

## Corporate Social Responsibility as A Strategic Tool for Sustainable Organizational Image and Development

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### Abstract

*Corporate social responsibility has become so popular that almost every corporate organization applies it to meet communal and corporate needs. However, the existing studies which centre on the influence of corporate social responsibility on Nigerian breweries' corporate image remain controversial as they could not have any convergent point. Therefore, this study examined the impact of Nigerian breweries' corporate social responsibility on its corporate image. The study adopted survey design in form of cross-sectional study through systematic random and purposive sampling. The sample size of 370 members of the host community of Nigerian breweries, Ibadan was derived through Taro Yamane's proportional sampling formula. The Head of the factory's Corporate Affairs was also purposively selected for qualitative aspect of the study. Two research instruments were used to collect data: self-designed structured questionnaire (a four-point modified Likert scale method) and a structured interview guide. The instruments were validated and subjected to reliability test using Cronbach's Alpha analysis; a value of 0.81 was obtained. Data obtained were presented and analyzed using simple frequency counts and percentages, and content analysis. Findings reveal that the Nigerian breweries CSR is effective and meticulously implemented; it significantly impacts the corporate image of the company positively. It is recommended that certain aspects of the company's corporate social responsibility should be reconsidered, including road maintenance, housing support programmes and environmental sanitation. It is concluded that Nigerian breweries should strengthen efforts that will sustain its corporate social responsibility programme.*

**Keywords:** Corporate Social Responsibility, Strategic Tool, Organizational Image and Development

### INTRODUCTION

The term corporate social responsibilities of business refers to the obligations of businessman to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objective and values of our society. This definition does not imply that businessmen as members of the society lack the right to criticize the values accepted in society and to work towards their improvement. It is assumed, however, that as servants of society, they must not disregard socially accepted values or place their own values above those of society. Synonymous with social responsibility are: Public Responsibility, Social Obligation, and Business Morality. The doctrine of corporate social responsibility rests upon the idea that business should be conducted with concern for the effects of business operations upon the attainment of valued social goals for proper nation' building (Akande, 2008). An image is a pictorial representation of a thing in the mind of an observer.

Touitou, (2024), opines that an organization image is powerful, as it helps to determine how it is perceived and the public's disposition towards such an organization. Creating and maintaining a strong image is vital of the development of any organization and several factors contribute this, but for the purpose of this study, Researcher will be examining how CSR enhances organizational image and perception from the external stakeholder's dimension. The term image is presently deployed in a variety of contexts that is, organizational image, corporate image, brand image, public image, self-image, store image, and so on. As a whole, an image can be defined as the sum of belief, ideas and impressions that a person has of an object. Consumers in particular, develop knowledge systems to interpret their perceptions of companies. As such, organizational image is believed to have the same characteristics as a self-schema influencing the buyers' purchasing decision.

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While, public relations synergistic communication strategies can be used in groups as their management principles. They are guided by the principle that the whole is greater than its various parts and units. It prompts its communication to be selfless, empathetic, less defensive, less judgmental and or legalistic and be more caring, friendly, altruistic and welcoming.

Image is equally described as an attitude and as subjective knowledge, Krickson, Johansson, and Chao (2004) posit that there is

Identified image as a combination of product characteristics that are different from a physical product but nevertheless identifies with the product. According to Keller (2003), the arbiters of the organizational image are combined in ten groups. They are; the organization itself, its social circle, its employees, relief that the organization contribute to, the products of the corporation, its distribution channels, after sales services and its communications.

Comelissen, (2011) opine that corporate social responsibility has been given a lot of attention in the course of the last decades. This implication of this is that contemporary companies are pursuing their economic, social and environmental responsibilities on a voluntary **basis** and are integrating them into all business while interacting with their stakeholders. Several factors contribute to the growing significance of organisational image in recent years, but the main factor stimulating the current interest in a firm's image is the society's growing expectation that corporations be socially responsible Masuku and Moyo (2013) in their study investigate CSR as an invention of public relations: A case of Econet and National Railways of Zimbabwe (NRZ)," the study examines how CSR was perceived by people in Zimbabwe. The study used triangulation by integrating qualitative and quantitative methods of research. Findings show that PR campaigns can also be perceived as CSR campaigns by the targeted population of a study. The study establishes that CSR and PR improve the quality of the organisations' relations with all their stakeholders, which makes CSR an overlap of PR.

In another study conducted by David (2012), it is maintained that community expectations of CSR in the Niger Delta in the context of political, tradition, and administrative systems. A case study is used to gain deeper understanding of the community. The findings show that integration **of** community perspective will open channels for community-company cooperation. The study recommends that there is a necessity appreciates particular necessities of rural communities in which business operates in order to build a comprehensive framework.

Gigauri (2012), while working on "Impact of CSR on consumer purchase decision observes that is inadequate research conducted about CSR in Georgia. He therefore, relies on quantitative methods of research to conduct his study. Results of the study on consumers in developing countries are less informed about CSR, hence they do not demand for CSR.

Similarly, Walker and Kent (2009) assess the effect of CSR on consumer attitudes in the sport industry. A semi-structured interview was conducted and proposal was drafted and set out to officers of two NFL teams. It was found out that consumer level framework linking CSR to organizational evaluations and patronage intentions revealed a general positivity in sport consumer's responses. The study then recommends that to properly manage consumer relationships and reputation, organizations should not only adopt CSR as an integral part of their mission, but must also communicate their missions widely.

Papailoratos (2009), in his study "Do CSR initiatives influence the consumers?", highlights the deserted research area of CSR concentrating on the influence that CSR initiatives have on the consumer's behaviour. Semi-structured interviews with the CSR managers of two mobile phone operators and questionnaire were conducted among and distributed to post graduate students of the University of Bath respectively. Findings showed that students would boycott one operator that does not use CSR initiatives. was recommended that new studies are needed in CSR which will play an empowered role in which governance.

In another study by Pompratang, Lockard and Ngamkroekjoti (2013) on "The impact of CSR trust and purchase intention: A case study of Condominium Development in Bangkok", the researcher set to investigate

whether CSR has an impact on consumer trust and whether this trust impact consumer purchase decision. Quantitative method of research was used in the study. It is recommended that CSR should be included to focus on a design that is environmentally friendly.

### **Statement of the Problem**

. The fact is that “many organizations in Nigeria are driven by the need to make more and more profits to the detriment of all the stakeholders” while some do not adequately respond to the needs of the host communities, employee’s welfare, environmental protection and community development. Research has shown that corporate social responsibility can increase profitability, sustainability, integrity and reputation of any business that includes it in its policy. It is widely believed by many that CSR efforts are mere campaigns by organizations to promote corporate brands. However there has been some controversy about CSR; professionals in the administrative field often hold different views that if corporations assume so much responsibility over the community, they may create tension within the organization and society. At same time, advocates argue that there is a strong business case for CSR, in that cooperation’s benefit in multiple ways by operating with a perspective broader and longer than their own immediate and long-term profits. Critics argue that CSR distracts organizations from the fundamental role of business, other argue that it is just mere “window-dressing” while, others even argue that they are attempting to pre-empt the role of the government as a watch dog over multinational corporations. In the field of public relations and business alike, there have been many criticisms and concerns related to CSR. This includes CSRs relation to the basic purpose and nature of business and questionable motives for engaging in CSR, including concerns about insincerity and hypocrisy.

### **Focus**

The purpose of the study is to enlighten the Federal Government, institutions, corporate organizations on the importance of corporate social responsibility efforts, on the need for harmonious relationship that helps achieve mutual understanding and respect. And to broaden the horizons of the Nigerian organizations, especially, the oil corporations and the stakeholders on the inevitability of conflicts or crisis in human sphere, and why it is necessary to embrace and adopt effective corporate social responsibility strategy in managing or reducing conflict to its lowest minimum in Nigeria for organizational and national development. Based on the above, the study intends to ascertain if CSR is a veritable tool in enhancing organizational image, growth and sustainable development in Nigeria. Also, to examine the practice of CSR in Nigerian breweries, Ibadan, which a view to exploring the impact of its CSR on it image

### **Research Questions**

What is the Perception of the People of the Host Community on Corporate Social Responsibility Adoption by Nigerian Breweries, Plc, Ibadan Branch?

What are the factors determining the adoption of corporate social responsibility by Nigerian Breweries Pic (Ibadan branch) in its host community?

What is the Influence of Nigerian Breweries' Corporate Social Responsibility (CSR) in its Corporate Image  
**(Interview Questions)**

### **Conceptual Review**

#### **Concept of Corporate Social Responsibility**

Corporate social responsibility (CSR) is conceived as the responsibility to plan and manage an organization’s relationships with all those involved in or affected by its activities. It is a social investment and an opportunity to portray goodwill in a community. This means that the organizations or institutions should engage themselves with meaningful activities that show genuine interest in the welfare of its host communities or publics. No wonder Brookcr, (1866-1915) contends that a life of unselfishness denotes the fact that the happiest individuals are those who do their best to make others happy’

## Benefits of Corporate Social Responsibility

Most of the companies that are introducing CSR programmes to their businesses are gaining real and tangible benefits that are in turn impacting positively to employees, and consumers as well as the community and environment in general in many aspects, which lead to organizational and national image development and sustainability. However, some of the benefits of CSR are as follows:

**Better business risk management:** Effective management of business risks come from the external business environment, with stakeholder inspection of corporate activities, it will also enhance the security of supply and general market stability.

**Improved organizational image:** Reputation of an organization can be greatly improved either with retail brands which is of high value or organizations under the spotlight, or with organizations that have indirect exposure of retails.

**Improved innovation, competitiveness and market positioning:** New markets are better accessed, due to the organization's innovation and differentiation of its products and its productive CSR practices.

**Improved management of supply chain relationships:** Inter-organizational relationships are strengthened, so as to yield a more profitable deal with suppliers. To attain this stage, both workers and suppliers have to comply with the organization's codes and ethics.

**Enhanced ability to manage change:** A firm that keeps consistent records of stakeholder's dialogue is in a more favourable position to anticipate and attend to economic, social and environmental changes that may arise. CSR is a tool that helps companies to identify evolving trends in the market place.

## Benefits of Corporate Social Responsibility to the Brand Image

Corporate Social Responsibility (CSR), is the best way to get connected with consumers and keep them active and engaged with the brand because with CSR campaigns, it discusses something that everyone will benefit from.

When brands make positive contributions to the people and society, they are actually benefitting also from them in the process. Brands benefit through customer loyalty, greater productivity, lower operating costs, increased sales and more capital and investors.

CSR makes brand pay more attention and focus developing better durable products, material recycling and use of renewable resources as to contribute to the ecology system and keep the environment clean and tidy.

CSR is the way to show the human angle of your brand. Brands and businesses deal and work closely with humans.

The CSR has a huge, sturdy and immediate influence on business performances as well. As stated by CSR Rep Trak studies, if businesses improve their CSR perception there are huge chances that consumer recommendation will develop to up to 9% for the brand.

To share the negative consequences as a result of industrialization. It is closely related to increasing conscience-focused markets and making more necessary ethical processes for businesses.

Making adequate contributions to the social value is one of the first conditions to creating a successful business. Brands need to make themselves responsible socially and good corporate citizens to add better value to their business.

CSR helps brands to draw and secure top-notch and quality talents. Brands look for employers that have good ethical values and attitude that adhere with their own.

## Challenges of Cooperate Social Responsibility in Organization

**The Demand for Transparency and revealing:** Stakeholders, from customers to suppliers to investors etc. demand more transparency from corporations with whom they are doing business with.

**Pressure from Investors:** Those looking to invest capital are more likely than ever to invest in the companies with high marks for corporate responsibility and sustainability (with regard to both social and environmental concerns).

**Company Culture and Differing Priorities:** This deal with the difference in opinions and knowledge of things. Corporations will struggle to convince everybody to be on the same page, particularly once it's completely different business units have different priorities and goals that will align with company goals.

### **Categories of Corporate Social Responsibility**

Hejase, Farha, Haddad, and Hamdar (2012:5) enumerate the components of CSR as follows:

**The Economic Component:** First, organizations are the basic economic unit in the society. Basically, companies are responsible for producing goods and services that meet the needs of society, and later selling these goods in order to make a profit. Organizations should be managed in an economically sustainable way. They keep to their agreements with suppliers in time, and also remunerate their employees properly

**The Legal Component:** Besides the fact that society trusts businesses to have profit, it similarly expects them to obey the law. The law symbolizes the rules by which organizations are expected to operate upon. The minimum acceptable requirements in CSR are to obey legal requirements. Eventually, CSR strategies should go beyond the basic requirements. The other two components or accountabilities illustrate Carroll's attempt to stipulate the type or nature of the responsibilities that rise above the mere compliance with the law.

**The Ethical Component:** Carroll emphasized the ethical component of CSR, and ethical responsibilities are expected by society. Ethical responsibilities involve those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights". Moral values or ethics simply denote the essence of the organization and its constituent integral parts.

**The Philanthropic or Discretionary Component:** Philanthropic or discretionary responsibilities are those activities that promote human welfare or goodwill. The discretionary responsibilities include, but are not limited to, philanthropic contributions, financial donations, training of long-standing unemployed, offering day care for working mothers and so on (Hejase, Farha, Haddad, and Hamdar, 2012).

### **Types of Corporate Social Responsibility**

**Corporate Environmental Responsibility:** This refers to a company's duties to abstain from damaging natural environments. The environmental aspect of CSR is defined as the duty to cover the environmental implications of the company's operations, products and facilities, eliminate waste and emissions; maximize the efficiency and productivity.

**Corporate Human Rights Responsibility:** The corporate responsibility to human rights means to respect rather than "duty" is meant to indicate that respecting rights is not an obligation, in current international human rights law generally imposes directly on companies. The corporate responsibility to human rights also means to avoid infringing on the rights of others, and addressing adverse impacts that may occur.

**Corporate Philanthropic Responsibility:** Corporate Philanthropic is the act of a corporation or business promoting the welfare of others generally through charity donations of funds or time. Philanthropic corporate social responsibility involves donating funds, goods or services to other organizations and the host communities or cause.

**Corporate Economic Responsibility:** Corporate economic responsibility is an interconnected field that focuses to strike a balance between business, environmental and philanthropic practices, as to enhance community and national development.

## Theoretical Framework

### Corporate Social Responsibility Theory

Corporate social responsibility theory (CSR) is conceived as the responsibility to plan and manage an organization's relationships with all those involved in or affected by its activities. It is a social investment and an opportunity to portray goodwill in a community. This means that the institutions should engage themselves with meaningful activities that show genuine interest in the welfare of its host communities or publics. This is in line with what Kenneth, A. cited in S Akindele (2011), contends that social responsibility is an intelligent and objective concern for the welfare of the society that restrain the individual and corporate behavior from ultimate destructive activities. No matter how profitable and successful an organization may be, their sole aim should be based on positive contribution to human betterment.

In pursuance of this responsibility, companies should be able to provide certain basic amenities to their host communities. For example, if an organization located in a community without electricity, while sourcing for an alternative supply of electricity, should be extended to the host community. Building of infrastructures; like markets, schools, provision of good potable water, not just the shallow level bore-holes, roads, building community toilets, caring for the elderly and supporting children from low-income families, building or supporting health care centers, helping local schools with education projects, cleaning up the environment etc. No wonder Brookcr, (1866-1915) contends that a life of unselfishness denotes the fact that the happiest individuals are those who do their best to make others happy'.

### METHODOLOGY

This study adopted survey design in form of cross-sectional study through systematic random and purposive sampling. The cluster random sampling was used to get the actual respondents, and purposive sampling technique was employed to select the Corporate Relations Officer (Mr Owolabi Sokoya) who was directly responsible for the CSR activities of Nigerian breweries (Ibadan Branch). The 370 is the sample size, which was obtained using Taro Yamane formula, to get reliable proportionate respondents out of the whole population of 1560, according to a demographic Report from Oyo State Ministry of Information regarding the host community of Nigerian breweries in Ibadan (Alalubosa area, Egbeda Local Government Council of Oyo State). A Cronbach Alpha Analysis was employed for determining the level of the questionnaire's reliability, and value of 0.81 was obtained. The data obtained through questionnaire were analyzed with descriptive statistics of frequency count and percentage, and the data obtained through the interview method were subjected to content analysis with the close references to the study's research questions and objectives.

### ANALYSIS OF DATA/DISCUSSION OF FINDINGS

The interpretation and discussion of data gotten from responses to the questionnaires/Interview administered to Nigerian Breweries host communities which were to give intended audience and future researcher the modus operandi of arriving at results and making generalizations. A total of 370 questionnaires were administered, but only 362 copies (97.84%) of the questionnaires were retrieved.

#### Research Objective One: The Perception of the People of the Host Community on Corporate Social Responsibility Adoption by Nigerian Breweries, Plc, in Ibadan Branch

SN	STATEMENTS	SA	A	D	SD
1.	The company assists in empowering unemployed youths and women in various skills acquisition programmes.	149 (41.2%)	122 (33.7%)	67(18.5%)	24 (6.6%)
2.	The company pays lip service to CSR using media to attract more patronage and generate more profit from the unsuspecting public.	144 (39.8%)	144 (39.8%)	63 (17.4%)	11 (3.0%)
3.	The company provides housing support, education and health needs for the host community.	112(30.9%)	121 (33.4%)	106(29.3%)	23 (6.4%)
4.	The company's presence improves commercial and socio-economic activities for host community.	111(30.7%)	165(45.6%)	61 (16.8%)	25(6.6%)
5.	The company's operations negatively impact on health from emission and pollution.	134(37.0%)	122(33.7%)	79(21.8%)	27(7.5%)

Table 1:1 reveals that Nigerian Breweries had contributed immensely to its host community by assisting in equipping unemployed youths, as well as women in various skills acquisition programmes as strongly agreed with by 149 (41.2%) of the respondents; 122 (33.7%) of the respondents agreed with the statement. However, 91 (25.1%) of the respondents had dissenting views. The table 1:2, results validated the claim that Nigerian Breweries at times pays lip service to social responsibilities by utilising the media to attract more patronage and obtain more profit from the innocent public. A significant 144 (39.8%) of the respondents strongly agreed with the view; similarly, 144 (39.8%) of the respondents agreed with the claim, on the other hand. 74 (20.4%) of the respondents had contrary views on the claim. The table 1:3, reveals that 121 (33.4%) of the respondents agreed that Nigerian Breweries provided housing support, education and health needs for its host community, while 112 (30.9%) of the respondents strongly agreed with the claim. However, 129 (35.7%) of the respondents had dissimilar opinions about the claim.

Moreover, table 1:4, shows that 111 (30.7%) of the respondents strongly agreed that Nigerian Breweries' presence had improved commercial and socioeconomic activities of its host community; a majority, 165 (45.6%), of the respondents agreed with this claim. Nonetheless, 86 (23.4%) of the respondents had divergent views on the claim. Furthermore, Table 1:5, indicates that the company's operations negatively impacted on health from emission and pollution. This claim was strongly agreed with by 134 (37.0%) of the respondents, while 122 (33.7%) agreed with the opinion. One hundred and six (106), 29.3%, of the respondents had opposing views on the claim.

**Research Objective Two: The Factors Determining the adoption of Corporate Social Responsibility by Nigerian Breweries Plc (Ibadan branch) in its host Community**

S/N	Items	No of Respondents
1	Creation of Positive Publicity and Serving Social Agenda	167
2	Obligations of the Company to a Broader Set of Stakeholders	75
3	Higher Customers' Willingness to Pay for Products	56
4	Insurance against Reputation Risk	116
5	Positive Financial Standing	94
6	Miscellaneous Factors: Cultural and Indigenous Traditions, Political Reforms, Crisis Response and Others	76

Table 2:1 reveals that some factors determine the adoption of corporate social responsibility by Nigerian Breweries Plc by its host community. One hundred and sixty-seven (167) of the respondents opined that creation of positive publicity and serving social agenda contribute immensely to adoption of CSR by Nigerian Breweries by its host community. Also, Table 2:2, opines that 75 respondents asserted that adoption of CSR by the company is a fulfilment of obligations of the Company to a broader set of stakeholders. Moreover, Table 2:3, 56 respondents stated that adoption of CSR by the company is predicated upon higher customers' willingness to pay for its products. Furthermore, Table 2:4, contends that 116 respondents believed that CSR is seen as an insurance against reputation risk by the company. Table 2:5 further says that 94 respondents asserted that adoption of CSR by Nigerian Breweries is dictated by its positive financial standing. Finally, in Table 2:6, says that 76 respondents suggested that some miscellaneous factors dictate the adoption of CSR by the company. The miscellaneous factors include the following: cultural and indigenous traditions, political reforms and crisis response.

**Research (Interview) Objective Three: The Influence of Nigerian Breweries' Corporate Social Responsibility (CSR) on its Corporate Image**

In order to answer this question, content analysis of the oral interview conducted with the Head of Corporate Affairs of the company (Mr. Owolabi Sokoya) and the open response items in the questionnaire was used. Inferences were also drawn from the responses of the participants to the items in the questionnaire. An interview was conducted with the Head of Corporate Affairs, Nigerian Breweries (Mr. Owolabi Sokoya) so as to gather data on the influence of its CSR on its corporate image. The interviewee indicated the following as likely influences of the company's CSR on its business image:

Mr Owolabi Sokoya stated that the views of a host community towards a particular corporate organisation are always significantly related to its corporate image. He also revealed that diligent performances of Nigerian Breweries' corporate social responsibility in its host community have a strong influence on the corporate image of the company. He equally mentioned that the positive corporate image of Nigerian Breweries makes the decision-procedure easier, thereby promoting a lot of constant purchases. In the same the Head of Corporate Affairs submitted that the promising corporate image of Nigerian Breweries suggests the success of the company and presents results with improved sales and revenues. He also revealed that corporate social responsibility activities of Nigerian Breweries always influence its corporate image in the sense that a hopeful image bestows confidence to the customers as they believe that the brand is earnest in its vision to produce the best. Furthermore, Mr. Sokoya, in the interview, added that the following are also impacts of the CSR activities of Nigerian Breweries. Ibadan, on its corporate image:

**Creation of Positive Publicity and Serving Social Agenda:** Greater financial commitment is in the front-burner of Nigerian Breweries', Ibadan. CSR. It is highly helpful in growth of brand and consumer relationships. According to Foote, Gaffney and Evans (2010:83), the impact that CSR has on organizational performance is difficult to analyze, as various studies have found positive, negative and neutral impact, as well as a variety of definitions for performance.

**Higher Customers' Willingness to Pay for Products:** The interviewee opined that corporate social responsibility and profit maximization are not at odds, that any of the Nigerian Breweries' corporate social responsibility activities transforms into higher customers' readiness to pay for the company's products.

**Insurance against Reputation Risk:** He revealed that the adoption of Nigerian Breweries' corporate social responsibility is an insurance against reputation risk. Front (2006: 271) suggests:

A new rationale for corporate social responsibility as a powerful form of insurance when a firm suffers an adverse event, For firms whose insurance is a key source of competitive advantage, understanding the link between corporate social responsibility and reputation provides a solution to a missing markets problem how-to partially insure against reputation risk.

**Positive Financial Standing:** The interviewee stated that corporate organizations that possess a constructive financial status are more possibly to disclose excellent news about corporate social responsibility exploits. Hence, this belongs to the factors that determine the performance of CSR by Nigerian Breweries Plc. This is in consonance with Margolis and Walsh's (2003) study which confirmed that: from 109 empirical studies of CSR and links to financial performance, 54 demonstrated a positive relationship and only seven revealed a negative relationship, leaving 48 with no correlation.

### Discussion of Findings

Majority of the respondents revealed that Nigerian Breweries had shown commitment to corporate social responsibility in its host community. From the results presented in Table 1, it was implied that Nigerian Breweries was committed to sponsoring youth development programmes as indicated by 272 (75.1%) of the respondents. Also, Table above implies that Nigerian Breweries' corporate social responsibility practices in its host community include construction and maintenance of roads as supported by 252 (70.2%) respondents, whereas only 108 (29.8%) expressed a contradictory stance. It is equally shown that Nigerian Breweries contributed to humanitarian courses through generous donations as noted by 279 (70.5%) participants. The result also specifies that Nigerian Breweries invested immensely.

In funding research and educational activities, 279, respondents) (77.1%), while 83 (22.9%) had a contrary opinion. Furthermore, the results revealed that Nigerian Breweries' corporate social responsibility covers building of blocks of classrooms as stated by 244 (67.4 %) participants, while 118 (32.6 %) opposed the claim. Moreover, the organisation has contributed so much from the reports of 289 (79.8 %) participants in donations to NGOs and community-based projects, while 73 (20.2%) had a divergent view.

In addition, the results imply that Nigerian Breweries was effective in donations of equipment and books to schools (for instance, secondary schools in local communities through the Nigerian Breweries Foundation as



indicated by 274 (75.7 %) participants. Similarly, sponsoring of school quiz debates and essays by Nigerian Breweries was significantly implemented across its host community due to 278 (76.8 %) compliance as indicated in this study. The results largely confirm the practice of painting public institutions in Nigerian Breweries' identity (colour); this was indicated by 237 (65.4 %) respondents, while 125 (34.6 %) expressed a contrary view. Educational interventions, among others, have been well noticed to be a major corporate social responsibility of Nigerian Breweries as endorsed by 260 (71.8 %) participants in this study, although 102 (28.2 %) had a contrary opinion. The notable corporate social responsibilities of Nigerian Breweries include giving of micro-credits and skill acquisition as indicated by (71.8 %) participants. Furthermore, creation of employment opportunities and capacity building (79%), health involvement in Malaria, AIDS treatment and bio-degradable revitalization (64.1%), housing intervention (64.4 %) and environmental cleaning project (72.1%) got from the results show the overall impression that the Nigerian Breweries' corporate social responsibility activities are most effective in their host community.

## **CONCLUSION**

The conclusions that were drawn in this study emanated directly from the findings obtained from the research instruments (questionnaire, structured interview and secondary data). From the findings, it was concluded that there were apparent indications that Nigerian Breweries has contributed significantly to the growth and development of its host community, but the company needs to address the negative impact from emissions and pollutions which were experienced in the community through the company's operations. It was also concluded from the study that a combination of internal and external, official and unofficial factors contributed greatly to the adoption of CSR by the Nigerian Breweries. Further analyses showed that workers' welfare, competition, government policy, community demands, customers' demands and the like contributed jointly to CSR adoption by Nigerian Breweries.

## **Recommendations**

The following recommendations are made:

Since the public protest for improved Corporate Social Responsibility activities, it is pertinent for regulatory bodies and government agencies to implement some measures to compel corporate organizations to fulfil their corporate social responsibilities promptly and diligently.

The Nigerian Breweries, Ibadan, need to willingly combine both social and environmental uplifts in its functions.

Corporate social responsibility should be considered by Nigerian Breweries, Ibadan branch, as a social obligation it owes its host community in the course of carrying out its lawful business, such that CSR should be incorporated in its laws and budgets, and thoroughly enforced.

It is necessary for Nigerian Breweries, Ibadan to see all the problems in its host community as a business opportunity, and try to proffer plausible solutions to them; in doing so it serves as potential opportunities to enhance their image

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