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CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL SURVIVAL OF OIL SERVICING FIRMS IN PORT HARCOURT.

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ABSTRACT

The study assessed the relationship between corporate social responsibility and organizational survival using Ndorama PLC and Eleme Refinery/Petrochemical Company as case studies. Relevant and related literature were reviewed on subject variables. Primary data were obtained through structured and unstructured questionnaires, personal interviews and observations. The population of the study was 624 staff members drawn from the organizations under investigation out of which a sample size of 244 respondents were drawn via Taro Yemen's formula. A cross-sectional survey based on field study was undertaken for the research design. The simple random sampling technique was adopted. Frequency distribution tables and also statistical tools such as chi-square were adopted for data analysis of the study. Our findings revealed that there is a significant relationship between corporate social responsibility and organizational survival. The study recommends amongst others that organizations should engage in community development of their host communities, grant scholarships to indigent students and be responsible for the welfare of their staff as well as training and re-training of their employees.

Keywords: Corporate social responsibility, organizational survival, host community, employee

1. INTRODUCTION

1.1 Background to the study

It is clear that the context in which organizations exist has changed. Trends such as climate change, globalization, demographic change and social inequality have created a significant challenge to the traditional business model with its focus on shareholder value. The issue of "credit crunch" and corporate scandals have led to a loss of trust in business, and companies are facing pressure from governments, consumers, employees and investors to demonstrate that they are adopting ethical and sustainable business practices. Corporate Social Responsibility (CSR) is a business approach that view respect for ethics, people, communities and the environment, as an integral strategy that increase value added, and thus, improves the competitive position of a firm. It is a comprehensive set of policies, practices and programme that are integrated throughout business operation and decision making processes (Akanwa, 2003). The very existence of such indices, and the fact that business vie for recognition on them, would seem to support the notion that sustainability issues have become increasingly important for organizations.

Business is essential for the development and wellbeing of a society. However, business does not survive in a vacuum, but is simultaneously dependent on a number of stakeholders, be it employees, customers, investors, interest groups, communities, or the government. Alugbuo (2004). An extensive and critical debate about the role and conduct of business, and their associated corporate social responsibilities in the communities, is taking place among academics and practitioners alike (Adewunmi, 1988).

The field of corporate social responsibility (CSR) has grown exponentially in the last decade. Nevertheless, there remains a protracted debate about the legitimacy and value of corporate responses to CSR concerns (Agu, 2003).There are different views of the role of the firms in society and disagreement as to whether wealth maximization should be the sole goal of a corporation. This study explores and test the signs of the relationship between corporate social responsibility and financial performance.

Altshuller (2011) in Akanwa (2003), described corporate social responsibility as "actions that appear to further some social good, beyond the interest of the firm and that which is required by law" A point worth noticing is that CSR is more than just following the law. Alternatively, according to Altshuller and Smith in Akanwa (2003), the definition of what would exemplify corporate social responsibility is the following: "An action by a firm, which the firm chooses to take, that substantially affects an identifiable social stakeholder's welfare". A socially responsible corporation should take a step forward and adopt policies for the welfare of its key stakeholders (Agu, 2003).

Corporate social responsibility is viewed, then, as a comprehensive set of policies, and programmes that are integrated into business operations, supply chains, community investment, environmental concerns, governance, human rights, the market place as well as the work place (Agu, 2003). Each organization differs in how it implements corporate social responsibility, if at all the differences depend on such factors as the specific company's size, the particular industry involved, the firm's business culture, stakeholder demands, and how historically progressive the organization is in engaging corporate social responsibility. Some companies focus on a simple area, which is regarded as the most important for them or where they have the highest impact of vulnerability in human rights, for example, or the environment while others aim to integrate corporate social responsibility in all aspects of their operations. For successful implementation, it is crucial that the corporate social responsibility principles are part of the organization's values and strategic planning, and that both management and employees are committed to them. Furthermore, it is important that the corporate social responsibility strategy is aligned with the organization's specific corporate objectives and core competencies (Anugwom, 2003). In response to it, the organizations around the globe are forced to wake up to the need for being committed towards corporate social responsibilities. Over the years this concept of social responsibilities has gained unprecedented momentum in business and public debate and has become a strategic issue crossing the departmental boundaries, and affecting the way in which a organization does business. It has become so important that many organizations have rebranded their core values to include social responsibility.

This study is motivated by the fact that as the global business world is getting more competitive by the day due to globalization and technological change, only the effective will continue to maintain the top position and gain competitive advantage for which CSR is key.

1.2 Statement of the problem

Over the past decade; a growing number of firms have recognized the business benefits of corporate social responsibility (CSR) policies and practices. Their experiences are built on a growing body of empirical studies that holds the fact that corporate social responsibility (CSR) has a positive impact on business economic performance and is not detrimental to shareholder's value.

Every business is essentially established for the development and wellbeing of the society despite their economic responsibility to the shareholders. However, arising from the increasing demand and awareness that business as a corporate citizen of the society, should show itself as a responsible member of the society, particularly with respect to the consequences of its corporate actions, there is now a greater consciousness on the part of the corporate manager to ensure that business organization appear more responsive to the demand of the society.

Consequently much compliance has not been recorded in this direction, because most business organizations are unprepared to take up the additional responsibility of showing concern for the environment and society which they operate. Some believe that their involvement in corporate social responsibility (CSR) will reduce their profit earning and thereby neglect the aspect of building their corporate image and product. It is against this background that this study is designed to evaluate the impact of corporate social responsibility and organizational survival. Our focus is directed on Indorama petrochemical company in the Eleme Area of Port Harcourt.

1.3 Objectives of the study

The main objective of this study is to evaluate the relationship between corporate social responsibility and organizational survival with particular reference to Indorama petrochemical company in the Eleme Area of Port Harcourt. The specific objectives of the study are:

1) To examine the relationship between an organization's responsibility to the government and its survival.
2) To examine the relationship between an organization's responsibility to the host community and its survival.
3) To examine the relationship between an organization's responsibility to the employees and its survival.

1.4 Research questions

The following research questions are designed to help achieve the objectives of this study:

1) What is the relationship between an organization's responsibility to the government and the organization's survival?
2) What is the relationship between an organization's responsibility to the ghost community and the organization's survival?
3) What is the relationship between an organization's responsibility to the employees and the organization's survival?

1.5 Research hypotheses

Based on the research questions, the following null hypotheses were formulated for the study:

HO_1: There is no significant relationship between an organization's responsibility to the government and organizational survival.

HO_2: There is no significant relationship between an organization's responsibility to the host community and organizational survival.

HO_3: There is no significant relationship between an organization's responsibility to the employees and the organizational survival.

1.6 Significance of the study

This research work has been designed to evaluate the concept of corporate social responsibility (CRS) and organizational survival. It stands to benefit several facets of people, In the first place. It will be of great benefit to corporate bodies especially those in the oil servicing firms where the study is officially domiciled.

It will be of immense benefits to scholars and professionals in the field of management science as it will throw more light into the context of corporate social responsibility and organizational sustainability. It will also be of great benefit to students in Business Administration and Management, Public Administration and other related disciplines. Finally it will be beneficial to the government and people in the society who may want to explore more knowledge in corporate social responsibility and organizational survival.

1.7 Scope of the study

This study deals with corporate social responsibility and organizational survival, using data obtained from Indorama PLC, Port Harcourt, Eleme Refinery. Thus the content scope, geographical scope and unit of analysis of the study is restricted to Indorama Plc and Eleme Refinery, and their employees.

1.8 Limitations of the study

Every research work has some limitations that can affect the application of the research outcome. The key limitation of this study lies in its scope, and the fact that responses obtained from respondents may be subject to various forms of bias.

2. REVIEW OF RELATED LITERATURE

This part of the research reviews existing body of works on the topic. This chapter is divided into conceptual framework, theoretical and empirical framework. The conceptual framework of this study encompasses the system of concepts, assumptions, expectations, beliefs that support and inform the research. The important thing to note is that conceptual framework is primarily a concept in or a model of what is out there that the research plans to study. Under the conceptual framework, the views of different authors in relation to Corporate Social Responsibility and Organizational Survival were considered. The theoretical framework is concerned with those theories that are related to the topic at hand while empirical framework is concerned with the works and opinions of other scholars or writers who have carried out a study on the topic or similar topics.

2.1 Conceptual Review

Corporate Social Responsibility

There are a myriad of definitions of Corporate Social Responsibility (CSR), each considered valuable in their own right and designed to fit the specific organization. The majority of definitions integrate the three dimensions to the concept, that is, economic, environmental and social dimension. CSR had also been commonly described as “a demonstration of certain responsible behaviour on the part of public and private (government and business) sectors towards society and the environment”. Business for social responsibility (BSR), a leading global business partner, in a forum held in 2006 defined CSR, as achieving commercial success in ways that honours ethical values and respect for people, communities, and the natural environment. BSR went further to state that addressing the legal, ethical, commercial and other expectations society has for business, and making decisions that fairly balances the chain of all key stakeholders is CSR. In its simplest terms, it is “what you do”. “How you do it” and “when and what you say”. In this sense, CSR is viewed as a comprehensive set of policies, practices and programmes that are integrated into business operations, supply chain and decision making processes throughout the company and whenever the company does businesses that are supported and rewarded by top management. It also includes responsibility for current and past actions as well as future impacts (Brooks, 2002).

In emphasizing the ecological conceptualization of social responsibility, Byers & Rue (1991) noted that any good definition of social responsibility must contain if not all, most of the following, responsibility that:

1) Goes beyond the production of goods and services at a profit.
2) Help in solving important social problems that organizations are responsible for creating.
3) Makes corporation have greater constituency than stakeholders alone.
4) Makes corporation have great impacts that goes beyond market place transactions.
5) Makes corporations serve a wide range of human values that can be captured by sole focus on value.

2.2 Dimensions of corporate social responsibility

Social responsibility of business to the society has been classified under the following headings by Obi (2011);

2.2.1. *Responsibility to the community*

An organization's community may be local, national or worldwide. Such communities provide land and immediate neighborhood for business enterprises. Community members suffer displacement, water and air pollutions, environmental degradation and health hazards as a result of activities of business enterprises. In return for all these, business has the following obligations to the community.

a. Reduce poverty and unemployment
b. Assist development of backward areas and small scale industries.
c. Provision of quality goods and services at affordable price.
d. Development programmes (eg. Provision of funds to carryout programmes in rural areas etc)
e. Provision of social amenities (e.g, good water, roads electricity etc).
f. Scholarship awards to deserving students from the business community.

2.2.2. *Responsibility to the Government*

The government enacts laws that make it possible for business to exist, operate and own property, Government also protects and assists business through its monetary and fiscal policies, provision of infrastructural facilities, etc. these activities are necessary for operations of a business. In return for all these, business has the following obligations to the government.

a) Payment of taxes

b) Complying with rules and regulations in relation to their operations (business operations).
c) Acceptance of the role of government in business affairs.
d) Employment of citizens (to reduce the burden of unemployment on the government).
e) Support government's monetary and fiscal policies for steady economic growth.

2.2.3. *Responsibility to the Employees*

Employees are the most valuable assets of any organization. They are needed to operate machines through their managers, and achieve organizational goals. Management should fulfill the following obligations towards them:

a) Recruitment and training of workers
b) Promotion of workers
c) Prompt payment of salaries and allowances of workers
d) Provision of a conducive working environment.
e) Ensuring that workers have job satisfaction
f) Granting of welfare packages

2.3 Measures of organizational survival

Organizational Survival can be measured in the following terms:

2.3.1 *Growth*

Organizational growth is one of the most imperative measures in evaluating organizations, their activities, and environments. It refers to an actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational growth involves assessing activities, monitor performance and make the strategic changes that will subsequently lead to the realization and achievement of corporate goals.

2.3.2 *Productivity*

According to Amah and Ahiauzu in Augustus-Daddie (2016), organizational productivity can be conceived as the capacity of a firm or company or any corporation to realize the intended outcomes by the use of minimum energy and in the shortest time possible using the least amount of money, manpower and other inputs. It refers to the performance of the organization mainly in the area of improved efficiency in certain areas such as, procurement, finance or even in project management. Productivity in business organizations is usually pegged on their profitability, this means that by cutting down on the costs of production, a business organization is able to increase its productivity.

2.3.3 *Effectiveness*

Organizational effectiveness is a concept of how effective an organization is in achieving the outcomes the organization tends to produce. The idea of organizational effectiveness is especially important for non-profit organizations as most people who donate money to nonprofit organizations and charities are integrated in knowing whether the organization is effective in accomplishing its goal.

2.4. Corporate social responsibility and organizational survival

Corporate social responsibility has the following implications on organizational survival:

i. **Reputation:** This is affected by the cost and benefits of a company; goods and services, how it treats its employees and the environment, its record on human rights, its investment in local government and even its prompt payment of bills.
ii. **Competitiveness:** The advantages of good suppliers and customer relationships enforce diversity and or work or life balance, as well as efficient management of environmental issues.
iii. **Risk management**-Better Control of risk, financial, regulatory, environmental, or from consumers' attitude
iv. Promotion of favorable relationship between the organization and the community
v. Increase patronage from the community at large, etc.

2.5 Theoretical framework

The following theories guided this study;

2.5.1 *Stakeholder Theory*

A very basic theory to CSR is stakeholder theory. It asserts that managers must satisfy a variety of constituents (e.g., workers, customers, suppliers, local community organizations) who can influence firm outcomes. The theory was originally detailed by Freeman in 1984. It attempts to identity numerous different factions within a society to whom an organization may have some responsibility. Developments on stakeholder theory that exemplify research and theorizing in this area include Donaldson & Preston (1995), Mitchell et al. (1997) and Phillips (2003) in Udayasankar (2008).

2.5.2 *Legitimacy Theory*

Another theory from which CSR stems is legitimacy theory. The theory posits that businesses are bound by the social contract in which the firms agree to perform various socially desired actions in return for approval of its objectives and other rewards and this ultimately generates its continued existence. Legitimacy is defined as a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions (Udayasankar, 2008). The theory implies that there is interaction between groups and society. Organizations are one part of society and they exist if they are considered legitimate by groups in society.

Depending on an organization's perception of its state or level of legitimacy, it may employ "legitimation" strategies (Udayasankar, 2008) either to establish, extend, maintain or defend their legitimacy and control for potential, existing or perceived legitimacy gaps following legitimacy threats. The theory implies that organizations seek to operate within what is considered accepted in society which is the essence of CSR. Stakeholder theory and legitimacy theory have developed from the broader political economy perspective. They both focus attention on the nexus between the organization and its operating environment despite the fact that they are different (Udayasankar, 2008).

2.6 Empirical review

Despite worldwide discussion on the need and benefits for CSR, there are opposing views to the pursuit of CSR activities by companies as revealed by the studies reviewed in this paper. Empirical studies of the relationship between CSR and financial performance comprise essentially two types. The first uses the event study methodology to assess the short-run financial impact (abnormal returns) when firms engage in either socially responsible or irresponsible acts. The results of these studies have been mixed. Some researchers believe that CSR principles do not make firms profitable as this is against classical theories of how market works. Those researchers are of the view that the only social responsibility of business is to use its resources and engage in activities designed to increase profits. On the other hand, others are of the opinion that firms who perform CSR know how the market works. In a survey by the Economist Intelligence Unit, only 4% of respondents thought that CSR was a waste of time and money (Baruch in Brooks, 2013).

3. RESEARCH METHODOLOGY

3.1 Introduction

This section deals with the methods and procedures used in the conduct of this research study. Good effort was made to highlight all the elements and how they were used in the study. These elements include research design; population of the study; sample and sampling technique; questionnaire design; sources and method of data collection; data analytical method; reliability and validity.

3.2 Research design

The research design used for the study is a field survey. According to Kinnear (1989) in Gupta (1992), a research design is the basic plan which guides the data collection and analysis phases of a research project, it is the framework which specifies the type of information to be collected and source of data collection procedure. Simeon (1996) in Augustus-Daddie (2016), states that a research design does not mean the specified method of data collection but the more fundamental questions on how studied objects will be brought into the scope of the study. This research work is designed to enable the researcher obtain valid, precise, accurate, reliable, upto-date, inferential research result. As a step towards the realization to this objective, the study shall be conducted using primary and secondary data sources.

3.3 Population of the study

According to Igbara (2014), all the people or variables that constitute the focus of a study are called population. Population is the totality of any group, person or objects which is defined by some unique attributes. This is to say that population is any group the researcher has focused attention on and chosen as approved topic of study. Population is also the aggregate of elements from which the sample is actually selected. This also means the target number of people or things the researcher is going to work with. The researchers target in this context is the staff of Indorama Plc and Eleme Refinery which is a part and parcel of Indorama itself.

The population of this study is six hundred and twenty-four (624) staff members.

Oil Firms	Number of Permanent Staff	Total Staff
Indorama Company	74	315
Refinery	80	309
Total	**154**	**624**

Source: Field Study, 2021

3.4 Sample and sampling technique

A sample can be defined as a reasonable number of selected traits, events, subjects drawn through a definite procedure from a specified population as a representative of the population which are used for investigation or study (Igbara, 2014). Our sample for this study will be derived from the study population. (Igbara, 2014) defined sampling technique as a plan specifying how elements are drawn from the population. This may be classified into probability and non-probability sampling. In probability sampling, the entire elements in the population have equal chance of being selected. This type of sampling includes simple random sampling, systematic random sampling, stratified random sampling and cluster sampling. The non-probability sampling is where randomization of the elements in the population is not affected. Here, all the items in the population under study do not have equal chance of being selected. The types of this sampling include accidental sampling, quota sampling, purposive or judgmental sampling and haphazard sampling. For the purpose of this study, the sampling procedure adopted is a probability sampling procedure in order to quantitatively determine accurately the sample size from the population. The sample population obtained was 624 staff.

To determine the sample size of this study, we used Taro Yemen's formula (Baridam, 2001) and it is stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = total population size
N = total population size
I = constant
e = level of significant, usually 5% (i.e. 0.05)
Applying the formula
E = 5% i.e $(0.05)^2$ = 0.0025
N = 624

$$e = \frac{624}{1 + 624(0.0025)}$$

n = 244

Therefore sample size is 244.

3.5 Sources and method of data collection

The research tools used for this study are questionnaire and personal interview (that is person to person). These instruments were used to test the hypothesis formulated in section one. A self-designed questionnaire on Corporate Social Responsibility and Organizational survival was used and administered for the collection of data from the respondents in the selected oil service firms in Port Harcourt. In collecting information for the study, the researcher used primary sources of data, which contains the data originally assembled by the person who actually observed the phenomenon. Primary data mainly come from direct observation of events, manipulation of variables, contrivance of research situations including performance of experiments and responses to questionnaire. The researchers sourced their data via observation and survey methods of questionnaire.

3.6 Data analytical method

In analyzing the data collected using the questionnaire, the researchers made use of simple percentage method of data analysis. The analysis will be presented in tabular form for easy understanding and it consists of the number of respondents and the corresponding percentages. The researchers extracted tables and data deemed relevant and necessary from the questionnaire, from which certain findings are based and supported. In this study, the simple percentage method was used based on responses extracted from the questionnaire. The percentages were also based on the findings enumerated in section four.

In the analysis of the data obtained from the field, the chi-square values (X^2) were calculated to test the null hypotheses. The chi-square (X^2) is a simple statistic frequently used in testing hypotheses and calculating the differences between a set of observed frequencies of sample and a corresponding set of expected or theoretical frequencies. It is computed as follows:

$$X^2 = \frac{E(O - E)^2}{e}$$

Where:

O = Observed Frequency

E = Expected or Theoretical Frequency

Decision Criterion

The decision would be to accept the null hypothesis (HO) if the calculated value of r < critical value and reject the null hypotheses if r calculated > critical value.

3.7 Test of validity and reliability

Reliability is the extent to which measures give consistent result. The reliability was made on a test-retest ground of the instrument (questionnaire). The internal consistency of the instrument was measured using cronbach alpha, which indicated 0.75 which is considered favourable. Similarly, the reliability was made on a test-retest ground of the instrument (questionnaire). Provision was made for a five percent (0.05) margin of error to allow control for bias and errors. This was done so as to ensure that responses are relatively or exactly the same. This forms the basis of reliability of the research instrument.

Validity determines the answer to what the researcher wants to measure. There are mainly three types of validity such as content validity, criterion validity and construct validity. The instruments used for this study have face and content validity in line with the topic, problem of the study, research hypotheses, and objectives of the study. Close-ended or restricted form was used in the design of the questionnaire instrument to elicit responses that are error free and that at the same time will provide vital data for analysis. The literature review incorporated into the study from other sources was based on relatedness of topics and items of analysis, as such, the instruments are validated. Therefore, the essence of the validity in research is to ascertain if the instrument for measurement is actually measuring what it is supposed to measure.

4. DATA PRESENTATION AND ANALYSIS

This section is concerned with the analysis and interpretation of data collected with the use of questionnaire. The aim of this section is to present, analyze, and interpret the data and to validate the research hypotheses. The data is grouped and analyzed according to research question.

4.1 Data presentation

Table 1: Questionnaire Administration and Retrieval

Respondents	Distributed questionnaire	Returned questionnaire	Percentage collected	Not retrieved	Percentage not retrieved
HOD	60	50	22.5%	10	5%
Junior staff	55	50	22.5%	5	2%
Senior staff	55	50	22.5%	5	2%
Casual staff	52	50	22.5%	2	1%
Total	**222**	**200**	**90%**	**22**	**10%**

Source: Survey Data, 2021.

The above table reveals that a total number of two hundred and twenty two (222) questionnaires were distributed among the junior and senior staff, HODs (Heads of Department) as well as casual staff of the above firms in Rivers State, out of which 200 were returned representing 90% while twenty two (22) questionnaire were not retrieved representing 10%.

Table 2: Gender of Respondents

Gender	Frequency	Percentage
Male	115	57.5%
Female	85	42.5%
Total	**200**	**100%**

Source: Survey Data, 2021.

The above indicates that the organizations have 57.5% of their employees as male while 42.5% of their employees as females. This indicates that there are more male employees in the organization.

Table 3: Age Distribution of the Respondents

Age group	Frequency	Percentage
20-30	73	36.5%
31-40	70	35.5%
41 and above	57	28.5%
Total	**200**	**100%**

Source: Survey Data, 2021.

Table 3 above indicates that 36.5% are between 20-30 years, 35% are between 31 and 40 years while 28.5% are in the range of 41 years and above.

Table 4: Educational Qualification

Level of Education	Frequency	Percentage
Postgraduate	45	22.5%
University/HND	60	30%
Diploma level	55	27.5%
WASC/NECO	40	20%
Total	**200**	**100%**

Source: Survey Data, 2021.

From the above table 22.5% of the employees of the organizations under study are post graduates, 30% of the respondents are first degree holders, 27.5% of the respondents are Diploma holders, while 20% of the respondents are O'level certificate holders.

4.2 Data Analysis

Table 5: To what extent does corporate social responsibility impact on business growth?

Option	Response	Percentage
Great extent	115	57.5%
Some extent	85	42.5%
Total	**200**	**200**

Source: Survey Data, 2021.

The above table reveals that 115 representing 57.5% agreed that corporate social responsibility impact on business growth to a great extent, while 85 respondents representing 42.5% believe that statement to some extent.

Table 6: To what extend does corporate social responsibility to the government influences organizational survival?

Option	Response	Percentage
Great extent	150	75%
Some extent	50	25%
Total	**200**	**100**

Source: Survey Data, 2021

From the table above, 150 respondents representing 75% of the employees said that corporate social responsibility to the government influences organizational survival to a great extent, while 50 respondents representing 25% agreed to some extent.

Table 7: To what extent does responsibility to the host community influences organizational survival?

Option	Response	Percentage
Great extent	130	65%
Some extent	70	35%
Total	**200**	**100**

Source: Survey Data, 2021.

The above table reveals that, 65% of the respondents agreed that responsibility to the host community influences organizational survival to a great extent, while 35% disagree that corporate social responsibility to the host community influences organizational survival to some extent.

Table 8: To what extent does an organization responsibility to the employees influences organizations survival?

Option	Response	Percentage
Great extent	125	63%
Some extent	75	37%
Total	**200**	**100**

Source: Survey Data, 2021.

The above table reveals that, 125 respondents representing 63% of the respondents agreed that organization responsibility to the employees influences organizations survival to a great extent, while 37% agreed to some extent.

4.3 Test of Hypothesis

Hypothesis 1

HO_1: There is no significant relationship between an organization responsibility to the government and organizational survival.

Question	Yes	No	Total
2	150	50	200
3	135	65	200
Total	**285**	**115**	**400**

Expected for 150 $= \frac{285 \; x \; 200}{400} = 142$

Expected for 50 $= \frac{115 \; x \; 200}{400} = 57$

Expected for 135 $= \frac{285 \; x \; 200}{400} = 142$

Expected for 50 $= \frac{115 \; x \; 200}{400} = 57$

Option	Fo	Fe	Fo-fe	(fo-fe)^2	$\frac{\boldsymbol{Fo - fe^2}}{\boldsymbol{Fe}}$
Yes	150	142	8	64	0.45
Yes	135	142	-7	49	0.35
No	50	57	-7	49	0.86
No	65	57	8	64	1.2
				$\frac{£(fo - fe)}{Fe}$	

Degree of freedom

Df = (c – 1) (R – 1)

= (2 – 1) (2 – 1) = 1

Chi-square table

Decision rule

Since the evaluation of chi-square value of 2.78 is greater than the tabulated chi-square of 1. We reject the null hypothesis and accept the alternate hypothesis which state that the null hypothesis should be rejected and the alternate accepted. Thus stating that there is significant relationship between an organization's responsibility to the government and organizational survival.

Hypothesis 2

HO2: There is no significant relationship between an organization responsibility to the host community and organizational survival.

Question	**Yes**	**No**	**Total**
4	135	65	200
5	130	70	200
Total	**265**	**135**	**400**

Expected for 150 $= \frac{265 \; x \; 200}{400} = 132$

Expected for 50 $= \frac{135 \; x \; 200}{400} = 67$

Expected for 135 $= \frac{265 \; x \; 200}{400} = 132$

Expected for 50 $= \frac{135 \; x \; 200}{400} = 67$

Option	**Fo**	**Fe**	**Fo-fe**	**(fo-fe)²**	$\frac{\boldsymbol{Fo - fe^2}}{\boldsymbol{Fe}}$
Yes	135	132	3	9	0.07
Yes	130	132	-2	4	0.03
No	65	67	-2	4	0.06
No	70	67	3	9	0.13
				$\frac{£(fo - fe)}{Fe}$	

Degree of freedom

Df = (c – 1) (R – 1)

= (2 – 1) (2 – 1) = 1

Chi-square table

Decision rule

Since the calculated chi-square value of 0.29 is less than the tabulated chi-square of 1. We reject the alternate hypothesis and accept the null hypothesis which state that the alternate hypothesis should be rejected and the null accepted. Thus, stating that there is no significant relationship between an organization's responsibility to the host community and organizational survival.

Hypothesis 3

HO2: There is no significant relationship between an organization responsibility to the employees and organizational survival.

Question	**Yes**	**No**	**Total**
5	130	70	200

6	125	75	200
Total	**255**	**145**	**400**

Expected for 150 $= \frac{255\ x\ 200}{400} = 127$

Expected for 50 $= \frac{145\ x\ 200}{400} = 72$

Expected for 135 $= \frac{255\ x\ 200}{400} = 127$

Expected for 50 $= \frac{145\ x\ 200}{400} = 72$

Option	**Fo**	**Fe**	**Fo-fe**	**(fo-fe)^2**	$\boldsymbol{\frac{Fo - fe^2}{Fe}}$
Yes	130	127	3	9	0.07
Yes	125	127	-2	4	0.03
No	70	72	-2	4	0.06
No	75	72	3	9	0.13
				$\frac{£(fo - fe)}{Fe}$	

Degree of freedom
Df = (c – 1) (R – 1)
= (2 – 1) (2 – 1) = 1
Chi-square table

Decision rule
Since the calculated chi-square value of 0.29 is less than the tabulated chi-square of 1. We reject the alternate hypothesis and accept the null hypothesis which state that the alternate hypothesis should be rejected and the null accepted. Thus, stating that there is no significant relationship between an organization responsibility to the employees and organization survival.

4.4 Discussion of Findings

The following was revealed by the researchers after analyzing the research questions posed to the respondents and testing the null hypothesis formulated to verify tenacity of the statement. Given below are the research findings. Table 5 above reveals that 115 representing 5 7.5% agreed that corporate social responsibility impact on business growth to a great extent, while 85 respondents representing 42.5% believe that statement to some extent.

From the analysis of table 6 above, 150 respondents representing 75% of the employees said that corporate social responsibility has relationship on discretion to a great extent, while 50 respondents representing 25% agreed to some extent. The above table 7 reveals that, 65% of the respondents agreed that ethical responsibility impact on business growth to a great extent, while 35% disagreed that ethical responsibility impact on business growth to some extent. Finally, table 8 reveals that, 125 respondents representing 63% of the respondents agreed that legal responsibility has relationship with business growth to a great extent, while 37% agreed to some extent.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

In this chapter, we represent the summary, conclusion and recommendations gotten from the study. In summary, corporate social responsibility has been conceived as one of the factors that enhance the business growth of any organization considering the topical areas investigated. Corporate Social Responsibility (CSR) has grown exponentially as an area of interest amongst corporate businesses in this century. The relationship between CSR and firm survival has attracted high attention in the last decade. There has been much investigation into each dimension of CSR and their impact on some categories of sustainability. This research identified such focus areas based on a literature review of both concepts. However, the major findings have revealed that; an organization is indebted to its host community, government, employees and customers in terms of corporate social responsibility. It also reveals that there is a significant relationship between an organization responsibility to its host community, government and employees and organizational survival.

Based on the findings, the following recommendations are made by the researchers:

1. Organizations should engage in community development of their host community.
2. Organizations should endeavor to grant scholarship to students from their host communities so as to endear them to the people.
3. Organizations management should always embark on responsibility to their employees such as recruitment and training of workers, promotion of workers, prompt payment of salaries and allowances to workers, etc. in order to sustain and retain their employee.

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