‘Window Dressing’ Versus ‘Responsible’ Corporate Social Responsibility: A Study of Selected Insurance and Pension Manager Companies in Nigeria

Ismail Fatai Olawale

National Agricultural Extension Research and Liaison Services
Ahmadu Bello University, Zaria

Abstract

Organizational communication of corporate companies should respond to the demands of community sustainable development by systematically establishing and managing trust-based interactions. This research aimed to propose a responsible communication strategy for the management of trust between corporate organizations and host communities in Nigeria. The objectives of the study are to: identify the corporate social responsibility system of the selected organization, investigate how the CSR activities are communicated, and examine how host communities are considered. The study was projective, focusing two indigenous companies in the insurance and pension industry. A total of fifty respondents purposively selected responded to forty-nine copies of the questionnaire. Two in-depth interviews were conducted. The findings showed the importance of corporate social responsibility in the development of cordial relationship between regulatory agencies and customers. It was also observed that corporate social responsibility communication of the two sampled organizations was mainly about their sustainable actions/operations. The study recommended that corporate organizations in Nigeria must come up with a communication strategy articulated to responsible corporate social responsibility communication in order to establish and manage trust between organizations and host communities in Nigeria.

Keywords: sustainable, responsible, communication, strategy, social and responsibility.

Introduction

Insurance and pension management firms perform activities from making abstract decision about the type of business they intend to pursue; how to operate; where, when, and why they think these activities will bring them profit. Naturally, there are consequences for every of the actions or decisions taken by organizations, either for the internal system or as regards the external features. Knowledge of such consequences by the organisations alone is not enough and appropriate for sustainable business. Information about organizations’ activities must be communicated to the public. Organizations do not exist alone; they are part of the society and environments where they operate. According to the report of the Internet, World Business Council (2006) cited in (Mark-Herbert & von Schantz, 2007, p.4), business is not divorced from the rest of society because companies’

behaviours affect many people, not just shareholders; thus, companies should be responsible members of the society where they operate.

In Nigeria, companies (indigenous or foreign) face serious and intense scrutiny than ever. Scholars such as Kim and Milner (2019, p.1) have provided answers to several questions concerning the main purpose of a company's existence. According to them, corporate organizations' economic dominance reduces the relative cost of engaging in political activities, while their large-scale transnational activities increase the marginal benefits of influencing policy-making individually (Kim & Milner, 2019, p.2). People want to know if organizations' existence is just to maximize profits in order to satisfy the owners' requests and demands. Or is it possible to see companies go beyond pure financial aspects of the activities? This question concerns the many unsettled debates about corporate responsibility.

Sustainable business practice is an important issue in the present competitive business world. While organisations commit to corporate social responsibility (CSR) as a part of their activities, an important component of companies' CSR is the effective and transparent communication (Sanil1, & Ramakrishnan, 2015, p.52). Corporate social responsibility (CSR) as a concept has a long history; it has been very tough to give it a single shot of a clear and unbiased definition. That has created some confusion as to how CSR should be defined or even communicated.

Meanwhile, Dahlsrud (2008) argues that the confusion over CSR is not so much about how it is defined but how it is socially constructed in a specific context. Technically, CSR establishes the important role of corporate communication in creating and sustaining transparent and open interaction with diverse stakeholders to foster ethical and socially responsible courses of action (Kirat, 2015, p.439). Corporate communication in CSR related goal achievement continues to increase, but little empirical research (Falkheimer, Heide, Nothhaft, Platen, Simonsson, & Andersson, 2017, p.92) has examined the practitioners' perspectives of the CSR communication and their assessment of goal achievement.

Some writers (Daubry, 2020; Helg, 2007; Eze & Bello, 2016; Adeyanju, 2012) point out how many organizations in Nigeria are making profits with little consideration for CSR that could improve host communities' development. For instance, Osemene (2012, p.149), argue that "some [organizations in Nigeria] do not adequately respond to the needs of host communities, employees' welfare

(cheap labour often preferred), environmental protection and community development" (2012, p.149). Ironically, company's commitment to CSR can increase profitability, sustainability, integrity and its reputation. Nkanga (2007, para.2) posits that by doing CSR appropriately companies are able to show their commitment to contribute to the economic development of a local community and the society at large.

The adoption of CSR policy either driven or motivated by increased or social responsibility cause, the contents should be communicated responsibly to host community. Corporate social responsibility communication is another form of giving back to the society by supplying the stakeholders with genuine and appropriate information about company's CSR. It is a common practice by Nigerian organizations to state CSR as part of their mission statement and also report corporate social responsibility as financial or just a part of annual report. Those organizations have probably not realized that communicating CSR as one of their mission statements or reporting it as annual report is no more enough to build and sustain stakeholders' trusts. Therefore, there is an increasing quest for improved way of communicating CSR for sustainable trust building and management by corporations.

Purpose of the Study

The practice of CSR and CSR communication are both undergoing a transition as the role and the capacity of stakeholder to ask and probe organizations' activities is assuming new meaning in the business and environmental sustainability. Influenced by the ever increasing and changing role of stakeholders in business survival, some scholars have extended the traditional concept of CSR to the notion of "corporate social responsiveness" (Clark, 2000, p.365) and "stakeholder engagement" (Devin & Lane, 2014, p.436). These new concepts reflect the changing role of CSR from corporate image making to one of managing societal development issues while also communicating same responsibly beyond regulatory or legitimacy establishment. While a plethora of studies in management and business ethics have described CSR practices, including the suggestion that CSR dates back to a proposal for sharing corporate wealth made by Henry Ford in 1917 (Lee, 2008, p.55), there remains a significant lack of understanding regarding how CSR communication strategies may have an impact on CSR goals from insurance and pension management organizations' perspective.

This study attempts to fill this void. Drawing on literature in corporate communication, development communication and CSR, the study examines the

effect that stakeholder engagement in a more participatory and dialogical approach serves to take CSR and CSR communication to the level of total business strategy, that is, beyond 'window dressing'. Consequently, this study investigates and assesses CSR practices in the Nigerian insurance and pension management companies. Specifically, the study evaluates the factors influencing CSR adoption and its communication. It also determines the participatory nature of the CSR communication approach of the selected organizations.

Literature Review

Table 1: Empirical Review

Year of Publication	Author(s)	Title	Methodology	Findings	Journal/Book
2013	Adeyemo, S.A. Oyebamiji, F.F., & Alimi K.O.	An Evaluation of factors Influencing Corporate Social Responsibility in Nigerian Manufacturing Companies	Mixed Method (Qualitative and Quantitative	The study revealed that business organizations involve in CSR mostly because of competition. This means that business organizations are socially responsible in order to remain in a global competitive environment	*International Journal of Academic Research in Economics and Management Sciences* November 2013, Vol. 2, No. 6
2019	Morsing, M., & Spence, L.J.	Corporate social responsibility (CSR) communication and small and medium sized enterprises: The governmentality dilemma of explicit and implicit CSR communication	Qualitative	In this article, we drew on research on CCO theory and governmentality theorizing to explore the role of CSR communication as a disciplinary power in SMEs. We conceptualized how CSR communication is predominantly an implicit phenomenon for SME	Human Relations-journals.sagepub.com/home/hum 72(12) 1920–1947.

2012	Adeyanju, O. D.	An assessment of the impact of corporate social responsibility on Nigerian society: The examples of banking and communication industries	Quantitative	Corporate social responsibility contributes to a way of living a healthy life in the community.	*Universal Journal of Marketing and Business Research* Vol. 1(1) pp. 017-043, May, 2012 Available online http://www.universalresearchjournals.org/ujmbr

Communication is crucial to organisational effectiveness and sustainability because it is the basis for ensuring change at all levels. Coordinated systems of communication can integrate the various parts of a workforce. Effective corporate communication is closely related to the success of corporate social responsibility communication. An organization's reputation, survival and success rests on its ability to communicate with the public as well as its own employees and stakeholders about its corporate social responsibility. When corporate social responsibility communication is incorporated into a business structure as a strategy, regardless of the size of the organisation, the ability to achieve participatory and inclusive communication will be strengthened. Morsing and Spence (2019) challenge the assumption that businesses that promote corporate social responsibility (CSR) through their supply chains by requiring their suppliers to report on and otherwise communicate their CSR are doing a great thing. The authors focused on the impact on small and medium sized enterprise (SME) suppliers when their large customer firms pressurize them to make their implicit CSR communication more explicit. Using a conceptual framework that drew form researches on communication constitutes organization (CCO) theory, implicit and explicit CSR, and Foucault's governmentality, Morsing and Spence (2019, p.1) identified and discussed the implications of the dilemmas faced by SMEs. The study aimed to extend the theorizing process on CSR communication and conceptual research on CSR in small business social responsibility. Morsing and Spence (2019) argue that from the practice and policy perspective promoting CSR reporting among SMEs would not necessarily improve socially responsible practice.

While the present study intends to contribute to theory formation on corporate social responsibly communication in order to improve CSR practices, it disagrees with Morsing and Spence's (2019, p.1920) position which states that promoting participatory CSR reporting among corporate organizations will necessarily improve socially responsible practice. It is argued here that improved corporate social responsibility communication can actually enhance the social responsibility of all types of organization. This position is congruent with Christensen, Morsing and Thyssen, (2015, p.9) who contended that communication is constitutive for action; therefore, CSR communication is a stimulant for improved social action. Lawal, Nageri and Olanipekun (2018) investigated corporate social responsibility implementation and development of host communities by commercial banks in Nigeria and concluded that CSR implementation by banks in their host communities was low. However, the authors recommended that commercial banks should deploy more of their CSR towards improving the socio-economic development through stakeholders' engagement to determine their exclusive development needs (Lawal et al., 2018, p.11).

Conceptually, corporate social responsibility (CSR) is a panacea to disputes that may arise from the negative impacts of organizations activities on the society. Accordingly, Jones (1995, p.59) explained that CSR uptake could trigger improvement in the financial performance of banks; therefore, banks should be more responsible to deploy more of their CSR engagement to improve the lives of host communities. Existing literature on CSR and CSR communication are rippled with arguments of knowledge of CSR as western institutional and management models but with no significant success (Wohlgemuth, Carlsson & Kifle, 1998, p.9) on the CSR and CSR communication practices especially in developing nations.

Researches have equally indicated that the CSR knowledge and practice is socio-culturally influenced (Amaeshi, Adi, Ogbechie & Amao, 2006, p.4). Surprisingly, very little of mainstream literature focuses on developing nations such as a Nigeria embed the CSR agenda. One of the few studies was the work of Amaeshi et al. (2006) that studied Africa in general, with special attention on Nigeria. The study found that CSR was relatively new in Nigeria starting as a response by multinationals to remedy the effects of their activities on host communities. The authors viewed Nigerian CSR, first, from a formal perspective, in which CSR practices are mainly driven by multinationals and large national companies who implement CSR as a philanthropy - an "imported" understanding (Amaechi et al., 2006, p.5). Second, the authors argued the existence of informal

CSR practices that are linked to cultural and traditional values such as sharing and consensus are still strongly manifested in Nigeria.

Theoretical Framework

This study is grounded on legitimacy theory. The Legitimacy theory is derived from the concept of organisational legitimacy, which has been defined by Dowling and Pfeffer (1975) as: "a condition or status which exists when an entity's value system is congruent with the value system of the larger social system of which the entity is a part: when a disparity, actual or potential, exists between the two value systems, there is a threat to the entity's legitimacy (p.122). Legitimacy theory posits that organisations continually seek to ensure that they operate within the bounds and norms of their respective societies. In adopting a legitimacy theory perspective, a company would voluntarily report on activities if management perceived that those activities were expected by the communities in which it operates (Deegan 2002; Deegan, Rankin & Voght, 2000; Cormier & Gordon, 2001).

Legitimacy theory relies on the notion that there is a 'social contract' between a company and the society in which it operates (Deegan, 2000; Deegan, 2002; Mathew, 1993; Patten, 1991; 1992). This study relies on Shocker and Sethi's (1973) overview of the concept of a social contract to strengthen our argument here. The view is that: "all social institution operates in society via a social contract, expressed or implied; whereby its survival and growth are based on: (1) the delivery of some socially desirable ends to society in general; and (2) the distribution of economic, social or political benefits to groups from which it derives its power" (p.67). The social contract is used here to expatiate the myriad expectations society has about how an organisation should conduct its operations (Deegan, 2000; Mathew, 1993 in Guthrie, Cuganesan, & Ward, 2007, p.26). Specifically, it is assumed that an organization's survival is threatened if host communities have a feeling that companies' corporate social responsibility (CSR) is increasing but with no significance to host community development indicators.

Globally, CSR reporting activity has grown significantly along with criticisms about their substance (Guthrie, Cuganesan, Ward & Amatil, 2007, p.3). Solikhah, Yulianto and Suryarini (2019) in a study titled 'Legitimacy Theory Perspective on the Quality of Carbon Emission Disclosure: Case Study on Manufacturing Companies in Indonesia Stock Exchange' found that "the practice of environmental disclosure at high profile companies on the Indonesia Stock Exchange was still low" (p.1). The results showed that a legitimacy gap existed because the manufacturing companies that were studied could not reconcile their

values with the prevailing values in the community, and as such organization-host community relationship was threatened.

Guthrie, Ward and Amatil (2007) also used the legitimacy theory to guide their study on reporting social and environmental matters within the Australian food and beverage industry. Guthrie et al., (2007) considered two propositions, one, that high profile companies would disclose more CSR information than the low profile ones. Two, companies with high profiles are likely to use more disclosure strategies relating to changing public perceptions and expectations and deflecting attention to communicate CSR (Guthrie et al., 2007, p.2). The authors provided more evidences about why corporations would voluntarily disclose CSR; though the study highlighted possible policy implications and several possible future research, it did not come up with any framework to do this. For the purpose of this study, the legitimacy theory is used to critically interrogate the extent and significance of host communities' participation in CSR and CSR communication in two selected organizations in Nigeria.

Research Methodology

This study used pragmatic cum advocacy/participatory method which deployed the mixed research approach: combined the qualitative and quantitative research approaches to study a single phenomenon (corporate social responsibility communication in Nigeria). A mixed methods design as a product has several primary and secondary characteristics that should be considered before opting for a particular research design (Schoonenboom & Johnson, 2017, p.110). Literature on mixed research methods has spelt out various typologies which are either categorised as 'dimension' or 'typology/taxonomy' (Creswell & Plano Clark, 2011, p. 69–72). Ultimately, the aim of using the mixed method approach in this study is to heighten knowledge and the validity of the information/data collected. That is line with Johnson and Christensen (2017) and Onwuegbuzie and Johnson (2006) who argued that research design should be of sufficient quality to achieve multiple validities legitimation. For the purpose of this study, theoretical drive, point of integration and degree of complexity were all first considered. Thus, based on purpose, the mixed method was expected for:

i. Triangulation, that is, give room for convergence, corroboration, correspondence of results from different methods;
ii. Complementarity, produce elaboration, enhancement, illustration, clarification of the results from one method with the results from the other method; and

iii. Expansion, extending the breadth and range of inquiry by using different methods for different inquiry components.

Next, some of the classification criteria by Bryman (2006, p.106) were considered. Therefore, this study considered the mixed method based on:

i. Credibility – Employing both approaches would enhance the integrity of findings.
ii. Context – Qualitative part would provide contextual understanding coupled with showing broad relationships among variables (respondents).
iii. Diversity of views – Mainly through respondents' perspectives to uncover meanings among research.

Sampling Method and Sample Size

Table 2: Sampling Technique and Sample Size

	Size	**Remarks**
Population Size	1,085	This was arrived at by totaling the number of employees from each selected organization. Trust Fund Pension =651 AIICO = 600 **Total = 1,085.**
Sample Size	54	To get the sample size, respondents from the headquarters were purposively focused. From each organization, 30 respondents (officers) (excluding support staff such as drivers, cleaners and contract staff) were randomly selected from the available departments in the headquarters of the organizations. Using the Raosoft©Online Sample Size Calculator, from the 60 employees that were randomly selected at the headquarters, 53respondentswere recommended as the minimum sample size. However, the sample size was increased to 54 with the assumption that if many of the sampled respondents give their responses, this study was more likely to get correct answers than would from a larger sample where only a small percentage of the sample would respond to your survey
Respondents for Questionnaire	52	Twenty-six (26) respondents per organization.
Respondents for In-depth Interview	2	One (1) employee was purposively selected from the corporate communication or corporate social responsibility department/unit of each of the organizations.

The sample size was arrived at on 5% margin of error and 95% confidence level. Raosoft@ Sampling Calculator.

- *Analytical Method*

The data collected through the questionnaire were analysed using the simple descriptive statistics of frequency and percentages to generate numerical information. Meanwhile, the qualitative data which were collected through in-depth interviews were analysed using content analysis approach. Qualitative Content Analysis is applied in research practice by different techniques consisting of diverging strategies for generating different categories (Kuckartz, 2014) for discussion. However, there are two basic strategies of category building, namely a deductive and an inductive approach. The inductive approach was used in this study. The categories that were discussed emerged from the texts of the in-depth interviews.

Results

Demography

The results discussed in this study were based on the responses of 51(filled and returned questionnaire) and 2 in-depth interviews. That means 53 employees actually responded to the data collection instruments deployed for this study.

The results on the demographic characteristics of the respondents show that 22 respondents, that is, 41.5% were female, while 31 respondents which translates to 58.45% were males. Though there were more male than female respondents in this study, the discrepancy did not in any form influence the nature or the degree of information supplied. That was because the research design did not consider gender as a factor that could or should influence the nature of information to be supplied by the respondents. Similarly, age of the respondents was not expected to influence the quality of their responses, and it did not. A disaggregation of the respondents into 5 age categories.

The results show that most of them, that is, 32 respondents were between 36 to 40 years old. Next to that category were 10 respondents between 41 to 45 years of age, followed by 8 of them who were between 31 to 35 years old. Two respondents were between 25 to 30 years while 1 employee was between 46 to 50 years old. These results imply that most of the respondents in this study are still in their active age and would contribute to the effective implementation of organization policy to improve CSR and CSR communication by the two organizations. This finding was in tandem with the Wema Bank 2019 Sustainable Journal which reported that; "79% of the entire workforce [of the bank] are millennials which reflects the changes in the Nigerian demography" (Wema Bank, 2019, p.25). More implication is that the figure is a reflection of the

available active age human resources in Nigeria which can be tapped to drive CSR comprehensively in Nigeria.

Other Results

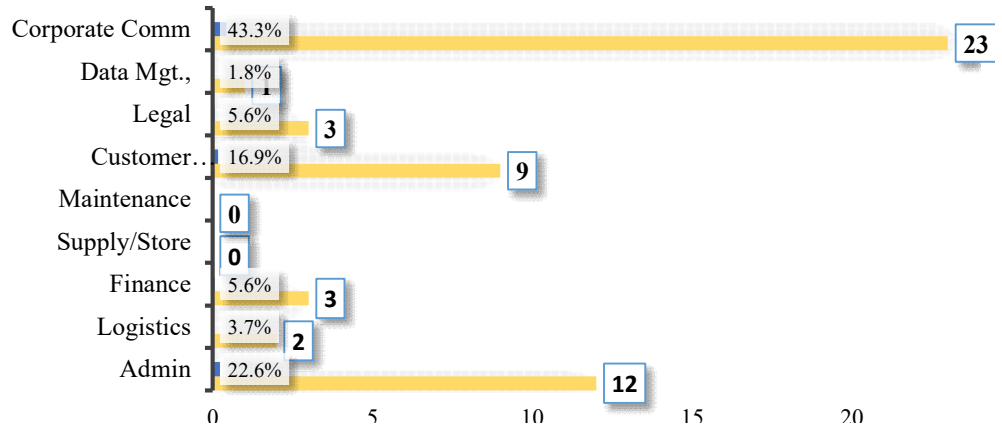

Figure 1: Respondents and their departments

Most of the respondents, that is 49 people constituting 92.4%, strongly agreed that communicating CSR in financial terms alone undermines the socio-cultural realities of modern organization development and sustainability.

One person agreed to same question while 3 respondents (5.6%) remained neutral. It is logical to argue that a majority of the respondents believed that CSR should not be communicated in financial terms alone. On whether CSR is till operated as 'donation' in the selected organizations, the results show that most of the respondents, 35 people who constituted 66%, actually 'strongly agreed' that CSR is still practised as a 'donation' or a 'gift' in their organizations.

They further explained that such system is not a sustainable strategy for organization's reputation reinforcement in modern business Nevertheless, few people, 15.0% (8 respondents) could not give any answer on how their organizations operate and communicate CSR or whether the system is participatory. Meanwhile, 10 respondents, that is 18.8%, believed that their organizations do not practice CSR as donation of communicate CSR as purely financial report. This category of respondents supported their claim by indicating the use of social media and company website to communicate organization's activities. Forty-five (45) respondents (84.9%) 'strongly agreed' while 5 respondents, that is 9.4%, 'agreed' that corporate organizations are better placed when they considered the socio-cultural perspectives of the host communities and communicate their CSR responsibly for their CSR to be very sustainable. Though 3 respondents 'disagreed' that CSR and CSR communication should consider the

social-cultural variables of host communities, the results are arguably important to the study in order to create a technical link between corporate social responsibility and development journalism.

Discussion of Findings

This sub-section discusses the data earlier presented using content analysis as the template for the discussions. A combination of content analysis categories was employed for the discussions. The content analysis categories combined are:

i. conceptual content analysis
ii. relational content analysis

The frame of reference for the content analysis approach is both 'conventional' and 'directed' because the codes for analysis derived from the interview texts.



Figure 2: A Radial relational meaning and significance of categories generated from the texts of in-depth interviews as related to the existing nature of CSR and CSR communication in Nigeria and in the selected organizations.

In Figure 2, most of the respondents indicated that CSR and CSR communication in Nigeria and their organizations are operated to fulfill regulatory prescriptions, are done arbitrarily, and in ad-hoc form, with the CSR departments usually manned by non-professionals. According to one of the corporate communication managers:

When I joined the insurance sector some years back, a lot of them did not have CC or CSR department/unit as stand-alone. Many of them merged CC with Human Resources and Administration department. Some even placed the CC and CSR in the Company Secretary's office. It is so outrageous that so many things were done wrong and they are still done arbitrarily in many organizations because of this mis-match. This system is making the CC and CSR activities ad-hoc, the functions are not really given the required critical attention (In-depth Interview, 23rd November, 2020).

Document observation equally showed that most companies in Nigeria perform and report CSR strongly for regulatory purposes. For instance, "In compliance with the Nigerian Sustainable Banking Principles (NSBPs), the Bank [WEMA] reports the progress made on targets and goals semi-annually to the Central bank of Nigeria" (WBSJ, 2019, p.41). These results indicate an existing weak institutional structure and arbitrariness of CSR and CSR communication by corporate organizations in Nigeria. The semantic implication and relational analysis of the results is presented on Table 2. The choice of expression by the two corporate communication managers whose departments are in charge of CSR and CSR communication indicate 'negative' characteristics of the existing CSR and CSR communication especially in the insurance and pension sub-sector in Nigeria.

Table 3: A semantic implication and relational synthesis of the categories generated from RQ 1 and RO1 responses

S/N	Category	Syntax	Conceptual & Relational Implication(s)
1.	Arbitrariness	A noun, from the word 'arbitrary'. On Academic Word List (AWL) occurring across a range of academic disciplines including social science and arts.	"of actions, decisions or process" carried out not based on a reason, plan and sometimes seemly 'unfair'".
2.	Regulatory influenced	A phrase, formed by and an adjective - 'regulatory' + a participial verb - 'influenced'.	"Of actions, plans, events etc done based on a condition seemly not by the performer of the action's intention or willful consideration".
3.	Not manned by professionals	An independent clause (passive) formed by a negative – 'not' + a participial verb 'manned' + a preposition 'by' + a plural noun/adjective 'professionals'.	"Shows that a duty, an action, an event or plan done by 'other' persons than trained people for that purpose".
4.	Ad-hoc operated	A phrase formed by an adjective 'ad-hoc' + a participial verb 'operated'.	"Means actions or events carried out when necessary not based on advance planning existing standard".

Ten categories emerged from the text of the responses to whether there was a national framework to transform the existing CSR and CSR communication to a more participatory one. Most of the respondents were not aware of any existing national framework for participatory CSR and CC across industries in Nigeria. The implication of this is that most organizations (including the two selected organizations in this study) operate CSR and communicate same as necessitated by the business environment. This is a big functional challenge, and many organizations are struggling to deal with it first by trying to find a contextually related definition for CSR and CSR communication in order to develop a

contextually relevant participatory CSR framework. One of the respondents on corporate social responsibility communication shed more light on this; he said:
I do not think there is any standard CSR reporting system in Nigeria. There is none that I know, each organization determines how it is reported, what to be reported and so on. Because there is no CSR reporting standard really, it is very difficult to capture emerging socio-cultural realities of modern business in Nigeria in the CC and CSR reporting…. Let me shock you, the efforts to even define what CC or CSR or what actions should come under sustainability are not yet yielding positive results (In-depth Interview, 18th October, 2020).

The implication of the responses is that CSR and CSR communication are not done on any existing Nigerian-based standard framework; each organization works with its own understanding of CRS and why and how it reports same based on company's idiosyncrasy. However, most of the respondents, that is 88.3%, indicated that common development issues such as education, health, environment and recently empowerment are partly influencing company's CSR and its communication. These areas, they argued, are usually covered by NGOs and development agencies that companies usually collaborate with, thus, organizations' CSR activities are tailored to help Nigeria achieve the sustainable development goals as indicated by the United Nations. As enumerated by one of the corporate communication managers in this study:
Organization operating system…also determine how CSR is implemented and reported in Nigeria. Business outlook does influence whether CSR is done and reported appropriately. A company may decide not to do CSR and also not report it because its outlook is not really affected (In-depth Interview, 18th October, 2020).

Meanwhile, documents observation revealed some organizations now have a research section to carry out research on feasible development interventions through outsourcing. The corporate managers claimed that a lot of host communities do not even understand what CSR is or why they should be part of it or influence the content of its communication. In his words, one of the corporate communication managers in this study said:
In all fairness, the many aspects of development such as health, agriculture, education, environment, etc. have not been effectively captured or interrogated by CSR initiatives in Nigeria. One of the reasons for such dismal performance is that getting the participants on board into same understanding of what CSR is all about is very difficult venture. Many of these host communities still have no good

understanding of CSR or how impactful its activities could be on their society (In-depth Interview, 10th November, 2020).

Because of this new development, some organizations (including the ones sampled in this study) have taken CSR out of administration or legal departments; they now have CC departments which operate CSR functions. The study, based on the data collected and analysed, found out the following:

i. The two selected organizations still operate CSR more as a 'donation': this means the existing CSR practices is 'window dressing';
ii. The two selected corporate organizations still communicate CSR information as financial or annual report; CSR communication is not a separate report;
iii. The sampled corporate organizations' CSR activities are gradually being influenced by the changing business environment;
iv. These organizations are also adjusting to some of these changes, especially by having a stand-alone corporate communication department saddled with the responsibility to perform CSR;
v. There is no national framework for transforming CSR and CSR communication to; corporate organizations desire one.

Conclusion and Recommendations

This study which investigated how CSR activities are communicated in two selected organizations from the insurance and the pension sub-sector used a mixed research method to collect and analyse data. The results of the analysis revealed that the selected corporate organizations operate their CSR activities mostly to fulfill regulatory provision, and in arbitrary manner. Though the selected organizations possess the resources to transform the existing 'window dressing' CSR and CSR communication, they lack a unifying framework to do so. Although these organizations are beginning to transform their CSR activities, much is still desired in order to make CSR a participatory system where host communities concerns are critically considered. The insurance and pension sub-sector can set the standard for the transformation of CSR and CSR communication across all other sectors in Nigeria.

Based on these findings and conclusion, the following are recommended:

i. Corporate organizations should re-examine their CSR portfolio and refocus it as an investment as against a philanthropic exercise.
ii. Corporate organization in Nigeria should develop a separate reporting system for CSR in order to capture more development variables – beyond financial performance.

iii. Corporate organizations in Nigeria (especially in the insurance and pension) sub-section should develop a national framework for the transformation of the existing 'donation' CSR to a more 'responsible' one that could capture host communities' development stories.

References

Adeyanju, O.D. (2012). An assessment of the impact of corporate social responsibility on Nigerian society: The examples of banking and communication industries. *Universal Journal of Marketing and Business Research*, 1(1). 017-043. Retrieved from http://www.universalresearchjournals.org/ujmbr.

Adeyemo S.A., Oyebamiji F.F., & Alimi K.O. (2013). An evaluation of factors influencing Corporate Social Responsibility in Nigerian manufacturing companies. *International Journal of Academic Research in Economics and Management Sciences, 2*, (6).

Amaeshi, K, Adi, B, Ogbechie, C & Amao, O. (2006). Corporate social responsibility in Nigeria: Western mimicry or indigenous influences? *No. 39-2006, ICCSR Research Paper Series, 4-25.* The University of Nottingham.

Bryman, A. (2006). Integrating quantitative and qualitative research: How is it done? *Qualitative Research, 6*. 97–113.

Christensen, L.T., Morsing, M., & Thyssen, O. (2015). The polyphony of values and the value of polyphony. *ESSACHESS – Journal for Communication Studies, 8*(1). 9–25.

Clark, C. E. (2000). Differences between public relations and corporate social responsibility: An analysis. *Public Relations Review, 26*(3), 363–380.

Cormier, D. & Gordon, I. (2001). An examination of social and environmental reporting strategies. *Accounting, Auditing & Accountability Journal, 14*(5), 587-616.

Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research*. (2nd ed.). Los Angeles: Sage.

Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management, 15*(1), 1-13.

Daubry, P.M. (2020). *Corporate social responsibility and organizational performance of oil companies in Southern Nigeria.* Walden Dissertations and Doctoral Studies Collection Walden University. Retrieved from https://scholarworks.waldenu.edu/dissertations.

Deegan, C. (2000). *Financial accounting theory*. Sydney: McGraw Hill Book Company.

Deegan, C. (2002). The legitimizing effect of social and environmental disclosures- A Theoretical foundation. *Accounting, Auditing and Accountability Journal, 15* (3), 282-311.

Deegan, C., Rankin, M. & Voght, P. (2000). Firms' disclosure reactions to social incidents: Australian evidence. *Accounting Forum, 24*, (1), 101-130.

Devin, B. L., & Lane, A. B. (2014). Communicating engagement in corporate social responsibility: A meta-level construal of engagement. *Journal of Public Relations Research, 26*(5), 436–454.

Dowling, J. & Pfeffer, J. (1975). Organizational legitimacy: Social values and organizational behavior. *Pacific Sociological Review, 18* (1), 122-36.

Falkheimer, J., Heide, M., Nothhaft, H., Platen, S., Simonsson, C., & Andersson, R. (2017). Is strategic communication too important to be left to communication professionals? Managers' and coworkers' attitudes towards strategic communication and communication professionals. *Public Relations Review, 43*(1), 91–101.

Guthrie, J., Cuganesan, S., Ward, L., & Amatil, C. (2007, July). Legitimacy theory: a story of reporting social and environmental matters within the Australian food and beverage industry. A paper presented to the 5th Asian Pacific Interdisciplinary Research in Accounting (APIRA) Conference, 8-10 July 2007, Auckland, New Zealand. Retrieved from http://ssrn.com/abstract=1360518.

Helg, A. (2007). Corporate Social Responsibility from a Nigerian perspective. Master Thesis submitted to Handelshogskolan Vid Goteborg University.

Jones, T. M. (1980). Corporate social responsibility revisited, redefined. *California Management Review, 22*(3), 59-67.

Kim, I. S., & Milner, H.V. (2019). *Multinational corporations and their influence through lobbying on foreign policy.* Retrieved from https://www.brookings.edu.

Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review, 41*(4), 438–446.

Kuckartz, U. (2014). *Qualitative text analysis: A guide to methods, practice and using software.* Thousand Oaks, CA: Sage.

Kuckartz, U. (2019). Qualitative content analysis: From Kracauer's beginnings to today's challenges. *Forum: Qualitative Social Research, 20*(3), Art. 12, Retrieved from http://dx.doi.org/10.17169/fqs-20.3.3370.

Lawal, A.T., Nageri, K.I., & Olanipekun, W.D. (2018). Corporate social responsibility implementation and development of host communities: A

study of deposit money banks in Nigeria. *Amity Journal of Corporate Governance, 3* (2), 11-28.

Lee, M.-D. P. (2008). A review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews, 10*(1), 53–73.

Mark-Herbert, C., & von Schantz, C. (2007). Communicating corporate social responsibility – Brand management. *Electronic Journal of Business Ethics and Organization Studies, 12*(2). http://ejbo.jyu.fi/.

Mathews, M.R. (1993). *Socially responsible accounting.* London: Chapman and Hall.

Nkanga, E. (2007, January). 'Nigeria: Telecom operators and corporate social responsibility'. *This Day.* www.google.adservices.com

Patten, D.M. (1991). Exposure, legitimacy, and social disclosure. *Journal of Accounting and Public Policy,10*, 297-308.

Patten, D.M. (1992). Intra-industry environmental disclosures in response to the Alaskan oil spill: A note on legitimacy theory. *Accounting, Organizations and Society,17* (5), 471-75.

Sanil, H.S., & Ramakrishnan, S. (2015). Communicating the corporate social responsibility on the company website: A study conducted on worldwide responsible accredited production certified apparel manufacturers in India. *International Journal of Economics and Financial,* 5, 52-56. Retrieved from www.econjournals.com.

Schoonenboom, J., & Johnson, R.B. (2017). How to construct a mixed methods research design. *Köln Z Soziol (Suppl 2*), 69, 107–131.

Shocker, A.D., & Sethi, S.P (1973). An approach to developing societal preferences in developing corporate action strategies. *California Management Review*, 97-105.

Solikhah, B., Yulianto, A., & Suryarini, T. (2019). Legitimacy theory perspective on the quality of carbon emission disclosure: Case study on manufacturing companies in Indonesia stock exchange. IOP *Conf. Series: Earth and Environmental Science, 448* (2020), 012063.

Sunday C. Eze & Adenike O. Bello (2016). Corporate social responsibility in Nigeria: A critical review of the literature. *International Journal of Business and Management Review,* l.4 (10), 86-103. Retrieved from www.eajournals.org.

Wema Bank (2019). *Wema Bank Sustainable Journal (WBSJ): Shaping the future through sustainability*. www.wemabank.com.

Wohlgemuth, L., Carlsson, J., & Kifle, H. (1998) (Eds.). Institution building and leadership in Africa. *NordiskaAfrikainstitutet, Uppsala*. 7- 35.

World Business Council for Sustainable Development, (WBCSD). (2006, September). 'We hear about Corporate Social Responsibility. How do firms put it into practice 1? Retrieved from http://www.wbcsd.ch.