs; active in consumer affairs; low involvement in employee affairs except training and development; active in environmental affairs.	SME operators should continue in their responsiveness to corporate social responsibility and improve on the area of weaknesses.
2	What are the factors militating	Profit maximisation is	SMEs should consider

	against social responsibility	the major factor followed by the voluntary nature of CSR, poor enabling environment and excessive tax being paid	spending more on CSR as it has its long-run positive effect.
3	The factors justifying CSR	CSR ensures enhanced business viability, compliance with government regulation, prevention of social problems being better than cure and enhanced public image.	The SMEs have a lot to gain being socially responsible, particularly enhanced viability of the business.
4	Organisational performance of SMEs	SMEs performance has improved over the years, although low in financial strength, profitability and performance stability.	There is future for SME operators in the Lagos State Environment.
5	Business ethics and performance.	Relationship found to be significant	SMEs should be more engaged in business ethics to improve their performance.
6	Consumer Affairs and performance	Relationship found to be significant	The basis of improving performance is to be more involved in consumer affairs.
7	Environmental Affairs and Performance of SMEs.	Relationship found to be significant	Concern for the environment can improve performance of SMEs in Lagos State
8	Employee affairs and organisational performance	Relationship found to be significant	SMEs should be more concerned with the human capital
9	Community affairs and performance	Hypothesis rejected hence relationship found to be significant	Concern for community affairs and increase community patronage.
10	Demographic profile and CSR	Age was significantly related to involvement in employee affairs; educational qualification was found to be significantly related to business ethics; years in business of SME operators were significantly related to their annual sales.	Maturity of SME operator impacts on their involvement in employee affairs; well enlightened SME operators know importance of ethics in business; the longer the year of existence, the more the possibility of improving sales.
11	Socially responsible firms and not socially responsible,	Socially responsible firms outperform those	SMEs in Lagos State should be more socially responsible in

	related to performance	not socially responsible.	order to improve their performance.
12	Analysis of variance of fitted regression model of CSR and SMEs performance	A significant relationship was found among all the variables	The need to be socially responsible in confirmed
13	Standardised coefficient values	Consumer affairs, employee affairs, environmental affairs, community affairs and business ethics all contributes to the SME-performance model.	All the dimensions of CSR impacts on SME-performance

CSR to Employees: Employees' Perspective

Employees were requested to react to the CSR practices as it affects them. Their responses are tabulated below:

Table 18: CSR to Employees

Variables	Mean	S. D
Training	3.57	1.07
Development	3.44	1.02
Employee Initiatives	3.36	1.09
Compensation	3.35	1.14
Education Support To Children	2.61	1.24

The above table reveals the same order of CSR to employee's affairs by SME operators (See table 9). Even though low, the CSR to employee ranks from adequate training, development, and use of employee initiatives, to compensation package and educational support for employee children. This shows low social responsibility practices to employees that work for the SMEs to attain their present conditions of performance.

Table 19: Employees Job Satisfaction

Variables	Mean	S. D
Employee Job satisfaction	3.39	1.09

From the table above, a low mean value of 3.39 shows that, employees of SMEs are not satisfied with their job; this may be attributed to the low social responsibility practices to the employee of SMEs.

Table 20: Employees Job Performance

Performance Variables	Mean	S. D
Quantity of output	3.39	0.84
Quality of output	3.40	1.15
Appearance	2.89	1.14
Conduct	2.48	1.12

Findings from the above table show the extent to which employees perform on their jobs. It can be seen that the mean response to quantity of output is 3.93, quality of output 3.40 and appearance 2.89. The mean response to employees' conduct is 2.48. All these show low performance of employees which may be attributed to low social responsibility practices of SMEs in Lagos State, Nigeria. It shows that the operators of SMEs need to show more concern for their employees in order to improve their well being. This will improve their performance and the aggregate performance of the enterprises.

CSR to Consumers: Consumer Perspective

Consumers' reactions were sought on CSR to consumers. Their satisfaction and commitment to SMEs are tabulated in the tables 4.14 and 4.15 below.

Table 21: Consumer Satisfaction

Variables	Mean	S. D
Consumer Satisfaction	3.91	0794

The mean value of 3.91 shows a low satisfaction of consumers to small and medium enterprises in Nigeria.

Table 22: Consumer Commitment

Nine variables were used to measure consumer commitment as presented in the table below

Variables	Mean	Standard Deviation
I am willing to work harder than I have to in order to help this company succeed further	4.15	0.75
I am proud to patronise this company	4.09	0.69
If a friend is interested in looking for a product /service like mine at this company, I will recommend it	4.05	0.75
I feel very high loyalty to this company	3.97	0.75
The company's product/service measure up to the kind of product/service I wanted when I first used it.	3.90	0.81
All in all, if I have to decide again whether to choose the company's product/service, I will choose the product/services	3.86	0.81
I would take any task in order to continue to	3.82	0.86

patronize this company		
My values and the values of this company are quite similar	3.60	0.96
I would turn down another product /service in order to stay with the company	3.45	0.97

From the above table, it can be interpreted that consumer commitment is high in two measures while low in 7 measures, meaning that consumer commitment is generally low. Given the chance the consumers would prefer other quality products/services. This is a challenge to SME operators to improve on their services in order to ensure retention of consumers and attraction of more consumers which will lead to overall improvement in their performance.

Extracts of Open Ended Questions on Problems in SMEs : Operators Perspectives

From the open ended questions, a number of problems were identified by the participating SME operators categorised under the following headings:

Finance

There were complaint at high cost of running business, low access to capital, and inaccessibility to external finance. Mention was made of loss of profit, poor liquidity positions and high cost of rentals. Other financial problems are hardship in the economy, inability to pay the salary to staff and poor institutional support. There was also rising cost of providing infrastructure, high cost of social responsibility and high overhead cost. Poor sales and lack of product promotion were also mentioned.

Solutions proffered include long term loans to SMEs, tax holidays and less interest on loans. There is need for more institutional support.

Personnel/Management Problem

Personnel/management problems mentioned include weak management, insufficient personnel, lack of skill and lack of apprenticeship recognition. There was mention of poor organisational structure, high rate of employee turnover, and owners profit consciousness. Other problems mentioned were high cost of training staff, lack of commitment of workers and poor orientation of workers. Mention was made of management's inadequate knowledge of CSR, poor job security of employees and low employee morale. The problem of lack of creativity and innovation by employees was also mentioned.

Solutions proffered include management and entrepreneurial training for SME operators, more seriousness on the part of employees, exposure of SME owners to CSR initiatives and creative and supportive staff.

Infrastructure

Infrastructural problem is one of the most prevailing problems faced by SMEs in Lagos State, Nigeria. It includes inadequate power supply, high cost of diesel oil used in running generators, bad roads and poor road network. Others are shortage of water supply, poor medical support and high cost of telecommunications.

Solutions proffered include liberalisation of electricity and the power sector, good, accessible roads as well as control of telecommunications sector. Government provision of medical assistance was also mentioned.

Government Regulation

The most prevalent of the problems mentioned has to do with government. There were complaints about appropriate regulations, poor environment and multiple taxation by Federal, State, and Local Government authorities. Other problems are poor management of resources by the government, high tariff on importation and non-perfection of local manufacturers. Mention was made of high cost of trade permit, poor security and unfavourable government policies. Bureaucratic policies, inadequate incentives from government and high cost of foreign exchange were also identified. Some of the government laws are said to be repressive to the growth and development of SMEs. Others are inadequate government awareness on provision of CSR, lack of encouragement by government and poor clearing and forwarding policies. Mention was made of inadequate support for SME manufacturers, poor interest in assisting SMEs and frequent change in government policies.

Others are lack of interest in agricultural sector of the economy, high level of corruption in government and embargo on some essential raw materials for SMEs. Other problems are disturbance by government task forces, low appreciation of SMEs and few importers of sugar, a major component from SME operators.

Solutions proffered include more encouragement from government, provision of enabling business environment by government, particularly in the areas of policies and programmes that will aid the development of SMEs. Harmonisation of taxes, rates and tariffs for the three tiers of government is of utmost importance to alleviate the problem of multiple and unnecessary taxes. The issue of security was much mentioned, be it security of life or property. More incentives are also required to assist SMEs, regulation of the foreign exchange

market, favourable change on import, clearing and forwarding policies, and stable government policies. Others are reduction, if not eradication of corruption in government; more interest in SMEs and agricultural development to the economy were also identified.

Competition

Unhealthy competition and lack of cooperation among SMEs were identified as the major problem of SMEs in Lagos State, Nigeria. Undue advantage and competition from large scale enterprises were also mentioned. Others are the problem of pricing, inadequate business policies, proliferation of similar enterprises in same market, and inability to advertise products and services. There was the problem of illegal importation of competitive products and poor collaboration by firms in the SME sub-sector of the economy.

Solutions proffered include a more virile association and cooperation from members, more collaboration among SMEs, to be seen as partners in the progress and development of the nation. Joint advertisement and ban on smuggling were also mentioned.

Equipment

The problem of lack of appropriate equipment was mentioned, including the high cost of procurement and maintenance. The problems of adherence on imported machineries were indentified and poor technological advancement in our polity and economy.

Solutions proffered include more efforts on research and development, upgrading of the existing research institutes and low cost of acquisition and maintenance of equipment.

Community Attitudes

The attitude of the Lagos State community to the SME sub-sector is also an identified problem in the growth and development of SMEs in Nigeria. This includes too many complaints and low patronage by community members, damage to SME properties by community members, poor community policing and policies to SMEs, and unethical community environment. Other problems are high cost of renting buildings, other facilities needed for effective and efficient production systems, lack of values to amenities provided, too many demands from the community and lack of appreciation of little deeds. Others are threats from the community (“we can send you away” attitude), taking CSR as right rather than privilege and lack of genuine support from the community. Mention was made of civil and community unrest in some locations of Lagos State which adversely affects the operation of SMEs.

Several suggestions were made to improve SME–community relations: constant interaction between leaders of SMEs and community leaders, stabilisation of cost of rentals and appropriate values to be given to CSR provision. Others are appreciation of little, kind gestures on the part of community members, more friendly SME–community relationship and elimination of civil and community unrest.

Economic Problems

Some of the economic problems, identified are poor purchasing power of consumers, downturn in the economy, no proper mechanism for economic growth and instability in the Nigeria’s economy. Others are high inflation rate, high rate of unemployment, low provision of social and infrastructural facilities and poor circulation of and sharing of the nation’s wealth.

Solutions proffered include revival of the economy to give room for growth and development, control of inflation, provision of infrastructural facilities, taking care of the unemployed and taking good advantage of globalisation.

Extracts of Open Ended Questions on Problems of SMEs: Employees' Perspectives

The problems identified by responding employees of SMEs are discussed under the following headings:

Motivation

This problem of motivation is the most frequently mentioned by respondents. This includes poor medical care, lack of recreational facilities for employees of SMEs, and non-payment of bonuses for extra work-done. Others are on excessively low salary package, overload of workers (few personnel) and lack of commitment to children education. Mention was made of lack support for unionism, poor training for staff and slow promotion for employees as well as lack of opportunity for growth and career development of staff. Others are discriminatory salary paid to staff, poor general staff welfare, inadequate first aid treatment and low job satisfaction of employees. Mention was made of delay in salary payment, loans poorly granted to staff and poor transport scheme to employees (no staff bus). Favouritism, and lack of standardisation of employer – employee's relationship were mentioned. Others are low workers skills, poor training facilities, poor working environment and low commission on overtime (inadequate overtime pay). Other problems are working beyond stipulated hours, and lack of effective appraisal scheme. Mention was made of poor job security, high rate of inflation, and job duplication (no clear cut job

description). Others are employment of incompetent persons, nonchalant workers' attitude and non-permanency of employment.

Mention was made of low fringe benefits, no modality for salary increment, unsafe work environment and non encouragement of staff. Other problems are no division of labour, no insurance for employees, and no specific break time, non-subsidized canteen service, no career prospects, and working during weekends.

Solutions proffered include adequate pay to cater for the needs of employees, provision of recreational facilities, efficient canteen service and good medical care. Others are standardisation and pay, provision and adequate job description. Mention was made of assistance in the area of education of staff children, opportunity for training programmes for staff and non discriminatory pay service. There was also reference to provision of fringe benefits, adequate career prospects and a safe working environment.

Customers

The respondents complained of unreliable and poor support from consumers. Mention was made to lack of customer satisfaction. Solutions proffered include more dedication on the part of consumers and adequate patronage.

Management

Management problems mentioned include giving unrealistic target to staff, slow decision making and non-encouragement of team work. Others are poor organisational structure, no free hand to work (unnecessary intervention), no job description and working procedures. Mention was made of abusive language from SME operators, poor management-staff relationship, and delay in disbursing funds for operations. Poor leadership and materialism on the part of

management were mentioned. Others are poor vision by owners, poor coordination of staff, poor communication flow, and poor implementation of plans and decisions. Others are non-standardised disciplinary procedures, bad time management, preference for inferior raw materials and shortage of materials. Other problems are poor feedback mechanism, premature expansion, poor delegation process and inadequate supervision. Mention was made of inadequate trust on employees, resistance to change and low response to complaints as well as tribalism.

Solutions were proffered which include proper training and education of management, conflict resolution meetings between staff and management, and a well designed organisational structure. Other suggestions are formal disciplinary procedures, effective time management and good planning and implementation.

Working Tools

There were complaints about poor working conditions, poor working tools and poor maintenance of tools, which expose workers to dangers.

Solutions proffered include adequate maintenance and replacement policies for working tools and safety standards for protecting employees.

Extracts of Open Ended Questions on Problems in SMEs: Consumers' Perspectives

The problem identified by consumers, borders on management and employees.

Management Problem

Several problems were identified which include poor labelling of products, poor packaging and low quality of products. Poor storage facilities, poor advertisement and bad office environment are problems as well. Other problems are poor transportation of products, poor communication with customers and high prices of products. Poor discounts, poor delivery service and delay in supplies are mentioned. Unusual increase in prices, products scarcity and considering environmental effects of products are some of the problems too. Exposure of female workers to make sales, lack of modern facilities, inadequate distribution of products, lack of innovation, inadequate staff, and overuse of staff were also noticed. Lack of long credit sales, pollution of environment and bad customer relationship were equally identified. There were problems of poor research and development and inadequate information on usage of products.

Solutions proffered include better management customer relations, investment in research and development as well as good packaging of products. Others are better quality products and services, improvement in transportation processes and stable prices for products.

Workers

Poor-employee-customer relations, inadequate number of employees and slow service rate are identified as problems.

Solutions proffered include adequate training for staff, improved worker-customer relations, and employment of more competent staff.

Summary of the Chapter

This chapter has presented the analysis and interpretations of data. The demographic profiles of participating small and medium scale operators were analyzed. Secondly, the main research questions were answered to describe the state of art of corporate social responsibility and organisational effectiveness of SMEs. Thirdly, the operating hypotheses of the study were tested. Finally, the results of multiple regression analysis and summary of findings were presented in tables.

In the subsequent chapter, attempt is made to summarize and discuss the major findings. The discussion of findings provides the basis for conclusion, recommendations and suggestions for future studies.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS, IMPLICATIONS FOR MANAGEMENT

Introduction

This chapter is structured into summary of major findings, implications of findings for management, conclusions, contributions to knowledge and suggestions for further studies.

Summary of Major Findings

The summary of major findings is highlighted under the following sub-headings:

- (i) The state of social responsibility performance of SMEs
- (ii) Justification for and against social responsibility
- (iii) Organisational performance of participating SMEs
- (iv) Relationship between corporate social responsibility and organisational performance.

The State of art of Social Responsibility Practices of SMEs

Small and medium scale enterprises in Nigeria are critical to the development process; hence they are expected to be socially responsible. It is commonly believed that larger companies are the primary drivers of corporate social responsibility, for a number of reasons. The findings of this study have revealed that corporate social responsibility is relevant and practiced by participating SMEs in Lagos State, particularly in business ethics, consumer and

environmental affairs. These findings are consistent with a recent survey in Europe where research on SMEs and corporate social responsibility found that SMEs tend to be more active in corporate social responsibility.

The active involvement of participating firms in social responsibility perhaps can be attributed to changing roles of government agencies such as National Agency for Food and Drug Administration and Control (NAFDAC), Standards Organisation of Nigeria (SON) and the growing impact of consumerism in the Nigerian business environment.

In the past, research evidence revealed that the bulk of environmental problems could be attributed to a large extent to SMEs due to the fact that large scale business organisations are the targets of the government in terms of regulation and control. In recent times, strategies adopted by these agencies have been extended to the SME sub-sector.

Meanwhile, the findings also revealed low involvement of participating firms in employee and community affairs. This demonstrates the myopic perception of corporate social responsibility by the participating firms. CSR can only be understood in terms of different stakeholders and issues. In fact, globalization has opened new frontiers and brought with it new challenges and concerns for business organisations. Some of the primary concerns of business organisations include protection and building of reputation in their business environment. Therefore, the set of stakeholders, particularly employees and the communities that are strategically important must be adequately catered for in the strategic focus of organisations. Perhaps, their perception of business as mainly for profit maximisation will explain their least involvement in employees and community affairs. It should be noted, however that within the business and society area, organisational size was found to be an important influence on corporate

environmental responsiveness (Bowen, 1999) and community responsiveness (McElroy and Siegfried 1985, Adams and Hardwick, 1998). Furthermore, Brammer and Millington (2006) found that on the average, larger firms give more to charity.

Justification For and Against Social Responsibility

In analyzing the argument for and against social responsibility, some of the reasons for active involvement in social responsibility by participating firms are enhanced viability, compliance with government regulations, enhanced public image and the notion that prevention is better than cure. These positive effects of corporate social responsibility indicate that the perceived benefits of social responsibility are long term intangible measures of success. These intangible assets are difficult to measure. However, they play a considerable role in organisational success. For example companies' reputation can be made or destroyed through information about business activities. Therefore corporate social responsibility should be central to organisational activities in order to build and maintain corporate reputation. The need to protect and develop corporate reputation and attract high quality manpower can be harnessed to improve business behaviour. An organisation can be brilliant at sourcing, innovation, consumer- focus and all round marketing, but if it gets some aspects of social responsibility wrong, it may put all investment and work at risk (Grayson and Hodges 2004). Husted and Salazar (2006) in their study justified the need to move strategic CSR investment into the same category as many other corporate investments in which benefits to the firm and to society diverge. They opined that *"firms continue to invest in all sorts of projects, even though they may be uncertain about their ability to extract all the benefits provided by such investments. Strategic CSR investment is no different."* (p. 87).

Organisational Performance of Participating SMEs

The findings of the study show that organisational performance is to a large extent satisfactory. Participating respondents indicated good performance in all the dimensions of performance with the exception of financial strength, profitability and performance stability which fall below the minimum threshold of 4.0 i.e. 3.97, 3.95 and 3.91 respectively. These levels were slightly below the minimum level but did not preclude a completely low performance. These findings negate past observations on Nigerian organisations that they have been largely ineffective both in their contribution to gross national product and in terms of their own goals and objectives (Osaze, 1991). However, recent research on organisational performance of Nigerian SMEs, particularly, the informal sector attests to improving organisational performance (Abere *et al*, 1998, CBN/NISER and FOS 1998, Lawal, 2005). The improved performance of the SMEs has been attributed to the motivation of the operators to seek for opportunities with high potentials in the post- reforms environment and creativity and survival instincts (Abere *et al* 1998, CBN/FOS/NISER, 2001). Finance is seen as the grease to the economy; and this may affect CSR (Scholtens, 2006). Thus many financial intermediaries add value by offering financial services to savers and investors. Scholtens gave examples of early-stage entrepreneurial financing, community investing, and project finance to show that by providing the funding for projects and ideas, it is possible to shape and direct these ideas in a more sustainable direction.

Relationship between Corporate Social Responsibility Practices and Organisational Performance

The findings of this study also reveal that socially responsible firms out-perform the ones that are not socially responsible. To confirm this result, an attempt was

made to correlate involvement in socially responsibility practices with organisational performance. Involvement in business ethics, consumer affairs, environmental affairs, employees' welfare and community affairs significantly correlated with organisation performance at probability of 0.01.

Theoretical evidence from literature appears to suggest that the benefits of involvement in social responsibility can outweigh the cost, and to ignore social responsibility may affect the long-run survival, growth, and viability of SMEs (Friedman, 1962; McGuire *et al*, 1988; Jones *et al*, 2000; Orlistzkey *et al*, 2003).

Empirical evidence on corporate social responsibility is replete with missed results. The result of studies on social responsibility fell into three categories: positive and statistically significant relationship between social responsibility and performance. (Dowell, Hart & Yeung, 2000; Murphy & Verschoor, 2002; Ruf, *et al*, 2001; Stanwick and Stanwick, 1998; Edwards, 1998; Luck, 1998; Brammer and Millington, 2004; Burke and Logsdon, 1996; Cochran and Wood, 1984; Hosmer, 1994; McGuire *et al*, 1988; Russo and Fouts, 1997; Waddock and Graves, 1997).

Studies that showed a negative and statistically significant relationship between corporate social responsibility and financial performance include Meznar, Nigh, and Kwok, (1994), and Moore, (2001).

Studies showing a neutral relationship between corporate social responsibility and performance include Lysuyk (2001), Guerard (1997).

Overall, there is clear evidence of a link between corporate social responsibility and performance. Majority of studies showed a positive and statistically

significant relationship between corporate social responsibility and organisational performance. This is consistent with the findings of this study.

Implications for Management of SMEs

This study has a number of implications for management of small and medium enterprises.

It reveals the radical change in the private sector relationship with the Nigerian society. It encourages small and medium enterprises to demonstrate a high level of commitment to corporate social responsibility. Organisations need to recognize that improving their own impact and addressing wider societal and environmental problem will be crucial in securing long term success.

In addition, it is imperative to extend government regulations and education beyond business ethics, environmental affairs and consumer affairs.

Regulatory agencies such as National Agency for Food and Drug Administration and Control (NAFDAC), Federal Environmental Protection Agency (FEPA), Standards Organisation Of Nigeria(SON), Small and Medium Scale Enterprises Development Agency of Nigeria(SMEDAN) should intensify their efforts in the monitoring of SMEs on all the facets of social responsibility rather than concentrating on environment and consumer affairs. From research and experience, high performing organisations are implementing corporate social responsibility practices such as commitment to innovation, quality standard, community affairs and continuous improvement, stakeholders' engagement and corporate reporting on social and environmental performance. CSR management support mechanism can be done for SMEs in form of creating a level playing field on legislative enforcement; publicity and information to

raise awareness regionally or for specific sectors of social, economic and environmental risks; a mechanism that gives advanced warning of legislation; relevant examples of best practices; mentoring schemes and workshops.

The privatisation and commercialisation programmes and other economic reforms have resulted in downsizing in both government and the private sector. The findings of this study on the satisfactory performance of participating SMEs imply that despite the perceived negative effect of these reforms, investment in SMEs will serve as an avenue for cushioning these effects. In other words, the Nigerian SME sub-sector will offer profitable engagement for Nigerians, thereby improving the standard of living.

The implication of this study on social responsibility is that, government programmes aimed at enhancing corporate citizenship and preventing anti-socially responsible practices should be based on disabusing the orientation of Nigerians on the notion that business organisations are established solely for the reason of profit maximization without consideration for the interest of the stakeholders. In addition, the efforts of such agencies must be directed towards popularising the non-economic and long run effects of corporate social responsibility, such as enhanced public image, enhanced viability and compliance with government regulations. SMEs conduct their business in a responsible way without having to 'pigeonhole' some of their activities under a CSR heading (DTI, 2002). Owing to this fact, the language issue needs to be taken into account when engaging SMEs in the CSR agenda (Roberts *et al* 2006).

Conclusions

Evidence from this research indicates that SMEs are actively involved in business ethics, consumer and environmental affairs, but not active in employee

and community affairs. This indicates a narrow perception by the entrepreneurs about the role of business in contemporary society. Business organisations usually focus on profit maximization which may likely affect their relationship with the workers and their roles in the larger society. Recent developments in management have shown that employees are a crucial resource in an organisation and must be adequately catered for.

The evolution of employee stock ownership plans in large business organisations is a welcome development in improving the productivity of organisations. Similarly organisations must recognize the fact that good relationship with the community is a sine qua non for sustainable development. Little wonder why some contemporary writers equate corporate social responsibility with the business interaction in the local community and corporate philanthropy.

In justifying the non-involvement of participating firms in social responsibility practices, one overriding fact is the need for business to maximize profit. In other words, participating firms are against social responsibility because their businesses operate within the philosophy of '*the business of business is business*'. Social expenditures are seen to amount to theft of the stockholders' equity. It has thus demonstrated profit maximization as the main cause of non-involvement of SMEs in CSR.

On the other hand, enhanced viability, compliance with government regulation, enhanced public image and prevention-is-better-than-cure attitude appear to be the basic drivers of corporate social responsibility in the contemporary Nigerian business environment. By this evidence, the study has advanced knowledge about factors to be considered for SMEs involvement in CSR in Lagos State.

This study examined the theoretical and empirical relationship between corporate social responsibility and organisational performance. It demonstrated a strong and positive relationship between corporate social responsibility and performance as proven in previous studies. This demonstrates that the incentives for organisations to comply with the law, to promote environmental, community and consumer affairs as well as business ethics can go a long way in moving them forward. Organisations can also see clear evidence for preventing anti socially responsible practices which may result into fines, litigations, and exposure to immediate financial and reputation costs.

Contributions to Knowledge

The following are some of the contributions to knowledge derivable from the study:

- (1) This appears to be the first comprehensive study of Corporate Social Responsibility of the SME sub-sector in Nigeria. Most initiatives has been in large companies, thus filling the gap in literature. This, indeed, is supportive of the recent global trend which shows that there is some growing studies in the engagement of SMEs in CSR programmes in the developed economies.
- (2) The study was able to develop a CSR – Performance model, taking cognizance of multifaceted dimensions of CSR. Previous studies bother on business ethics and environment affairs, but this study was able to capture other dimensions such as consumer affairs, employee affairs and community affairs. This will serve as benchmark for further studies in this field of knowledge.

- (3) The study was able to identify factors militating against SMEs involvement in CSR from the Nigeria perspective, such as high cost of running business, lack of skills, poor enabling environment, to mention but few. This knowledge will assist the relevant governments and private agencies to priotize their programmes to assist SMEs in discharging their responsibilities. It further was able to gather data, not only from SME operators' perspective, but rather employees' and consumers' perspectives.
- (4) It assessed the relevance of the recent entrepreneurship development initiatives in SMEs such as Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN), Small and Medium Enterprises Equity Investment Scheme (SMEEIS), Micro- finance policy initiatives, to mention but few.

Suggestions for Further Studies

The results of this study should be interpreted with care. In view of some limitations earlier noted, the following suggestions for future studies deserve some comments.

First, the concepts of social responsibility and organisational effectiveness are sufficiently diverse making it difficult to comprehensively measure these concepts. Further studies may be needed to expand the dimension of CSR and organisational performance.

Second, to improve on measures of organisational performance and CSR, existing measures were developed or modified. Although, these instruments

demonstrated adequate reliability and validity, further validation may be required for further studies.

Third, the study operationalised organisational effectiveness as essentially the degree to which SME operators valued their organisations – that is the degree to which they were satisfied with the relative performance of the organisations in terms of some goals. A more objective assessment of effectiveness i.e. financial records of performance, where applicable, is hereby suggested for future studies.

Finally, the sampling was drawn from Lagos State, Nigeria. Although this allowed for control of environmental factors, it did limit the generalisations of findings. Hence, it is suggested that the sample size should be enlarged by extending the study to SMEs across the entire federation of Nigeria.

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APPENDIX 1 : RESEARCH INSTRUMENT

INSTRUMENT A: FOR SME OPERATORS

RESEARCH INSTRUMENT ON THE IMPACT OF SOCIAL RESPONSIBILITY PRACTICES ON ORGANIZATIONAL PERFORMANCE OF SMES IN NGERIA.

Introduction

The researcher is conducting a study on the impact of social responsibility practices of (SMEs) small and medium enterprises organizational performance in Nigeria. The purpose of the study is to gather data for evaluating the state of art of social responsibility practices and their relationship with organizational performance of SMEs.

You will be contributing to the development of SMEs by assisting in responding to this questionnaire. All responses will be treated as confidential.

PART A: Organizational Profile

1. Organization's Name (Optional)
2. Location of business -----
3. Area of operation -----
 - i. Agro allied []
 - ii. Manufacturing []
 - iii. Professional services []
 - iv. Health care Services []
 - V. Financial Services []
 - vi. Construction []
 - vii. Wood and Furniture making []
 - viii. Wholesale and retailing []
 - ix. Hotel and Tourisms []
 - x. Others (please specify []

4. Annual sales.

Less than N500, 000			[]
N500,000 - N1 million			[]
N1m - N5 million			[]
N5m - N10 million			[]
N10m - above			[]
5. No. of Employees

i. Fewer than 10			[]
ii. 10 - 20 employees			[]
iii. 20 - 50 employees			[]
iv. 51 - 100 employees			[]
V. More than 100			
1. Years in Business

Less than 5 years			[]
5 - 10 years			[]
11-20 years			[]
21 years and above			[]

SME operators background Information

1. Gender

[]	
Male	[]
Female	[]
2. Age

Below 30	[]
30-39	[]
40-49	[]
50- 59	[]
60 and above	[]

3. Marital status
Single ----- Married --- divorced/widowed/separated
4. Highest Educational Qualification
- | | |
|--------------------------------|-----|
| Primary School Certificate | [] |
| Secondary School Certificate | [] |
| OND, NCE, H.S.C, G.C.E A/Level | [] |
| First Degree | [] |
| Professional Certificate | [] |
| Post graduate Degree | [] |
5. Years of Experience
- | | |
|--------------------|-----|
| Less than 5 years | [] |
| 5-10 years | [] |
| 11- 20 years | [] |
| 21 years and above | [] |

PART B: Social Responsibility Practices.

The following items relate to social responsibility involvement of business organizations. Kindly respond to each item by ticking "x" for the appropriate response.

Business Ethics:

1. Our product/services are of highest quality standard.
- | | | | | |
|----------------|-------|-----------|----------|-------------------|
| Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|----------------|-------|-----------|----------|-------------------|

2. Adequate information is provided about our products/services.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

3. Equal employment opportunities are available to all irrespective of cultural background.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

4. Advertisement of our products/service reflects the exact nature of such products/services.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

5. Product promotion through lottery is not a common practice in our organization.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

COMMUNITY AFFAIRS.

6. My organization is involved in employment of persons in the immediate community.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

12. Our organization is actively involved in product design and improvement

Strongly Agree Agree Uncertain Disagree Strongly Disagree

13. Long run customer satisfaction is our primary objective.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

14. Our marketing activities are directed towards achieving satisfied customers.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

15. Customers are adequately informed of new developments in respect of our products/services.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

EMPLOYEE AFFAIRS

16. Compensation package provided by our organization is highly competitive.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

7. We are always involved in educational programmes of the people within the immediate community.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

8. Medical Assistance and facilities are provided for community members.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

9. Our organization engages in provision of sports and recreational facilities.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

10. Our organization is involved in arts and cultural activities of the immediate community.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

CONSUMER AFFAIRS

11. Quality management is our primary focus

Strongly Agree Agree Uncertain Disagree Strongly Disagree

17. Our employees are constantly trained on the job.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

18. Employees' initiatives and contributions are adequately considered in decision making.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

19. Opportunities abound for employees' development in our organization.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

20. Our organization provides educational support for employees' children.

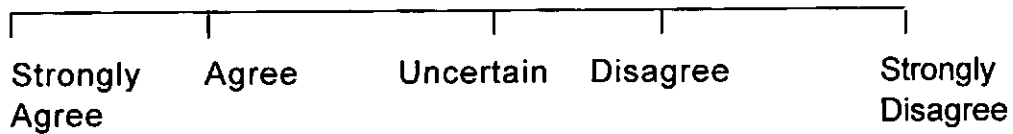
Strongly Agree Agree Uncertain Disagree Strongly Disagree

ENVIRONMENTAL AFFAIRS

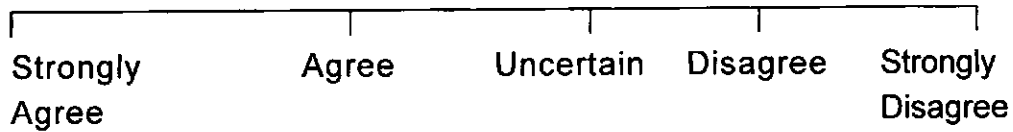
21. Our organization does not engage in water pollution.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

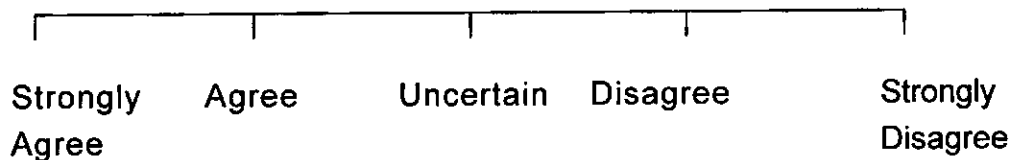
22. We always avoid polluting the air



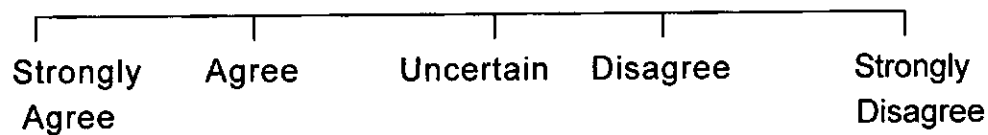
23. We adequately dispose of our refuse.



24. Our facilities do not constitute noise pollution to the environment.

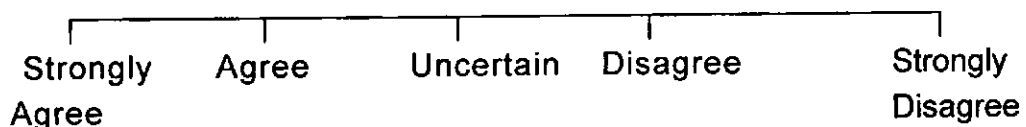


25. Our environment is always neat and conducive for work.

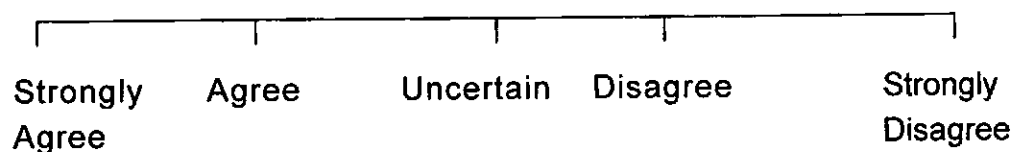


ORGANISATIONAL PERFORMANCE

26. Profit growth rate of my organisation has increased considerably.



27. The sales/revenue of my organization is encouraging



28. My organization has been gaining financial strength over the years

Strongly Agree Agree Uncertain Disagree Strongly Disagree

29. The operating efficiency of my organization is encouraging.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

30. My organization has been experiencing performance stability

Strongly Agree Agree Uncertain Disagree Strongly Disagree

31. The public image and goodwill of my organization are impressive.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

32. Our employees demonstrate high level of morale.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

33. My organization is able to adapt to challenges of the environment.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

34. We are able to create new ideas, products and services.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

35. My organization has social impact on the society.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

PART C

Contributory factors to involvement (or non involvement) in social responsibility involvement (or lack of it).

Please, rank these factors in order of importance to your organization. The responses are numbered in the following order:

- i. Very important coded as 5
- ii. Important coded as 4
- iii. Moderately important coded as 3
- iv. Least important coded as 2
- v. Not important coded as 1

Circle the number that represents your organization's perception of the following:

Involvement in Social Responsibility

Long run self interest	5	4	3	2	1
Enhanced Public Image	5	4	3	2	1
Enhanced Viability of the business	5	4	3	2	1
Compliance with government regulations	5	4	3	2	1
Supporting & promoting cultural values	5	4	3	2	1
Fulfilling the stake holders' interest	5	4	3	2	1
Adopting the philosophy of let the business try	5	4	3	2	1
Social problem can be converted into Profitability	5	4	3	2	1
Prevention of social problems is better than its	5	4	3	2	1

INSTRUMENT B: EMPLOYEES

RESEARCH INSTRUMENT ON THE IMPACT OF SOCIAL RESPONSIBILITY PRACTICES ON ORGANIZATIONAL PERFORMANCE OF SMES IN NIGERIA.

Introduction

The researcher is conducting a study on the impact of social responsibility practices of (SMEs) small and medium enterprises on organizational performance in Nigeria. The purpose of the study is to gather data for evaluating the state of art of social responsibility, practices and their relationship with organizational performance of SMEs.

You will be contributing to the development of SMEs by assisting in responding to this questionnaire. All responses will be treated as confidential.

PART A: Employee Background Information

1. Gender

Male ☐

Female ☐

2. Age

Below 30 ☐

30-39 ☐

40-49 ☐

50- 59 ☐

60 and above ☐

3. Marital status

Single ----- Married -----divorced/widowed/separated

4. Highest Educational Qualification

Primary School Certificate ☐

Secondary School Certificate ☐

Non-involvement in social responsibility

	Very Important				Not Important
The business is an economic unit established to strictly maximize profit	5	4	3	2	1
Cost of social responsibility is extremely high	5	4	3	2	1
Lack of social skills	5	4	3	2	1
Social responsibility will dilute organization's Primary Purpose of business	5	4	3	2	1
No business is accountable for social Responsibility	5	4	3	2	1
Social responsibility has no support of the Shareholders	5	4	3	2	1
We are already socially responsible by paying our taxes so what else?	5	4	3	2	1
Government has failed in providing enabling environment for social responsibility	5	4	3	2	1
Social responsibility is voluntary	5	4	3	2	1

PART D - OPEN ENDED QUESTIONS

Please mention 3 -5 problems that militate against your organization's responsiveness to social responsibility.

1. _____
2. _____
3. _____
4. _____
5. _____

Kindly suggest what you feel could be done to solve on the problems highlighted above.

1. _____
2. _____
3. _____
4. _____
5. _____

OND, NCE, H.S.C, G.C.E A/level []

First Degree []

Professional Certificate []

Post graduate Degree []

PART B: Social Responsibility Practices.

The following items relate to social responsibility involvement of business organizations. Kindly respond to each item by ticking 'Y' for the appropriate response.

1. Compensation package provided my employers is highly competitive.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

2. Employees are constantly trained on the job.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

3. Employees' initiatives and contributions are adequately considered in decision making.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

4. Opportunities abound for employees' development in our organization.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

5. My Organization provides educational support for employees children.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

6. I am willing to work harder than I have to in order to help this company succeed.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

7. I would take any task in order to continue working for this company.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

8. My values and the values of this company are quite similar.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

9. I am proud to work for this company

Strongly Agree Agree Uncertain Disagree Strongly Disagree

10. I feel very much loyalty to this company.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

11. If a friend is interested in working at a job like mine in this Company, I will encourage him or her.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

12. All in all, if I have to decide again whether to take this job I have now, I will still choose the job.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

13. My job does measure up to the kind of job I wanted when I first took it

Strongly Agree Agree Uncertain Disagree Strongly Disagree

14. All in all, I am satisfied with my job.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

15. At times, I display unusual appearance at my working place.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

16. At times, I perform to the required quantity specification.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

17. I often turned out the required quality of work

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

18. At times, I display negative unusual conduct in my job.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

PART C OPEN ENDED QUESTIONS

Please mention 3 -5 problems that you see in this organisation

1. _____
2. _____
3. _____
4. _____
5. _____

Kindly suggest what could be done to solve the problems highlighted above:

1. _____
2. _____
3. _____
4. _____
5. _____

INSTRUMENT C: CONSUMERS

INSTRUMENT B: EMPLOYEES

RESEARCH INSTRUMENT ON THE IMPACT OF SOCIAL RESPONSIBILITY PRACTICES ON ORGANIZATIONAL PERFORMANCE OF SMES IN NGERIA.

Introduction

The researcher is conducting a study on the impact of social responsibility practices of (SMEs) small and medium enterprises organizational performance in Nigeria. The purpose of the study is to gather data for evaluating the state of art of social responsibility practices and their relationship with organizational performance of SMEs.

You will be contributing to the development of SMEs by assisting in responding to this questionnaire. All responses will be treated as confidential.

PART A: Employee Background Information

1. Gender

Male ☐

Female ☐

2. Age

Below 30 30-39

40-49 ☐

50- 59 ☐

60 and above ☐

3. Marital status
Single -----Married-----divorced/widowed/separated.....

4. Highest Educational Qualification

Primary School Certificate	[]
Secondary School Certificate	[]
OND, NCE, H.S.C, G.C.E A/level	[]
First Degree	[]
Professional Certificate	[]
Post graduate Degree	

PART B

SOCIAL RESPONSIBILITY VARIABLES

The following items relate to social responsibility involvement of business organizations. Kindly respond to each item by ticking the appropriate response.

1. I am willing to work harder than I have to in order to help this company succeed further.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

2. I would take any task in order to continue to patronize this company.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

3. My values and the values of this company are quite similar.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
-------------------	-------	-----------	----------	----------------------

4. I am proud to patronize this company

Strongly Agree Agree Uncertain Disagree Strongly Disagree

5. I would turn down another product/service in order to stay with this company

Strongly Agree Agree Uncertain Disagree Strongly Disagree

6. I feel very high loyalty to this company

Strongly Agree Agree Uncertain Disagree Strongly Disagree

7. If a friend is interested in looking for a product/service like mine at this company, I will recommend it.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

8. All in all, if I have to decide again whether to choose this company's products/service, I will still choose the products/services.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

9. The company's product/service measure up to the kind of product/service I wanted when I first used it.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

10. All I am satisfied with this company.

Strongly Agree Agree Uncertain Disagree Strongly Disagree

PART C - OPEND ENDED QUESTIONS

Please mention 3 -5 problems that you see in this organisation

1. _____
2. _____
3. _____
4. _____
5. _____

Kindly suggest what could be done to solve the problems highlighted above:

1. _____
2. _____
3. _____
4. _____
5. _____

APPENDIX 2a: DATA ANALYSIS SHEET: ENTERPRISE

res	area	ansales	employee	yrinbus	gender	age	mstatus	educ	yrexp	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14
1	10	3	2	2	2	4	2	4	3	5	4	5	5	3	4	2	2	2	2	5	3	4	5
2	2	3	5	2	1	2	2	4	2	5	4	4	4	3	2	3	3	3	5	5	5	4	4
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5	2	4	3	2	2	2	2	6	1	5	4	5	4	4	4	2	2	2	2	4	5	5	6
6	10	5	4	4	1	2	1	6	2	5	5	5	5	5	4	4	2	3	4	5	5	5	5
7	9	5	3	3	1	3	2	6	4	5	4	5	5	4	5	4	4	4	4	5	4	4	4
8	2	2	5	4	1	4	2	6	3	4	4	4	4	5	2	4	4	4	4	4	4	4	4
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16	3	2	1	2	1	2	2	3	2	5	4	4	4	4	4	4	1	3	2	2	5	5	5
17	9	5	3	3	1	2	2	4	3	4	4	5	4	5	4	2	1	2	1	5	4	5	5
18	3	1	1	2			2	1		4	4	3	4	2	3	3	3	3	3	4	3	5	5
19	10	4	2	2	1	3	2	2	5	4	4	4	4	5	3	5	5	4	4	4	5	5	5
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77	2	5	5	4	1	3	2	6	3	5	4	5	5	5	4	4	3	2	2	4	4	3	4
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82	2	5	5	3	1	3																	

91	2	5	3	4	1	5	2	4	4	5	5	4	4	3	4	4	2	2	4	5	4	4	5
92	2	4	2	4	1	4	2	5	4	5	5	5	5	1	5	4	3	3	3	5	5	5	5
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95	8	5	2	4	1	1	1	3	4	4	2	4	2	2	4	4	2	2	2	4	4	5	5
96	6	2	1	1	1	2	2	4	2	4	4	4	4	2	4	2	2	2	2	4	4	5	5
97	2	5	5	2	1	3	2	4	2	4	4	2	3	4	4	4	3	4	4	5	5	5	5
98	1	2	5	2	1	3	2	4	2	4	4	4	4	4	5	4	3	3	3	4	4	4	4
99	2	5	5	3	1	4	2	4	2	4	4	4	4	4	5	4	3	3	3	4	4	4	4
100	2	2	3	2	1	4	2	3	2	4	4	4	4	4	4	4	3	2	2	4	4	4	4
101	2	5	5	4	1	3	2	1	4	5	4	5	4	5	5	5	4	2	4	5	5	5	5
102	2	3	2	2	1	4	2	4	2	4	3	5	3	5	4	3	3	3	3	3	4	4	5
103	2	2	2	2	1	4	2	2	2	5	4	4	4	4	4	4	1	4	4	5	5	5	5
104	1	1	1	1	1	4	2	2	1	5	4	4	4	4	4	4	1	4	4	4	4	4	5
105	3	2	2	2	2	5	2	6	4	5	5	5	5	5	5	5	4	4	4	4	5	5	5
106	3	3	2	3	1	3	2	4	3	5	4	5	5	5	5	4	2	4	3	5	4	5	5
107	2	5	3	3	1	2	2	3	3	4	4	4	4	4	4	3	3	2	2	4	4	4	4
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109	10	2	2	1	1	2	2	3	1	4	4	4	4	1	4	4	4	4	4	5	5	5	5
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111	9	4	3	2	1	4	2	4	2	5	4	5	4	1	5	3	4	2	2	5	4	5	5
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113	3	1	1	1	1	3	2	4	3	5	4	5	5	5	5	4	2	2	2	4	5	4	5
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118	2	5	5	4	1	4	2	5	4	5	5	5	5	5	5	5	2	5	5	5	5	4	5
119	3	3	5	1	1	3	2	6	2	4	4	5	5	5	5	5	4	2	5	5	5	5	5
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APPENDIX 2b: DATA ANALYSIS SHEET: EMPLOYEE

S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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8																						

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S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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S/N	gender	age	mslstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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S/N	gender	age	mslatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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2364	2	2	2	4	2	1	2	3	1	4	2	2	3	4	3	2	3	4	3	4	3	2
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2368	1	1	1	3	4	4	4	3	2	4	4	5	5	5	4	3	4	4	1	4	4	2
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2370	1	3	2	5	4	4	4	3	2	5	4	4	4	4	4	3	4	3	3	4	2	3
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2373	1	2	2	4	2	3	3	4		4	2	3	3	3	3	3	4	3	4	4	2	4
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2375	1	2	2	4	2	2	2	3		4	2	3	2	2	3	3	4	2	2	2	4	2
2376	1	3		5	2	2	3	3		4	2	2	3	2	3	2	4	2	4	4	4	4
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2386	2	2	2	4	4	4	4	4	3	4	2	4	4	4	4	4	5	2	5	5	2	2
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S/N	gender	age	mstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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2481	1	2	1	2	4	3	4	3	2	3	3	4	4	4	3	2	4	4	2	4	5	2
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2																						

S/N	gender	age	mslstatus	education	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10	qb11	qb12	qb13	qb14	qb15	qb16	qb17	qb18
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2517	1	1	2	3	4	4	4	4	2	5	4	4	4	4	4	3	4	4	2	3	2	1
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APPENDIX 2c: DATA ANALYSIS SHEET: CONSUMER

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3	1	4	2	5	3	3	4	3	4	3	3	3	3	3
4	2	3	2	4	5	4	5	4	5	4	4	4	4	4
5	2	2	1	1	3	3	3	4	3	2	3	3	3	3
6	1	1	1	2	4	4	4	4	4	4	4	4	4	4
7	2	1	1	1	4	4	4	4	3	3	4	4	4	4
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9	2	3	2	4	4	4	5	3	3	3	4	3	4	3
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12	2	4	2	6	4	4	4	5	5	4	5	4	5	4
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40	1	2	2	1	5	5	5	5	5	5	5	5	5	5
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42	1	2	1	5	5	5	2	4	1	5	5	2	2	4
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45	2	2	2	3	4	2	2	3	2	3	3	3	2	3
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48	1	1	1	1	5	4	5	5	3	5	5	4	4	5
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res	gender	age	mstatus	educ	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10
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res	gender	age	mslatus	educ	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10
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res	gender	age	mslalus	educ	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10
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res	gender	age	mstatus	educ	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10
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res	gender	age	mstatus	educ	qb1	qb2	qb3	qb4	qb5	qb6	qb7	qb8	qb9	qb10
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2591	1	1	1	3	4	5	5	5	5	4	5	5	5	5

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.817	3.742		2.356	.019
	BIZETTOT	-3.671E-02	.128	-.017	-.288	.774
	COMAFTOT	.180	.098	.107	1.832	.068
	CONAFTOT	.640	.146	.275	4.388	.000
	EMPAFTOT	.443	.117	.232	3.797	.000
	ENVAFTOT	.304	.133	.134	2.285	.023

a. Dependent Variable: ORGPETOT

Casewise Diagnostics^a

Case Number	Std. Residual	ORGPETOT
130	-3.530	20.00
190	-3.575	20.00
197	-3.862	21.00
199	-6.583	5.00
252	-6.368	8.00

a. Dependent Variable: ORGPETOT

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	29.5897	46.6162	40.0500	2.90604	260
Residual	-33.4755	9.4361	.0000	5.03619	260
Std. Predicted Value	-3.600	2.260	.000	1.000	260
Std. Residual	-6.583	1.855	.000	.990	260

a. Dependent Variable: ORGPETOT

Regression

Output - 5

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	ENVAFTOT, T, COMAFTOT, T, BIZETTOT, EMPAFTOT, T, CONAFTOT, T		Enter

a. All requested variables entered.

b. Dependent Variable: ORGPETOT

Model Summary^b

Model	1	2	3	4
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 ^a	.250	.235	5.08552

Model Summary^b

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.250	16.915	5	254	.000	1.918

a. Predictors: (Constant), ENVAFTOT, COMAFTOT, BIZETTOT, EMPAFTOT, CONAFTOT

b. Dependent Variable: ORGPETOT

ANOVA^b

Model		Sum of Squares	df	Mean Square	5 F	6 Sig.
1	Regression	2187.273	5	437.455	16.915	.000 ^a
	Residual	6569.077	254	25.863		
	Total	8756.350	259			

a. Predictors: (Constant), ENVAFTOT, COMAFTOT, BIZETTOT, EMPAFTOT, CONAFTOT

b. Dependent Variable: ORGPETOT