A Critical Assessment of Social Responsibility in a Selected Nigerian Cement Company and its Organizational Relationships

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Abstract *The inability of the organization to act in a socially responsible manner and to see why it should act morally has been pointed out by numerous social critics. The tremendous pressure from different interest groups has been assigned by commercial organizations to recognize and address the social issues in which they have a direct stake. The relationship between corporate social responsibility and organizational performance is identified and examined in this study. Nowadays, the majority of businesses employ social responsibility to enhance their reputation, generate revenue, and stay in business. A thorough explanation of social responsibility was provided, including its definition, mode, school of thought, dimensions of involvement, limitations, ways to improve it, and relevance to individuals, organizations, and society at large. One hypothesis was developed to give the opinions of other writers and authors on the topic direction and emphasis in order to conduct this study successfully and efficiently. Statistical methods were used to gather and examine the data, which offer the Consequently, social responsibility improves the performance of organizations.*

Keywords: Companies, Corporate Social Responsibility, Organization, Performance, Programs

1. INTRODUCTION

Because the institutions employ people to eliminate or resolve social issues that arise in society as a result of their operations, they also create and provide services for the environment. Governmental or non-governmental organizations' social responsibility can emerge in two ways: either as a result of the institutions' social influence or as a result of societal issues (Abalaka, 2023). Management is really concerned about both. For example, the second focuses on what an institution can do for society, whereas the first focuses on what an institution does to society the textile business was founded in a region to provide garments for people, not to pollute water. However, throughout the production process, its byproducts may pollute water. Ajiteru (2023).

However, according to the socioeconomic perspective, management's social duty extends beyond maximizing profits and include safeguarding and enhancing the well-being of society (Sulaiman, 2023). This stance stems from the idea that companies are not autonomous organizations that are only answerable to their shareholders. They also owe it to the vast majority of society, which supports them by buying their goods and services and promotes their creation through a variety of laws and regulations. Furthermore, supporters of these purely economic

organizations believe that society expects and even welcomes business involvement in legal, political, and social matters; Ajiteru (2023). For instance, proponents of the socioeconomic viewpoint would argue that Avon Product Inc. was acting responsibly when it started the Breast Cancer Crusade to educate women about breast cancer and offer early detection screening services. Over the course of ten years, the campaign has raised over $250 million globally. Abalaka (2023). They would also argue that the educational program Natural Cosmetics SA, a Brazilian cosmetics firm, put in place in Sao Paulo's public elementary schools to help kids become more literate and capable of making decisions, was socially responsible. Why? The management were safeguarding and enhancing the welfare of society through this program (Sulaiman, 2023). Organizations all across the world are becoming more conscious of their social obligations, particularly in Europe, where the perspective It is more traditional than in the US for businesses to prioritize more than profits (Ajiteru, 2023). It is simpler to comprehend the main distinctions between these two viewpoints if we consider the individuals that corporations are accountable to. There are four stages in the progression of an organization's social responsibility. Classicists would argue that the owners or stockholders are the only legitimate concern. Others would counter that managers are accountable to any group impacted by the organization's decisions and actions. Sulaiman, (2023).

1.1 The Problem Statement

Numerous studies and research have been done in the field of social responsibility, but no specific reference has been found to have an impact on organizational performance. It was observed that certain organizations took social discusses the socioeconomic issues it faces Abalaka (2023).

This research aims to:

➢ Analyze how social responsibility affects the organization.

➢ Talk about the reasons why some businesses are more socially conscious than others.

➢ Determine and assess the different social responsibility initiatives that businesses might implement to meet their aims and objectives.

➢ This study is primarily intended to partially satisfy the requirements needed to receive a higher national diploma in business administration.

1.2 Hypothesis and Research Question

The following claim and query will be examined in order to assess how corporate social responsibility affects organizational performance.

i. Do Nigerian companies practice social responsibility?

ii. Does social responsibility have a positive effect or is it a waste of money?

iii. Does an organization's profitability have anything to do with social responsibility?

iv. What spheres of social responsibility does your organization practice?

v. What are social responsibility's objectives?

vi. Does an organization's performance change as a result of its social responsibility?

The project's thesis will center on the hypothesis relationship as stated in the aforementioned research questions. The following is the formulation of the hypothesis test:

Null Hypothesis (Ho): Organizational performance and social responsibility are unrelated.

Alternative Hypothesis (Hi): Organizational performance and social responsibility are related.

2. LITERATURE REVIEW
2.1 Importance of the Research

Both organizations and society at large can benefit from their research on corporate social responsibility. The company would gain from understanding the various spheres in which they should practice social responsibility, assessing their influence on society, and enhancing their corporate image and eventually to increase profits Abalaka (2023). If sufficiently researched, the study project also aims to help the general public and other corporate organizations understand the importance of social obligations and relate their roles as stakeholders in the wheel of progress. Furthermore, the audience will learn about the several types of social performances that business entities might offer. It will raise awareness of environmental damage Sulaiman (2023).

Corporate entities can also gain a lot from it since they can easily help the public and other stakeholders and fulfill a variety of social obligations. For them, this will be extremely important since it will boost their goodwill. Lastly, the researchers are not to be excluded from the advantages since the study will enable students to learn more about this important and always contentious idea of our day (Ajiteru, 2023).

2.2 Examination of Connected Works
Framework Of Concepts

firm organization is a system, and a system is a collection of interdependent components that work together to form the entire firm, according to Edgar (1982:61). Since the total is dependent on the environment, each of these elements or pieces contributes and receives something in return. Abalaka (2023). A system can be either open or closed. In the event that a

system does not provide output or receive inputs from the outside world, it is considered closed to the outside world (Ajiteru, 2023).

2.3 Corporate Social Responsibility (CSR) Aspects

We use the term "approaches to corporate social responsibility" to refer to how people view the idea. Although the need for businesses to be socially responsible is not new, there is still disagreement on what social responsibility genuinely entails. Different perspectives on social responsibility include:

Obligation on Social Media

This perspective on social responsibility holds that an entity is socially responsible once it complies with legal requirements. They think that businesses' primary function in society is to earn a profit. The company is considered socially responsible after this goal is accomplished within the bounds of the law. Thus, their goal is to adhere to official regulations without going above and beyond, even if doing so would benefit society more. Abalaka (2023). According to the proponents of social responsibility, a company's primary responsibility is to maximize profits for its shareholders. They also think that the government, not private companies, should be in charge of carrying out social programs. When businesses pay taxes to the government so that it can implement these programs, they are demonstrating social responsibility. Additionally, the price of the goods and services that the corporations supply will eventually increase due to the expense of social responsibility. This implies that the people, not the ones who are funding social services Sulaiman (2023).

Social Responses

According to this perspective on social responsibility, businesses need to be mindful of the social consequences of their operations. It should strive for responsible behavior by going above and beyond the legal goals. By doing this, some of the societal issues that result from activities—and even those that can be linked to them—are being resolved. Abalaka (2023). Therefore, according to Seithi (2016), social reaction refers to behavior that is socially responsible and in response to the social norms, values, and expectations that are now in place for different groups in society. Therefore, even if it means fulfilling its legal duty to society, a company is not socially responsible if it does not respond positively to the needs of various social groups.

Reactiveness on Society

are preventative and proactive rather than restorative and reactive Abalaka (2023). According to this group, social responsibility entails taking action in advance of societal demands. A socially responsive organization takes a stance on public issues and does its share to address societal concerns because it views itself as a member of society. It can take action without waiting for groups to demand it; instead, it starts social programs that it believes would benefit society and carries them out on its own initiative without any outside pressure Ajiteru (2023).

2.4 Summary of the Cement Industry in Nigeria

For the construction of essential infrastructure, including roads, water supplies, hospitals, schools, homes, and ports, Nigeria's economy is heavily dependent on cement. Despite the fact that local demand for Businesses is socially conscious if their actions Although cement production in Nigeria has been growing quickly, crucial production input restrictions, such as unsustainable energy sources, have kept local output from meeting demand by at least 35%. To close the industry's supply imbalance, the majority of regional companies are now making investments in capacity development. Roads are the main means of transportation, and more than 90% of cement sold is bagged, with the remainder being dispersed in bulk (Ajiteru, 2023). Because of this, every cement manufacturer in Nigeria has a geographical catchment area. Nigeria has an abundance of the raw materials needed to produce cement, but there are significant obstacles to entry into the market. The condition of the local infrastructure has a significant impact on the cost of building a facility. Every company offers their own power generation at the facility, which raises the price per ton of output even more. The industry's worst problem is still the state of the infrastructure; manufacturers' high costs for fuel, electricity, transportation, and water security raise production costs and, consequently, cement prices. In the Nigerian market, cement that is imported and bagged at the port is priced nearly identically to cement that is made locally. Industry participants estimate that the ex-factory price of a bag of cement is comparable to that of imported cement (Sulaiman, 2017).

Lafarge WAPCO, Obajana Cement Limited (Obajana Cement), Benue Cement Company (BCC) Plc, and Cement are the five primary producers in Nigeria's cement sector. The Ashaka Cement Company (AshakaCem) Plc and the Company of Northern Nigeria (CCNN). An estimated 30% of the Nigerian cement market is held by the Lafarge Group, which also owns the majority of shares in Ashaka Cement Company (0.8 mnt) and Lafarge WAPCO (2.2 mnt). The Dangote Group, the group's primary competitor in locally produced cement, owns the majority of shares in

Obajana Cement (5.5 mnt) and Benue Cement (1.5 mnt). According to Ajiteru (2019), Cement Company of Northern Nigeria (CCNN) has an approximate 0.5 mnt manufacturing capacity.

The Federal Government of Nigeria prohibited the importation of bagged cement in 2001 in an effort to increase local production, foster cement self-sufficiency in Nigeria, and generate employment. As a result, cement was imported only in large quantities, with import quotas allocated in accordance with the company's current cement production capability and anticipated local cement manufacturing expenditure. The objective of attaining cement self-sufficiency has not yet been met, despite the fact that local production capacity has grown from 2.25 million tons in 2003 to 10 million tons in 2008, indicating that government regulatory efforts have had some success. The main cause of the ongoing cement scarcity is the rise in local cement demand. According to estimates, Nigeria's cement demand is 13.5 million tons, and it is predicted to increase by roughly 10% per year over the medium term. An estimated 7 million tons of output are produced by all local producers, resulting in a 6.5 million ton supply gap that is currently being filled by importation (Abalaka, 2023).

2.5 Framework of Theory

Aggression Theory in Frustration

John Douard and his research colleagues first proposed this hypothesis in 1939, and researchers like Leonard Berkowitz and Aubrey have since developed and altered it in 1962. It seems to be the most obvious and convincing explanation for violent behavior that stems from an inability to meet needs. Those who rely on this explanation employ the psychological theories of behavior and motivation in addition to frustration-aggression theory those they blame for thwarting their aspirations Abalaka (2023).

According to the main explanation provided by frustration aggression theory, aggression is not merely a natural reaction or instinct; rather, it is the result of frustration, which occurs when an individual's legitimate desires are either directly or indirectly fulfilled. When this occurs, the person may become disappointed and turn to violence to vent his anger, which he will then direct towards those he holds accountable or those who are either directly or indirectly connected to the issue Sulaiman's (2017). This is Lafarge Cement WAPCO Nigeria PLC's actual situation. After persistently and nonviolently advocating for the Sagamu community's members to be given a fair portion of Researchers try to explain violence as the "want-get-ratio," or the discrepancy between predicted and actual demand satisfaction, and the disparity between what people believe they

deserve or want and what they really receive. The tendency is for people to confront when expectations are not met the youths had to take matters into their own hands by staging violent protests and stopping the corporation's operations in response to the employment quota that is to be made available to them and the dismissal of the sole employee who is a Sagamite and who was meant to be replaced by another Sagamite but was not (Ajiteru, 2023).

3. RESEARCH METHODOLOGY

3.1 Design of Research

This might be viewed as the method and procedures used to gather and examine the data for this investigation. A formal plan of action for a research effort is called a research design. When conducting a research project, research designs assist researchers in organizing their study questions, methodology, implementation, processes, and data gathering and analysis (oms.edu.msc.edu) Abalaka, (2023). As stated by Sulaiman (2023), the blueprint for a research study is known as the research design. It is a plan that outlines the steps in a study's process or course of action. For this study, the researcher used a descriptive survey approach.

3.2 Sample Size and Populations

The entire lists of all the components or items of a clearly defined group under study constitute the population of study in research (Olannye, 2016). Table 3.1 shows the population and sample size of the six breweries that made up the sampling frame for the investigation.

Table 1: Selected Breweries' Populations and Sample Size

LIST OF CEMENT POPULATION	FIGURE	SAMPLE SIZE
Lafarge Cement Plc	92	92/520 *226=40
Dangote Group Plc	120	120/520*226=52
Southport Cement Plc	81	81/520*226=36
WAPCO Nigeria PLC	67	67/520*226=29
Twins Faja Plc	90	90/520*226=39
Adana White Cement	70	70/520*226=30
TOTAL	520	226

Source: Sales representatives

The sample size was 226, obtained using the Yaro Yarmjne (2016) formula

$$n = \frac{N}{1 + Ne^2}$$

Where: n = Sample size N = Population size e = Proportion of the sampling error (we assume 0.05)

Based on this, the sample size could be calculated:

n =   520

   1 + 520(0.05)2

= 226.08

N =   520

    2.3

= 226

3.3 Data Analysis Method

Every research project's engine room involves data analysis, according to Abalaka (2023). Data analysis is the process of logically analyzing data using statistical methods in order to generate information. According to Sulaiman (2023), the purpose of the statistical analysis of the data for this study was to help the researcher make sense of the data and enable the researcher to draw legitimate findings that result in wise decisions.

The frequency, percentage mean, and standard deviation are used in simple, descriptive, or inductive statistics at the first level of statistical analysis. Finding the degree of link between the variables is the second stage of statistical analysis, which includes regression analysis and Pearson correlation analysis employed. Given the nature of the subject and the fact that regression and correlation analysis are the two most widely used models by researchers, the scientific package for social science (SPSS version 20) software will be utilized. Ajiteru (2023).

3.4 Instrument Validation

Test for Validity and Reliability

Reliability is the quality of something being dependable. While validity pertains to the instrument's capacity to measure what it is intended to assess, reliability is the degree to which your data collecting or analysis methods will produce consistent results (Olannye, 2016).

To determine whether the questionnaire's content is appropriate and pertinent to the study's goal, content validity was employed. Content validity shows that the information is accurate and comprehensive spectrum of the characteristics being examined, and is typically carried out by seven or more professionals. Abalaka (2023). In order to assess the content validity, the researcher consults with his supervisor and other management and research experts. Tests based on Cronbach's alpha (CA) are used to measure the model reliability. According to Sulaiman (2017),

CA estimates the indicator intercorrelations, and a value of 0.7 or greater is considered appropriate Presentation and Analysis of Data.

4. RESULTS AND DISCUSSION

This session's data analysis is divided into three sections. The first is a descriptive study of the respondent profile that includes percentage weighting. The correlation and regression analysis of the research questions and the corresponding variables is the second step. The third is the evaluation of study-related hypotheses. If data analysis is done correctly, the researcher is likely to draw valid conclusions, which ultimately results in a wise choice (Sulaiman, 2023).

4.1 Data Presentation

A total of 226 sets of questionnaires were distributed to the employees of particular breweries; however, 6 sets were not returned. Of the 220 sets that were returned, it is estimated that 97% of them were used for the study (Abalaka, 2023).

Table 2: Respondents' Demographic Profile

Option	Frequency	Percentage
SEX Male Female Total	138 82 220	61.9 36.8 100.0
AGE Below 15years 15-20 years 21-30 years 31-40 years 41-50 years Total	16 62 52 60 30 220	7.2 27.8 23.3 26.9 13.5 100.0
MARITAL STATUS Married Single Total	123 97 220	55.2 43.5 100.0
EDUCATIONAL QUALIFICATION WAEC/GCE/NECO OND/NCE	32 33	14.3 14.8

HND/B.Sc.	82	36.8
MBA	58	26.0 6.7
OTHERS	15	100.0
Total	220	

Source: Field Survey 2021

We may infer from the demographic profile of the respondents that 138 of them are men, accounting for 61.9 percent of the total responses, and 82 of them are women, accounting for 36.8% of the total responses (Ajiteru, 2023).

According to the respondents' age distribution, 16 of them—or 7.2 percent—are younger than 15 years old. While 62 respondents, or 27.8% of the sample, are between the ages of 15 and 20, 52 respondents, or 23.3%, are between the ages of 21 and 30, 60 respondents, or 26.9%, are between the ages of 31 and 40, and 30 respondents, or 13.5%, are between the ages of 41 and 50. 123 respondents, or 55.2% of the total, are married, according to the respondents' distribution married, whereas 97 respondents, or 43.5%, are unmarried (Sulaiman, 2017). According to the respondents' educational backgrounds, 32 respondents, or 14.3%, had their WAEC, 33 respondents, or 14.8%, had their OND, 82 respondents, or 36.8%, had their HND/BSC, 58 respondents, or 26.0%, had their MBA, and 15 respondents, or 6.7%, had other credentials. Abalaka (2023).

4.2 Examination of Additional Research Information

Descriptive statistics, regression analysis, and correlation are used to examine the replies to the main research question in this part. Ajiteru (2023).

4.3 First research question:

How do corporate social responsibility and organizational effectiveness relate to each other? Concern for global warming, consideration for nuclear and hazardous waste, a clean environment, and controlled noise emissions are some of the CSR factors (X1) that exhibit correlation with one another by X11, X12, X13, and X14 respectively Abalaka, (2023).

Table 3: Correlations Among The Variables Of Corporate Social Responsibility

VARIABLES		X 11	X12	X13	X14
X 11	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	220			

X12	Pearson Correlation	-.022	1		
	Sig. (2-tailed)	.747			
	N	220	220		
X13	Pearson Correlation	.058	.026	1	
	Sig. (2-tailed)	.307	.704		
	N	220	220	220	
X14	Pearson Correlation	-.128	.030	.028	1
	Sig. (2-tailed)	.297	.706	.845	
	N	220	220	220	220

Source: **Analysis of Field Survey, 2021**

The correlation study results involving all of the X1 (Corporate Social Responsibility) indicators are shown in the table above. There is a strong positive connection between the variables as well as between all of the indicators. The third variable, X13 (clean environment), was found to have a positive correlation with X12 (address nuclear and toxic waste) (r=.026, 0.05). X12 (regard for nuclear and toxic waste) also reported a positive correlation with X14 (controlled noise emission) (r=.706, 0.05), while X12 (regard for nuclear and toxic waste) reported a positive correlation with X13 (clean environment) (r=.014, 0.05) and X14 (controlled noise emission) (r=.704, 0.01), according to the findings. Accordingly, CSR and company reputation have a positive association coefficient value (Sulaiman, 2023).

Corporate Social Regression Analysis

Table 4: Regression Analysis Of Corporate Social Responsibilityon

Organizational Effectiveness

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.653	.935		12.459	.000

| CSR | .320 | .058 | .351 | 5.537 | .000 |

Source: Analysis of Field Survey, 2021

The impact of each aspect of corporate social responsibility on organizational effectiveness is displayed in **Table 4.** Nonetheless, a key factor in assessing a company's reputation is the concept of corporate social responsibility. The regression analysis result for educational support showed a positive link with Breweries' corporate reputation, as indicated by the beta value (β=351, $p<0.05$) in the table above. CSR's total impact on a company's reputation Abalaka (2023).

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.351[a]	.123	.119	1.439

Source: Analysis of Field Survey, 2021

The above table shows that 11.9 (11.9%) variations in organization effectiveness are accounted for by changes in CSR.

Research Question Two: What is the impact of educational support on organizational effectiveness?

Correlation among variables of Educational support (X2), such as Health, Staff, Funds and Customers are explained and represented by X21, X22, X23, and X24 respectively. Therefore, X21 represents Health, X22 represents Staff, X23 represents Funds, and 24 represents Customers Ajiteru, (2023).

Table 6: Correlations Among Variables

Of Educational Support

Correlations

VARIABLES		X21	X22	X23	X24
X21	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	220			
X22	Pearson Correlation	.106	1		
	Sig. (2-tailed)	.131			

	N	220	220		
X23	Pearson Correlation	.104	.080	1	
	Sig. (2-tailed)	.123	.238		
	N	220	220	220	
X24	Pearson Correlation	.027	.162	-.010	1
	Sig. (2-tailed)	.325	.120	.586	
	N	220	220	220	220

Source: Analysis of Field Survey, 2021

The correlation study incorporating all indicators of X2 (educational support) maintained a favorable positive correlation coefficient values, as shown in **Table 4.6 above,** which revealed 25 (twenty-five) correlation coefficients. As a result, the first variable, sponsorship (X21), has a positive correlation with both X22 (after-school activities) (r=.106, 0.05) and X23 (participation in educational pursuits) (r=.104, 0.05). Additionally, the results show that X21 (sponsorship) and X24 (CSR educational activities) have a positive association (r=.027, 0.05), and X22 has a substantial positive correlation (r=.162, 0.05) with X24 (CSR educational activities). Nonetheless, respondents generally felt that educational support improved the corporate reputation of cement businesses, according to the correlation of factors results (Sulaiman, 2023).

Table 7 Regression Analyses Of Educational Support

On Organizational Effectiveness

Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
1 (Constant)	15.708	.632		24.874	.000
EDUCATIONAL SUPPORT	.065	.036	.119	1.775	.077

Source: Analysis of Field Survey, 2021

The table above shows the regression analysis result for educational support exhibited a positive relationship with organizational effectiveness in Cement, giving the Beta value ($\beta=119$, $p<0.05$) Ajiteru, (2023).

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.119[a]	.014	.010	1.961

Source: Analysis of Field Survey, 2021

The outcome also showed that the company's perceived influence could help it keep a strategic place in the eyes of the local community. According to **table 8** Abalaka (2023), a Rsquare of.014 indicates that changes in educational assistance explain for 14% of the variation in organizational performance.

Third Research Question: How much has customer reputation been improved by communal welfare?

X31, X32, X33, and X34 describe the correlation between the Community Welfare (X3) variables, including Sponsor, Initiatives, Participation, and Benefit. Consequently, X31 stands for Sponsor, X32 for Initiatives, X33 for Participation, and X34 for Benefit. **Table 8** provides the descriptive statistics for these inquiries.

Table 9: Correlations Among The Variables Of

Community Welfare

Correlations

		X31	X32	X33	X34
X31	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	220			
X32	Pearson Correlation	.091	1		
	Sig. (2-tailed)	.004			

	N	220	220		
X33	Pearson Correlation	.340**	.090	1	
	Sig. (2-tailed)	.000	.184		
	N	220	220	220	
X34	Pearson Correlation	.166**	.577**	.060	1
	Sig. (2-tailed)	.014	.000	.483	
	N	220	220	220	220

Source: Analysis of Field Survey,2021

Twenty-six (26) correlation coefficient values were presented in **Table 9** above. The outcome validated the four employee relations constructs. As a result, X31 (sponsor) and X33 (participation) had a strong positive connection (r=.340** 0.01), while X32 (initiatives) and X34 (benefit) had a comparatively favorable association (r=.577**, 0.05). Additionally, the results indicate a positive correlation between X34 (participation) and X34 (benefit) (r=.060, 0.05) (Ajiteru, 2023). Accordingly, Sulaiman (2023) found a high positive correlation between community wellbeing and company effectiveness.

Table 10 Regression Analyses Of Community Welfare

And Organizational Effectiveness.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	9.190	1.792		5.127	.000
Community welfare	.431	.109	.421	3.962	.000

Source: Analysis of Field Survey, 2021

The table above shows the regression analysis result for community welfare exhibited a positive relationship with organizational effectiveness in Breweries, giving the Beta value (β p=421, p<0.05) Abalaka, (2023).

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. of the Error Estimate
1	.166ª	.087	.083	1.611

Source: Analysis of Field Survey, 2021

The outcome demonstrates how brewery community welfare could enhance company reputation. As indicated in table 1, an R-square of.087 indicates that changes in community welfare account for 87% of the variation in business reputation.

4.4 Hypothesis Test

The findings of our correlation and regression analysis will be used to examine the hypothesis put out in the first chapter (Ajiteru, 2023).

The Rule of Decision

The null hypothesis will be accepted while the alternative hypothesis is rejected if the computed probability value is higher than the critical threshold of significance, and vice versa. We determine that the supplied parameter is statistically significant if the probability value of 0.00 is less than the crucial value of 5% (i.e., 0.00 < 0.05). In this instance, it is acknowledged that the alternative Abalaka (2023) must be accepted in order to reject the null hypothesis.

According to Sulaiman (2023), we declare our results statistically significant when we reject null hypotheses, and vice versa. It is better to let the researcher determine whether to reject the null hypotheses at the specified value, according to Gujarati and Porter. If the p-value of the tested hypotheses, for instance, is, say, o.145, or 14.5%, the researcher may choose to reject the null hypotheses at this level. If one rejects the null hypotheses, there is nothing wrong with taking the chance of being incorrect 14.5% of the time Keep in mind that the exact probability of making a type 1 error or the observed or precise degree of significance are other names for the p-value. According to Abalaka (2023), the p-value is the lowest significance level at which a null hypothesis may be disproved. As a result, the p-value is 0.05, or 5%.

The first hypothesis

Ho1: Organizational effectiveness and corporate social responsibility do not significantly correlate.

Table 12: Regression Analysis On Educational Support
And Corporate Reputation

R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Statistics	P-value
.119[a]	.014	.010	1.961	3.151	.077[a]

Source: Analysis of Field Survey, 2014

Pearson correlation, zero order correlation and regression is used in Table 12 to test the hypotheses 2. From the model summary of our linear regression model result in table 12 the value of R^2 0.776 Adjusted $R^2 = 0.776$ show that 77.6% variations in organizational effectiveness were accounted for by changes in educational support. Since the p-value 0.000<0.05, the H1 is accepted that there is a significant relationship between educational support and organizational effectiveness Sulaiman (2023).

Hypothesis Three

HO3 There is no significant relationship between community welfare and organizational effectiveness.

Table 13: Regression Analysis Oncommunity Welfare And
Organizatonal Effectiveness

R	R Square	Adjusted R Square	Std. Error of the Estimate	F-Statistics	P-value
.063	.576	.656	2.140	.866	.000[a]

Source: Analysis of Field Survey, 2021

Table 13 makes use of regression, zero order correlation, and Pearson correlation. R2 is 0.576 according to the model summary in **table 13.** Adjusted R2 = 0. 656 indicates that changes in community welfare accounted for 65.6% of variations in organizational performance. The alternative is approved since the p-value is less than 0.05 (Sulaiman, 2017). Organizational effectiveness and community welfare are significantly correlated.

5. CONCLUSION, DISCUSSION, AND SUGGESTIONS

5.1 Analyzation 0f The Results

The discussion of the research study's findings is given here, in line with the data analysis carried out and the examination of the relevant literature.

The impact of corporate social responsibility (CSR) on organizational effectiveness was overwhelmingly favorable, as was the link between the variables. The third variable, X13 (clean environment), was found to have a positive correlation with X12 (address nuclear and toxic waste) (r=.026, 0.05). The results show that X12

X12 (regard for nuclear and toxic waste) reported a positive connection with X13 (clean environment) (r=.014, 0.05) and X14 (controlled noise emission) (r=.704, 0.01). (regard for nuclear and toxic waste) also maintained a positive association with X14 (controlled noise emission) (r=.706, 0.05). Accordingly, CSR and company reputation have a positive connection coefficient value (Abalaka, 2023).

According to the model summary in **table 11**, the linear regression analysis shows that R2 =.057 Changes in environmental management account for 57% of differences in organizational innovation, according to adjusted R2 =.057. The H1 is approved because the p-value is less than 0.05 showed the organizational success of breweries and their environmental management, as measured by CRS, are significantly correlated. in agreement with the claim made by Shrivastava (2015) that one of the fundamental duties of companies is to keep the environment clean. Because of international environmental legislation, environmental protection is more important than environmental pollution. According to Sulaiman (2023), enterprises should efficiently manage their operating environment in order to preserve labor relations and prevent a chaotic business climate.

5.2 Organizational Efficacy and Educational Support

This research demonstrates how each aspect of educational support, such as bank CSR, affects organizational success. All X2 (educational support) indicators were included in the correlation study, and the results showed a favorable positive correlation coefficient value. Consequently, X21 (perception) is the initial variable has a positive correlation with both X22 (brand) (r=.102, 0.05) and X23 (reputation) (r=.133, 0.05). As per the results, there is a positive correlation between X22 (brand) and X23 (reputation) (r=.133, 0.05) and a high correlation with X24 (position) (r=.400**, 0.01). Nonetheless, respondents generally believed that educational

support improved Cement's corporate image, according to the correlation of variables results. The outcome validated Abalaka's (2023) four constructs of educational assistance. Three of the four constructs are statistically significant in predicting organizational effectiveness, according to the linear regression analysis. When attention is paid to the company's maintenance, the community's opinion of it will improve (p-value 0.001<0.05). Brand reputation can be enhanced by fulfilling the host's expectations community is important (p-value 0.000<0.05), and ongoing community-supporting initiatives could improve the company's corporate image (P-value 0.000<0.05) Ajiteru (2023). The outcome also showed that the company's perceived influence could help it keep a strategic place in the eyes of the local community. As indicated in Table 4, the R-square of.023 indicates that changes in educational support account for 23% of the variation in company reputation. According to Idemudia and Ite (2016), when businesses use strong corporate social responsibility (CSR) practices like philanthropy and social investment, and allocate more finances for community development, people may have disagreements "with the organization." Sulaiman, (2023).

5.3 Organizational Efficacy and Community Welfare

The four constructs are stated by the correlation of variables of employee relations shows that there was a somewhat significant correlation between $X31$ (behavior) and $X33$ (policies) (r=.950**, 0.01), as well as between $X32$ (pool) and $X34$ (program) (r=.888**, 0.05). Additionally, the results indicate a positive correlation between $X34$ (program) and $X33$ (policy) (r=.085, 0.05). Accordingly, there is a strong positive correlation between employee relations and consumer patronage (Ajiteru, 2023).

Three of the four constructs are statistically significant in predicting organizational effectiveness, according to the linear regression analysis. The company could create a pool of literate clients and consumers to use the services it offers by implementing educational initiatives. is substantial (p-value 0.001<0.05), and training programs could help the company develop a big pool of qualified individuals (p-value 0.000<0.05). and a good worker when implemented correctly, related policies may encourage creativity inside the company (P-value 0.000<0.05). The findings indicate that the company could develop a pool of creative workers through staff education and training initiatives. **Table 12** indicates that variations in staff relations account for 66.2% of the variation in customer patronage, with an R-square of 0.662. Supporting the claim

made by Garriga and Mele (2016) that businesses should use the integrative theory, which contends that companies should include societal needs, is Sulaiman (2023).

5.4 Final Comment

Gaining a better understanding of how corporate social responsibility initiatives impact organizational effectiveness is the goal of this study. Thus, the researcher comes to the conclusion that the performance of breweries is impacted when they engage in corporate social responsibility initiatives of Nigerian breweries. Corporate Social Responsibility initiatives have given Nigerian Breweries a chance to demonstrate their humanity. To achieve excellent organizational performance, managers should be aware of stakeholders' expectations because not all CSR initiatives will be well received. Abalaka (2023).

All things considered, corporate social responsibility is not viewed as a singular concept but rather as a collection of numerous activities and actions that businesses must engage in in order to achieve stability, sustainability, and enhanced performance in the marketplace. How socially responsible a firm is to its stakeholders determines its long-term growth, visibility, sustainability, and survival. Sanusi (2018) argues that corporate social responsibility in general supports this viewpoint refers to: "a grouping of procedures and regulations linked to interactions with important stakeholders, which values, compliance with legal requirements, and respect for people, communities, and the environment; and the dedication of business to contribute to sustainable development" Ajiteru, 2023).

5.5 Recommendations

In light of the study's findings, the following recommendations are made: Corporate entities should voluntarily incorporate social and environmental upliftmen into their business philosophy and operations. The firm should view corporate social responsibilities as social obligations that it owes to its shareholders, the local (host) community, the general public, customers, employees, and the government in the course of operating their legitimate businesses. As a result, CSR should be included in the law and enforced on the firms accordingly has to be taught about this duty that businesses in their neighborhood owe them, as well as how to fulfill their demands (Sulaiman, 2023).

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