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Corporate Social Responsibility: Impact of Individual Attitude on Implementation of Company's Policy

Nigerian Breweries Ltd

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ABSTRACT

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Many multinational companies that have laudable CSR policies have ended up polluting the environment by their operational activities. This is the reason this research work has focused on the personal attitudes of individual employees towards the environment and how this can affect their level of productivity in relation to the organizational CSR policies and its implementation.

The theoretical background is based on the value-based theory by Stern & Dietz, value scale by Schwartz et al, and NEP Scale designed by Dunlap & Van-Liere. The quantitative method of collecting data was used and involved the use of a questionnaire and subsequent data analysis with SPSS application. This research focused on the employees of an international company in Nigeria.

The analyzed result showed that factors such as age, region, and grade level (position) have impacted on individual attitudes which in turn, has affected their view of the environment negatively or positively. Therefore, such factors should be considered before employing individuals to work in the CSR department of a company.

Keyword	Corporate Social Responsibility CSR
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1 INTRODUCTION

Corporate Social Responsibility (CSR) has been defined severally and on different occasions by writers and researchers. For instance, McWilliams & Siegel (2001) defined it as:

“actions that appears to further some social good, beyond the interests of the firm and that which is required by the law” (McWilliams & Siegel, 117).

It is also defined by Hirschland (2006) as:

“while the term corporate social responsibility certainly requires providing good information to shareholders, job creation, an innovative stream of goods and services, it pushes towards a greater accounting of all the various stakeholder needs and the impacts that business operations have on the people and their natural environment. the expectation of businesses by non-state stakeholder groups, and the strategic managements of these demands by businesses that help to assure profits and enterprise sustainability.” (Hirschland, 7)

This research work has chosen to adopt these two definitions amongst others as the underlined phrases explain certain angle of arguments in this thesis. For example, CSR should go beyond the interests of the company not just in the planning phase but especially in the implementation phase of a company’s CSR policy, and emphasis should be on its implementation to impact positively on the people and their natural environment. Therefore, these definitions help to prepare the mind to think of what may be responsible in a situation where the planning and the implementation phases seems to be negatively corresponding, thus yielding poor result.

Summarily, CSR is designed for organizations and institutions to take responsibility for and protect people and the environment. That means companies will not take advantage of people – their employees and host community (cities) - and the environment will be cared for, keeping it clean and free of pollution, deforestation and other forms of abuse. As a result, many organizations have drawn up laudable CSR policies to impact people's lives positively and to sustain the environment.

However, these policies appear to be unproductive as the environment is being polluted on daily basis and several reports of such pollution has indicted countless national and multinational companies and institutions that have great CSR policies.

This calls to mind some of the findings we made while researching successes and failures of CSR for different multinational companies. These findings triggered my interest in this research topic because there is a huge difference between most organization's CSR policies and the achievements, and sometimes, certain organizational policies conflict with an environmentally friendly objective. At some time, the companies build public facilities for host communities, support human developments by organizing seminars and sponsoring child education, and planting trees. At other times, though, the same companies dump factory wastes in rivers and lakes in their host communities, or use operating techniques that pollute the environment, and even develop artificial products that could destroy and replace natural ones.

1.1 Research Problem

Several organizations or institutions claims to be socially responsible towards the people (host communities, employees), their environment (planet) and the economy (profit) – the three pillars of Corporate Social Responsibility (Idowu et al 2014). However, these CSR activities seems to be having little, if any, impact on at least two of the three pillars, namely the people and the environment. This raises the question of why. In other words, why are organization's well intended CSR plans weakening at the level of implementation? This causes the need to consider the personal attitudes of individual employees towards the environment and how this can affect their level of productivity in relation to the organizational CSR policies and its implementation.

Based on the above defined research problem, this thesis work will focus primarily on one of the three pillars of CSR, which is the environment, and how the employees' attitude towards company policy implementation affect it. Put simply, the study of the relationship between personal attitude and the environment.

1.2 Aim of the research

There appears to be several ways to assess this problem. For instance, it is possible to examine this topic from the perspective of external influence(s) limiting the effectiveness of individuals assigned to implement an organization's CSR policy. It is also feasible to assess it from the perspective of unrealistic policies and strategies of the organization itself, in other words, an organization's unattainable CSR goals.

This research will examine issues from a "hidden problem" perspective, the impact of personal attitudes on implementation. Looking at the reason for the obvious ineffectiveness of CSR policies and activities in an organization based on the influence of individual attitudes is like paying attention to the part of an iceberg below the surface. The dangers may not be obvious on the surface, but the ice underneath could cause a shipwreck.

Several research studies have been conducted on the role and importance of human values and attitudes, individual or collective, to the way they relate with their environment as well as their impact. Different kinds of scales have been developed to measure the general values and attitudes in human society, and how these values may influence or overshadow rules and regulations. For instance, Dunlap et al (1992) came up with New Environmental Paradigm (NEP) Scale, Thompson and Barton (1994) with ecocentrism-anthropocentrism scales, Schwartz (1994) with universal values scale, Schultz et al (2005) with Inclusion Model and a host of others. All these previous research studies show the relationship between human values or attitudes and the environment. The research study will employ an extensive reference to these theoretical resources.

I would like to find out if and how an individual's personal attitudes towards the environment influences his attitude towards the implementation of an organization's CSR policy. In other words, how strong an individual attitude can be and the extent to which it can influence his productivity at work. Hopefully, the findings on this topic will help organizations to see the need to consider their requirements for qualifying individuals to implement their CSR policies. A qualified individual will then be a person who personally feels a strong sense of responsibility towards his environment such that implementing an organization's CSR policies would come natural and decisions in the process would be made spontaneously and wisely. This would have a positive impact on the organization's CSR towards the environment.

I am particularly interested in this topic because I found out that it seems that most CSR activities are either just written in the company's blueprint without implementation or its been done poorly. For instance, most multinational oil companies operating in countries that have oil and natural gas do not really care about the impact of their mining activities on the environment on the host communities. A case of oil spills involving Royal Dutch Shell Petroleum in Nigeria is cited by Tan et al (2015). The petroleum company has even been facing litigations from the host communities as a result of its unethical activities that has rendered their mining environment almost uninhabitable for the people. Another example involves Whole Foods' scandal with GMO products. The company voluntarily committed to using non-GMO (organic) products in their food production chain and even sensitized the public on how to identify and shop safely. However, two years later, they supported the co-existence of both organic and genetically modified food products and even used them in their food production chain. This led to consumer criticism and boycott of their products, while the company itself recalled some products. (Russell et al 2016)

Therefore, it appears as if CSR is non-existing in most cases and less importance is accrued to it whereas it should be an organization's key activity.

1.3 Research Limitations

Although the topic under consideration and the aim of the research sound practical, there are many anticipated limitations to this research process. First, it may be difficult to get enough responses from employees of the case study company, especially if they are aware of the purpose of the research since this could affect their continuous stay on the job. Second, the inability to get accurate responses which may lead to drawing the wrong conclusions on this research work.

This research work may also not have access to the complete picture of the CSR failures of the company in consideration since this may cast the company in bad light to the public, especially if such failures have been successfully hidden from public view for a long time.

1.4 Environmental Attitudes in Nigeria

Many research studies have shown that culture has a strong bearing on the environmental values and attitudes of its people. The same is true in the case of Nigeria, as research studies have proven that the Nigerian culture and traditions has positive environmental values at its core (Adeola 1996, 1998). The diverse cultures of Nigerians are not an exception in shaping the people's attitudes towards the environment.

The relics – in terms of history, folklores, arts, and other forms of legacies - of the lifestyle of Nigerians in the early times shows that the people are aware of their impact on the environment and they are concerned not just for their selfish interests as in the case of “self-enhancement or egoistic” as will be discussed in the theoretical study of this research paper but also genuinely having the interest of others and the environment itself at heart as in the case of “self-transcendent, social altruistic, or biospheric”. The report of a research carried out in the biggest city from the west of Nigeria by Ogunbode & Arnold (2012) gives a hint of this.

“In this study, we examine the distribution of environmental awareness and attitudes in Ibadan, south-western Nigeria across sociodemographic categories.

We found that contrary to a number of findings from studies in other parts of the world, older respondents were the most concerned about the environment and youths were not more knowledgeable than older individuals about environmental issues” (Ogunbode & Arnold, 669)

However, research studies have shown that the self-transcendent value is presently not evident among the Nigerian youth. Even though it appears as if the older generations did not know the extent to which they should care for their environment because of lack of knowledge, they still did their best keeping it as clean as possible for themselves and others. However, recent research studies have shown that many Nigerians, especially the youth, are not well informed as to what constitutes environmental degradation practices (Ibrahim and Babayemi, 2010), and those who have some knowledge about the environment have simply become indifferent to the consequences, probably thinking that such negative effect is still in the distant future (Adio-Moses & Aladejana, 2016). Still, many more have become indifferent because of poverty and other socio-economic issues (Adio-Moses & Aladejana, 2016; Adeola, 1998).

In a research carried out by Ibrahim and Babayemi (2010) on about one thousand (1000) students in one Nigerian University to determine the level of the knowledge and attitude prevalent among the youth, the result showed that 68.7% of the total respondents lack environmental knowledge while the environmental attitudes of 54.2% of the respondents are below average. These university students are from various parts of Nigeria and, thus, could represent the various tribes and ethnic groups in Nigeria.

Needless to say, this category forms the majority in the workforce at present. Hence this research into what will be the effect(s) on the implementation of a company's CSR policies if most of the staff have self-enhancement or egoistic values.

1.4.1 Hypothesis

Considering the strong influence of the Nigerian environmental culture in the past and the current attitude of its people towards environmental issues, it can be said that:

- the lack of knowledge and selfish environmental attitude by the present generation may impact negatively on the execution of environmental related policies in work places in Nigeria.
- the trending lack of environmental awareness may negatively affect how a company draws its CSR policies and this will affect its environmental sustainability goal.
- offering older people jobs in the CSR department in Nigerian companies may be a choice in drawing environmentally sustainable CSR policies and executing them.
- getting younger generations who have environmental knowledge and self-transcendent qualities involved in formulating environmental policies may reduce execution failures and improve environmentally friendly values and attitudes generally.
- employment requirement for workers in the CSR department of companies may be based on eco-friendly values and personal attitude rather than educational qualifications alone.

1.5 Nigerian Breweries Plc in Brief

The Nigerian Breweries Plc (NB Plc) is the first and the biggest (till date) brewery to be established in Nigeria. It was incorporated in 1946 and began the production of the first batch of its renowned STAR brand beer in June 1949. NB Plc added five more breweries in different cities within Nigeria between 1957 and 2003. As a result of mergers and acquisition processes that NB Plc had undertaken since 1946, the company now has 11 breweries, 2 malting plants and 26 sales depots within Nigeria.

Internationally, NB Plc began exporting its products in 1986 to the United Kingdom (UK) and 13 other countries afterwards. These include South Africa, and countries in the Middle-East, West Africa and the United States of America (USA).

Nigerian Breweries Plc has a total of 3,328 employees. It became a member of the Nigerian Stock Exchange in 1973. The majority shareholder in NB Plc is Heineken N.V. (NB Plc. <http://nbplc.com/ourcompany.html>. 2018)

1.5.1 Corporate Social Responsibility in Nigerian Breweries Plc

NB Plc has invested in various aspects of CSR since its establishment. For instance, in 1994, the company established an Education Trust Fund that was funded to the tune of ₦100 million (Naira) to help with research and development activities in institutions of higher learning. Scholarship programs is also made available for children of employees in secondary schools and universities.

NB Plc has equally invested corporately in areas of the environment, water, youth empowerment talent development and sports.

“Winning with Nigeria” has been the driving vision of the company’s Corporate Social Responsibility. In 2014 NB Plc was given the award of Most Socially Responsible Company in Nigeria by Social Enterprise and Reports Award (SERA) in Nigeria. (NB Plc. <http://nbplc.com/ourcompany.html>. 2018)

1.6 Demography

The statistical analysis of a population or group using relevant socio-economic factors like age, gender, religion, race and others. For this research work, we will concentrate on four relevant factors, that is, age, gender, region, and level (salary). These categories are included in the demographics for this research work because they are the most relevant to the research topic. The four factors help to focus the research on the correlation between the values and attitudes of workers, and to identify the type of influence this have on their disposition to the implementation of the company’s CSR policies, especially as different previous studies has shown that these factors play significant roles in people’s attitudes towards the environment.

1.6.1 Gender

The results of several researches have shown that gender influences attitudes towards the environment. For example, Stern, Kalof and Dietz (2002) found in a research study that:

“there were significant gender differences in one value priority, altruism, with women reporting a substantially higher priority for this value than men.... since altruism is the value most closely related to environmentalism in both theoretical and empirical work.” (Stern, Kalof & Dietz, 361)

This would mean that women are more concerned about the environment and are more likely to take measures to protect it than the males.

In another research study carried out by Ogunmodede & Arnold (2012), it was revealed that males have more knowledge than females of environmental matters, but this does not affect other aspects of environmental attitudes. This could also mean that despite their limited knowledge, females are still more concerned about the environment.

1.6.2 Age

Research has shown that age plays an important role in the attitudes of people towards the environment in various parts of the world. This may be as a result of past experience or lack of it, environmental knowledge or lack of it, strongly entrenched traditional values, and many other factors.

According to the report of a study carried out in one part of Nigeria by Ogunmodede & Arnold (2012), it was found that the older generations have more knowledge and are more concerned about the environment than the youth.

1.6.3 Region

Nigeria consists of three major tribes and hundreds of other smaller tribes or ethnic groups. The Hausas occupy the northern region while the Igbos (Ibo) are in the eastern part, and the Yorubas inhabit the Western part of Nigeria. (Osemeke & Osemeke. 2017)

With regards to education and exposure, the Yoruba tribe has more exposure to it than the other two tribes, with the Hausa tribe being the least exposed to education.

The cultures of these tribes are extremely different. and these may have certain effects on their attitude toward the environment. It is noteworthy that the topographic features of the land mass in these regions are different, the North being more of a dessert while the east and west have more rain forests. (Osemeke & Osemeke. 2017)

In a research made by Osemeke & Osemeke (2017) they argued that the Hausa tribe have a strong culture that promotes collective deference and allegiance to the authority or management, while the Igbo tribe have individualistic and achievement-oriented culture which thrives on hard work and monetary rewards. The Yoruba tribe, on the other hand, have a culture of working according to the situation at hand. Their approach to work is collective, hard work and excellence.

1.6.4 Level

This demographic aspect has more to do with the financial benefits associated with grade-levels at work. One study has found that those with less economic means are more concerned about surviving each day than worrying about saving the environment. According to Ruth Ochanya Adio-Moses and Aladejana (2016):

“This can also be linked to high level of poverty and degree of illiteracy among the people of developing countries which has made it difficult to maintain a disciplined life style that will mitigate against the effect of global warming.” (Ochanya Adio-Moses and Aladejana, J. A., 105)

This may mean that people who are less buoyant financially are more likely to have egoistic attitude and self-enhancement values as they are less concerned about the environment and their impact on it.

2 VALUE THEORY

2.1 Human Values and the Environment

This chapter will evaluate numerous existing values in relation to the research topic and that will form a basis for the expectations and findings of this research work.

The theory of Value Scale propounded by Schwartz et al (2001) defined values as “desirable, transsituational goals, varying in importance, that serve as guiding principles in people’s lives.” (Schwartz et al, 521). The Value Scale theory built its content on an all-inclusive ten motivationally distinct value constructs based on the universally accepted value standard to which every human must conform. These ten value constructs, in turn, is streamlined into four categories which is further paired in groups for effective contrast. For the purpose of this research, we will concentrate on one pair, that is, self-transcendent versus self-enhancement which contrasts values like achievements and power with benevolence and universalism.

The decision to limit the scope of the Value theory that is used in this research work to self-transcendent and self-enhancement is because they are the most relevant of all the theories used the environmental research topics. This Value-Basis theory has been used by many researchers and it can be adapted to different cultures and circumstances, and as mentioned above, it is a universally accepted standard. Additionally, the two contrasts contained in the Value-Basis theory aptly captures the essence of this research work. The Value-Basis theory has also been combined with the attitudes theory that is used in this research work by previous researchers like Schultz et al 2005, with positive results from 14 countries.

Self-transcendent, also termed as universalism, refers to individuals having principles and standards that reflects broad-mindedness, that is, valuing goals that are unselfish. Self-transcendent is not about self alone, rather, it includes others and the environment.

Self-enhancement is primarily selfish as the focus is on what benefits individuals personally. This neither cares for nor value others or the environment. Rather, it focuses on individual achievements, power, riches and fame.

The theory of Inclusion propagated by Schultz et al (2005) meticulously examined the relationship between values and environmental concerns in relation to previously established theories. From Schultz's (2000) findings, he proposed "that concern for environmental problems is fundamentally linked to the degree to which people view themselves as part of the natural environment." (Schultz P. W., 391) This is further explained "that there are individual differences in the degree to which people include nature within their cognitive representations of self. For individuals with a high degree of inclusion, self and nature are interconnected, and aspects of nature have inherent value. At low levels of inclusion, self and nature are separate, and nature is valued only to the extent that it affects self." (Schultz et al, 459) This shows that Inclusion theory is based on the interrelationship between an individual and his environment which in turn correlates to the self-transcendent values.

Dunlap & Van Liere (1978) used the New Environmental Paradigm (NEP) scale to measure human concerns in relation to the environment. The result of previous researches measured with the scale, which has proved useful in understanding the interrelationship between humans and nature, has also proved that individual attitudes influenced the way they treat their environment. The scale was revised in Dunlap et al (2000) and consequently rebranded New Ecological Paradigm. The revised NEP Scale is made to include a bigger scope of various aspects in the existing ecological views and has a set of 15 items that are used as a sum of internally consistent rating scale.

2.2 Human Attitudes and the Environment

Evaluation of theories and scale mentioned above led to other theories that deals with human attitudes towards their environment. For instance, Stern and Dietz (1994) listed three types of attitudes in their value-based theory to explain the relationship between personal attitude and the environment as egoistic, social-altruistic, and biospheric.

The findings in Stern and Dietz's (1994) value-base theory is explained by Schultz et al (2000) as a theory of environmental attitudes which is based on the awareness of negative actions towards valued objects. These valued objects revolve round self,

others, and all living things. This gives birth to environmental attitudes like egoistic which is about individuals who have concern for the environment for personal (selfish) reasons, social altruistic which shows concern for environment because of the effects on other humans, and biospheric which shows concern for the environment because of all living things. All three types of attitudes show a level of concern for the environment but with different motives.

There is also the norm-activation theory by Schwartz (1968, 1977) which helped to bridge the gap between human values and personal attitudes as stated in the theories mentioned earlier. Schulz (2000) explained that according to the norm-activation model, an individual can have a social altruistic attitude if he values other's welfare. He becomes aware of the consequences of his actions (AC) and is ready to take responsibility (AR).

The three factors mentioned in Stern and Dietz (1994) value-base theory correlates with Schwartz's (2001) Value Scale, Schulz's (2000) Inclusion Model, and Dunlap & Van Liere's (1978) New Environmental Paradigm (NEP). For instance, egoistic attitudes correspond to self-enhancement and NEP because these draw attentions to actions that promotes self-interests while biospheric and social-altruistic attitudes are closely related to inclusion model and self-transcendent as these pay specific attention to the interests of other and the environment.

Therefore, this research work will employ Stern and Dietz's value-based theory about attitudes that corresponds with Schwartz's Value Scale theory. In other words, Self-Enhancement versus Self-Transcendent values is paired with Egoistic versus Biospheric and Social-Altruistic attitudes.

2.3 Thesis Model

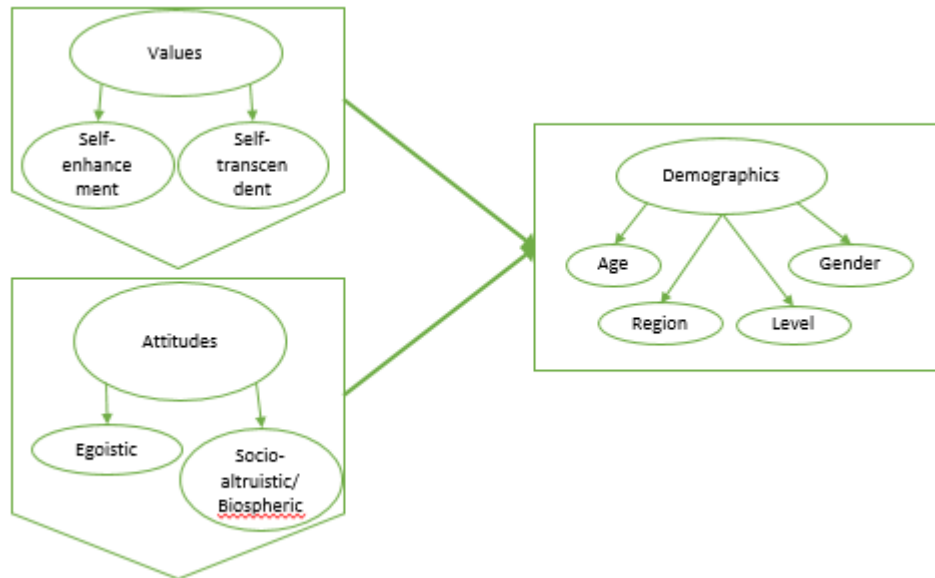


Figure 1: Research Guide Model

The figure above shows the connection between the values in theory and its practical application which will be the research guide for this research paper.

3 RESEARCH METHODOLOGY

The two main categories of research methods are qualitative and quantitative. The qualitative research method involves the use of interviews, discussions, time reservations and requires personal contact either through phone call or face-to-face. The qualitative research method encourages an in-depth analysis of a research topic because the researcher can use more direct questions and can build on the respondent answers to frame more questions which can help in reaching certain conclusions. This option may not be convenient for the respondents because of timing and the direct questions may make them uncomfortable when answering as it may be a topic that requires some level of secrecy or issues they do not enjoy discussing with strangers.

The quantitative research method, on the other hand, involves the use of several prearranged questions that are expected to touch on every aspect of the research topic as much as possible. These questions are prepared as questionnaire either on paper or in electronic format. These questions are developed with answer options that the respondents can easily pick from. This data gathering method can be used for a larger number of respondents as it can easily be distributed and gathered afterwards. It is convenient for the respondent because they can do it at their own pace, as anonymous respondents and have answer options to choose from. However, the answer options provided by the researcher may not really reflect the choice of the respondent and this may lead to drawing wrong conclusions. It may also be difficult to receive responses from all the recipients of the questionnaire because they are anonymous.

As mentioned in the research aim, the focus of this thesis is to determine the effect of the employees' attitudes on their jobs in relation to the implementation of the company's CSR policies. Consequently, the most appropriate choice of research method for this research work is the quantitative method since the case company has so many members of staff and it is important to reach as many of them as possible. The answer options in the questionnaire also makes it possible for them to

use less time to answer it considering their busy schedules. Using a questionnaire also makes it easier to analyze the result with SPSS.

3.1 Data Collection Method

As mentioned at the onset, the research work is aimed at finding the relationship between values, personal attitudes and its effect on the execution of company policies with regards to the environmental aspect of Corporate Social Responsibility in a specific company. Based on this, the quantitative data collection method was deemed most appropriate and subsequently used. This made it possible for members of staff to share their opinions, which in turn gives credit to the findings. Thus, a questionnaire that comprises twenty-five questions was used to gather the needed information for the project.

The questionnaire has three segments, namely, the value, attitude, and personal information parts. The six value questions are based on model questions developed by Schwartz (2003), while the fifteen attitudes questions are based on the NEP Scale model developed by Dunlap and Van Liere (2000). The last four questions are based on age, gender, region, and work-related position or level. The six value questions are used to measure the overall values as reflected in the culture of Nigerians, while the fifteen attitude questions are used to measure the individual disposition towards the environment.

The answer options for the six value questions ranged from 1-5, “NOT LIKE ME AT ALL” was 1, and “VERY MUCH LIKE ME” was 5. While the answer options for the 15 attitude questions were from 1-4, 1 was “STRONGLY DISAGREE” and 4 “STRONGLY AGREE”.

The questionnaire was prepared in electronic form and the link was shared with members of staff of the Nigerian Breweries. The questionnaire was sent to about 300 workers. The link was opened for three months during which several reminders were sent. In all, there were 60 (20% of recipients) responses. Many of the staff are either field (marketers) or factory workers so it was impossible to reach them through emails, therefore they did not take part in the exercise. Out of those who received the questionnaire, it is possible that some do not have the time to fill it or

they do not understand its importance. Additionally, since the company has branches in the eastern part of the country, this may have affected the demography of workers who participated in the exercise.

3.2 Data Analysis

The frequency table of the six value questions shows a mean value of 4.47, 4.22, and 4.27 for questions 1-3, while questions 4-6 have 3.67, 3.62, and 3.07 respectively as shown in Table 1 below.

		Statistics					
		: 1. It's very important to him to help the people around him. He wants to care for their well-being	: 2. He strongly believes that people should care for nature. Looking after the environment is important to him.	: 3. It is important to him to respond to the needs of others. He tries to support those he knows.	: 4. It is important to him to adapt to nature and to fit into it. He believes that people should not change nature	: 5. It is important to him to be rich. He wants to have a lot of money and expensive things	: 6. It is important to him to be in charge and tell others what to do. He wants people to do what he says.
N	Valid	60	60	59	60	60	60
	Missing	0	0	1	0	0	0
Mean		4,47	4,22	4,27	3,67	3,62	3,07

Table 1: Frequency Table of Mean. Value Questions

Out of the 60 respondents, 25 chose 'Very much like me' and 23 chose 'Like me' for the question that highlights the importance of caring for the environment. The second environmental question that suggests humans adapting to nature instead of changing nature has 33 answered 'Like me' and 19 answered 'Somewhat like me' (which is positive).

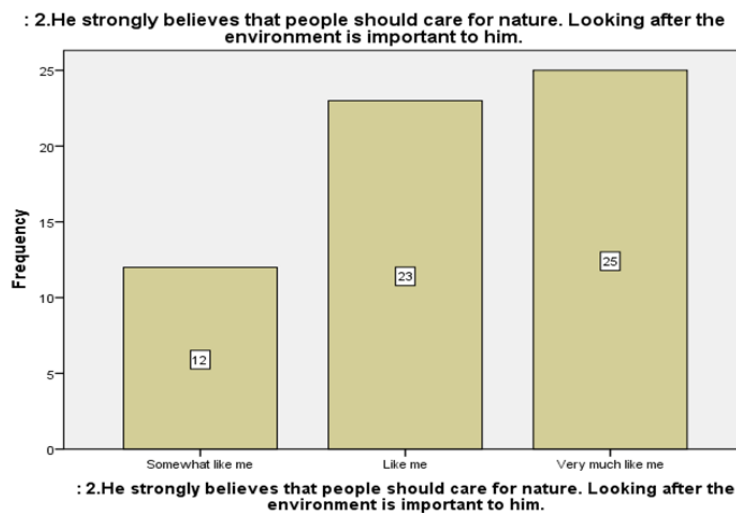


Figure 2: Importance of Environmental Care

The result to the ‘power and authority’ question has 19 respondents choosing ‘Somewhat like me’ and 18 choosing ‘Not like me’. 32 respondents would ‘very much like’ to care for the well-being of others while 24 individuals would ‘like’ to care for others as well.

Additionally, 18 respondents would ‘very much like’ to be rich while 17 would ‘like’ to be. However, 10 respondents chose ‘Not like me’ while 3 chose ‘Not like me at all’.

Table 2 below shows the frequency for the questions 1-15 of the NEP Scale used to measure individual attitudes among the participants. The highest mean figure on the table is 3.85 for question 6, which has a total of 51 ‘strongly agree’ as response. This is followed by a mean of 3.77 for question 9 and 3.48 for question 15.

The lowest mean figure is 1,77 for question 11 which has 29 respondents ‘strongly disagree’ and 19 ‘Disagree’. This is followed by mean figure 2.02 for question 8 and 2.07 for question 10.

Statistics																															
		: 1. We are approaching the limit of the number of people the earth can support		: 2. Humans have the right to modify the natural environment to suit their needs		: 3. When humans interfere with nature it often produces disastrous consequences		: 4. Human ingenuity will insure that we do NOT make the earth uninhabitable		: 5. Humans are severely abusing the environment		: 6. The earth has plenty of natural resources if we just learn how to develop them		: 7. Plants and animals have as much right as humans to exist		: 8. The balance of nature is strong enough to cope with the impacts of modern industrial nations		: 9. Despite our special abilities humans are still subject to the laws of nature		: 10. The so-called "ecological crisis" facing humankind has been greatly exaggerated		: 11. The earth is like a spaceship with very limited room and resources		: 12. Humans were meant to rule over the rest of nature		: 13. The balance of nature is very delicate and easily upset		: 14. Humans will eventually learn enough about how nature works to be able to control it		: 15. If things continue on their present course, we will soon experience a major ecological catastrophe	
N	Valid	59	60	60	59	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60
	Missing	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
Mean		2.02	2.45	3.02	2.12	3.45	3.85	3.05	2.02	3.77	2.07	1.77	3.27	2.58	2.30	3.48															

Table 2: Showing Frequency of Mean. Attitude Questions

: 6. The earth has plenty of natural resources if we just learn how to develop them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mildly agree	9	15,0	15,0	15,0
	Strongly agree	51	85,0	85,0	100,0
	Total	60	100,0	100,0	

Table 3: Showing response for the highest mean

: 11. The earth is like a spaceship with very limited room and resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	29	48,3	48,3	48,3
	Mildly disagree	19	31,7	31,7	80,0
	Mildly agree	9	15,0	15,0	95,0
	Strongly agree	3	5,0	5,0	100,0
	Total	60	100,0	100,0	

Table 4: Showing the response for the lowest mean

The test result further shows that 45 participants are from the West of Nigeria, while 8 are from the East and 7 respondents are from the South South/South East. There are no respondents from the North. There are 44 males and 16 females who participated in the exercise. 38 participants are between ages 31-40, 12 participants are between 41-50, and 10 participants are between ages 21-30.

The senior members of staff who participated are 31, 12 junior staff, 8 administrative staff, and 9 members of staff who belonged to other categories.

3.3 Comparative Analysis

The comparative analysis shows that there are not much statistically significant differences in the overall data generated. However, comparisons between groups like

region, gender, level at work, age, and their responses to some of the questions shows a significant difference of >5%. For instance, there is a 0.03 significant difference between the SS/SE and East groups in their response to the question that suggest that plants and animals have as much right to exist as humans. The analysis further shows that 23 are senior officers out of the 44 males that responded and 8 are senior officers out of the 16 females that responded. This might suggest that financial concerns are a stumbling block to environmental concerns. Also, the highest group of respondents are between ages 31-40 and they are from the West. This may mean that the generation in the middle age are more concerned about environmental issues than the younger generation, and that is why they participated more.

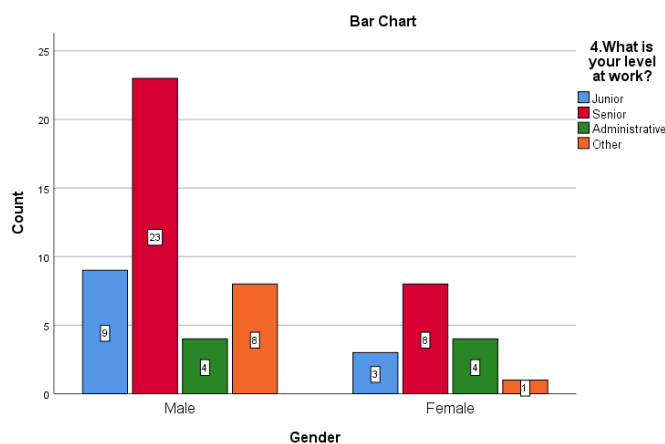


Figure 3: Cross-tabulating Gender and Level

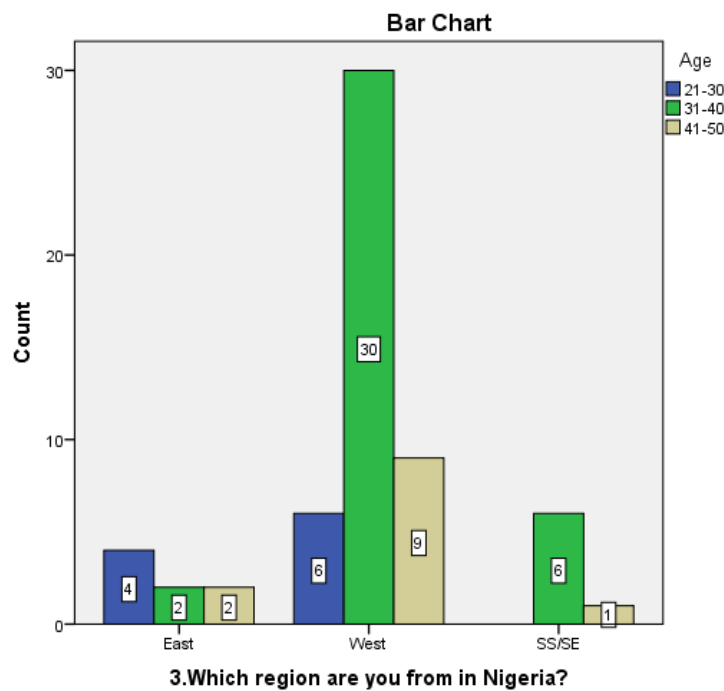


Figure 4: Cross-tabulating Age and Region

The primary aim of this research work, as mentioned at the outset, is to determine how personal attitudes of employees affect the discharge of their duties especially when it comes to the Company's CSR policies. The analysed data has revealed that all the criteria used for measuring accuracy in the result are important. There is no doubt that age should be a factor in employing individuals whose concern for the environment is genuine for working in the CSR department of the company. Gender may not necessarily be a huge constraint; however, an employee's cultural orientation (region) and financial status (level) should also be given careful consideration before they are offered a job position. In any case, it would seem impossible that a junior officer be offered a position relating directly to an international company's CSR activities but if that happens, the employee would have to be under the tutorage of an older and senior officer.

4 CONCLUSION

The fact that there are 45 respondents are from the West of Nigeria may be a proof that people from that region are more concerned about the environment than the people from other regions. It may also be that since the head office is located in a western city, the majority of staff who works in the head office are from the west. The results also reveal that gender has a bearing on the overall environmental outlook since there are more males who responded than females although there are no significant statistical differences in the analysis.

It can also be deduced that economic challenges can have negative impact on people's consciousness about the environmental challenges which can, in turn, affect their work attitude. For example, Ochanya Adio-Moses and Aladejana (2016) linked people's negative environmental attitude to high level of poverty. The result of this research shows that only 12 junior members of staff, whose salary would be relatively small, participated. This would also support the idea that these categories are simply trying to survive and would not really pay particular attention to the environment.

The factors that impacts on people's values and attitudes mentioned at the hypothesis and previous research works have been proved to be equally relevant in this research work. For instance, in the hypothesis reference was made to the positive influence of old age. Older people are thought to be more concerned with environmental issues. Previous research like Ogunmodede & Arnold (2012) mentioned earlier also found that the older generations has more knowledge and are more concerned about the environment than the younger generations. The statistics shows a total of 50 respondents who belongs to the "older generation" group and this proofs that age is worth considering in the CSR department of the company.

This ultimately shows that gender, economic challenges, age, and region (the dominant environmental culture in specific part of the country) will always affect individual attitude and influence their decisions and choices which, in turn, will affect the environment. This research shows that employees who are in their middle ages

and are from the western part of Nigeria may be the most suitable for CSR related responsibilities in Nigerian Breweries.

5 RELIABILITY AND VALIDITY

The research result is reliable because, though the response sample is significantly small, it used the right questions to measure the staff's interest in their environment and got the right background information. The questions used in the questionnaire have been purposely designed by its authors and used for this purpose and it has yielded reliable and valid results by several authors, for example the questions were designed and have been used by Schwartz et al (2003) and Dunlap & Van-Liere (2000). The result is equally reliable because the test was carried out on the target test group.

However, the result may not be completely valid because of the small number of responses as compared with the total of staff associated with the company. This is because if this test is administered to all members of staff, it is possible to have a different outcome in the overall result not because of a change in responses to the value and attitude questions because what appeared as the majority in this result might eventually become the minority, while others who were not represented initially might later be represented. In other words, there might be a change in the demographic distribution table or frequency.

6 SUGGESTIONS FOR FURTHER RESEARCH

Further research can still be done on this topic which will focus on how this individual attitudes and values affect the making of CSR policies in this company as well as suggest ways to create awareness for the younger generation about the need to care for the environment.

Additionally, as mentioned in the aim of the research, the topic can still be researched from the perspective of external influence(s) limiting the effectiveness of individuals assigned to implement an organization's CSR policy or from the perspective of unrealistic policies and strategies of the organization itself.

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APPENDICES

2/15/2019

E-lomake - CSR Thesis Questionnaire

Kindly use 5-10 minutes of your time to help me answer the questions below. The answers will be used as part of the research materials for my CSR thesis work that aims at finding the link between individual values and attitudes, and how it affects work output. The answers are treated with utmost confidence while the respondents remain anonymous. Thank you.

CSR Thesis Questionnaire

Preface

Here we briefly describe some people. Please read each description and think about how much each person is or is not like you. Click on one of the options to the right that shows how much the person in the description is like you.

Values

	Very much like me	Like me	Somewhat like me	Not like me	Not like me at all
1. It's very important to him to help the people around him. He wants to care for their well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. He strongly believes that people should care for nature. Looking after the environment is important to him.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. It is important to him to respond to the needs of others. He tries to support those he knows.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. It is important to him to adapt to nature and to fit into it. He believes that people should not change nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. It is important to him to be rich. He wants to have a lot of money and expensive things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. It is important to him to be in charge and tell others what to do. He wants people to do what he says.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

NEP scale

Listed below are statements about the relationship between humans and the environment. For each one, please indicate whether you STRONGLY AGREE, MILDLY AGREE, MILDLY DISAGREE or STRONGLY DISAGREE with it.

1. We are approaching the limit of the number of people the earth can support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Humans have the right to modify the natural environment to suit their needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. When humans interfere with nature it often produces disastrous consequences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Human ingenuity will insure that we do NOT make the earth unlivable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Humans are severely abusing the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The earth has plenty of natural resources if we just learn how to develop them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Plants and animals have as much right as humans to exist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The balance of nature is strong enough to cope with the impacts of modern industrial nations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Despite our special abilities humans are still subject to the laws of nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<https://e-lomake.puv.fi/elomake/lomakkeet/7481/lomake.html>

1/2

2/15/2019

E-lomake - CSR Thesis Questionnaire

	Strongly Agree	Mildly Agree	Mildly Disagree	Strongly Disagree
10. The so-called "ecological crisis" facing humankind has been greatly exaggerated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The earth is like a spaceship with very limited room and resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Humans were meant to rule over the rest of nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The balance of nature is very delicate and easily upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Humans will eventually learn enough about how nature works to be able to control it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. If things continue on their present course, we will soon experience a major ecological catastrophe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

Age

Gender

3. Which region are you from in Nigeria?

4. What is your level at work?

Proceed

Thank you for answering!!

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