2024

NIGERIAN JOURNAL OF SOCIAL PSYCHOLOGY

Online ISSN: 2682-6151 Print ISSN: 2682-6143

Volume 7, Issue 2, 2024

Published by
Nigerian Association of Social Psychologists
www.nigerianjsp.com

Corporate Social Responsibility and Organizational Performance: A Study of Nestle Nigeria Plc, Lagos State.

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Abstract

This study examined the relationship between corporate social responsibility and organizational performance in Nestle Nigeria Limited, Lagos state. The study made use of descriptive survey research design and questionnaire were used as instrument for data collection. The population of the study comprised of Two thousand three hundred (2300) staff in Nestle Nigeria Limited Lagos State. Stratified and simple random sampling was used to select 100 staff out of two thousand three hundred (2300). Data were analyze using descriptive and inferential statistics. Specifically, Pearson Product Moment Correlation was use for the data analysis with the aid of Statistical Package for Social Science (SPSS). The test, revealed that there is significant relationship between corporate social responsibility and performance of Nestle Nigeria Plc., Lagos State. Based on the findings from the study, the researcher recommends that management of Nestle Nigeria plc, Lagos state, should work to preserve and strengthen social responsibility initiatives such neighborhood projects and environmental preservation in order to foster amicable connections with locals, attain peak organizational performance, and gain a competitive edge.

Keywords: corporate social responsibility, environmental preservation, organizational performance,

INTRODUCTION

Commercial enterprises operating in the twenty-first century are part of the global business community that influences and is being influenced by social reform and forces from across the world. This is because businesses are susceptible to turbulence and variability emanating from corporate's external environment. Corporations operate within the business environment wherein there is fierce competitions as well as opportunities, cumulatively determining the extent to which goals can be achievable. However, within its task environment, corporations interact with wide range of stakeholders (competitors, suppliers, customers, regulators, interest groups and so on). These stakeholders, shape corporation's ability of achieving its objectives. Thus, makes performance of firms, to be contingent upon a wide range of stakeholders. As an open system, organizations is responsible for a wide range of stakeholders in its environment because it relies on the society for inputs (labour, raw materials and so on), while also sending its finished products and services to the society, resulting in symbiotic relationship between the business and the society. Thus, the need for business to reciprocate by uplifting and enhancing social assets through corporate social responsibility practice.

Corporate Social Responsibility (CSR) is a business and management concept that has grown in relevance internationally (Idowu & Ojo, 2016). Globalization of commerce, the rising size and power of corporate organizations, the restructuring of government, and the plans to boost relevance of stakeholder connections, expertise, and brand reputation have been seen as the major drivers of this transition (Selvam, Vasanth, Lingaraja & marxiaoli, 2016). Accordingly, the primary principle behind CSR marketing is corporate perspective that considers stakeholders' interests (Selvam et al., 2016). Abdullahi, Lawal, Ijaiya & Ibrahim, (2012), the attitude that drives corporate social responsibility derives from the idea that business is a vital element of society and, as such, should make substantial efforts to guarantee that societal objectives and ambitions are met through its commercial activities. It is a decision-making strategy that considers both social and environmental elements. Thus, corporate social responsibility stresses the upholding of a triple bottom line by the purposeful integration of public interest in business decision making (Abdullahi et al., 2012).

Corporate social responsibility entails integrating three dimensions: economic, environmental, and social issues, referred known as the triple bottom line. The triple bottom line emphasizes that corporations have more than one goal, which is profit, and that they also have goals of contributing environmental and social benefit to society. Unethical behavior, including employment practices and violations of human rights, a lack of environmental responsibility, insider trading, and dubious financial reporting, have led in business controversies across the world, including Nigeria. Social and environmental concerns, in particular, have been thrust into the spotlight. Corporations are now looking at their "triple bottom line" in order to make long-term changes. Transparency and accountability are two major factors that have made it impossible for companies to avoid scrutiny nowadays. It is no longer a matter of whether to act professionally or morally (Lawal & Brimah, 2014). According to Park and Lee (2013), there has been an upsurge in interest in corporate social responsibility (CSR).

The growing worldwide interest and debate on corporate social responsibility has resulted in a number of changes in how corporate organizations conduct business in the global market. Different strategies, methods, and regulations are currently being used to facilitate and connect between social requirements, the natural environment, and the related corporate requirements. While many organizations are implementing a variety of voluntary initiatives aimed at improving workplace practices, environmental performance, and company interactions with workers, customers, the local community, and other stakeholders, others are still grappling with the obstacles of incorporating their stakeholders' economic, social, and environmental expectations into overall business operations. According to Lawal and Brimah (2014), the rise in the global importance of corporate social responsibility has given birth to several rules of ethics and standards, including the Global Reporting Initiative (GRI), the Global Sullivan Principles of 1991, the Global Compact of 2002, the Social Venture Network Standards, and the ISO 26000. These norms and standards were enacted in response to increase from civil rights and environmental activist organizations.

Lawal and Brimah (2014) noted in Nigeria that there are several arguments that may be adduced to demonstrate the necessity for an increase in social obligation execution, particularly by organizations. The society and corporate organizations have a mutually beneficial relationship. They are mutually dependent and should support one another. Because organizations are a part of society, society should be interested about the well-being of the organizations' businesses in the same manner that they are worried about societal well-being. Therefore, the concept of corporate social responsibility is not new in Nigeria, since there has long been a belief that businesses have a duty to "give back" to the communities it serves. Indeed, many programs existed in the past to 'give something back' to host communities, particularly by oil and gas transnational companies, where it is claimed that the history of organized corporate social responsibility in Nigeria began (Abdullahi et al., 2012).

However, a sustainable economy is one in which all of its parts are systematically equivalent. As a result, the organization as a whole must be seen to be socially conscious in the Nigerian economy. Nevertheless, with the implementation of corporate responsibility, the industry has encountered a slew of intrinsic and extrinsic issues. Due to these issues, majority of Nigerian organizations become insolvent and unable to conduct business, as well as being socially accountable to the society. The persistence of these issues has led organizations to have unanswered solution to the problem, particularly the issue of organizations being socially conscious to their stockholders and effectiveness, more particularly why organizations are not generating the preferred outcome in terms of elongating their stated goals and objectives. Thus, this study tends to examine the relationship between corporate social responsibility and organizational performance in Nestle Nigeria Ltd.

REVIEW OF RELATED LITERATURE

Corporate Social Responsibility

As observed, the vastness of the topic and the lack of consensus definitions, limits the comprehension of the construct of corporate social responsibility. According to Weber (2008), there has yet to be a broadly acknowledged definition of CSR. Corroborating, Amaeshi and Adi (2005), opine that there are as many definitions of CSR as there are authors on the subject. Thus, has made the construct being describe to as a hazy, nebulous, subjective, indistinct, amorphous, and fuzzy substance. However, corporate social responsibility viewed as a voluntary concept in which enterprises incorporate social and environmental issues into their business operations and interactions with their stakeholders (European Commission, 2006).

Khanifar, Nazari, Emami, & Ali (2012) opine that corporate social responsibility is the role of stakeholders and the community in influencing business policies and practices. The institutional context in which businesses operate is also seen to have an impact on CSR (Gilbert, 2008). That is, the location in which the company is sited drives the company to become more environmentally conscious by addressing issues that are currently hurting the environment. It is best characterized, according to Odetayo, Adeyemi, and Sajuyigbe, (2014), as obligations done by organizations to the society in which they operate, such as environmental protection, provision of social utilities, health and safety, and so on. In a similar trend, the World Business Council for Sustainable Growth (2001) defines CSR as business commitment to contribute to sustainable economic development via collaboration with employees, their families, and local communities.

The main aim, according to Egessa, Musiege, and Maniagi (2014), is to fulfill the desired purposes and objectives of its existence without jeopardizing the public's interest. Other scholars have defined CSR based on their perspectives and knowledge of the subject, such as Miami (2007) and Vitezic (2011). For example, while Miami (2007) views the concept as a way of examining the interdependence relationships that exist among businesses, economic systems, and the communities in which they operate. Vitezic (2011) claims that the CSR concept entails a balance of economic, ecological, and social goals, implying asset distribution among several actors. Carroll and Bocholt (2003) define CSR as society's economic, legal, ethical, and discretionary expectations of corporations at any particular time.

Notably, in the first part of the twentieth century, when firms were seeking to maximize profits by whatever means possible, the notion of CSR was not well understood (Dabbas & Al-rawashdeh, 2012), however, the construct of corporate social responsibility according to Alkababji (2014), arose as a result of the world economy's change and advancement, which resulted in the rise of multinational corporations with economic power higher than that of many small or undeveloped nations. As a result, made economic operations have far greater impact on society than they have in the past. With many developed countries recently experiencing severe financial crises, society is increasingly demanding that businesses take responsibility for environmental conservation, employment, safety, and local community development - areas that were previously primarily the domain of national governments (Alkababji, 2014). Generally, corporate social responsibility implies that corporations examine the concerns of a wide variety of corporate stakeholders (like shareholders, workers, suppliers, consumers, government, and the local community) and incorporate social justice and environmental sustainability concepts into their business processes (Alkababji, 2014).

The concept of corporate social responsibility is closely linked to the principle of Sustainable Development, which asserts that businesses should make decisions based not only on financial factors like profits or dividends, but also on the immediate and long-term social and environmental consequences of their actions (Manescu & Starica, 2008). The World Commission on Environment and Development (1987) initially proposed the notion of sustainable development, which was described as addressing "the (human) requirements of the present without jeopardizing future generations' ability to meet their own needs." According to Elkington (1997) and Nuryaman (2013), Corporate Social Responsibility (CSR) is separated into three key elements: people, profit, and the environment. These three elements are now often utilized as a foundation for planning, implementing, and evaluating (reporting) corporate Social Responsibility (CSR) projects, which eventually became known as the triple bottom line.

The term "people" in CSR refers to a company's responsibility for the development and wellbeing of all of its stakeholders. Profit in the context of a company's CSR means that it must be able to offer economic success to all of the company's stakeholders, not just to the company itself. The term 'planet' refers to a company's ability to utilize natural resources, as well as their responsibility to preserve the status of the environment and reduce production waste. The triple bottom line is a combination of three aspects that form the foundation of corporate social responsibility implementation (CSR). The triple bottom line is frequently used as a guideline for developing Corporate Social Responsibility projects (CSR). Dahlsrud (2006), like Awan and Akhtar (2014), conducted a literature review to examine the variances and similarities in CSR definitions. Environmental, social, economic, voluntary, and stakeholder concern are the five areas and aspects he articulated that are frequently connected with CSR definitions (Dahlsrud, 2006, as in Awan & Akhtar, 2014).

The Principles of Corporate Social Responsibility

Following the debate on the right definition of CSR, Crowther and Aras (2008) outlined three basic principles utilised in testing the activities carried out by management in order to ascertain the extent to which CSR activities are carried out. These principles are:

1. Sustainability: This looks at the influence that current activities have on the future (Crowther & Aras, 2008). It focuses on resource scarcity, particularly non-renewable resources like coal, iron, and oil. As a result, sustainability in CSR is concerned with the effective management of the organization's resources utilized, in order to ensure that the resources are produced at a quicker pace than they are depleted (Crowther & Aras, 2008).

2. Accountability: This is concerned with an organization's recognition that its activities have an impact on the external world and, as a result, takes full responsibility for those impacts. More precisely, the notion suggests that such quantifications be reported to all individuals that are impacted by the organization's actions, requiring the establishment of appropriate measurements and performance reporting to stakeholders (Crowther & Aras, 2008).

3. Transparency: This reflects the extent to which an organization's report discloses relevant facts about the effect of the organization's actions. In essence, an organization's capacity to avoid obfuscation while disclosing facts to stakeholders. As a result, the information presented to the organization's stakeholders via the reporting procedure/instrument should be self-evident (Crowther & Aras, 2008).

Organizational Performance

The notion of corporate performance is a hazy one, with researchers frequently agreeing that there is no common definition. Corporate performance is a product of time and organizational setting, according to several academics. However, Fauzi, Svensson, & Rahman (2010) defined corporate performance as an organization's capacity to achieve its objectives through efficient and effective resource use. Gavrea et al. (2011) view corporate performance as a set of financial and nonfinancial measures that provide information on the degree to which objectives and results have been met. The nature of performance necessitates judgment and perception. It is viewed as a causal model that illustrates how present activities may impact future results. Performance can be interpreted differently depending on who is assessing the organization's performance (for example, performance can be interpreted differently by someone from within the company vs someone from outside). To describe the idea of performance, one must understand the factors that are unique to each area of responsibility, and must be able to quantify the outcomes in order to report an organization's performance level.

Nwachukwu, (2009) views performance as firm’s capacity to integrate its human and material resources, so as to achieve superior business outcomes during competition and other economic variables. Daft (2000) defines organizational performance as firm’s ability to achieve goals through efficient and effective utilization of resources. Poorkan, Vaziri, Meftah, Beigi & Asgharpoor (2004) state that organizational performance comprises three specific areas of firm’s result, including Financial performance (Profitability, return on investment, return on assets), products performance (product reliability, number of unique product features) and market performance (market shares, customers satisfaction). More so, Ramayah, Samat & Hu (2011) indicate that organizational performance is the extent to which organization meet its own goal and the goals of its stakeholders need in order to survive.

Customers’ Corporate Social Responsibility Awareness Levels and Corporate Image and Reputation

Customer knowledge of CSR has been linked to positive response advantages (Tian et al., 2011) and consumer identification with the organization in studies from industrialized nations (Bigne-Alcaniz et al., 2009). During product crises, preemptive CSR initiatives, according to Groza, Pronschinske and Walker (2011), may provide a greater cushion than reactive CSR activities, especially when customers are more sensitive to "unethical" behavior (Marin & Ruiz, 2007). Customers tend to be happier with companies that are socially conscious (Carvalho et al., 2010). CSR and firm value are also favorably associated for companies that have a high level of consumer awareness (Servaes & Tamayo, 2013). CSR promotes a company's image and reputation, as well as serving as a fair representation of the company to stakeholders (Weber, 2008). CSR engagements have been shown to improve corporate image (Chung et al., 2015), and company adoption of CSR has contributed significantly to improving the environment and social values, as well as establishing a good long-term company image (Chung et al., 2015). Some academics have suggested that a firm's CSR interactions improve its reputation (Agyemang & Ansong, 2017), and that enterprises are more likely to engage in CSR if they are concerned about their reputation (Diemont et al., 2013).

Theoretical Framework
Stakeholder Theory

This study, anchors on stakeholder's theory propounded by Edward Freeman in 1984. The theory states that business organizations aside their shareholders have different stakeholders which it must seek to satisfy their interest as a matter of obligation. The stakeholders include all those who affect or are affected by the activities of the firm like: shareholders, employees, customers host community, government, competitors and the environment. For instance, business must play an active social role to better the lots of the society in which it operates (Freeman 1984 cited by Onwe 2014).

Accordingly, it is not sufficient for managers to focus exclusively on the needs of shareholders or the owners alone, it is as well beneficial for a firm to engage in CSR activities that promote the interest of other groups who directly or indirectly affect the performance of the firm. Due to the fact that stakeholders group vary from firm to firm, CSR should begin with identification of stakeholders followed by finding the strategy to satisfy and harmonize their expectation. A fundamental characteristic of stakeholder theory is to attempt to identify individuals and group that business organization are accountable to; the interaction between the firms and its stakeholders is the essence of stakeholder's theory. It emphasized that interest of all the stakeholders in a firm must be recognized and not just shareholders as this tends to improve their well-being via their performance.

Empirical Review

Nadeem, Naveed, Naqvi, Skindar, and Wania (2014) investigated the influence of corporate social responsibility on financial performance in Pakistan's banking industry. The study's goal is to see how CSR affects Habib Bank Limited and United Banks Limited's net profit margins and earnings per share (EPS) in Pakistan. The study used regression to analyze secondary data acquired from the two banks spanning from 2005 to 2011. From the results of the analysis, the study inferred that CSR has a beneficial effect on bank financial performance in terms of net profit margin and profits per share. According to the report, management should do a cost-benefit analysis to determine the projected benefits of CSR practices.

Odetayo, Adeyemi, and Sajuyigbe, (2014) investigated the influence of corporate social responsibility on Nigerian bank profitability. The study's goal was to see if a company's commitment to corporate social responsibility has any effect on the profitability of the bank under investigation. The study specifically looks at the impact of CSR spending on profitability in Nigerian banks. The study used secondary data on profit after tax and corporate social responsibility spending from the financial statements of six chosen Nigerian banks listed on the Nigerian Stock Exchange from 2003 to 2012. With the help of STATA 11, regression analysis was used for data analysis to evaluate the connection between the research variables. The findings revealed that Nigerian banks are aware of the benefits of CSR activities on long-term development, but they have not allocated sufficient resources to this cause.

Awan and Nazish (2018) did a study on corporate responsibility and financial performance of Pakistani Banks. The purpose of this study was to empirically investigate the impact of CSR on the financial performance of the Pakistan banking industry, using performance measures such as Earnings per share, Return on Assets, and Return on Equity, as well as CSR variables such as Health, Education, Donations, Charity, Social Welfare, and Disaster Management. Secondary data was gathered from annual reports of 16 banks in Pakistan's Southern Punjab, which were chosen for the understudy. The approach used was quantitative, and the data was analyzed using pool regression with the help of SPSS 17.0. It was established that CSR and bank financial performance are mutually beneficial since both support each other; banks that implemented CSR policies had large increases in their return on assets, equity, and profits per share, indicating a rise in shareholder value.

In the Czech Republic, Paulik, Majkova, Tykva, and Cervinka (2015) investigated the use of the CSR measurement model in commercial banks in connection to their financial performance. The study's goal was to look at the link between a bank's CSR strategy and its financial success. Data on the financial performance of four banks was gathered from secondary sources, and financial performance was measured using ROA, ROE, profit after tax, interest margin, and capital sufficiency. For data analysis, the study used descriptive statistics and Pearson moment correlation with SPSS 20.0. It was discovered that implementing a CSR strategy had a statistically significant beneficial influence on the institutions studied financial performance. Two financial indicators, on the other hand, showed a substantial negative association (ROA and the capital adequacy). Other factors under study exhibit favorable, but not statistically significant, correlations. According to the findings, the commercial banks studied have just an average degree of CSR implementation.

METHODOLOGY

The design for this study is descriptive survey which refers to the process of eliciting information from a target population through either questionnaire or interview instrument, and subjecting such data to statistical analysis for the purpose of drawing conclusion. It is to provide the opinion of the respondents on the effect of corporate social responsibility on organizational performance in Nestle Nigeria Limited Lagos State. The population of the study comprised of Two thousand three hundred (2300) staff in Nestle Nigeria Limited Lagos State (Businesslist.com.ng, 2022). Stratified and simple random sampling was used to select 100 staff out of two thousand three hundred (2300). Questionnaire structures in Likert's five-point scale was used for data collection. For test of reliability of the scale, Cronbach's alpha coefficients. Data were analyze using descriptive and inferential statistics. Specifically, Pearson Product Moment Correlation was use for the analysis.

DATA PRESENTATION, ANALYSIS, AND DISCUSSION OF RESULT

The data collected from respondents is examined in this chapter. Ninety-four (94) of the one hundred (100) questionnaires that were issued to respondents were returned. As stated in chapter three, simple percentages were employed in the data analysis to display both biographical and operational data, and Pearson Product Moment Correlation (PPMC) statistical techniques were used to evaluate the pertinent hypothesis for the research work.

Relationship between CRS and Organizational Performance in Nestle Nigeria Plc.

S/N	ITEM	SA	A	D	SD
1	Corporate social responsibility towards staff/employees improves the industrial production level	19 20.2%	66 70.2%	4 4.3%	5 5.3%
2	There is an upward movement of contributions whenever we discharge our duty of social responsibility	56 59.6%	36 38.2%	1 1.1%	1 1.1%

3	Corporate social responsibility helps in retaining customers	48 51.1%	39 41.5%	3 3.2%	4 4.2%
4	Company social responsibility has a significant impact on the company's growth	61 64.9%	23 24.5%	8 8.5%	2 2.1%
5	Corporate Social Responsibility initiatives increase better and clear customers' views of products or services	32 34.0%	44 46.8%	11 11.7%	7 7.5%

The table shows that 19(20.2%) of the respondents strongly agreed that Corporate social responsibility towards staff/employees improves the industrial production level, 66(70.2%) of them agreed, 4(4.3%) of them disagreed, 5(5.3%) of them strongly disagreed. From the results, majority of the respondents 85(90.4%) agreed that Corporate social responsibility towards staff/employees improves the industrial production level

Additionally, the table above point out that 56(59.6%) of the respondents strongly accept that there is an upward movement of contributions whenever we discharge our duty of social responsibility, 36(38.2%) of them agreed, 1(1.1%) of them disagreed, 1(1.1%) of them strongly disagreed. From the results, majority of the respondents 92(2.2%) agreed that there is an upward movement of contributions whenever we discharge our duty of social responsibility.

The table above reveal that 48(39.6%) of the respondents strongly accept that Corporate social responsibility helps in retaining customers, 39(41.5%) of them agreed, 3(3.2%) of them disagreed, 4(4.2%) of them strongly disagreed. From the results, majority of the respondents 87(92.6%) strongly agreed that Corporate social responsibility help in retaining customers. The table above presents that 61(61.9%) of the respondents strongly agreed that Company social responsibility has a significant impact on the company's growth, 23(24.5%) of them agreed, 8(8.5%) of them disagreed while 2(2.1%) of them disagreed. From the results, majority of the respondents84(89.4%) agreed that company social responsibility has a significant impact on the company's growth.

The table above presents that 32(34.0%) of the respondents strongly agreed that Corporate Social Responsibility initiatives increase better and clear customers' views of products or services, 44(46.8%) of them agreed, 11(11.7%) of them disagreed while 7(7.5%) of them disagreed. From the results, majority of the respondents 76(80.8%) agreed that Corporate Social Responsibility initiatives increase better and clear customers' views of products or services.

Table 2. Correlation between corporate social responsibility and performance of Nestle Nigeria Plc.

		Corporate Social Responsibility	**Performance**
Corporate Social Responsibility	Pearson Correlation	1	0.686**
	Sig. (2-tailed)		.000
	N	94	94

Performance	Pearson Correlation	0.686**	1
	Sig. (2-tailed)	.000	
	N	94	94

**. Correlation is significant at the 0.05 level (2-tailed).

Decision Rule: P < 0.05 alternative hypothesis is accepted and reject null hypothesis while P >
0.05 null hypothesis is accepted and reject alternative hypothesis. The table above shows that a coefficient of 0.686 at p= 0.000 ($r = 0.686$ $p < 0.05$). The p-value (.000) is lesser than the significant level of 0.05, thus, the null hypothesis is rejected. Thus**,** the result of Pearson Correlation test revealed that there is significant relationship between corporate social responsibility and performance of Nestle Nigeria Plc.

The findings of this study aligns with Nadeem, Naveed, Naqvi, Skindar, and Wania (2014) who in a study to investigate the influence of corporate social responsibility on financial performance in Pakistan's banking industry, found that CSR has a beneficial effect on bank financial performance in terms of net profit margin and profits per share. Generally, customers as well as the public tend to be happier with companies that are socially conscious. Thus, enhancing firm's values in terms of higher profitability and increased market shares, when it deliberately engages in CSR practices. More so, the findings of this study is in tandem with the works of Awan and Nazish (2018) who did a study on corporate responsibility and financial performance of Pakistani Banks and found that established that CSR and bank financial performance are mutually beneficial since both support each other; banks that implemented CSR policies had large increases in their return on assets, equity, and profits per share, indicating a rise in shareholder value.

CONCLUSIONS AND RECOMMENDATIONS

Corporate social responsibility (CSR) activities are essential for businesses that wish to succeed over the long term. Through its capacity to serve as a strategic tool for gaining competitive advantage as measured by loyalty from various parties of the organization's stakeholders, such as customers, employees, government, and society, CSR activities foster business' profit maximization objective. As a result of the company's involvement in CSR, understanding and effective management of stakeholders' as well as their expectations enhance corporate image, performance, and profitability. In light of the data analysis and study's findings, we draw the conclusion that there is a significant and positive relationship between corporate social responsibility and performance of Nestle Nigeria Plc.

Based on the theoretical and empirical findings of this study, it was recommended that Nestle Nigeria plc, Lagos state management should work to preserve and strengthen social responsibility initiatives such neighborhood projects and environmental preservation in order to foster amicable connections with locals, attain peak organizational performance, and gain a competitive edge. More so, the management of businesses in Nigeria should create a division or unit inside their organizations that will be in charge of their social responsibility initiatives. This will greatly contribute to the widespread promotion of CSR and its emphasis on people.

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