NATURE AND PRACTICE OF CORPORATE SOCIAL RESPONSIBILITY: A STUDY OF JULIUS BERGER (NIGERIA) PLC IN FEDERAL CAPITAL TERRITORRY, ABUJA, (2010-2015)

BY

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DECLARATION

I hereby declare that this dissertation, titled: **Nature and Practice of Corporate Social Responsibility: A study of Julius Berger (Nigeria) PLC in FCT- Abuja**, has been written by me, and it is an outcome of my research. It has not been presented in any institution of learning for award of any degree.

_____	_____	_____
Kelechi Ume ONWUKA	**Signature**	**Date**

CERTIFICATION

This dissertation titled: **Nature and Practice of Corporate Social Responsibility: A Study of Julius Berger (Nig.) Plc in FCT-Abuja, by Kelechi Ume Onwuka** meets the regulations governing the award of Masters of Science (M.Sc) Degree in Political Science of the Ahmadu Bello University, Zaria and has been approved for its contribution to knowledge.

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DEDICATION

To my amiable wife, Nwannediya Kelechi U. Onwuka; my wonderful daughter– Miss Chimemezie – Olanma and her siblings.

ACKNOWLEDGMENTS

Most importantly, my profound gratitude goes to the Almighty – by whom allthings are made possible, for having made this work a success. May His name continually be praised!

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MAY GOD ALMIGHTY IN HIS INFINITE KINDNESS BLESS YOU ALL!

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LIST OF ABBREVIATIONS/ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BRDC	Bail Roundtable on Developing Countries
CSR	Corporate Social Responsibility
DCSR	Direct Corporate Social Responsibility
EFQM	The European Foundation for Quality Management
FCT	Federal Capital Territory
GDP	Gross Domestic Product
HIV	Human Immune Virus
ICSR	Indirect Corporate Social Responsibility
ILO	International Labour Organization
JBN	Julius Berger Nigeria

LLINs	Long-Lasting Insecticide Treated Nets
MDGs	Millennium Development Goals
NBS	National Business System
NEEDS	National Economic Empowerment and Development
NIBUCCA	Nigeria Business Coalition AgainstAIDs
OECD	Organization for Economic Cooperation and Development
PPP	Public-Private-Partnership
SSP	Social System of Production
UNGC	United Nations Global Compact
WBCSD	World Business Council on Sustainability Development

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ABSTRACT

This research examined the nature and practice of corporate social responsibility in Nigeria. The primary focus of the study was to establish a relationship between construction companies, with Julius Berger as the case study, and CSR engagements in the Federal Capital Territory-Abuja.Corporate social responsibility is a panacea in bringing development, especially in the rural communities. Where-ever infrastructural facilities are either not available or inadequate, standard of living has dwindled, there is lack of development, and governments are no longer able to meet the needs, CSR is most needed. It is against the quest for the use of CSR in solving societal problems that this research proposed to investigate whether Julius Berger Company has actually used its corporate social responsibility initiatives in meeting infrastructural needs of its host communities in the FCT. In places where corporate social responsibility has been initiated; whether it has been able to produce the desired results, is among the four research questions that guided the study. To establish a deeper understanding of the role of corporate social responsibility in the business-society relationship, the research adopted the 'stakeholder theory' as its theoretical framework.Descripitve survey research design by which the samples were to extrapolate the characteristics of the population was adopted. The area of study which consists of the affected communities in two of six area councils in the FCT, and one, neighbouring local government area to Abuja, in Nasarawa State was selected through the use of purposive sampling technique; while random sampling method was used in the distribution of the questionnaire. The questionnaire and oral interview were the two primary sources of data used for the research. A total of 150 copies of a 15 item structured research questionnaire were distributed among the target population in the selected communities for data collection. Other sources of data used in the study included, the company's policy statement, annual report, internet materials, and other written documents.Out of the total questionaires administered, the quantity successfully retrieved was used for data analysis. Data was analysed using simple percentage.Findings of the research were in four key areas, such include: poorlevel of awareness about the essence of corporate social responsibility, especially among the not too well educated persons; degree of Julius Berger's actual participation in CSR practices has been average; quality of impact/satisfaction level of the company's CSR projects on its host communities has been below average; and efforts of government and civil society to improve corporate social responsibility in Nigeria has not been encouraging.Based on the findings made, the study recommends that:there is need for enforceable legislations; an agency or commission that would oversee corporate social responsibility issues be created; citizens and corporate bodies need to be enlightened about the need for CSR; infrastructural facilities be made available; there should be improved security system; corruption and all forms of criminality be eliminated; and many others.

CHAPTER ONE

INTRODUCTION

1.1Background of the Study

Over the years, the incidence of bringing socio-economic development to the Nigerian society has increasingly become difficult, and it takes only a cursory study to locate the basic causes. Nigeria is faced with tremendous shortfall in the provision of infrastructural facilities that would have facilitated social development and economic growth. The few available ones are in deplorable state. The roads are bad, electricity is in short supply, health care delivery system is poor, education is sub-standard; there is poor security system, high rate of unemployment, etc. Since the provision of essential amenities in Nigeria has solely been the responsibility of government, the failure of government, as a result of corrupt practices and fiscal indiscipline, to provide these amenities has constituted one major cause of development retardation. Many years of under-investment and poor maintenance culture have left Nigeria with significant infrastructure deficit which is holding back the country's development. In attempt to address the infrastructure problem in Nigeria, the Directorate of Food Roads and Rural Infrastructure (DFRRI) was created in the early 80s for the provision of economic and social infrastructure. The scheme which was more of an integrated rural development strategy to develop rural access roads, embarked on rural electrification, water supply to rural communities, and so forth. Thereafter, Public-Private Partnership initiative was adopted in 2009 by the then civilian government of the Federal Republic of Nigeria, under the leadership of former late president Umaru Musa Yaradua. 'PPP' programme has been identified as joint ventures between government and private stakeholders with the aim of fast-tracking sustainable development in the country. Through 'PPP', corporate business firms, be it indigenous, foreign, multinational

corporations, or non-governmental organizations, are meant to be part and parcel of the process of providing infrastructure for development in Nigeria. Corporate organizations make their contribution in the form of corporate social responsibility-CSR.

The practice of corporate social responsibility, as one veritable instrument in assisting government to build infrastructure for growth and development has a history that stretches back into centuries. Since the mid 1800s, corporate social responsibility has grown in ribs and bounds, mainly in advance economies. In the early years, businesses had majorly concerned themselves with employees' productivity. Most obviously, business organizations placed a lot of emphasis on profit making at the expense of staff welfare, environmental safety, and the socio-economic development of host communities and society at large. Business firms, even, as supposed corporate citizens, preferably live for issues and activities that promote the ambition and development levels of their organizations rather than embracing corporate social responsibility (WBSCD, 2005).

Subsequently, the interest of business began to progress into pro-social tendencies, and presently corporate social responsibility has become an accepted norm in the business world. Business has come to realize that the quality of relationship that it has with its shareholders and other key stakeholders, such as customers, employees, government officials, communities, etc., is crucial to its success. Thus, it is imperative for companies to take responsibility for the ways their operations impact on society and natural environment. They are equally asked, as Marrewijk and Werre (2003) put it, to apply sustainability principles to the ways in which they conduct their business. The authors refer to sustainability as an organization's activities, typically considered voluntary, that demonstrate the inclusion of socio-economic and environmental concerns in

business operations and in interactions with stakeholders. This stipulates that companies are required to approach their businesses in terms of sustainable development.

Despite efforts from both the government and corporate organizations, Nigeria remains backward in the area of infrastructure development which is an indication that more are being required from both parties. The private organizations, in their drive for profit maximization, are expected to do more using corporate social responsibility instruments. Corporate social responsibility practices in Nigeria and Africa have been challenging, slow in progress and largely with less results. Business in these regions indulges in CSR activities with economic benefit (specifically profit optimization) as their strongest motive. The process of doing business particularly in case of Nigeria has become a no-mean-feat owing to a number of reasons among which are, lack of infrastructural facilities, especially, non-availability of power and energy, and unreliable means of transportation. In addition, due to the prevalent culture of corruption, faulty fiscal policies, persistent inactivity of government agencies, the progress of CSR in Nigeria is being hampered (Adeyanjou, 2012).

The thrust of this study is to examine the perspectives and practices of corporate social responsibility in Nigeria especially as it involves the construction industry with a particular focus on Julius Berger Nigeria plc. To begin with, the history of CSR in Nigeria is very recent, in-fact; it is at its infancy. Before now, CSR activities in Nigeria have been sporadic. Though, there might have been some level of awareness as regards the existence of CSR, there have been less actions towards its development. Majority of companies, be it indigenous, foreign and multinationals, operating in Nigeria claim to be good agents of corporate social responsibility, but in most cases without concrete CSR projects put in place by them in their respective areas of

operations. Activities of most companies in Nigeria lack sustainable base and their CSR projects in case of those that have embraced the concept of CSR are not of long-term capacity. It is against this background that this research intends to explore the level of involvement of Julius Berger Nigeria, as a leading construction company, in the practice and promotion of corporate social responsibility in FCT-Abuja in particular and Nigeria in general.

1.2 Statement of the Research Problem

The general problem of poor infrastructure is worse in the rural communities. Lack of motor-able roads, lack of portable water, poor sanitary conditions, inadequate and poorly equipped health centres, schools with dilapidated buildings, and others, are the situations that characterize rural communities in Nigeria. Life in the rural areas is difficult and unattractive. Most of the rural dwellers are so poor that they could hardly afford the basic needs of life. As it has often been mentioned, meeting the needs of rural communities, which can translate into national development, is capital intensive, and has gone out of the ability of government to handle. For the fact that over 90% of the nation's wealth is in the hands of private individuals and corporate organizations, it is not out of place if private firms deploy their resources towards addressing socio-economic needs of society. Companies in their various capacities (multinationals, foreign, or indigenous) are expected to help society solve its problem. This they can carry out in the form(s) of: giving back to society, causal responsiveness, corporate citizenship, or philanthropy. Julius Berger Construction Company is a successful organization in possession of enormous resources to carry out corporate social responsibility. The company has included corporate social responsibility in its mission statement.

Therefore, in response to the problem of socio-economic backwardness in rural communities, this study investigates if Julius Berger has actually carried out its corporate social responsibility. In the process, the study shall examine the company's CSR options, challenges and achievements.

1.3 Research Questions

Julius Berger Construction Company in Nigeria has imbedded in its policy statement some corporate social responsibility principles. Though having CSR in principle is an indication of good intention towards CSR practice, it is not enough if it is not translated into meaningful projects. The key problem stated in this study is to find out how well and in what ways has the company performed in its corporate social responsibility programme. So, in attempt to proffer necessary answers, the following questions are posed as a guide:

i What is the nature and practice of Julius Berger's corporate social responsibility

ii Has Julius Berger carried out any corporate social responsibility, especially in providing rural infrastructure in its communities of operation and welfare of its workers?

Iii To what extent has the company's corporate social responsibility improved the well-being of rural communities where they operate?

Iv What are the key factors that motivate the company's engagement in corporate social responsibility practices?

1.4 Objectives

In compliance with the questions that initiated this research, the following are therefore considered as the objectives of this study:

(i) To examine the nature and practice of corporate social responsibility of Julius Berger in Nigeria;

(ii) To know whether Julius Berger actually engage in corporate social responsibility especially in meeting the needs of its host communities as it is stated in its policy statement;

(iii) To identify the corporate social responsibility engaged by Julius Berger and determine whether they have impacted on the lives of its workers and membersof the communities where they operate;

Iv To know why the company chooses to engage into corporate social responsibility, and manner(s) in which it does so.

1.5 Justifications

(i) This study assesses the rationale for practicing corporate social responsibility and how it can improve rural infrastructure in Nigeria.

(ii) It adds to the existing literature and research on corporate social responsibility, and more so, enhances Nigeria's CSR perspective.

(iii) It helps to bring into limelight the activities of construction companies in relation to how they affect human lives and socio-economic development in rural communities.

(iv) The study creates an insight into the relationship between construction companies and the Nigeria society.

1.6 Methods of Data Collection and Analysis

This section presents the methods and procedural steps adopted in the research for data collection and analysis. Since one method of research neither provides answers to all the questions raised in this work nor gives adequate insight on all the issues, this study used the quantitative and qualitative research methods as a guide to collect data from the respondents. Therefore, the section includes: research design, sources of data, sample and sampling procedure, sampling technique, population and sample size, instrument for data collection, and data analysis.

1.6.1 Research Design: The study used survey research method with the use of an in-depth interview for major actors of the study. However, questionnaire was majorly used to collect data from the respondents.

1.6.2 Sources of Data: The study used both primary and secondary sources of data collection. **i)** ***The primary source***, which constitutes the main source of data for the work, includes both questionnaire and oral interview. In addition to questionnaire distributed, an in-depth interview was conducted with informed staff-members of Julius Berger Company; members of Mpape, Kuchigoro, Kuchikau, Auta, and Kubwa communities where the company carried out its corporate social responsibility; and the rest members of the society. ***ii) The secondary source of data*** used in this study were: relevant literature on CSR; the company's documents like their annual reports, policy documents; and periodicals, such as, newspapers, magazines, bulletins, journals, etc.

1.6.3 Sampling Procedure: The area of study is the Federal Capital Territory, popularly known as Abuja. It is made up of six area councils, and 52 electoral wards (INEC, 2011). Therefore purposive sampling method was used to select two area councils in the FCT and one L.G.A in Nasarawa State. This is because the selected areas, which include: Abuja Municipal Area Council (AMAC); Bwarri Area Council; Karu Local Government Area in Nasarawa State-a neighbouring area to FCT, are where Julius Berger Company has carried out some of its corporate social responsibility. Moreover, The choice was arrived at using the Morgan and Kreiche's formula (Morgan and Kreiche, 1970). The formula is stated as follows: $S=X^2 NP(1-P)/d^2 (N-1)+P(1-P)$. Where: S= required sample size; X^2= the table value of chi-square for 1 degree of freedom at desired confidence level; N= the population size; P= the population proportion (assumed to be .50, since this would provide the maximum sample size; d= the degree of accuracy expressed as a proportion (.05); Therefore:

$$\text{The Sample Size} = \frac{\text{Number of polling unit}}{\text{Total number of polling units}} \times \frac{150}{1}$$

1.6.4 Population and Sample Size of the Study: A population is an aggregate of units that are considered to be covered in a study. The Federal Capital Territory as the area of study has a total population of 2,238,760 with each of the selected area councils having population of: Abuja Municipal Council-1,235,880; Bwari Area Council 365,010; and Karu L.G.A, in Nasarawa State 437,120 (NBS, 2011). On the other hand, Sample Size is any sub-set of a population. It is usually the portion of the population appropriately selected for observation (Avy and Donal, 1979). Abuja Municipal has 12 electoral wards and 225 polling units; Bwari Area Council has a total number of 10 electoral wards with 80 polling units; Karu L.G.A has 11 wards with 121 Polling units, as presented in the tables below. In all these, the target population includes the youths and

elders of rural communities where Julius Berger Company has its corporate social responsibility, and staff-members of the company, among whom the questionnaires were distributed.

Table 1.1: Distributions of Electoral Wards and Polling Units in Abuja Municipal Area Council (AMAC)

Code	Wards	Number of Polling Units
01	City Centre	26
02	Garki	23
03	Kabusa	14
04	Wuse	35
05	Gwarinpa	24
06	Jiwa	20
07	Gui	10
08	Karshi	9
09	Orozo	8
10	Karu	17
11	Nyanya	21
12	Gwagwa	18
TOTAL	**12**	**225**

Source: INEC (2015)

Table 1.2: Distributions of Electoral Wards and Polling Units in Bwari Area Council

Code	Wards	Number of Polling Units
01	Bwari Central	7
02	Kuduru	7
03	Igu	5
04	Shere	8
05	Kawu	9
06	Ushafer	4
07	DutseAlhaji	9
08	Byazhin	7
09	Kubwa	11
10	Usuma	13
TOTAL	**10**	**80**

Source: INEC (2015)

Table 1.3: Distributions of Electoral Wards and Polling Units in Karu Local Government Area

Code	Wards	No. of Polling Units
1	Aso/ Kodape	7
2	Agada/Bagaji	14
3	Karshi I	5
4	Karshi II	9
5	Kafin/Shanu/Betti	13
6	Tattara/Kondoro	13
7	Gitata	10
8	Gurku/Kabusu	12
9	Uke	10
10	Panda/Kare	15
11	Karu	13
TOTAL	**11**	**121**

Sources: INEC (2015)

The study distributed a total number of 150 questionnaire in the communities where Julius Berger Company has its corporate social responsibility. The sample size of the study was determined with the use of Morgan and Kreiche's formula (Morgan and Kreiche, 1970). The formula is stated as follows: $S=X^2NP(1-P)/d^2(N-1)+P(1-P)$. Where: S=required sample size; X^2= the table value of chi-square for 1 degree of freedom at desired confidence level; N= the population size; P= the population proportion (assumed to be .50, since this would provide the maximum sample size; d= the degree of accuracy expressed as a proportion (.05); Therefore:

$$\text{The Sample Size} = \frac{\text{Number of polling unit}}{\text{Total number of polling units}} \times \frac{150}{1}$$

For example kubwa ward

$$\frac{21}{75} \times \frac{150}{1} = 42$$

Therefore, the other wards were calculated with the use of the above formula to determine the sample size of the study as presented in the table below.

Table 1.4: Distributions of Selected Wards, Polling Units and Their Respective Sample Size in Abuja Municipal, Bwari Area Councils and Karu L.G.A

Area Council	Wards	No of Pulling Units	Sample Size n/tn x 150/1	Selected Pus/communities
Bwari	Kubwa	21	42	Maitaima II
"	DutseAlhaji	17	34	Mpape I&II
Abuja Municipal	Gwarinpa	24	48	Kuchigoro
Karu LGA	Karu	13	26	Kuchikau&Auta
3	**4**	**75**	**150**	**6**

Source: Field Survey, 2016

Table 1.4 illustrates that selected communities (Kubwa and Mpape) of Kubwa and Dutse Alhaji wards in Bwari Area Council got 76 copies of questionnaires; 48 copies were distributed among residents of Kuchigoro community of Gwarinpa ward in the Abuja Municipal Council and staff-members of Julius Berger Company; while 26 copies were distributed among respondents in Kuchikau and Auta communities in Masaka and Nyanya Gwandara wards of Karu Local Government in Nasarawa State; making a total of 150 questionnaires distributed in the field.

1.6.5 Target Population of the Study:

The respondents from whom the data were collected included the major actors of the study which comprise Julius Berger public relation manager, secretary to the chairman, field workers of the company, the community leaders and the youths of the areas under study. Moreover, systematic method was also used to select the respondents for questionnaire for this study with the use of Morgan and Kreiche's formula (Morgan and Kreiche, 1970). The formula is stated as follows: $S=X^2NP(1-P)/d^2$ (N-1)+P(1-P). Therefore, 42 respondents were selected from kubwa

ward, while 34 respondents were selected from Dutse-Alhaji ward in Bwari Area council. From Gwarinpa ward in Abuja Municipal, 48 respondents were selected; and 26 respondents were selected from Karu ward in Karu L G A, Nasarawa State. Therefore, questionnaire were used to meet the above respondents.

1.6.6 Method of Data Presentation and Analysis

The data sourced from the field were analysed based on the responses provided by the respondents as contained in questionnaires returned. Tabular format was adopted to determine the frequencies of data collected; and Simple percentage was used as appropriate statistical technique in the interpretation and analysis of the data.

1.7 Assumptions

In attempt to give answers to several questions posed in this study, which in turn contribute towards achieving the objectives of the study, the research has been guided by the following assumptions:

(i) Companies in the construction industry in Nigeria are not corporate social responsibility (CSR) compliant.

(ii) Julius Berger Construction Company does not show adequate interest and commitment towards the welfare of the rural communities where it operates.

(ii) Government and their agencies, the civil populace and other stakeholders have not shown enough commitment towards improving CSR practice in Nigeria.

1.8 Scope of the Study

Issues that are involved in corporate social responsibility are enormous, and a lot have been written concerning them. To a large extent, this research examines the practices and impacts of corporate social responsibility in Nigeria. But a particular emphasis is placed on the impact of social services by Julius Berger Construction Company in relations to community participation and workers welfare as key elements of corporate social responsibility. The study further examines the impacts of the company's activities on its staff, residents of host communities and members of the larger society in and around FCT-Abuja.

1.9 Limitations of the Study

Basically, there must be limitations when undertaking any research exercise. Particularly in this very research, one major challenge faced was the difficulty of gaining access to the public relations manager, other informed staff-personnel, and relevant documents on corporate social responsibility of Julius Berger Company. Those who were in position to give the required information were not willing to cooperate with the research team. Moreover, access to the host communities where Julius Berger claimed to have carried out some of its CSR projects was difficult due to distance and limited funding. For these reasons, the breadth of this study was limited to a very few of those communities (like, Kubwa, Mpape, Kuchikau, Tudun-wada ,kuchigoro and Auta communities). Another limiting factor to this study is the differences that exist in languages between the researcher and members of host/rural communities. Lack of co-operation from community dwellers, and the involvement of interpreter(s) during interactions with the natives constituted an effect of weakening the information, thereby adversely affecting the findings of this research. Due to these limitations, this research was notable to provide

extensive information on the standard of corporate social responsibility practices in Nigeria's construction industry. But with the study on Julius Berger Company situated in Abuja, it is expected that this work stimulates further researches and it will serve as a source of relevant information on how construction companies carry out corporate social responsibility in Nigeria.

1.10 Outline of Chapters

This research is organized in five chapters, with references and appendices. Chapter one contains the general introduction, which is further elaborated into the following sub-headings: Nature of the problem/Background to the study, statement of the research problem, research questions, justification, objectives of the study, methods of data collection and analysis, assumptions, scope, limitations and outline of chapters.

Chapter two has two sub-sections. The section is reviews existing literature on corporate social responsibility. It contains the conceptualization of CSR, considering diverse and contrasting views in relation to its meanings, dimensions, usefulness, etc., to both corporate organizations and society, and other issues. The second section of chapter two contains the theoretical framework.

Chapter three which is titled 'Area of Study focuses on Julius Berger Company in Nigeria and it is divided into the following sub-headings: Corporate social responsibility from the Nigeria perspective (meaning and practice, origin and development, specific drivers, and other relative factors affecting the development); the role of government, etc. But all were preceded by the profile of the Federal Republic of Nigeria. The second part of this chapter deals with Julius Berger Nigeria and CSR engagement. Other sub-headings discussed are the brief history of JBN in Nigeria, nature of company's CSR engagement, mode of relationship between the company

and its host communities, and implication of the company's construction work on society and environment.

Chapter four makes further emphasis on empirical findings. It contains the presentation, interpretation and analysis of the findings. While chapter five carries summary of the work alongside conclusion and recommendations which are followed by the references and appendices.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This section focuses onrelevant literature on corporate social responsibility. This is to examine the views and beliefs held by various scholars in order to establish a better understanding of the nature and workings of corporate social responsibility. The chapter brings out gaps or weaknesses in the existing literature, and attempts are made to address the shortfalls.

2.1.1 Nature and meaning of corporate social responsibility

Several individuals, global organizations, corporate bodies and host of others have overtime given different definitions and meanings to corporate social responsibility, a situation that has rendered its nature and place in the business-society relations more or less full of obscurities. The complexity of coming up with a universally agreed characterization of CSR is partly a result of the fact that social problems differ from society to society, and this in turn tend to define the role that business has to play in a given society as well as the expectations of society on how and to what extent business should help in solving social problems.

Votaw (1972) having acknowledged this fact came up with a write up in which he attempted tosummarize and give focus to the complications of creating a unanimous definition for the concept of CSR. As quoted by Carroll (1999), the term (social responsibility) is a brilliant one, which 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 an ethical sense; to still others, the meaning transmitted is that of being responsible for but in a causal mode; many simply equate it with a charitable contribution; some take it to mean being

socially conscious;to others, it is a mere synonym for legitimacy mostly in the context of belonging or being proper or valid; few others regard it as art of fiduciary thereby imposing higher standards of behavior on businessmen than on citizens at large.

Among those who regard corporate social responsibility as to encompass a wide range of responsibilities, Joyner *et al.* (2002) noted that, corporate social responsibility has categories of economic, legal, and discretionary activities of business entity as adapted to the values and expectations of the business company regarding initiatives that take the form of protection to public health, public safety, and the environment.

In today's world, according to Coldwell (2000), CSR is multi-dimensional in that it can be defined in regards to all aspects of business behavior so that the impacts of these activities are incorporated in every corporate agenda. Coldwell could not in any way agree with corporate organizations to be selective about how they can solve social problems.

The concept of social responsibility as an important aspect of corporate organizations mission that received attention from Bowen (1953), who posits that business firms mission should not be exclusively economic, but the social implications of their decisions and activities should be taken into cognizance. In Bowen's views, business should look beyond economic gains, especially profit making, to protect the society and environment against the impacts of their operations. Nkanga (2007), agreed with Bowen to de-emphasize on profits as the only motivational factor for business in CSR. He posited that, the adoption of CSR policy should not be driven or motivated by increase of profit. But one can make a rejoin to Bowen and Nkang's view about business de-emphasizing on profits in CSR engagement. In as much as social implications of business requires adequate attention, de-emphasize on profit making might even retard the

progress of corporate social responsibility. Corporate business firms must first make themselves financially strong to enable them carry out any fiduciary assignment. So if corporations can use CSR to maximize their profits, it should be considered a good thing.

A related argument posed by Davis and Frederick (1984), which has equally presented social responsiveness of corporate organizations as a non-specific concept, implies that the ability of a corporation to relate its operations and policies to the social environment should be demonstrated in ways that are mutually beneficial to the company and to society. Slack (2006) added to this by stating that, the concept encompasses a broad range of activities that corporations may engage in with varying degree of enthusiasm to demonstrate that they are addressing important human rights, environmental needs, labour rights, and number of other issues.

The World Bank (2007) is counted among those who defined corporate social responsibility as a commitment of business to take care and manage the impacts of their operations (causal social responsibility) in the social, environmental and economic dimensions taking into consideration their local, regional, and global contexts (Marrewijk, 2003). But the problem with causal responsibility if strictly adhered to as being advocated for by the World Bank is that corporations that are into trading and service rendering whose activities do not necessarily constitute adverse effects on environment would be exempted from the practice of helping society solves it problems.

In other way, there are those few who believe that firms engage in one corporate social responsibility activity much more actively than the other. In such cases, corporate social responsibility issues and mode of engagement become specific and may suffer setback when it gets to an environment that may require more than one type of CSR approach.

Ojumu (2007) is one of those who believed in the success of corporate social responsibility through philanthropic programmes. He posits that, corporate social responsibility is about the contribution a company makes to society through its core business activities,it's social investment and based on philanthropic programmes. Emphatically, it is the belief of Ojumu and others within this category that corporations should not be compelled by legal means to engage into corporate social responsibility projects. But there is need for business firms to meet requirements of law. The European Union (EU)'s Green paper on CSR, defined it as a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with stakeholders on a voluntary basis (www. corporate compliance.com). But making CSR exclusively a philanthropic programme might have an effect of reducing the seriousness givento it by companies, and would drastically encourage low quality CSR projects. That is why; Utting remarks that the only way to foster best business practice, otherwise known as corporate social responsibility,requires the provision of regulatory framework.

The World Business Council on Sustainability Development(WBCSD), described CSR on the basis of ethical mode to mean a concept of continuing commitment by business to behave ethically, to contribute to economic development, while improving the quality of life of the workforce and their families as well as of the local community and society at large (WBCSD, 2000). In essence, WBCSD happened to understand and explain the nature of CSR from the ethical stance. Similarly, Business of Social Responsibility (BSR), another Leading Global Business Partner, in a forum held in 2006, cited in Adeyanjou (2012), defined corporate social responsibility as achieving commercial success in ways that honour ethical values and respect people, communities and natural environment. But they did not completely rule off CSR as means of addressing the legal, commercial, and other expectations society has for business. In a

different view, business corporations nowadays had drifted toward becoming amoral,hence, may know what is right but choose not to do it. The culture of self-absorption that is now common among both individuals and private firms in Nigeria constitutes problems to ethical value of corporate social responsibility. With the character of capital accumulation, business firms get tight-fisted in contributing towards social and economic needs of society. The result is what prompted Egbe and Parki (2011) to have acknowledged that: corporate social responsibility undertaken by the oil companies in the Niger Delta is inadequate and not making the desired impact on the host communities. Also, Tuodolo (2009), having examined the styles of corporate social responsibility engagement of some companies in Nigeria concluded that CSR is more of public relations machinery than a tool for socio-economic development.

As part of the ways to address the nature of corporate social responsibility, some people hold the view that CSR refers mainly to legal responsibilities which a company is to undertake towards the society. As one example, McWilliams and Siegel (2001) defined corporate social responsibility as actions that appear to further social good beyond the self-interest of the firm and that which is required by law. This scope of responsibilities entails that a company should take on the adjustment of internal labour relations, as well, on the realization of the workers' rights and interests. With this respect, it is assumed that CSR is a term directly related to the labour law (ILO 1998). These rules are to make enterprises to carry out their CSR, and it is required of companies to work out and implement labour standards including fair wages, working time, health and safety, etc., in accordance with the international labour standards. All these are put in place in order to check the abusive use of the right of capital. In the same vein, the European Foundation for Quality Management (EFQM), in Adeyanjou, viewed CSR better within the legal scope, when they defined it as a whole range of fundamentals that organizations are

expected to acknowledge and reflect in their actions. These include, among other things, respecting human rights, fair treatment of the workforce, being good corporate citizens, and conservation of natural environment.

2.1.2 In-depth characterization of corporate social responsibility

This section of the study intends to carry out further examination of the characteristics of corporate social responsibility (CSR). It is well recognized that CSR has complex nature. Despite its complexity and vagueness, The European Foundation for Quality Management (EFQM) presents some common characteristics for CSR which can be considered as features of a comprehensive CSR programmes, there are: meeting the needs of current stakeholders without compromising the ability of the future generations to meet their own demands; adopting CSR voluntarily, rather than as legal requirement, because it is seen to be in the long-term interest of the organization; integrating social, environmental and economic policies in day-to-day business operations; and accepting CSR as core activity that is required to be entrenched into an organization's management strategy (Olanrewaju,2007).

Carroll (1999) made important contribution to the debate on meanings and nature of CSR. He described a four part definition to the concept when he stated that corporate social responsibility has the characteristics of being economic, legal, ethical, and discretionary. He argues that, economic responsibility entails that corporations should engage in activities that generate profits for them, and such pursuance of the economic goal is crucial for the organization to remain in business. The legal responsibility of corporations according to Carroll ensures that corporate organizations' operations should conform to the legal requirements of the society in which they

operate. Society expects corporations to fulfill their economic responsibility within the legal parameters set forth by the society's legal system.

After he had noted the inadequacies of various other definitions on corporate social responsibility, in which they only made reference to profit making and obeying the law as primary responsibilities of business, Carroll went beyond these self-interested goals to include ethical and voluntary acts of business to help society solve its problems. The ethical responsibility implies that actions of corporate organizations must conform to the moral precepts of their host society. The fourth, being discretionary responsibility, ensures that organizations make voluntary contributions towards solving a number of ills that afflict society. Such discretionary/philanthropic responsibilities are driven by the desire of managements of corporations involved to engage in social roles, not necessarily enforced by law nor expected of corporations in the ethical sense.

Furthermore, in their comparative study of corporate social responsibility (CSR) in Europe and America, Matten and Moon (2004) highlighted some distinction between what they called 'Implicit and Explicit' features of CSR. Implicit corporate social responsibility involves the entirety of a country's formal and informal institutions assigning agreed share of responsibilities to corporations for society's interest and concerns. This form of CSR is by and large prescriptive and mandatory in that, it obligates corporate organizations to adopt values, norms and rules that enable them to address issues that are perceived as the responsibility of corporate organizations. The nature of, and extent to which Implicit CSR can be enforced differ from nation to nation, even so, it is a common feature of many economies. Matten and moon (ibid) identify that every country has a specific, historically grown institutional framework, which shapes and constitutes

what they called ‘National Business System (NBS)’or ‘Social System of Production (SSP)’. Except in few countries where such body is in absence, the National Business System contains the essential ideas that inform implicit corporate social responsibility. However, there are those who argue that CSR should not be a mandatory obligation for corporate organizations.

In explaining the explicit CSR, Matten and Moon referred to it as a practice in which organizations do conduct themselves in such a way that advances the interest of society. This involves voluntary, self-interest driven policies, programmes and strategies by corporations to addressing issues perceived as being part of their social responsibility.

Even though it is quite evident that there is wide variety of views and definitions on corporate social responsibility which stand as evidence of different perceptions from a number of scholars, organizations and societies, there are considerable common grounds among these views. As simply observed, corporate social responsibility explains how companies manage the business process to produce an overall development in society. The business was recognized, by the Bali Roundtable on Developing Countries (BRDC) in 2002, as a primary driver of development; while The World Summit for Sustainability (WSS), identified involvement of business as critical in alleviating poverty and achieving sustainable development (Adeyanju, 2012).

Hence, with the literature definitions cited so far, it can be concluded that corporate social responsibility is simply the continuing commitment taken by business organizations towards their social involvement in society. In other words, corporate social responsibility ensures an organization going out of its way to initiate actions that will impact positively on its host community, its environment and the people generally.

2.1.3 Corporate Business and Social Responsibility

Business as an economic engine was originally designed and has functioned over time to produce wealth. But following the traditions of evolution, business has transmitted from mere economic mechanism into a social system institution. That is to say, the purpose of business is still to produce wealth, but it does so as social organization, being able to meet and respond to the pressures and needs of society and its citizens. Marcello and Stercher (1997) further admit that the concept of corporate social responsibility of business embraces multiple stakeholders or partners (employees, customers, suppliers, the environment, local authorities, government and others) in addition to shareholders or other investors. For them, corporate business organizations can no longer be the isolated economic actors operating in detachment from society and working solely for shareholders. Rather, they are inextricably linked to social, ecological and human fabrics, and they are therefore responsible in varying degrees to all stakeholders.

Thinking about the emerging relationship between business and society, Willis Harman in (Marcello *et al.*) posits that business has become, in this last half century, the most powerful institution on the planet. The dominant institution in any society needs to take responsibility for the whole, as the church did in the days of Holy Roman Empire. But business has not had such a tradition. This is a new role, not yet well understood or accepted.

Arguably, business and society are so interconnected that the state of one affects that of the other. Corporate social responsibility, which happens to stand in-between business and society, creates shared value for the business and society. CSR is a way for business corporations to benefit themselves while equally benefiting society. Business can only achieve these benefits, as admitted by Coldwell (2000), if it is highly efficient, highly profitable, and has socially

responsible agenda. In the same manner, the society can, in quite a number of ways, help business to thrive.

The social responsiveness concept, as suggested by Davis and Frederick (1984), which implies the ability of corporation to relate its operations and policies to the social environment in ways that are mutually beneficial to the company and to societyhas been helpful in explaining out the business-society relationship. Besides, Ango(2012) admits that, business is a component of the society, as such; it must subject itself to the fair requirements of the society. Business-society relationship is paramount and reciprocal.

2.1.3.1 Impact areas and benefits of corporate social responsibility

Issues concerning corporate social responsibility are many, and now, they are being integrated into all aspects of business operations. Definite commitment to CSR is made in the vision, mission and value statements of greater number of companies all over the world (Ofori and Hinson, 2007). The bottom line is that stakeholders' demands on companies have increased considerably. Sharma and Talver (2005), argue that, corporate social responsibility involves changing notions of human welfare, and emphasizes on activities that have direct concern with quality of life in society.

Corporate social responsibility is about considering and supervising the bond between the organization's operational procedure and the economy, environment, and communities within which it functions (Morrison, 2005). It is adjudged that CSR focus is on controlling the social, economic and environmental problems of society. The summit is that, corporate social responsibility is a concept whereby companies integrate sustainability concerns into their business operation.

This brings into consideration the three components of sustainability (also known as the Triple Bottom Line), which have often been termed by many as CSR 'Areas of Impact'. Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (World Commission on Environmental and Development, 1987); whereas the 'Triple Bottom Line' is considering, as Crane and Matten (2003) believe that companies have one primary objective 'profitability' but that they also have objectives of adding environmental and social valve to society.

Economic sustainability as one area of impacts in the corporate social responsibility engagement requires business organizations to be financially strong to enable them meet CSR requirements. In addition to profit making, creation of jobs and employment opportunities, reduction of poverty rate, payment of taxes and bills, respect for Labour rights, avoidance of any corrupt practices, e.t.c., can be included as ingredients of economic responsibility of business.

Companies' CSR premium can also be earned through ensuring protection of welfare, health and safety of society. As much as Business Corporations can contribute toward social development through making provisions for schools and education materials, health care system, good drinking water, building of access roads, sports and recreational facilities, and concern for crime and security (Adeyanju, 2012); businesses are equally expected to use green business practices, in which they can comply with regulations that relate to the safety of natural environment.

The practice of corporate social responsibility can have important effects and benefits, and these constitute the substances of arguments for CSR practice. Schema (2012), confirmed that CSR, as a strategic practice is key to organizational success, because it is one of the few practices that can contribute to a healthy bottom-line and long-term sustainability. For the author, effective CSR

strategy must consider alignment withorganization's business strategy, commercial added value, and sustainability of impact. The benefits of effective CSR approach can include: stronger performance and profitability; improved relations with the investment community and access to capital; enhanced employees relations and company culture; risk management and access to social opportunities; and stronger relationship with communities and legal regulation.

Another group of scholars, Porter and Kramer (2006), admitted that CSR practice offers opportunities to companies to build positive image for themselves. In their view, if CSR is conducted in a way that effectively helps society; the main benefit that companies might gain from this is positive effect on reputation that by itself can lead to competitive advantage. CSR breeds good-will among business, communities and other stakeholders, and it Increases shareholders wealth. In addition, corporate social responsibility is capable of producing competent workforce, ensures innovations; it attracts investors and improves the welfare of host communities and society at large. It is also necessary, in justifying CSR action, to take cognizance of its important contributions toward national economies. Corporate organizations assist national governments in providing for infrastructural facilities and other developmental projects. However, there are divided opinions about the usefulness of the concept of CSR.

2.1.3.2 Discourse on Concept of corporate social responsibility

There are opposing positions held by different groups of individuals on the role and benefits of corporate social responsibility to both companies and society. Most arguments both for and against CSR are based on how company's attempts to be socially responsible affect its 'Bottom Line' agenda. In this case, Dahlsrud (2006) in Shabana and Carroll (2010), comments that arguments in favour of CSR typically began with the belief that CSR is in business Long-term

self-interest. Thus, arguments for CSR practices follow from the realization of its positive impacts and benefits.

Basically, those advocates for CSR believe that business corporations have social responsibility that requires them to use some of their resources to address needs in their situate communities. Major argument for this is that, corporations are part of society and a part which has great deal of power. A large corporation has much more of ability to affect society for good or ill than any individual could. Therefore, they ought to act in ways that will benefit the society of which they are a part (Shabana and Carroll, 2010).

Furthermore, and in line with what has already been discussed in the previous sections about the usefulness of corporate social responsibility, proponents argue that corporations make long-term profits by operating with the perspective of being socially responsible. For them, sole responsibility of business is to meet triple-bottom line requirements and make more profit.

Conversely, a number of individuals have brought into questions the course and benefits of corporate social responsibility – 'arguments against CSR'.

Generally, the narrow view about CSR conceptualizes business as primarily preoccupied with profit generation and maximization. This tradition of narrow view, as put by Shabana and Carroll, typically began with the economic argument articulated most forcefully by Milton Friedman (1962). Friedman held that business has one responsibility and that is to maximize profits of its owners or shareholders. He argues that social issues are not the concern of business people.

In attempt to illustrate Friedman's position, Smith (1990) itemized five principal arguments against CSR: the problem of competing claims (the role of profit); competitive disadvantage; competence disadvantage; domination by business; and legitimacy – the role of government.

Smith explains that, Friedman, within the competing claims, argued that the notion of social responsibility in business shows a fundamental misconception of the character and nature of a free economy. He emphasized that, business function is economic, not social, and should be guided and judged by economic criteria alone. Action dictated by anything other than profit maximization, within the rules of the game, impairs economic efficiency. since corporate contribution to the alleviation of society's problems amount to double taxation, reduces profits and consequently the return on investment of shareholders, managers who make such contributions are neglecting their fiduciary responsibility to business owners and are acting in contrary to their contractual obligations.

Second on the roll is what smith called'competitive disadvantage'. The competitive disadvantage argument against corporate social responsibility suggests that because social action will always have a price for the firm, it also jeopardizes the competitive advantage of business.For these critics, such should either be carried out by government or at least legislated for so that all corporations or industries will be subject to the same requirements. In approbation of this argument, Adam Smith was quoted by Friedman as saying: "I have never known much good done by those who affiliated to trade for the public good".

Competence disadvantage is the third problem with CSR as identified by Friedman/Smith in the argument against the concept. In this regard, the objection for corporate social responsibility is that, business is not equipped to handle social activities. This position holds that managers are oriented towards finance and do not have the necessary expertise, i.e. social skills, to make socially oriented decisions Davis, (1973) in Shabana and Carroll (2010). According to Simmons, (2004*)* there are three ways in which a firm is said to be incompetent to deal with social issues. (i) Corporations lack the technical skills to deal with social issues; (ii) Corporations do not know

what is good for society and some institutions, as government who knows better; (iii) Incompetent attempt to resolve social issues wastes shareholders money.

Fourth problem with CSR is the domination by Business, of which Davis and Blomstrom (1966) in Smith (1990) have observed that, combining social activities with the established economic activities of business would give business an excessive concentration of power, which would threaten the pluralistic division ofpowers and probably reducing the viability of our free society.

The fifth principal argument against corporate social responsibility is 'Legitimacy' which stands to connote the role of government. This stipulates that, social issues are the concern of government. Any non-business contributions should be voluntary slack and Vogel, in Smith (1990), and government has legitimate social concern which business supports via payment of taxes. Friedman argued that, corporate expenditure for solving social problems is not the prerogative of business, rather, the prerogative and obligation of government. For him, the doctrine of CSR is a subversive one that imposes some responsibilities on corporate organizations that could best be tackled by those who occupy political offices.

Finally, some other critics regard CSR as mere strategy for avoiding regulations by business organizations; to gain uncommon legitimacy and access to decision makers; and shift ground towards privatization of public functions. Whereas, others are of the view that CSR is nothing more than a public relation exercise, because companies often use CSR to green-wash their image. (Corporate watch, 2013).

2.1.3.3 Reconciling conflicting views on corporate social responsibility

For many decades, there have been myriad of cases about the nature, scope, role and benefits of the concept of corporate social responsibility. But, whatever arguments anybody can put up

about CSR, the fact remains that business and society are so intermingled in a mutual relationship in which one can hardly avoid the other. Business and society are more or less parallels, with CSR serving as an interface. Modern business practice entails corporations to use social responsibility in championing their course in society. Business is bound to make profit, as criterion for efficiency. The financial ingenuity of business eventually benefits both its interest and that of society (Lantos, 2001).

It is obvious that these arguments against CSR, commonly known as the shareholders model has been neutralized by the academics and adherents of the stakeholder approach. The concept of CSR possesses some quality characteristics in conjunction with views expressed by its advocates, which justify its position in modern business world. First of these characteristics, as pointed out in Davis (1970), is that CSR is part of a long-term perspective of economic gain that may not be financially measurable but may provide available asset for future profitability, and eventually for'social power'. This idea, according to Kakabadse *et al.* (2005), is a reminiscence of the concept of sustainability, i.e. business does not pursue only short-term profits, but rather a multitude of goals which all combined to guarantee business's survival and prosperity in a changing environment.

Importantly, corporate philanthropy is another significant feature of social responsibility of business, which refers to the idea of the firm 'giving back' (financially and other wise) to society some of the wealth it has created, as a way of thanks to society's input. Frederick (1987) introduced the 'charity principle' as an obligation for the wealthy to support the less fortune of the society. For Mitrick in (Kakabadse, *et al,* 2005), the charity principle goes along with the stewardship principle (i.e. business as the guardian of society's resources).

Another principal characteristic of CSR that has earned it some credibility is that of accountability by which business is accountable to various stakeholders (not only shareholders) who can be identified and have a claim, either legally mentioned or morally expected on business activities that affect them. That is why Davis and Blomstrom (1966) posit that, social responsibility, therefore, refers to a person's obligation to consider the effects of his decisions and actions on the whole social system.

Other characteristics of corporate social responsibility, which are relative to legitimacy, notion of power, and legality, have been subsumed in Bowen's (1953) expression about the CSR concept. There and then, he introduced the idea of social responsibility of business in a wider sphere than pure profit-seeking. The rationale of Bowen's idea is that, business can and shall be reasonably expected to serve society in a way that goes beyond its previous economic and legal obligations. He was able to advance a number of basic arguments for modern justification for corporate social responsibility. These include that: managers have an ethical duty to consider the broad social impacts of business decisions; businesses are reservoirs of skills and energy for improving civic life; corporations must use power in keeping with broad social impacts of business decisions; it is in the enlightened–interest of business to improve society; voluntary actions may head off negative public attitude and undesirable regulations.

Generally, firms are not just profit-making outfit. Rather, business has been entrusted with wider responsibilities, which are key issues involved with CSR engagement: protecting the environment, Safe-guarding human rights, promoting good governance, involvement in community development, customer and other stakeholder relations, etc. Therefore, corporate social responsibility is often associated with the themes of social contract and license to operate. In that perspective, society allows business to operate assuming that it will behave fairly and

show accountability for its actions beyond legal requirements. In other words, Moir in (Kakabadse *et al.* 2005) affirms that business is to act responsibly not because of its commercial interest alone, but because it is part of how society implicitly expects business to operate.

Gap in the Literature

This study has reviewed several of the existing literature on the nature, scope, and usefulness of corporate social responsibility. Majority of these literatures and other studies had been devoted to the western perspective of CSR. Among numerous aspects of the relationship that involves corporate social responsibility, business, and the society, the economic performance of business has attracted greater attention. Other works focused more on CSR and company image; CSR and company's competitive ability; etc., without much of the works on CSR as a tool for sustainable development. On the other hand, particularly from Nigeria's perspective, the existence of literature and research on CSR are limited. The few available works, which include the works of: Idemudia,*et al.* (2006) on *'*Corporate-Community-Relations in Nigeria's oil Industry: Challenges and Imperatives'; Adeyanju (2012),on 'An assessment of the impacts of Corporate Social Responsibility on the Nigeria's society: Examples of banking and communication industries'; and many others, are largely directed towards the operations of the multinational business corporations in the oil and gas, manufacturing, banking, and communication industries; while the construction industry has been underplayed. This implies that enough has not been done to interrogate the less or outright non involvement of construction companies in CSR practices in Nigeria. Therefore by examining the performances ofJulius Berger Construction Company in the exercise of corporate social responsibility in Nigeria, this study aims at filling the gap in existing literature.

2.2 Theoretical Framework

Theoretical framework constitutes the structure that holdstheories of research study, which explains why the research is necessary by demonstrating an understanding of concepts that are relevant to research problems (Garriga and Mele, 2004). Since research is like a journey towards an end point, i.e.to create new knowledge that will contribute to practice, theories provide the required guide.

The relationship involving corporate social responsibility, Business Corporation, Society and Environment can be explained by using different theoretical paradigms. Secchi (2007), Garriga and Mele (2004), were well known in giving detailed categorization of CSR theories. In their analyses, theories of CSR are grouped based on what role they confer on the corporation and society. (See table below for illustrations)

Table 2.1: Corporate Social Responsibility Theories and Related Approaches

Types of Theory	Approaches	Short Description
Instrumental theories (Focusing on achieving economic objectives through social activities)	*Maximization of shareholder valve *Strategies for competitive advantage * Cause – related marketing	* Long term value maximization * Social investment in a competitive context * Firms view on natural resources and its dynamic capabilities * Altruistic activities socially recognized as marketing tool
Political theories (Focusing on a responsible use of business power in the political arena)	*Corporate constitutionalism * Integrative social contract * Corporate citizenship	* Social responsibilities of business arise from the social power the firms have * Assumes that a social contract between business and society exists *The firm is understood as being like a citizen with certain involvement in the community
Integrative theories	*Management issues *Public responsibility	*Corporate response to social and political issues *Law and the existing public policy process are taken as a reference for social performance

	*Stakeholder management *Corporate social performance	*Balances the interests of firms stakeholders *Searches for social legitimacy and processes to give appropriate responses to social issues
Ethical theories (Focusing on the right thing to achieve a good society)	*Stakeholder normative theory *Universal rights *Sustainable development *The common good	*Considers fiduciary duties towards stakeholders of the firm. This requires some moral theories based on human rights, labour rights, and respect for environment aimed at achieving human development considering present and future generations oriented towards the common good of society

Source: Garriga and Mele (2004:63-64)

In CSR case, these theories provide framework for evaluating policies, corporate governance procedures, economic and social performance of business corporations. Among these theories, shareholder theory has been accused of holding narrow view about 'Business–Society relationship'. 'The Shareholder Theory' is one of the theoretical approaches that have attempted to explain the position and significance of business in society. Friedman, according to Lantos (2001), described shareholder theory as the classical view based on neoclassical economic theory of firm, with its ideas rooted in Adam Smith's (1776) "The Wealth of Nations".

Earlier in time, members of the Austrian School of Economics were key proponents of the shareholder perspective. Economists like Freidrich Von Hayek, Israel Kirzner, Joseph Knight and Joseph Schumpeter were among those who had already advocated for shareholder theory. Later, the theory in its current form was linked most directly to the Chicago School of Economics, most notably to Milton Friedman and his colleagues.

The classical view on CSR which is justified mainly on the basis of neo-classical economic theory uses notions such as free market, economic efficiency, and profit maximization as basic assumptions to buttress its arguments, therefore, defines business in society in purely economic terms. By these notions, Levitt (1958) offered the ideas that companies should be concerned with

improving production and increasing profits of the shareholders, and that social problems should be left for the state to address.

In a similar vein, Friedman, the most famous proponent of shareholder theory (1970), contends that the business of business is to maximize profits, to earn a good return on capital invested, and to be a good corporate citizen - obeying the law. Friedman went on to challenge the broader responsibilities of business using a number of other arguments: the legal person is a mere social construct, and responsibilities may have only a real person- business is not a natural person; management represents owners of business, and its main duties are accountable to the owners rather than the broader groups of stakeholders; corporate philanthropy and other activities not directly related to generating shareholder wealth are both a waste of shareholders money and potentially immoral because they amount to stealing from owners.According to Friedman, firms are created to make money, not to oversee social development. Development is best handled by the government or preferably through voluntary organizations. He emphasized, when firms become involved in social or public issues, wealth is diverted to issues outside the core expertise of their managers, and such involvement in social actions by business usurps the role of democratically elected officials.

However, other theorists hold different views from that of neo-classical economic theorists. As an example, the exponents of 'Integrative Social Contract Theory' brought political connotation within the CSR discourse and argued for the need for a responsible use of business power in the socio-political development of society. Thomas Donaldson and Thomas .W. Dunfee (1994, 1999) happened to be the two notable proponents of the theory, especially in recent times. The main assertion of integrative social contract theory stipulates that, a social contract between business and society exists. In social contract circumstance, there should be synergies among the

elements of society and business. The social contract theory further demands of business to reflect a moral face by being socially responsible in its operations and interactions with the society and environment.

In addition, Solomon (1999) brought Aristotle's view on this matter. According to him, Aristotle had a strong interest in the ethics of exchange when he expressed some critical view about trade for profit, which he believed to have been lacking in virtue. He regarded those who traded for profits as parasitic, and all trade as kind of exploitation. Aristotle advocated for the bridging of gap between business and the rest of life coupled with ensuring compliance of business organization to accept standard of moral conduct as mandated by a given society. For him, one, including business, has to think of oneself as a member of the larger community and endeavour to excel in order to bring out what is best for them. Thus, since what is best for those in business is defined by the larger community, there is really no contradiction between individual self-interest and the greater public good.

For further advancement of social contract theory, the Neo-Keynesians, together with political economists, recognized the fact that the operation of business sometimes can have negative impacts on the environment and the people living in the environment (Broomhill, 2007). They embraced the concept of CSR as something that firms should look at in order to reduce certain negative impacts of their activities on society. These theorists believe that CSR must be incorporated in the national and international codes of conduct of business based on the fact that corporations, especially global ones, possess enormous power which is often wielded in their own self-interest and at the expense of society and environment. For them ,business have a responsibility to respond to the concerns of the broader society in which they operate and not only the interest of their shareholders (Utting, 2005).In their opinion CSR should be made

compulsory since society is at the mercy of those powerful multinationals, foreign and indigenous companies.

Among numerous theories of CSR, there is one theory, not only the most suitable theoretical foundation for a contemporary conceptualization of corporate social responsibility; but it is of paramount importance to this particular research, and it is the 'stakeholder theory'. The idea of stakeholder management provides important links between CSR and various theories of the firm.

This Particular research project adopts the 'Stakeholder Theory' because it is all encompassing, and it possesses the efficacy of addressing the questions on how, why and when is CSR of any relevance to both corporations and society. Thus, stakeholder principles are effective framework for thinking about and analyzing the roles of modern business in society. For instance, the descriptive/empirical use of stakeholder theory, which is used to describe and sometimes explain specific corporate characteristics and behaviours of companies towards CSR objectives, constitutes the aim of this work. This aspect of stakeholder theory would help this work to examine and explain how, or precisely, to what extent has Julius Berger Company been able to meet its CSR requirements and the needs for it to do so. Secondly, indeed corporate social responsibility aims to define what responsibilities business ought to fulfill; while the stakeholder theory addresses the issue of whom business is or should be accountable to, and both concepts are clearly interrelated.

The emergence of new theories such as stakeholder theory can be viewed as a manifestation of the changing theory of firm, in terms of how firms may succeed. These theories suggest that, firms can be defined as more than just a facility where resources are combined to produce wealth. Instead, firm is a complex system of relationship among constituents on which the

success of the firm depends, and how well they are managed by the firm (Zingales, 2000). By implication, taking all constituent groups into account is the better way to maximize overall firm performance.

Jones *et al* (2002), when citing Eberstadt's research, has made us to understand that this notion of business to deal with other constituencies than its immediate owners for its prosperity and survival is traceable to the classical Greece and medieval periods, though it was not labeled as CSR or other stakeholders –related concept. As yet, within the historical process, the 1920s witnessed the first theoretical developments on a more extended role of business towards society, especially the work of Mary Parker Follett, which acknowledges an interconnectedness among various constituents (stakeholders) participating in business performance (Morris, 1997; Clarkson, 1995). It was also mentioned of Eric Rhenman, together with Bengt Stymine, in the 1960s, who explicitly outlined the stakeholder theory. The revival period of the stakeholder concept began with the publication of "Strategic Management: A Stakeholder Approach", by

Freeman, in 1984. As stipulated by Morris, in what has become a landmark in the stakeholder research field, Freeman defined the term stakeholder as any group or individuals who can affect or is affected by the achievement of the objectives/activities of organizations. In other words, stakeholders are group or individuals who benefit from or are harmed by, and whose rights are violated or respected by corporate actions (Freeman, 1998). Stakeholders include employees, customers, suppliers, stockholders, governments, community and other groups who can help or hurt the corporation. From his argument, Freeman had aimed at developing 'how' and 'why' the relationship between business and its stakeholders should be well managed. His focus has always been on interdependency between business firm and stakeholders. So, stakeholder theory is

based on the notions that, beyond shareholders are several agents (as stakeholders) with interest in the actions and decisions of companies.

Furthermore, in contrast to the classical view, which states that only shareholders have legal claim on the purpose of business, the stakeholder theory asserts that companies have a social responsibility that requires them to consider the interests of all parties affected by their actions. Management should not only consider its shareholders in decision making process, but also anyone who is affected by any business decisions. The stakeholder view holds that the goal of any company is or should, to a large extent, be for the flourishing of the company and its principal stakeholders (Werhane and Freeman, 1999). Therefore, the two basic principles defining the stakeholder theory are: that a company performs well only when it pays attention to a wide array of stakeholders; and that, managers have obligations to stakeholders which extend beyond company owners. This is summarized in Jones (1999), by saying, "as a consequence, stakeholder management implies allocating organizational resources in such a way as to take into account the impact of those allocations on various groups within and outside the firm".

There is a natural fit between the ideas of corporate social responsibility (CSR) and organizations stakeholders. The stakeholder concept personalizes societal or social responsibilities (Carroll, 1999), and delineates the specific groups or persons business should consider in its CSR orientation. Therefore, may it be well acknowledged, the fact that CSR is quite beneficial for both companies and society, and must be extensively embraced and practiced by companies in order to help society solve its problems.

CHAPTER THREE

JULIUS BERGER AND CORPORATE SOCIAL RESPONSIBILITY IN NIGERIA

3.1 Introduction

As noted in the literature review, corporate social responsibility is used differently by different people. Corporate social responsibility in Nigeria makes waves largely in the communication, oil and gas, manufacturing and banking industries than what could be obtained in the construction industry. Undoubtedly, the construction industry in Nigeria has over the years demonstrated capabilities infostering infrastructural development within the territory of Nigeria. The Nigeria's construction industry comprises a great number of construction firms, ranging from the indigenous to foreign and multinationals, located all over major cities in the country. This section of the research work would primarily examine profiles of some companies, their mode of operations and their corporate social responsibility (CSR) status. But greater attention would be placed on Julius Berger Construction Company. It is equally imperative to study about the Nigerian society in its capacity and role in advancing social responsibility initiatives.

3.2 Profile of the Federal Republic of Nigeria: Brief historical background and geography

Nigeria is a nation with long-standing historical account. Historical evidences indicate that during the 11th century and beyond, the vast land of (the pre-colonial) Nigeria was inhabited by different tribesmen whose diversifications resulted into the formation and rise of kingdoms, chiefdoms, and in some cases, empires. Most importantly, there was the empire of Borno that ruled overthe North-east Nigeria, coupled with other depositories of power and authorities such as the Hausa city-states of Katsina, Kano, Zaria, Gobir, etc in the north. The south-western area of Nigeria up to the 1500 AD had the prominent Oyo Empire, alongside other Yoruba kingdoms

of Ife, Ijebus, and the kingdom of Benin. Along the coastal area had been located some of the settlements, described as the city states of the Niger Delta. The Itsekiri, kingdom of Warri, the Urhobos and Ijos on the western delta, the Kingdoms of Bonny (Ibani people), the Kalabari and Okirikas in eastern delta, and the Ibibio/Efik State of Calabar, all had been the inhabitants of the Niger Delta area. The South-eastern Nigeria had been occupied by the Igbo people (Obaro, 1980).

The country is situated at the inner corner of the Gulf of Guinea in West Africa. It has a vast area of about 923, 768 square kilometers including about 13,000 square kilometer of water bodies. The Nigerian area, which extends from the Gulf of Guinea in the south to the Sahara Desert on the north, shares borders with Cameroon (1,690 kilometers) in the east and north; Niger (1,479 kilometers) north; Benin Republic (773 kilometres) west; and Chad (87 kilometres) in the north-east.

Nigeria has its topography classified into five regions, each with accompanying climatic condition. There is a low coastal zone along the gulf of guinea, hills and low plateaus in the north of the coastal zones, the Niger-Benue river valley; there is a broad stepped plateau stretching to the northern border that has elevations exceeding 1,200 metres; and the mountains zone along the eastern border. The climatic condition ranges from arid in the north, tropical in the centre, to equatorial in the south.

These variations as a gradation in vegetation and climate are governed by the interaction of moist southwest monsoon and dry northeast winds. From low to maximum temperature are 30^{oc} – 32^{oc}in the south, 33^{oc} – 35^{oc} in the north, and the exceptional case of the plateau areas often with low temperature. High humidity is common from April to November in the south, and June to

September in the North. Low humidity coincides with the dry season. Annual rain fall decreases northward. Rainfall ranges from about 2,000 millimeters (mm) in the coastal zone, averting more than 3,500 millimeters (mm) in the Niger Delta, to between 500-700mm in the north www.mongabay.com/reference/country-studies.

Types of vegetation and other geographical factors exert enormous influence on the distribution of natural resources and agricultural activities in the Nigerian area. It is a well known fact that Nigeria is richly blessed with natural, mineral and human resources. Nigeria's primary mineral resources consist of natural gas/petroleum, tin, iron ore, coal, lime stone, niobium, lead, zinc, and many others located in various sections of the country. Presently, Nigeria has the tenth largest oil reserve in the world, a proven largest natural gas reserves in Africa but seventh in the world, which had been estimated at 37.14 billion barrels and 185 trillion cubic feet respectively. The country equally has an abundance of arable land.

3.2.1 Political and administrative systems of Nigeria

The political system of Nigeria has undergone various changes over the last few decades. Right from the colonial years, when the quest for a suitable constitutional framework for Nigeria began, the country has been challenged majorly with political instability. The earlier years of Nigeria's independence, first republic to be precise, was characterized with much of political rancor among numerous challenging politics, which attracted the military into politics. Having ruled the country for about 28 years, the military finally left politics in 1999. Since the inception of democracy in Nigeria, the country has not been able to find the rhythms of political order. Academics, analysts, political gladiators and opinion leaders have subsumed the problems of Nigeria under the following: legitimacy crisis and identity politics, politics of resource control and revenue allocation; corruption, and lack of transparency and accountability. Amidst the

alleged problems, I would concur in the fact that, Nigerian economy has been bedeviled with one principal problem, and that is 'poor governance'.

Administratively, Nigeria is meant to operate as a federation of 36 states and a Federal Capital Territory (FCT). It is a three tier federation structure, comprising the federal, states and 774 local government areas. The constitution prescribes a presidential system of government with the executives, the legislative and the judiciary as separate organs, working each as a check on the other, under the doctrine of 'checks and balances'.

Nigeria is the most populous country in Africa, and the largest assemblage of black people in the world. According to CIA World Library Reports (2013), the demographic profile of Nigeria indicates that the country has a population of about 174, 507, 539 people with a high population density of more than 200 per Sqr. Km. The age structure/population distribution takes the following format:

Table 3.1: Demographic Profile of Nigeria

Age Bracket	%	Male	Female
0-14 years	43.8	39,127,615	37,334,281
15-24 years	19.3	17,201,067	16,451,357
25-54 years	30.1	25,842,967	26,699,432
55-64 years	3.8	3,016,896	3,603,048
65 years and above	3	2,390,154	2,840,722
Total	100	87,578,699	86,928,840

Source: CIA World Library [July, 2013]

The population of Nigeria is an embodiment of about 450 tribes and languages, with different cultural and religious identities. Languages in Nigeria are classified into three broad linguistic groups: Niger-Congo, Nilo-Sahara, and the Afro-Asiatic.

3.3 History and Profile of the Federal Capital Territory-Abuja

The Federal Capital Territory-Abuja is located in geographical centre of Nigeria. It has a land area of about 8,000 square kilometres. It is bounded with Kaduna State on the north; Niger State on the west; Nasarawa State on the east; and Kogi State on south-west. Originally, the land now called Abuja was part of the Habe Kingdom of Zazzau. For centuries, the area was occupied by several Semi-Independent tribes among which was the Gbagyi tribe, as the largest. In early 1800's, when Zaria fell to Fulani invaders, Muhammed Makau fled south with his followers and two of brothers-Abubakar Ishaku Jatau and Kwaka. In the year 1825, Abubakar succeeded his brother Muhammed Makau to become the king, and founded the kingdom of Abuja.

Owing to innumerable problems associated with the capital in Lagos, the plan for making Abuja and its environs the nation's Federal Capital Territory was initiated in 1975 by the then military government led by late Gen. Murtala Muhammed. Abuja was selected among 33 possible sites because of the following features: Centrality, land availability and use, multiple access possibilities, security, good soil, physical planning convenience, etc. The lands mass that make up the new capital was jointly contributed by the surrounding States. Niger State contributed 80% of the total portion. The rest which include Kwara and the former Plateau States contributed the remaining 20%. In all, the name Abuja was given up for the 'Federal Capital Territory'.

The topography Abuja area is characterized with both low and high elevations. The lower lands are found in the extreme southwest where the flood plain of the River Guraja is at the level of

10m above sea level. From there, the land rises irregularly. The highest part of the territory is in the northeast where there are many peaks of over 760m above sea level. Hills occur either as clusters, roundish or from long ranges. Most importantly, in between the hills are extensive plains. Indeed, about 70% of Federal Capital Territory area consists of plains. Out these plains, the Gwagwa plain was selected for the building of the FCT city.

Federal Capital Territory has a climatic condition that features in two main seasons annually; these are, the rainy (April-October) and the dry (November-March) seasons. There is a brief interlude of harmattan period as a result of north-east wind with its dust-haze, coldness and dryness. During the dry season, the temperature drops considerably due to dense cloud cover. The FCT records a relative humidity in the dry seasons of about 20% in the afternoon (Martins 2014).

The weather and climatic conditions determine the vegetation and soil structure of the area. The soil of the territory is naturally fertile, and its vegetation is classified into three; namely: Grassy Savannah-53%, Woodland Savannah-12.85%, and Shrub Savannah-12.9%, which occurs extensively in rough terrain, close to the hills.

Administratively, the Federal Capital Territory accommodates liaison offices of the 36 federating states that make up the Federal Republic of Nigeria. Abuja city is the location of the Presidential Complex, National Assembly, and the Supreme Court of Nigeria. It houses the headquarters of the Economic Community of West African States -ECOWAS; regional headquarters of OPEC; regional headquarters of the United Nations-UN; embassies of nations from across the world; and other important international administrative centres. The territory consists six area councils; such are: Abuja Municipal Area council, Abaji Area Council, Bwari Area Council, Gwagwalada

Area Council, Kuje Area Council, and Kwali Area Council. Each of the area councils is sub-divided into wards, details of which have been duly stated in methodology of the research. According to the report given by National Population Commission of Nigeria, the FCT had a population of 1,406,239 people in 2006. See Table 3.2 below.

Table 3.2: Population Development in Federal Capital Territory

Name	**Status**	**Population Census 1991-11-20**	**Population Cenus 2006-03-26**	**Population Projection 2011-03-21**
Federal Capital Territory-Abuja	**Territory**	**371,674**	**1,406,239**	**2,238,760**
Abaji Area Council	L.G.A	21,081	58,642	93,360
Abuja Municipal Area Council	L.G.A	……..	776,289	1,235,880
Bwari Area Conucil	L.G.A	……..	229,274	365,010
Gwagwalada Area Council	L.G.A	……	158,618	252,520
Kuje Area Council	L.G.A	44.338	97,233	154,800
Kwail Area Council	L.G.A	……..	86,174	187,90

Source: National Population Commission, 2011

3.4 Nigeria's perspective of corporate social responsibility

Emphatically, attainment of Socio-economic growth and development in a country requires a concerted approach, involving actors in both public and private sectors. The role of government as a major player in public sector stands to be pivotal. With the provision of public policies and use of other instruments, government can initiate and influence welfare development for citizens; whereas, business community and other relevant private organizations make their contributions via Corporate Social Responsibility (CSR).

Corporate social responsibility in Nigeria is beginning to assume some reasonable relevance among stakeholders in the Nigeria's economy. It is at its infancy, waiting to be groomed into maturity. CSR as an organized practice in Nigeria started with activities of non-governmental organizations and later expressed as responses by multinationals, especially in the oil and gas, to remedy the effects of their extraction activities on the local communities. The firms operating in this sector have sporadically provided pipe borne water, hospitals, feeder roads, schools and educational facilities, electricity and other infrastructure. As stated in the Christian Aid Reports (2004), these provisions have been on ad-hoc basis, and not sustained. The Christian aid reports on Shell activities in the Niger-Delta region confirmed that some of the social amenities claimed to be provided by some of the firms in the oil and gas have been abandoned or could not meet the needs of the communities they were meant to support (Ameshie *et al.*, 2004).

3.4.1 Ingredients for corporate social responsibility in Nigeria

As it were in other societies of the world, CRS in Nigeria is multi-facet. The conflicting expressions from a number of people have fathomed corporate social responsibility as a market act. Others take it to mean sustainability tool, etc. But from the perspective of Carroll's pyramid, CSR agenda are primarily categorized into economic, philanthropic, legal and ethical responsibilities. Often, these are prevalent reasons why corporate firms are into CSR practices. Among these, the economic responsibility gets the most emphasis, far beyond philanthropy, legal and ethical factors in the Nigerian society. How to increase profits as one major economic reason why companies go into CSR has become a notable feature of business practices in Nigeria. It is on this stand that Akin Oyebode, a professor of law at the University of Lagos, affirms that there is no free lunch. So do not expect that corporations will be doing these things for free. They are capitalist-not charity organizations (Social Enterprise Report, 2013). And that is the more reason

why companies (especially MNCs and foreign owned) in Nigeria adopt what experts describe as Strategic CSR.

In addition to economic interest (majorly increase profitability), philanthropy, culture of free will donation, could be considered important driver(s) of CSR in Nigeria. Some others worth mentioning include: community expectations, civil society pressure, competition, globalization (based on international best practices), branding, etc.

Philanthropy/charity, in the spirit of Africa Communalism takes the second place on the rungs of importance to economic responsibility of CSR engagement in Nigeria. This practice has been obtained mostly among indigenous/family-owned companies, though it has, to some extent, been interrupted by incursion of the western capitalism into the Traditional African Economic System. Limbs and Fort (2000), in Ameshie *et al.*, acknowledge the fact that, motivations for MNCs to engage in CSR in Nigeria are varied responses to market forces, globalization, consumer/civil society pressures. Most of these compelling pressures may not necessarily be applicable to most Nigerian indigenous firms. In the first instance, pressures from these quarters are almost non-existent. Moreover, law enforcement mechanisms are weak and made inefficient by institutionalized corruption. The research, conducted by Ameshie and Co into CSR in Nigeria discovered that a common trend among the different tribes and people which could have implication on the CSR discourse is the communal philosophy of life and concern for the less privilege – a trend that is deep-rooted in the concept of extended kinship. Therefore, there is ingrained culture of philanthropy in the Nigerian society. And our cultural heritage goes a long way in shaping Nigeria's business practices especially in relation to the administration of corporate social responsibility.

One other important area in the making of CSR in Nigeria which this research has explored is the 'expected priority issue'. Methods of administering corporate social responsibility vary from place to place, and are basically determined by the existing socio-economic variables in a given society. When corporate organizations of the advanced economies concern themselves with secondary needs such as fair trade, green marketing, recreational activities and other luxuries of life, CSR in Nigeria is tailored towards addressing the peculiarity of the socio-economic development challenges of the country particularly in the areas of education (including training and skill development), provision of health care, infrastructure development, poverty alleviation, security and environmental safety. In the course of this research, it is established that corporate firms sometimes exhibit frivolous CSR practices. Companies in Nigeria can come as low as sponsoring birth day parties, overseas trips for mere holidays, chieftaincy coronation, etc. What then should be considered as the best practice of CSR in Nigeria? Nkanga (2007) has this to say: CSR practices in Nigeria indicate that many organizations are driven by the need to advance their own course to the detriment of all other stakeholders. Some do not adequately respond to the needs of host communities, employees' welfare (cheap labour often preferred), and environmental protection. However, CSR should involve the commitment shown by companies to contribute for the economic development of a local community and society at large.

3.5 Position of government and legal framework in corporate social responsibility engagement

The common notion held about corporate social responsibility is that, it is more of a voluntary and philanthropic practice which does not require government involvement or any legal proceedings to enforce, rather should be left to the discretion of companies. Now, with the culture of self- absorption, corporate organizations often ignore obligations to which they are

morally privileged. Thus, would government involvement be of no help to encourage organizations become socially responsible in their operations, or must corporate organizations be left unchecked to become oppressive and irresponsible? The task of fostering best business practices (CSR engagement) requires the provision of regulatory framework as one thematic area of actions by government. Other assignments for government include creating awareness, improving transparency, and making socially responsible investment. Utting is of the view that the regulation of corporate social responsibility in Nigeria be made compulsory. According to him, compulsory regulation refers to legislative enactment or judicial judgment prescribing roles and sanctions. For those in the advocacy for compulsory regulation, it has a lot of benefits. There are benefits of certainly, enforceability, fair play and stakeholder engagement (Gatto, 2002). In stakeholder engagement, compulsory regulation defines duties, provides for rights of parties, create orders and other predictability in procedure. On the contrary, compulsory regulation has been criticized for some deficiencies, among which is the fact that, it may constitute disincentives to investment in Nigeria. Considering already existing high and multiple taxations at various levels of governance, compulsory CSR may constitute a burden to companies (Oserogho Associates, 2008).

Admittedly, there are contentions over the availability of legal framework to cater for socially responsible business practice in Nigeria. Some are of belief that since emergence of CSR in Nigeria there had been no substantive laws in the area of CSR. Others are of the view that where ever laws exist they are neither complied with by concerned organizations nor being appropriately enforced by the relevant authorities. And, in the case of international CSR instruments, the provisions have not been dully domesticated in Nigeria. Ameshie & Co could detect some lacuna in the Nigerians company laws. Most noticeably, the Nigerian company laws

have been largely interpreted and applied after the contractarian model of the America's. The contractarian model law essentially reflects the shareholder supremacy and shareholder wealth maximization goal (Fannon, 2003). The implication as emphasized by Ameshie is that companies are viewed as private actors to be run exclusively in the interests of shareholders – a view that has been followed by Nigerian courts, which have consistently ruled in favour of the supremacy of shareholders. Nevertheless, Nigeria is not in outright dearth of legal instruments capable of promoting CSR practice. Apart from some available international CSR instruments which regulate CSR under the international law, there are provisions made in the constitution of Nigeria under chapter II – Fundamental Objectives and Directive Principles; there are bills presently before the National Assembly, seeking to establish CSR commission; coupled with policies and programmes initiated by the government of Nigeria and civil societies for the development and enhancement of corporate responsibility social in Nigeria.Some of these available regulatory instruments, constitutional provisions, and policies of guidelines are being itemized as follows:

Table 3.3: Regulatory Instruments and Constitutional Provisions

SOURCES	RECOMMENDATION
(a) INTERNATIONAL INSTITUTIONS: Organization for Economic Co-operation and development (OECD)1997, updated 2000	Human rights, employments, industrial relations, environmental protection, consumer interests, bribery, science and technology, competitions and taxations.
United Nations Global Compact (UNGC) 2000	Human rights, labour standards, environmental and anti-corruption, health and safety
International Labour Organization Declaration on fundamental principles and rights at work (ILO), 1998	Freedom of association and effective recognition of the rights of collective bargaining elimination of all forms of forced/compulsory labour casualization of labour, effective abolition of child labour, and elimination of discrimination in respect of employment and occupation
(b) DOMESTIC PROVISIONS:	
	Protection and importance of the environment, safeguarding the water, air and land, forest and wildlife.

Environmental Impact Assessment Act (EIA Act), 1992 & Federal Environment Protection Agency Act (FEPA-Act)	,, ,,
National Environmental Standards and Regulation Enforcement Agency (NESRFA-Act) 2007	Standards of compliance with environmental protection against water, air pollution and discharge of hazardous substances/toxic wastes and related offences, etc.
National Assembly Bill on Corporate Social responsibility proposed Bill 2012.	The establishment of CSR commission in Nigeria: for the formulation, implementation, supervision and provision of policies and reliefs to host communities for the physical, material, environmental and any forms of degradation.

Source: NESRFA (2007)

Among others, the Nigerian government has also through NEEDS- National Economic Empowerment and Development Strategy, given some definition to the private sector role by stating that, the private sector should become more productive in creating productive jobs, enhancing productivity, and improving the quality of life. It is also expected to be socially responsible by investing in the corporate and social development of Nigeria (NNPC-Nigerian National Planning Commission, 2004).

In a nutshell, these existing and proposed legal instruments in Nigeria are capable of promoting responsible behavior among corporate organizations i.e. to contribute to economic, social and environmental progress with a view to establishing sustainable development in the society if they are made to be justice-able. The problem with the Nigerian legal system is more on enforceability. It is a situation in which the act of enforcing stipulated laws and sanctions becomes a quagmire. In other words, how to make companies comply with CSR laws, or to what extent could these laws and penalties be enforced against an artificial person has been quite difficult and uncertain.

3.6 Impediments to corporate social responsibility in Nigeria

Over the years, growth and development of corporate social responsibility in Nigeria have suffered some setback. The reasons for such a stunted growth could not be far from what the socio-economic and political environments of Nigeria have to offer. There is reasonable proof that Nigeria with her huge human, mineral and natural resources has the possession of enormous potentials for business to thrive. Ironically, Nigeria exhibits the most unimaginable rate of business failings. Statistics have proofed that, in the past 10 years a great number of companies and businesses, not fewer than 250 have wound-up, while many others have relocated, from the shores of Nigeria, to neighbouring countries. The socio-economic environment of Nigeria is bedeviled with a number of elements hindering the smooth operation of business, and consequently, consisting serious impediments to the advancement of CSR.

Very unfortunately, Nigeria that has such enormous resources, as development requisite, is subjected to high degree of backwardness, underdevelopment, and colossal poverty. For more than two decades now, Nigeria has been challenged with dwindling economy. The poor performance of Nigeria's economy over the years has found an expression in the prevailing economic hardship and deteriorating state of socio-economic indicators. According to World Bank Report (1999), social-economic indicators are those factors used in determining the extent of socio-economic development of any given society or country. The socio-economic development of any country can be measured with a number of indices, which include: (i) good quality of living of the people, (ii)availability of good infrastructural facilities and social services such as good roads, portable water, sanitation services, health care system, etc. and the people's accessibility to those facilities/services. The growth of nation's Gross Domestic Product (GDP)

equally serves as a determining factor for the quality of the nation's socio- economic development.

In the words of Ingram (1992), and in agreement with other contributors, he pinpoints some key socio-economic indicators as follows: rate of poverty, life expectancy, adult literacy, infant mortality rate, quality of nutrition, aggregate net resources flow, terms of trade, consumer price inflation, total external debt, etc. More of such indicators include, state of security, government policies and bureaucracy, corruption, access to funds, tax system and others.

Socio-economic condition of Nigeria which lacks most essential indicators renders the Nigeria's society a hostile environment to business practices. The prevailing poor socio-economic factors and conditions in Nigeria are an indication that the country is in dire need of development drive. In a situation where most of basic infrastructures are collapsing, corruption and other socio-political and economic malpractices are now systemic and the business climate is un-conducive, it is therefore vital that contributions from governments and companies which could be strategic to the growth and development of the Nigerian economy should be encouraged.

3.7 Construction Companies in Nigeria and corporate social responsibility practices

In respect of corporate social responsibility practices in Nigeria, much has not been achieved with the construction companies. It is an established fact and has been mentioned previously that industries of banking, communication, oil and gas and manufacturing are more of CSR compliant than the construction industry in Nigeria. Against this background, this research is organized to understudy the activities of Julius Berger Nig. Plc, a leading construction company in Nigeria and its adjutants in the development and enhancement of corporate social responsibility. Number of construction companies operating in Nigeria is large. But their CSR

impacts are rather minimal. Inorder to gain greater awareness about the extent to which CSR practice is accepted and implemented among construction companies in Nigeria, the CSR profile of few companies are being examined. Some of such companies include: RCC, CCECC and Gillmor (nig) Ltd.

3.8 History and Profile of Julius Berger (Nigeria) Plc

Julius Berger is a Nigerian leading structural and civil engineering/construction company with its headquarters situated in Abuja-FCT of Nigeria, and additional locations in Lagos, Uyo and Bonny Island. The company was originally founded in 1950 in Germany, and was introduced into Nigeria in 1965 by its parent company known as Bilfinger Berger, which still stands as the largest shareholder in the company.

In August, 1965, the company began the demonstration of its commitment to the development of Nigeria through the construction of its first major infrastructure project- the Eko Bridge in Lagos State. After thepioneer project, the company has since diversified its portfolio in Nigeria. The company has been known for constructing most of Nigeria's infrastructures, major expressways, and even commercial and residential buildings across the country. More so, through domestic and international firms, Julius Berger undertakes oil and gas industry projects. The following are some of the company's major projects over years in Nigeria:

Table 3.4: Julius Berger's Major Projects in Nigeria

Project	Date
Eko Bridge	1968
Tincan Island Port	1977
Third Mainland Bridge	1970

Ajokuta Steal Plant	1990
Itakpe-Ajokuta-Ore Railway	1990
Abuja Int.Airport (phase II)	1997
Central Bank of Nigeria (Head Office)	2002
Abuja Stadium	2003
Multiple Project, Escravos GTL plant	2012
Bonny Liquefied National Gas facility	On going, etc.

Source: Julius Berger Annual Report 2012/2013

For about 50 years now, Julius Berger Nigeria has maintained construction business as the main stay of the Julius Berger group in Nigeria; while its appendages involve in the manufacturing of furniture and production of granite panels, and other services. The company's legal structure was changed into a limited liability status in 1970, and in line with the indigenization policy of the Federal Republic of Nigeria, Julius Berger Nigeria has been subjected to the conditions for greater participation by Nigerian nationals in the ownership, management and control of the company. Years later, 1991 precisely, the company was transformed into a public liability company (PLC) and was floated on the Nigerian Stock Exchange. Today, Julius Berger Nigeria operates with a capacity of not less than 18,000 personnel.

In recent times, Julius Berger (JB) has marked a record of increased performance and profitability. The company's chairman, Dr Muhammed Nurudeen Imam confirmed that, the company's performance has increased by 17.7%, resulting in a dividend of 250 kobo (N250) which by implication, signifies a total gross dividend payment of N3 billion. (JBN Annual reports 2013).

3.9 Implications of Construction Work on the Environment

Construction projects have ways of impacting on habitats of natural environment and the society at large. In some ways, construction brings about development, in the other way, it could constitute some retardation to social, economic and cultural lives of society. A lot more ought to be considered of the implications of construction activities. Hence, the following areas can be highlighted:

3.9.1 Environmental impacts: Ever since, in the existence of mankind, greater measure of human efforts has been devoted on the manipulation of the natural environment to better suit the needs of human person. The involvement of science and technology in human activities especially in our today's construction of one sort or another has complicated the problems and challenges of the natural environment. Construction activities, in most cases, can have the following environmental implications: water pollution, surface disturbance of vegetation, geological disturbances such as sinkholes and seismic movements, air pollution as a result of movements of heavy duty machineries and explosions in open blast quarry, etc.

Natural environment distortion has two key components, itemized as (i) resource depletion and alteration of eco-system, (ii) pollution and hazardous substances. Pollution, which has already been mentioned in the preceding paragraph, can be defined as the process of making the environment dirty and unhealthy. It is caused during the manufacture of materials and products, as well as from the handling and use of materials, and other construction related activities. Some hazardous substances are often introduced as chemicals arising from building finishing.

Another major component of environmental distortion is the resource depletion, which expresses the high rate of consumption of non-renewable resources by mankind especially those that are

used in construction works. The construction industry is a key consumer of resources. Construction materials are derived from numerous sources among which are sand and gravel extractions. These processes imply major environmental impacts ranging from loss of habitants and eco-system alteration, damage to the landscape and subsidence problems, to the release of methane into the atmosphere. The following table shows the estimates of pollution and resources used in construction process.

Table 3.5: Estimates of pollution and resources in construction work

Pollution	%	Resources	%
Air quality	23	Energy	45-50
Climate change gases	50	Water	50
Water pollution	40	Agricultural land	50
Land fill waste	50	Timber products	60
Ozone depletion	50	Coral leaf destructions	50
		Rainforest destruction	25

Source: http://www.jostor.org/environment/10-1002/july-11-2014

3.9.2 Socio-economic and cultural impacts: Construction projects could have both direct and indirect effects on various aspects or assets of the society. Firstly, the social assets of host community, which include the social and other community activities in which people participate and the facilities or amenities that they draw upon in pursuit of personal and community objectives, are not excluded. As one of the effects, there shall be changes in social structure and interactions among members of the community. There shall be changes in the aesthetic quality of the community. Construction projects may equally increase the population in the community and

possibly induce increased demands for health, safety, educational, and other social services. There may also be displacement of families.

Secondly, as for economic benefits, development with the construction business may increase employment in the community and create demand for more affordable housing, and eventually induce changes in income levels. In as much as construction projects create employment, there are equally business opportunities among members of the society.

Thirdly, physical assets are considered as those basic infrastructures that allow community functions effectively. Through the availability and quality of physical assets, which attract and retain people and investments within community, construction activities can make business to receive growth.

Fourthly, construction works have adverse impacts on cultural value and archeological resources of the people. There may be loss of access to ancestral beliefs, lands and waters, loss of sacred places of meetings and worship. Moreover, because of the contacts with foreigners, there may be diffusion of foreign cultural traits over the indigenous culture of the natives.

The presence of construction companies can guarantee the enhancement of human assets. These encompass skill and knowledge inherent in the community, opportunities for learning and growth, and access to essential services that are fundamental for the maintenance of individual family and community wellbeing. On the other hand, there are some adverse effects of construction works on the human rights of the community dwellers. Some people could lose their homes, farm lands, crops and even lives, and other means of livelihood to construction activities without receiving adequate compensation from neither the company involved nor the government.

3.10 Corporate Social Responsibility Profile of Julius Berger (Nig.) Plc

The terms 'giving back to society', 'taking responsibility for one's action', and so many others, are concerns that make business firms corporate citizens. For the reason that it is quite difficult for business to thrive in any failed society, companies go as far as committing their resources toward building enabling environment. Julius Berger is one company that has demonstrated some sorts of responsiveness towards host communities and Nigerian society at large.

Julius Berger is one of the biggest private business firms, a multi-million asset company and a leading construction firm in Nigeria with its affiliates in Lagos, Uyo and Bonny Island. It handles Nigeria's largest construction activities. Sometimes the company's construction activities make unpleasant effects on environments, properties and social lives of situate communities. Taken for instance, communities within the Federal Capital Territory (FCT) and Abuja complain about one problem or the other emanating from the company's construction works. Members of Mpape community lament over air and water pollutions as a result of the company's quarry-extractive activity. Communities of Aleta, Kuchigoro, Piakasa and Chika along Lugbe axis of Abuja are worried over loss of farm lands, crops and economic trees to construction works.

Overtime, the company has helped communities solve some of their problems. Claims by Chairman of the company, Dr. Mohammed Nurudeen Imam, and the Public Relations Manager (PRM), Mr. Clement Nduka Iloba, posit that CSR is a priority area of the company. They deem the company as one that recognizes the importance of being socially responsible towards its stakeholders as much to its shareholders. In his words, the Chairman affirms that Julius Berger's systems are built on the behalf that the company's duty, apart from delivery of the highest quality standard in its works, is to support and advance the development of its staff, host

communities and the country of Nigeria itself. He goes on to say, the company takes into account the impacts of its actions and activities, and actively seeks opportunities to add value within its communities. Areas that form the pillars of the company's CSR strategy are: education, health, sports, and community development. Additionally, the company provides supports when social services are scarce or have reached the limits of their capacities. They can give emergency response, fire services, etc. (JBN –Annual Reports, 2013).

Of a truth, there are some areas in which Julius Berger Company has shown practical demonstration of corporate social responsibility. Some of the company's socially responsible programmes and projects are located here in Abuja and its environs. While others are in other parts of this country especially the core areas of their operations. To begin with, the company has taken some responsibility in the area of community development. One striking example within this area is the renovation of a mini police station in Mpape Community in the Federal Capital Territory (FCT).

In another development, the company in demonstrating its commitment towards community development has built and donated a functional 1,037 square metre building designed to serve as a centre for cultural and civic education to the Federal Capital Territory- Abuja. The then FCT Minister, Senator Bala Mohammed in his commendation said: "the creation of the cultural and civic centre has put Abuja among the world capitals with excellent cultural facilities".

In area of education and skill acquisition, the company has come to identify with educational challenges facing schools and institutions. Early 2012, Julius Berger officials held writing workshops in schools across Abuja, Lagos and Uyo, as part of literacy campaign. The workshop informed the establishment of Julius Berger Book Club, which is aimed at giving students

opportunities to improve their reading and writing skills. In attempt to actualize the set objectives of the JB book club, members of the Julius Berger CSR team visited chosen schools and distributed over 5,000 copies of books from different authors, among which is the book titled 'The Great Fall' written by a Nigerian author, Chinyere Obi-Obasi.

JBN Company in 2013 made donation of 200 books to Government Secondary School, Tudun-Wada, in the FCT-Abuja. A similar gesture was repeated in Lagos when the company through its public affairs manager donated 1,000 books to Lagos State Government Library. It is equally reported about the company's corporate social responsibility project of constructing blocks of eight classrooms in schools at Atlas Cove, an Island Community in Lagos (The Vanguard, Friday, May31, 2013: 44).

In order to ensure improvement on health conditions of citizens and community dwellers, Julius Berger, as part of its CSR programme, launched a campaign – 'Towards zero Tolerance to malaria'. According to the company's Public Affairs Manager- Mr. Clement Iloba, the Company has been carrying out malaria prevention exercises by distributing over 6,000 Long-Lasting Insecticide Treated Nets (LLINs) to pregnant and nursing women, students, and others in communities of their operations across Nigeria. More importantly Julius Berger is committed to helping governments and other stakeholders in the fight against the scourge of HIV/AIDs in the country. In order to achieve this, the company helped to form a special Non-Governmental Organization (NGO) through which the private sector can be well fortified in the fight against HIV/AIDs. Mr. Iloba further explained that the company's CSR initiatives were anchored on HIV/AIDs control and management under the umbrella of the Nigeria Business Coalition Against AIDs (NIBUCAA). Julius Berger is a founding member of the corporate NGO.

For skill acquisition, demonstration of charity and succor for needy kids, orphans and less privileged persons, Julius Berger has in recent times made donations to several care centres. Among these are: donation of N1 million made to the Nyanya Information Technology (IT) Centre in Abuja; another N1 million to the Hope centre of the daughters of charity, a Faith Based Organization (FBO) in Kubwa- Abuja. Bema Homes at Sauka-Mararaba, and New mechanic village-Apo, also in Abuja were not left out. The Homes received N500, 000 each from the Julius Berger family.

The Company does not restrict its charity concerns to only Abuja area. Rather, according documented reports, such donations had been replicated in other areas where the company has major jobs across Nigeria.

In sports, as one area of Julius Berger's CSR, there is the sponsorship of the Annual Golf Tournament that the company has regularly maintained for upwards of 14years. In addition to its core sportive purposes, the Golf Tournament has been equally considered by the company and the organizer as a charity-based initiative. According to the company's managing Director- Engr. Wolfgang Goetsch, the company uses this tournament to raise funds, and all the proceeds from the Annual Invitational Charity Golf Tournament are used to support charity course in the country (Ogunjimi, 2014).

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF EMPIRICAL DATA

4.1Introduction

As earlier stated in chapter one, this study is relied on primary sources of data. Questionnaires, in addition to oral interview, were used in collecting data from the field. This chapter anchorsamore detailed presentation, analyses and interpretation of data. In order to achieve this, a total number of 150 copies of questionnaire with each containing 15 sample questions were complied and distributed among members of the target population. 125 of these questionnaire were returned.So, the presentation, analysis, and interpretation of data will be based on the retrieved 125 copies of questionnaire. Data presentation is done in tabular form, while simple percentage was used inanalyzing the data.

4.2 Presentation and Analysis of Empirical Data

Data collected are grouped into six and presented in tables. Each table is preceded by a question which serves as guide towards whatever information the table is expected to produce. A table is divided into responses, frequency and percentage (%) columns. The statistical interpretation is as follows:

$\frac{fq}{tn}$ x $\frac{100}{1}$ = % Or

$\frac{fq\ X\ 100}{tn}$ = % fq = Frequency&tn = Total no. of respondents

Table4.1: People's Awareness about Corporate Social Responsibility Practices

Awareness	Frequency	Percentage
Aware	67	53.6
Not aware	58	46.4
Total	125	100

Source: Field Survey, 2016

Table 4.1 indicates that 67 of the total respondents representing 53.6% are aware of the existence of corporate social responsibility in Nigeria. The majority who have knowledge about corporate social responsibility are among the educated members of the society. On the other hand, 58 represented in 46.4% of the respondents do not have much or any knowledge about corporate social responsibility. From these results it can be inferred that CSR is more popular among the educated class, than less and non-educated Nigerians. The difference of 7.2% between both results is an indication that the awareness level of CSR in Nigeria is below average.

Table 4.2: Degree of Julius Berger's Involvement in Corporate Social Responsibility Practices

Level of Involvement	Frequency	Percentage
Actively involved	26	20.8
Fairly involved	70	56
Poorly involved	29	23.2
Total	125	100

Source: Field Survey, 2016

In table 4.2 anattempt was made to find out the level of Julius Berger's involvement in corporate social responsibility practices. 70 respondents of 56% agreed that the company has fairly

participated in corporate social responsibility. Another group of 29 respondents of 23.2% considered the company as being poorly involved in corporate social responsibility.These results showthat Julius Berger's efforts in meeting corporate social responsibility requirements has been reasonable. A visit to the company's headquarters and project locations by the research team divulged that there is in- place a standard and well organized CSR office, under the leadership of the company's public relations manager, which oversees corporate social responsibility programme of the company. The study also discovered that the company has carried out some infrastructural projects, as a demonstration of its commitment and involvement in corporate social responsibility, located in communities of its operation. Participation of companies in corporate social responsibility is quite desirable and in conformity with the provision of the theoretical framework of the study, which stipulates that firms should go beyond making wealth for owners of business to involving the wider constituency of stakeholders in providing for their needs.

Table 4.3: Julius Berger's Corporate Social Responsibility Area of Major Interest

Area of Interest	Frequency	Percentage
Environmental protection	15	12
Community development/Social issues	55	44
Working condition /workers welfare	30	24
Good governance	16	12.6
Labour right	9	7.2
Total	125	100

Source: Field Survey, 2016

Table 4.3, investigated the company's core CSR area, otherwise known as area of interest. There are many CSR areas. The key ones are subsumed into: environmental protection; community development and social issues; working conditions and workers welfare; good governance; and human right. In response to the question, community project for development received the highest number of respondents of 55 out of 125, which constitutes 44%. Working condition together with welfare ofworkers received 30 respondents, represented in 24% as the second highest. The results show that Julius Berger Company gives greater attention to community projects than what it gives to its workers welfare and other key areas of corporate social responsibility such as environmental protection and respect for labour law. Environmental conditions had not been adequately provided for in the company's CSR programme despite the demand from United Nations Global Compact (UNGC) for business. The UNGC approach includes the use of 'green business practices' as one key element of the Triple Bottom Line guiding corporate social responsibility practice, which demands that business firms should comply with regulations relating to environmental protection. Moreover, the company's inability to show adequate respect to labour right, is a violation of International Labour Organization declarations on rights of workers. .

This position of Julius Berger placing a higher premium on a particular area of corporate social responsibility than others is a clear indication that the company is being selective about the type and area of CSR to engage in. It isagainst this position that, D. A. Coldwell, as stated in the literature review of the study, affirmed that corporate social responsibility is multi-dimensional, and could not agree with business organizations to be selective about how they can solve social problems.

Table 4.4: Reasons that Motivate Julius Berger's Participation in Corporate Social Responsibility

Reasons	Frequency	Percentage
Voluntary	50	40
Legal	10	8
Ethical/moral	17	13.6
Economic	48	38.4
Total	125	100

Source: Field Survey, 2016

Table 4.4 considered it necessary to find out the reasons or those factors that actually motivate Julius Berger to engage in corporate social responsibility practices. Corporate organizations enter into corporate social responsibility primarily for the benefits of economic enhancement, image building, negotiation power, etc. Furthermore, companies sometimes adopt CSR as an act of charity- done voluntarily, or to fulfill moral obligation. There could be a situation where CSR can be enforced through legal means. In attempt to answer the question, a greater number of respondents –50 out 125, representing 40% ticked for voluntary (free will) as the company's best reason for CSR. Economic factor as the second best motivator received 48 respondents of 38.4%. The results indicated that the company enters into corporate social responsibility practices objectively, by using its natural volition and without being coerced. Others agreed that economic benefits play major role in determining the manner by which Julius Berger carries its CSR activities. It is clear, with the slim difference of 1.6% between voluntary and economic reasons there is an indication that in practical sense economic factorremains very significant in determining the company's involvement in corporate social responsibility. These approaches adopted by the company is in line with the views held by H.R.Bowen and Ojomu that economic

benefits and volunteerism respectively are significant reasons for corporate social responsibility engagement.

In attempt to strengthen the findings on reasons for Julius Berger's participation in corporate social responsibility, oralinterview was conducted and ayouth of Autacommunitymade it known that the company could only tarone of the community roads (about one-kilometre road) on accounts that it would provide easy access to the company's sand-pit located in the community. And in order to debunk the claim for volunteerism and magnanimity in carrying out corporate social responsibility, the interview further revealed that, often times, host communities force their demands for helpon the company.

Table4.5: Assessment of Community-Company-Corporate Social Responsibility Relationship

CSR Relationship	Frequency	Percentage
Highly Cordial	20	16
Fairly Cordial	55	44
Cordial	50	40
Total	125	100

Source: Field Survey, 2016

Table 4.5made an assessment of Community-Company-CSR relation. This is to verify the much of participation by community dwellers in corporate social responsibility matters, and the level of satisfaction they derive from the company's CSR programme. The table shows that 55 respondents of 44%, largely constituted by membersof the company's senior staff cadre and members of the ruling councils of the concerned communities, agreed that Julius Berger'sCSR relation with its workers andhost communities is fairly cordial and satisfactory. 50 respondents,

represented in 40% gave the company an average mark. These results indicate that Julius Berger, in its efforts to use CSR initiatives in promoting cordial relationship withits staff-members andhost communities, has performed above average even though a significant percentage feels otherwise. For business to thrive, there is need for business firms to create and maintain friendly relationship between them and their social environment. This is being supported by the 'social responsiveness concept', as suggested by Davis and Frederick, which implies that the ability of any business organization to relate its operations and policies to the social environment in ways that are mutually beneficial to both the company and society, has been helpful in explaining out the business-society relationship.

The interview with some community members revealed that, while some youths are complaining of being neglected, the chiefs and elders are engaged in their capacity as representatives of the community.

Table 4.6: Efforts of Government and Civil Society Groups in the Promotion of Corporate Social Responsibility in Nigeria

Efforts to Promote CSR	Frequency	Percentage
High	31	24.8
Low	94	75.2
Total	125	100

Source: Field Survey, 2016

In an attempt to examine what and how the government of Nigeria has been doing to promote corporate social responsibility, the Table shows that a total of 31 respondents, distributed among civil servants, construction workers, and private business operators respondedby saying that the

efforts to promote CSR is high. An overwhelming 94 respondents, representing 75.2% affirmed that governments have done poorly in their efforts to advance the course of corporate social responsibility in Nigeria.

Table 4.7: Quality of Julius Berger's Corporate Social Responsibility Infrastructural Projects and Services in Communities.

Quality of ProjectsFrequency	Percentage	
High Quality	10	8
Average Quality	45	36
Below Average Quality	70	56
Total	125	100

Source: Field Survey, 2016

Table4.7 shows that the qualities of the company's infrastructural projects in most communities of their operation are below average. 70 respondents of 56% described Julius Berger's corporate social responsibility projects as not being up to standard. But 45 respondents of 36% described them as being average.

The evidence of interview conducted agrees to the fact that some of the company's community projects have problem of quality. For instance, in some of the communities visited it was established that Julius Berger hasdemonstrated some commitment towards provision of infrastructure for community development. But the concern was more on quality of works done (i.e., projects that could stand the test of time, and also meet the genuine needs of the rural communities). The people of Mpape community in FCT-Abuja expressed dissatisfaction over the company's CSR projects in their area. According to Mr. Enebeh O. Vincent, one of the residents, in his words: "this Julius Berger,in my own understanding, only came here to play politics with us, not actually to helpus solve our problems. If you can take a look at the borehole they gave us, you can see it is too small here, likewise the electricity generator set".

Table 4.8: Level of satisfaction with corporate social responsibility projects and services given to communities by Julius Berger

Level of Satisfaction	Frequency	Percentage
Well Satisfied	5	4
Fairly Satisfied	61	48.8
Not Satisfied	57	47.2
Total	125	100

Source: Field Survey, 2016

It was expected that there would be considerable degree of satisfaction in Julius Berger's corporate social responsibility programme. The responses to the question showed that, while61 respondents of 48.8% agreed to have been fairly satisfied with the company's infrastructural projects and services in rural communities; 57 respondents of 47.2% indicated dissatisfaction with Julius Berger's CSR performance.

With the oral interviews conducted, the evidence revealed that there are situations where CSR projects are sitedindiscriminately, thereby causing dissatisfaction among some sections of the community dwellers. In other ways, qualities of some of those projects are disputable. Members of Kuchikau and Auta communities in the Massaka area along Keffi-Abuja express-way have rather complained angrily about sub-standard feeder roads the company-Julius Berger constructed for them. The interviewees acknowledged that the roads in question were built primarily to serve the company's economic interest. They were more of poor quality roads which gave the company access to construction materials, and could only last as long as they served the company in its business of extracting those raw materials.

A member of the ruling council in Kuchigoro, another community that has been infected with environmental pollutions as a result of the company's construction activities admitted that, as much as the company hasmade efforts in alleviating their sufferings through provision of basic amenities, a lot more are needed to be done. A youth member of the area testified that the manual borehole the company sank for the community stopped producing water six month after its installation.

There are also complains about some families having lost their farmlands to road construction. A certain farmer, Mr. Tanko Zafani, lamented that since he lost his farm to road construction, he has not been compensated accordingly. All these are evidences of poor corporate social responsibility performances accompanied with expressions of dissatisfaction.

Table 4.9: Workers Level of Satisfaction in the Company's Condition of Service, Remuneration, and Welfare Scheme

Level of Satisfaction	Frequency	Percentage
Highly Satisfied	25	20
Fairly Satisfied	40	32
Not too Satisfied	60	48
Total	125	100

Source: Field Survey, 2016

In table 4.9, majority of respondents (JBN workers) of 48% said they were not too satisfied. The other lesser number of 25 respondents represented in 20%, who constitute the senior staff members of the company, are highly satisfied.Workers are equally important stakeholders in the

company's business. For Julius Berger to have not been able to administer quality and satisfactory welfare scheme to their workers, it means the company's position in corporate social responsibility is in contradiction with the view held by Sharma and Talver, as mentioned in the literature review of the study, that, corporate social responsibility involves the changing notions of human welfare, and emphasizes on activities that have direct concern with qualityof life in society.

Welfare of workers.involves a number of issues, majorly: the remuneration and other emoluments such as health care, safety of workers, transportation, housing, and others. As part of the company's efforts to meet health needs of workers, it now established Health Insurance Scheme. The health programme has commenced operation in early 2012 under Julius Berger Medical Services Limited (JBMSL). The scheme has been licensed under the National Health Insurance Scheme Act, CAP N42, laws of the Federation of Nigeria 2004. Julius Berger proffered the health insurance as one arm of its corporate social responsibility initiatives that would guarantee easy means for staff and their family members to access health services. However laudable the scheme seems, it is not devoid of shortfalls and criticism. In terms of quality of service, a worker confided in the research team that junior and field workers are not obliged with the company's health programme. Health personnel are accused of treating some sections of workers less fairly than others. Often times, health records are used to victimize workers. As what should be considered an abuse of human/labour right, a certain Mr. Nwanna, one of the artisans in the company, now late, was given a sack letter while on sick bed. Besides, Julius Berger could not even extend its health scheme to its host communities. It only gave medical assistance to its employees; while the rest of communities that had assisted in generating the money are left without any meaningful health care delivery system.

Another important issue which most workers, especially those within the junior cadre, frowned at is the company's remuneration system. Junior and field workers lament over being underpaid. By the accounts of some workers, it is understandable that their least take home pay which is approximated at 1,200 Naira per day is too meagre to tally with the man-hour.

In addition to the high rate of exploitation, casualizationof workers is considered another ill treatment meted on less privilege Nigerians by the management of the company. This brings to mind what has been written about, 'capital and Africa wage labour, a situation in which expatriation of African surplus is fashionable'. In order to save costs, the company chose to adopt anti- people policy of casualization.

As one of the social issues, Julius Berger established a scholarship programme as one of the ways to encourage young ones to study harder. But some see the project as lacking merits. Rather, it has been taken over by 'whom do you know' syndrome, thereby defeating its original objectives. The benefits of the scholarship scheme are predominantly taken over by the children and relatives of the senior staff of the company.

4.3. Summary of Findings

The data derived from the field has showed first that corporate social responsibility is not only an uncommon practice with the construction companies; rather, it has not been well known among the people of Nigeria. Majority of people especially those in the rural areas and the uneducated ones are yet to embrace the essence of corporate social responsibility. Such situation is one of the significant factors that would hinder the growth and development of corporate social responsibility in Nigeria.

In addition to the fact that construction companies are less active in the practice of corporate social responsibility, Julius Berger in particular handles CSR in majorly a voluntary manner. This implies that corporate social responsibility is being made optional, rather than being considered an important way of giving back to society, or bringing development to the people. In such situation CSR is regarded as favour to host communities than an obligation of any sort by the company.

It has been indicated that Julius Berger has carried out some rural infrastructure projects, but it was equally confirmed through responses from members of host communities that those projects were of low quality, and were meant to enhance the company's interest.

As regards the quality of relationship that Julius Berger keeps with its stakeholders, it is revealed that the company maintains a fairly friendly relationship with its host communities. The facts that chiefs and elders of host communities are often engaged by the company over initiation of projects and othercorporate social responsibility related issuesdoes not mean there are no complaints of neglect and discriminations from other members especially the youths of those communities. In another development, much of complaints from a section of the company's workforce especially those in the field and within the lower cadre has indicated how poorly the company has related with its employees. In this case, there is sort of master-slave relation, a situation where the company is more interested in what it gets from the workers without giving appropriate attention to the welfare of the workers.

It is also worthy to note that governments of Nigeria had showed little or no concern towards CSR management. The absence of effective regulatory mechanisms, the non domestication or proper implementation of international labour law in accordance with International Labour

Organization declaration, and others, are a proof of government failure to promote CSR in Nigeria.

Nevertheless, it is necessary for the researcher to state here that Julius Berger has not used its corporate social responsibility initiatives optimally. That is to say, the company has not made use of CSR device in the way and manner it should so as to improve on welfare of its workers and bring the needed socio-economic development to the rural communities and Nigeria at large. Apparently, the reason for such ineptitude cannot be far from the fact that the company gives more of its resources in servicing its shareholders and expatriates workers of its home country than the needs of the locality in which it operates. Julius Berger is in the category of multinational corporations in Nigeria with its parent company (Bilfinger Berger) situated in Germany. Bilfinger Germany controls the largest of the total volume of shares in Julius Berger Nigeria. The company uses greater percentage of it annual profit in servicing shares (as dividends) of its parent company; while less proportion of the profit goes to indigenous shareholders and other numerous stakeholders. This implies that the company works a lot more for the benefits of its shareholders in abroad, less for shareholders within Nigeria, and pay huge salaries to its expatriate-workers and their welfare. Besides, payment of taxes and other business expenses made it that only a very little percentage of the company's annual income would be given to corporate social responsibility in Nigeria

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research has succeeded in studying about the nature of corporate social responsibility, and its mode and level of development as a universal concept and practice. Key areas of study include: what CSR is to a number of individuals and organizations and particularly to companies in the Nigeria's construction industry with Julius Berger (Nig) PLC as case study, types of CSR commonly practiced by corporate organizations, areas of CSR engagement that are of paramount interest to companies, CSR motivational factors; and other perspectives and practices of CSR in Nigeria. Investigations into these key areas had been accomplished through the aid of oral interview, questionnaires, extensive review of relevant literature on CSR. Other instruments involved in acquiring information include the company documents, e.g. the company's (JBN) annual reports-2012/2013, internet resources, etc.

In the course of the research, it was discovered that CSR is a fluid concept and quite susceptible to a number of social, cultural and economic factors. Such fluidity has rendered its definition and meaning very difficult to ascertain by experts. But to some extent, attempts were made to give CSR some description. More precisely CSR is described as an act of appreciation by which business organization(s) can deploy certain amount of its resources towards helping society and host communities to meet their needs. Different dimensions of CSR were identified, and they are put by A.B. Carroll as economic, legal, ethical and discretionary dimensions. CSR concerns itself with social, environmental and economic issues.

For companies to indulge into CSR practices there are different reasons or motivational factors why they do so. But the most influential reason is for the company to meet its primary objectives put as economic sustainability.

Historically, CSR has long existed in the European world; whereas, it is at its larval stage of development in Africa, and Nigeria. In America and some other countries in Europe, the practice of CSR is predominantly philanthropic. But it has been used as instrument majorly for maximization of economic benefits by businesses operating in this part of the world (Africa).
It was also discovered that two shades of opinions were proffered by different people. Those who favour CSR initiatives acknowledge that since Corporate Organizations make long term benefits by being socially responsible, i.e. in meeting the 'Triple-bottom line requirements', the tendency for CSR to grow and advance into proficiency is very indispensable. On the opposite are those who believe that for business to engage in CSR it would constitute negative impacts on core purpose of business. They proposed that business firms should concentrate on making money for their shareholders. In reconciling the conflicting views, it was established that whatever good any business organization does to improve the socio-economic, environmental and political situations of society is equally for the good of the organization. Thus companies are persuaded to insist on promoting CSR initiatives.

The theoretical exposition highlighted different perspectives to the understanding of the contents of CSR concept. Among these perspectives, the stakeholder stance, which has been adopted as the theoretical framework for this research gave the notion that CSR is a vital ingredient for the

development of society and communities, and corporations can fare better when their activities are socially and responsively oriented.

Answers to series of questions on CSR profile of the Julius Berger Company were provided through this research-work. There were expressions of dissatisfaction by the greater number of staff of the company and members of host communities with the inadequacies in the company's CSR activities. On the other hand, the company has been lauded by few for its efforts in improving the welfare of citizens.

5.2 Conclusion

The findings by this research had brought to bare a lot of things surrounding the workings of corporate social responsibility in construction industry and Nigeria at large. It has been made clear that corporate social responsibility is bedeviled with a lot of problems and challenges. The fact that CSR as a practice and concept is still at its lower stage of development and quite unpopular to many Nigerians especially the unenlightened and less privileged ones is one great challenge to the growth of CSR in Nigeria. That people are not properly enlightened about how CSR ought to be administered makes it difficult for them to embrace its importance.

Construction Companies are known for not showing adequate commitment, they lack honesty in their handling of CSR business. There is indication that construction companies see what they do (in form of CSR projects) to host communities as a favour, rather than an obligation or appreciation to communities. Lack of synergy between companies and members of host communities makes some members of those communities hostile and ready to frustrate company's efforts towards bringing developmental projects to them. Others, especially the

notable members of those communities would prefer settlements in cash at the expense of physical projects.

It is appalling that governments in Nigeria have not been active in creating conducive environment for CSR to thrive. Institutions of government have failed in their bits for not have provided justice-able legislations and policies that would make business operators realize their obligations toward the social and physical environments of their place of operation. For CSR business to be left to the discretion of companies renders it unhealthy and unproductive.

With the help of this research, it has been discovered that corporate social responsibility in Nigeria is not only at its infancy; rather it is left in quagmire and has not been given the necessary attention it deserves. Douglas Kativu, a South African based reporter and Head of Global Reporting Initiatives (GRI) confirmed that Nigeria scores low in CSR, still accounted for two percent (2%) of CSR standard practice in Africa. He said many corporate organizations still perform below standard in their sustainability practices. One of the significant things to bear in mind, as something obtainable in modern economies, is the active partnership involving public and private sectors in determining growth and development. Therefore, it is high time corporate organizations, government institutions, civil society groups, and concerned individuals should join efforts to give CSR a prominent place in the development of Nigeria.

5.3 Recommendations

It is the private sector of any economy that has the enormous resources and expertise to create jobs, which in turn produce wealth that would enhance the development of society. Governments of modern day nations are concerned majorly with the provision of enabling environments for private business to succeed. When business do well in any non-hostile but friendly environments, it can go beyond its core objective of making money for shareholders to

meeting the needs of host communities and society at large. Corporate social responsibility is the practice of meeting needs of society by corporate organizations. So, the importance of CSR as instrument for socio-economic development can never be overemphasized.

Most unfortunately, Nigerian society has not given CSR its rightful place in the scheme of things, thereby rendering its usefulness illusive. Corporate social responsibility in Nigeria is faced with a lot of problems and challenges that had constituted bottlenecks against its growth and development. And there is need to remedy the situation.

Having identified some of these problems, effort is being made to suggest ways and means by which CSR can be improved upon in Nigeria. As pointed out in one of the preceding sections of this work, majority of Nigerians do not have adequate or background knowledge about what CSR is. It is therefore recommended that people ought to be enlightened on the essence of corporate social responsibility. Nigerian government through the National Orientation Agency and Non-governmental Organizations (NGOs) can initiate such enlighten- campaign nationwide.

The second point dwells on the level of commitment that construction companies bear towards CSR initiatives. What is revealed about Julius Berger in this regard can be applicable to the rest companies in Nigeria's construction industry. Construction Companies especially Julius Berger cannot be said of being completely aloof from CSR business, though they have only been able to make meagre impact in attaining to needs of the society- using CSR as tool. Their 'never does much' approach can be attributed to a number of factors, among which are: Corruption, lack of appropriate legislations, poor representation, cost of doing business, etc. In order to make companies take deep-rooted commitment into CSR, first there should be enforceable legislations enacted by the National Assembly. A good example is the CSR Bill of 2012 that was initiated by Senator Uche Chukwumerije.

Moreover, there is need for good representation of all parties for avoidance of distrust, and for proper coordination of CSR related issues. In most instances, managements of large organizations are given doctored information regarding the realities that surround their CSR requirements by their public affairs officers and managers.

Companies should make CSR one of their core objectives and only persons of proven integrity should be put in charge of CSR affairs.

Against corruption, the deadly canker-worm that has eaten deeply into the fabrics of Nigerian society, there should be an intensified war- a war that must be won. In short, Nigeria has been listed among 'toll-gate societies' due to the innumerable bribery transactions that occur. Indeed CSR can thrive; meaningful development can be achieved; but only on the condition that bribery and other corrupt practices be eliminated in all the sectors of the Nigerian economy.

As part of creating enabling environment for business success, Nigerian government should re-assess the cost of doing business in Nigeria. It is obvious that companies in Nigeria pay so much on power generation, security, taxation, access to essential materials, transportation of goods, services, and personnel from one point to another, etc. With these poor socio-economic conditions in place, it becomes somewhat difficult for companies to recoup their initial investments, let alone making profits, before venturing into CSR business. Therefore, for better promotion of CSR in Nigeria, government should provide infrastructures, and dissuade citizens from corrupt practices, social deviancy, and crimes.

An agency or commission for CSR should be established under the tutelage of the Federal Ministry of Special Duties and Inter-Governmental Affairs, as one government institution that

carries the mandate to be monitoring activities of companies within and beyond the construction industry as they relate to corporate social responsibility initiatives. The Commission can also stand as intermediary between communities, members of the society, the government and companies, and regularly collecting and processing vital information on CSR matters. Moreover, the intermediary should find means to establish common-ground where the interests of community dwellers will be articulated with that of company managements in CSR affairs. Often, parties involved hardly come to terms with one another over certain issues especially when the issue borders on monetary compensations, type and quality of projects, and who should handle what_ the chieftain or the people. Some corporate social responsibility projects have come to a halt due to disagreements among community members on one hand and between the community and the company on the other. Whereby there is lack of synergy between and among stakeholders, CSR effectiveness can easily be retarded.

Companies should encourage themselves, using CSR's derivable benefits as a motivator to be running CSR friendly policies. They should be exhibiting more seriousness and integrity towards executing and monitoring CSR projects in their chosen areas. Companies find it difficult to give back to society. Yvonne Nduneche, Head of Research at Zana communications, in Boldwin Anugwara, 2014, attested to the fact, when she said that "most multinationals fail to live up to laws governing their operations and activities, and even when these companies make so much profit, giving back to their host communities through the concept of CSR becomes a problem". Thus, companies should stop lips-service to CSR requirements, and live up to obligations.

As matter of fact, government alone cannot provide all the necessary and much needed developmental facilities in Nigeria. There is need for corporate organizations to join hands with government to bring development to us. If what had been recommended so far in this research as panacea for poor CSR conditions can be adhered to by the appropriate agencies of government, companies and concerned communities of people, I am of strong belief that corporate social responsibility shall improve into better dimensions in Nigeria.

5.4 Contributions to knowledge

This research has in a number of ways contributed to knowledge, which include the following:

(i) One of such meaningful contributions is the in-depth understanding created in us about the fact that in a world where the role of government is shrinking the importance of corporate social responsibility cannot be over-emphasized.

(ii) The western capitalism that is prevalent in most economies of the present world has created powerful individuals and private business organizations in terms of material acquisition and wealth creation. Thus, society can benefit from these private organizations through the practice of corporate social responsibility.

(iii) The work equally brought to knowledge the fact that companies in the construction industry are passive towards corporate social responsibility engagement. CSR is more effective with companies in the oil and gas, telecommunication, and perhaps the banking industries than what it is in the construction companies in Nigeria.

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Appendix 1: Questionnaire

AHMADU BELLO UNIVERSITY ZARIA

DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL STUDIES

OPINION SURVEY

This questionnaire borders on 'Nature and Practice of Corporate Social Responsibility: A study of Julius Berger (Nig) Plc'. It is part of the requirements for the award of Master of Science (M.SC) degree in Political Science. The exercise seeks to explore an in depth knowledge about corporate social responsibility (CSR)-in respect of helping society solves its problems, providing for workers welfare, environmental safety, etc., especially as it involves the construction industry in Nigeria. Please, your objective opinion is required as you answer these questions. Whatever views you express will be treated with utmost confidentiality and used strictly for academic purpose. Thank you very much for your cooperation.

Kelechi Ume Onwuka

(M.SC/SC-SCI/3904/11-12)

SECTION A: Demographic information of the respondent

Sex: Male……..... Female…….....

Marital Status: Single……..... Married…….....

Academic Qualification…….....

Trade…….....

Department…….....

Years of Service…….....

Position Held……..

SECTION B: Assessment of the company's CSR agenda

1. Do you know about corporate social responsibility- CSR?
   (i) Yes
   (ii)No
2. Are you aware if your company has any corporate social responsibility programme?
   (i) Yes
   (ii) No

3. Have you ever participated in any CSR activity that wasOrganized by your company?

(i) Yes

(ii) No

4. What do you think motivate(s) your organization toengage in corporate social responsibility Practices?

5. In which of the following areas of CSR is the company actively involved?

(i)Environmental Safety

(ii)Economic Empowerment

(iii)Community Development/Social Issues

(iv)Working Conditions and Labour Rights

6. What corporate social responsibility approach does the organization consider as best?

(i)Voluntary

(ii)Legal

(iii)Ethical

(iv)Economic

7. Please mention those CSR activities/projects you know that the company has successfully executed?

8. As a staff of the company, in which other ways, in addition to your routine remunerations have you benefited from the company?

9. To what extent would you describe the organization as being socially responsible?

(i)Excellent

(ii)Average

(iii)Poor

SECTION C: Community-Company-CSR Relationship

10.Do you notice the presence of Julius Berger Company in this community, and are you aware of any CSR projects by the company in this place? If yes, mention them.

11. What are the impacts of construction activities on your Community and environment?

12. To what extent can you be satisfied with what has been done by the company in this community?

13. What factors can you consider responsible for hindering CSR programmes in your community?

14. Do you think governments in Nigeria have done much to promote CSR? If no, what do think are responsible?

15. What do think should be done to advance CSR course in Nigeria?

Appendix II: List of Interviewees

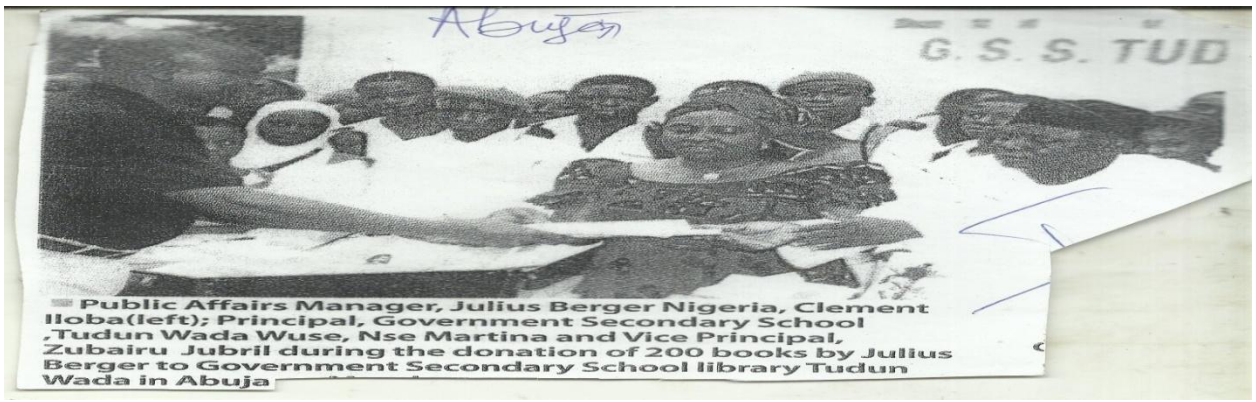
Name	Dept. /Place of abode	Date
1. Mr. Obi Atuche (Secretary)	Public Affairs dept, JBN, Abuja	20/8/2014
2. Arc Felix N.	Quality Control, JBN, Abuja“	
3. Mr. Kalu N. Emetu (PRO)	Development control, FCDA-Abuja	8/9/2014
4. Sankey E.O (Head of Task force)	Security Dept. JBN-Abuja	20/8/2014
5. Comrade Tony	Mpape Community, Abuja	7/9/2014
6. YakubuZanna (Council secretary)	Mpape community, Abuja“	
7. Engr. Enebeh Vincent Resident of Mpape community	Defense Headquarters- Abuja/	
8. AlhajiSani (Gardner)	Environmental Dept. JBN Abuja	20/8/2014
9. HadijaZakari (Student)	GSS, Tudun-wada, Wuse –Abuja	8/9/2014
10. Mrs Dare (Head Nurse)	Nursing Department, Daughters of Charity Hope Centre, Kubwa-Abuja.	
11. Lopez O. Mba	Printing and Publishing, Garki-Abuja	
12. Mr Wada, MrRufai	Residents:-Kuchikau Community Abuja-Kaffi Expressway,	14/11/2014
13.MrShaibu, MrYakubu, Mr Ade	Kuchigoro Community Lugbe-Airport Expressway, Abuja	
14 AyobamiSurajudeen(DPO)	Mpape Police Station	7/9/2014

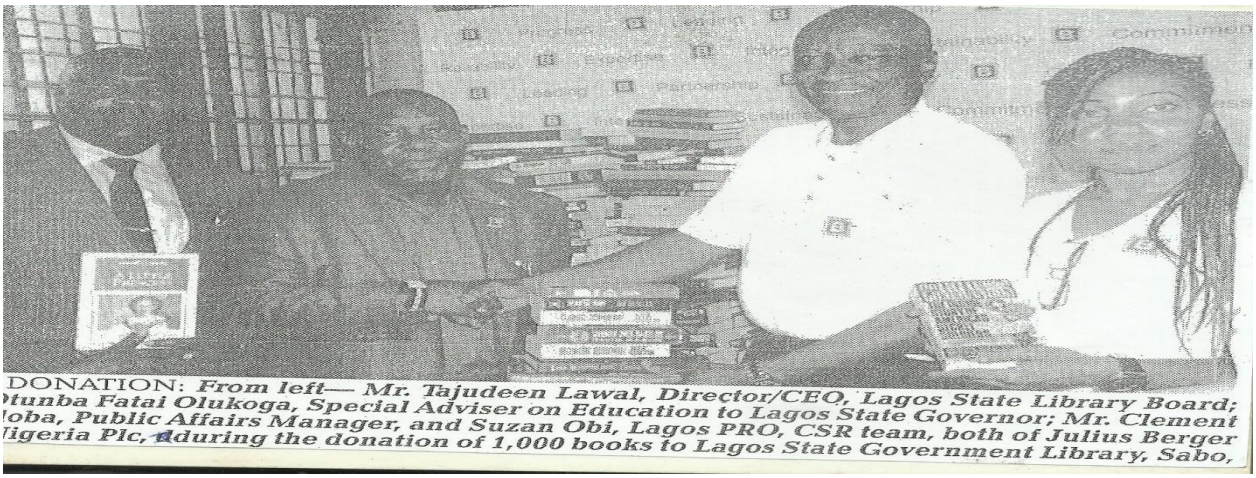
Appendix III: List of Plates

Plate 1: Julius Berger's CSR project in Mpape Community



Plate 2: Julius Berger's book donation to GSS, Tudun-Wada





DONATION: *From left— Mr. Tajudeen Lawal, Director/CEO, Lagos State Library Board; Olunba Fatai Olukoga, Special Adviser on Education to Lagos State Governor; Mr. Clement Loba, Public Affairs Manager, and Suzan Obi, Lagos PRO, CSR team, both of Julius Berger Nigeria Plc, during the donation of 1,000 books to Lagos State Government Library, Sabo,*