
Investigating the Link between Corporate Social Responsibility and Corporate Image: A Study of Selected Companies in Nigeria

Ibrahim Ali Aliyu¹, Dr. Bello Ayuba²

¹(Education Watch Today, Limited, University Road, Gwagwalada, Abuja-FCT)

²(Department of Business Administration, University of Abuja, Gwagwalada, Abuja- FCT)

Abstract: *The main objective of this study is to investigate the link between corporate social responsibility and corporate image in Nigeria's selected companies. As part of the methodology, a sample of 172 respondents, representing 86 percent of the population was used for analysis in the study. The analysis was conducted using Descriptive Statistics, Chi-square and Regression Analysis to test the formulated hypotheses which reveals that, "there is a strong positive link between corporate social responsibility and corporate image of the studied companies in Nigeria" implying that CSR has significant influence in shaping the perception of corporate stakeholders about company's corporate image. Based on the findings and conclusion, some recommendations were made, among the major recommendations is the need for companies in Nigeria to communicate CSR activities effectively so as to provide clear understanding of the company values to stakeholders with a view to tap maximum benefit that will help impact on company's corporate image and subsequently, company performance.*

Keywords: *Corporate Social Responsibility, Stakeholders, Corporate Image, Perception and Nigeria*

1. Introduction

The term Corporate Social Responsibility (CSR) has been variably used across companies, industries and even countries. For some corporations, it is synonymous with corporate image management, reputation building or just doing good business practice, while it is environmental management for others. As such, CSR has been approached from different perspectives such as good corporate citizenship, stakeholder relations, ethical conduct, and economic contribution to the economy.

CSR is increasingly becoming a concurrent part of modern companies' activity which stimulates a number of factors: alternation of consumers' wishes and demand, changes of suppliers' attitudes and requirements, pressure on legislators and principles, new expectations of employees, changing scale of social values (Hay, Stavins & Vietor 2005). They emphasize that CSR is a permanent pattern of business activities aimed at fulfilling and exceeding legal and governmental expectations, ensuring employee safety and health as well as improving the well-being of the local community.

Therefore, CSR is engagement to improve the well-being of society, comply with ethical, moral and environmental norms, foster relationships with stakeholders. According to David and Gallego (2009), socially responsible company meets the legal requirements and does more than expected by investing in human resource management, environmental protection technologies, etc. In addition to creating CSR these investments provide the company with competitive advantages. Meehan, J., Meehan, K., & Richards, A. (2006) emphasize that failure to meet ethical and social commitments damages corporate image because consumers prefer products of socially responsible companies and partners seek for long term mutually useful relations with socially responsible companies (Van der Heyden & Van der Rijt, 2004). They also, contended that, "consistency of behavior is seen through company's ability to meet its declared values and choose partners while failure in behavior consistency raises consumer dissatisfaction and criticism towards the company".

Even though, similar studies were conducted on the impact of corporate social responsibility on Nigerian society (Adeyanju, David, 2012; Ajide, Monsuru, Aderemi & Abdulazeez, 2014; Shehu, 2014 & Osemene, 2012) among many others. However, most of these studies do not focus on investigating the link between corporate social responsibility and corporate image from the Nigerian context which this study is designed to accomplish.

It is in a bid to bridge this gap and the significant role played by corporate social responsibility in building corporate image that this study was conducted to show how the social relationships between companies

and host communities, shareholders and customers could result in improved company's credibility, reputation and overall image for better performance that might lead to sustainable competitive advantage. The various perceptions of stakeholders such as; employees, customers, shareholders, potential investors etc were factored into the entire make up of the corporate image which the study investigated.

1.2 Problem Statement

The study investigated lack of clear understanding of the relationship between corporate social responsibility and corporate image by some companies in Nigeria. Other problems include the poor employee's perceptions in ascertaining the degree of influence of corporate social responsibility practices on company's image, as well as the poor perceptions of shareholders' company's CSR activities on the company image. The study also, investigated the negative influence of customers' perceptions of company's CSR activities on company image and the incessant complaints of host community on CSR activities and its implications on the overall corporate image of the studied companies.

1.3 Research Questions

In order to proffer solutions to the above identified problems, the following research questions were raised: (1) What is the relationship between corporate social responsibility and corporate image? (2) To what extent does social responsibility influence employees' perceptions of their organizations' image? (3) How does social responsibility influence shareholders' perceptions of their organizations' image? (4) To what extent does social responsibility influence customers' perceptions of corporate image? (5) To what extent does social responsibility influence host community's perceptions of company's corporate image?

1.4 Objectives of the Study

The main objective of the study is to investigate the link between corporate social responsibility and corporate image of the selected companies in Nigeria. The specific objectives are: (2) To determine the extent to which corporate social responsibility activities influence employees' perceptions of their organizations' image (3) To determine how social responsibility influences shareholders' perceptions of their organizations' image (4) To assess the extent to which social responsibility practices influence customers' perceptions of their company's corporate image (5) To ascertain the extent to which social responsibility practices influence host community's perceptions of their company's corporate image.

1.5 Statement of Hypotheses

The following null-hypotheses are tested in this study;

- Ho₁: Corporate social responsibility does not influence employees' perceptions of their organizations' image.*
- Ho₂: Corporate social responsibility does not influence shareholders' perceptions of their organizations' image.*
- Ho₃: Corporate social responsibility does not influence customers' perceptions of corporate image.*
- Ho₄: Corporate social responsibility does not influence host communities' perceptions of corporate image.*
- Ho₅: There is no link between corporate social responsibility and corporate image.*

2. Literature Review

2.1 Concept of Corporate Social Responsibility

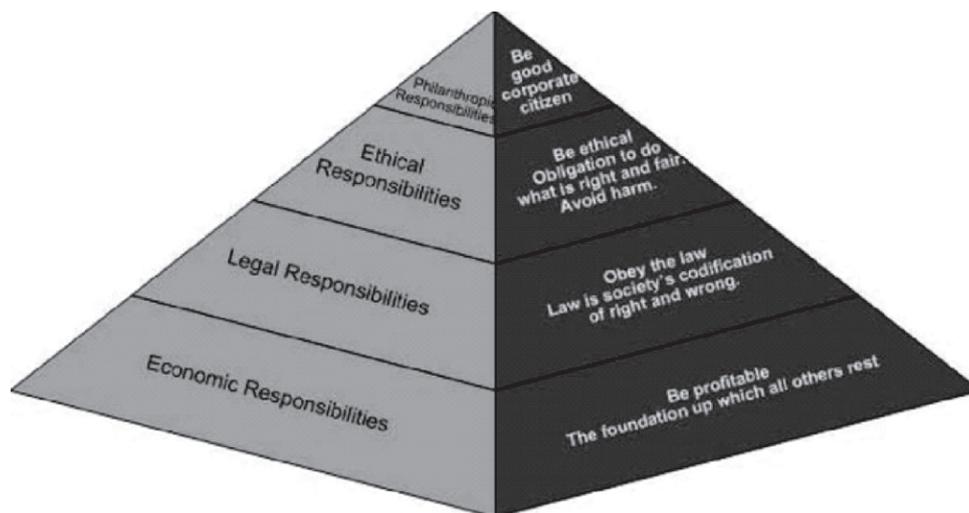
Corporate social responsibility has been defined from various perspectives and hence myriad of overlapping and conflicting definitions. The concept is a fuzzy one with unclear boundaries. According to Bowen (1953), CSR as the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society. It generally refers to business practices based on ethical values, with respect for people, communities and the environment (Lambardo, 2009). Longe, Necker, Moore, Petty & Palich (2006) contend that corporate social responsibility comprises varying degrees of concealing and trustworthy actions of ethical obligations to customers, employees and the community. Mc Oliver & Yomere (2009) defined social responsibilities at the long range goals of an organization inevitably focused upon its contributions to the needs of society tangible or intangible, its contribution may be in terms of goods or services or both.

Wheeler (1996) believes the concept of CSR proposes that a private corporation has responsibilities to society that extend beyond making a profit and Aguilera et al (2007) emphasizes that corporations should not border their CSR activities on stipulated legislation regarding such issues but should also make provision for activities not stipulated in any legislation they adhere to. Aguilera *et al* (2007) also asserts that CSR is a company's consideration of and response to issues beyond the narrow economic, technical and legal requirements of the company to accomplish social and environmental benefits along with traditional economic gains. Carroll (1991) went further and identified aspects of CSR, he states that CSR consists of four aspects; legal, economic, ethical and philanthropic responsibility, Carroll (1991) further states that corporations striving to be seen as good within the society should fulfill these four aspects.

In emphasizing the ecological conceptualization of social responsibility, Buchholz (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 goods and services at a profit, (2) helps in solving important social problems those that the organization are responsible for creating, (3) makes corporations have greater constituency than stockholders alone, (4) makes corporations have great impacts that goes beyond marketplace transactions, and (5) makes corporations serve a wider range of human values that can be captured by a sole focus on value. From the foregoing, we can harmonize all the above definitions and gives the working definition for this study as follows: corporate social responsibility integral sum of both obligations and expectations demanded and expected from business by its stakeholders.

2.1.1 Carroll's Pyramid of Corporate Social Responsibility

Carroll (1991) went further and identified aspects of CSR as that which consists of four aspects; legal, economic, ethical and philanthropic responsibility, Carroll (1991) further states that corporations striving to be seen as good within the society should fulfill these four aspects (see Figure 1). Therefore, one of the most used and quoted model is the Carroll's pyramid of CSR, 1991. Carroll considers CSR to be framed in such a way that the entire range of business responsibilities is embraced. These four responsibilities can be illustrated as a pyramid. The economic component is about the responsibility to profit which serves as the base for the other components of the pyramid. With regard to the legal aspect, society expects organizations to comply with the laws and regulations. Ethical responsibilities are about how society expects organization to embrace values and norms even if the values and norms might constitute a higher standard of performance than required by law. Philanthropic responsibilities are those actions that are expected from a company as a good corporate citizen.



parts of CSR stating that corporations exist to make as much money as possible while conforming to the basic rules of the society, both those embodied in the law and those embodied in ethical custom, In saying this, Friedman (1970) meant that the usual economic standpoint only acknowledges legal, ethical and economic responsibility as a crucial principle while taking part in altruistic activities do not yield incentives for corporations, (Carroll 1991).

2.1.2 Implicit Versus Explicit Corporate Social Responsibility

Matten and Moon (2004) presents a conceptual framework for understanding corporate social responsibilities the, 'implicit' versus the 'explicit' corporate social responsibilities. Explicit CSR is about corporate policies with the objective of being responsible for what the society is interested in. Explicit CSR can for example be voluntary, self-interest driven corporate social responsibilities policies and strategies. The Implicit CSR is a country's formal and informal institutions that give organizations an agreed share of responsibility for society's interests and concerns. Implicit CSR are values, norms and rules which result in requirements for corporations to address areas that stakeholders consider important.

2.2 The Concept of Corporate Image

Corporate image is the understanding about the company by any stakeholder (Lawley, 2007). It is determined by the elements provided by controllable and uncontrollable sources of information. It consists of product image, brand image and brand consumer image (Worcester, 2009). Yeo and Youssef (2010) state that CI is a source of competitive advantage: due to the fact that corporate image can only be formed over a long time, it becomes difficult to imitate. Besides corporate image creates consumer trust and deters competitors from entering the market.

When constituting corporate image (CI), the most important goal is to form positive attitude towards the company among present and potential consumers. Corporate image comprised of creating a positive corporate personality, marketing communications and channels, as well as constant feedback from the target audience. Worcester (2009) and Pina *et al.* (2006) emphasize the importance of creating and managing CI; they emphasize that positive corporate image can raise sales, customer loyalty, attract new investors and employees. These authors agree that CSR has positive impact on CI. Positive CI provides company with individual features that lead to brand recognition, improved consumer satisfaction and employee loyalty as well as corporate reputation (Van Heerden & Puth 1995).

2.3 Conceptual Framework

2.3.1 CSR in Forming Corporate Image: the Structural Model

It is agreed that CSR has positive impact on attractive CI. Consumers see a company as socially responsible when their attitude towards company's products become positive as well as their intention for repeated purchasing increases (Boulstridge & Carrigan, 2000). According to Chattananon and Lawley (2007) CI is formed by: (1) Corporate marketing communications; (2) Corporate social responsibility; (3) Consumer demographic characteristics.

Corporate marketing communications: Chattananon, Lawley (2007), Chattananon (2001), Balmer, Gray (2000) divide marketing communications into 3 types: primary, secondary and tertiary. Balmer, Gray (2000) note that primary communications embody the product, organizational behavior, employee working conditions, service standards and direct communication with consumer. Both the consumer and the company can ignite primary communications. Secondary communications include visual identity and formal communications: advertisings, PR, sales promotion. Secondary are mass communications (Chattananon, Lawley, 2007). Tertiary communications consist of word of mouth, information in the mass media and its interpretations, information provided by competitors (Balmer, Gray, 2000). Tertiary communication is initiated and spread by uncontrollable sources (Stuart, 1997). Chattananon, Lawley (2007) noted that CSR is recognized via CSR symbolism, organizational behavior and CSR communication. Symbolism represents visual identity: logos, names, other elements. Information concerning CSR is communicated on 3 levels: primary, secondary and tertiary.

Demographic characteristics: Chattananon, Lawley (2007) accentuate that consumer demographic characteristics are of great importance when forming CI. The most important characteristics are: gender, age, education level, income level and marital status. Women have more positive attitude towards socially responsible companies in comparison with men (Ndubisi, 2006). Consumers holding higher education and higher income level have more positive attitude towards socially responsible companies in comparison with those of lower education and income levels. Chattananon, Lawley (2007) stated that no conclusion can be made about the impact of age group and marital status on consumer's attitude towards socially responsible companies. The analysis of scientific literature showed that CSR has positive impact on favorable consumer attitude towards a socially responsible company and its products.

Figure 2 represents consequent system of LeBlanc, Nguyen (1995), van Riel, Balmer (1997), Chattananon, Lawley (2007) models. This structural model accentuates that CSR is an important factor influencing and forming corporate image. The novelty of this structural model is based on the causality between CSR and CI. The Model represents the direction of it and takes into consideration Company's purposeful corporate image forming activities as well as stakeholders' assessments and translations of it into their environment.

Another model on how corporate social responsibility has linkage with corporate image and influence it has been formulated based on the various literature reviews, the second conceptual model of the study (see Figure 3) and the related hypotheses are developed. The current study aims to understand the possible influences of CSR on corporate image and corporate reputation. Stanaland *et al*, 2011 show that there is a positive relationship between customers' evaluation of CSR and corporate image and corporate reputation. Brammer and Pavelin (2006) also found a positive relationship between these two constructs. Therefore, the proposed conceptual model adopts CSR as an antecedent variable and hypothesizes a positive relationship with corporate image and corporate reputation.

Figure 3: Conceptual Model

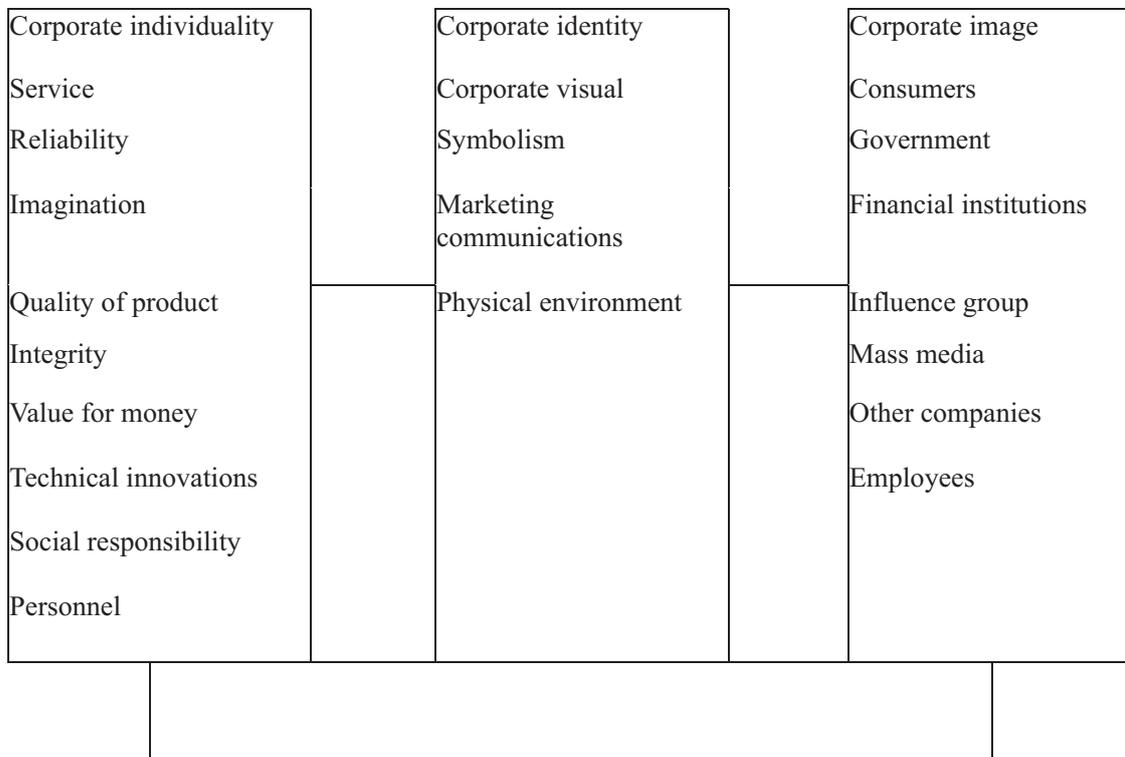


Figure 2: Corporate Social Responsibility in forming Corporate Image

2.3.2 Empirical Studies on Enhancing Corporate Image through CSR

Fritz (2009) argues that organizations today are getting involved in CSR to enhance their company image. It is often argued that the reason why corporations engage in CSR is a certain level of self-interest, not considering if the act is strategically motivated by commercial reasons alone or whether it is also motivated by what might seem as an altruistic interest (Moon, 2001). There are several objectives of CSR for corporate giving beyond altruism; companies seek to enhance their image in order to create a positive reputation that may also relate to higher long-run organizational performance (Veradajan & Menon, 2002). Some of the marketing objectives of CSR are increasing visibility, enhancing corporate image and thawing negatives publicity. In support of this assertion is Bennet *et al*. (2006) who explains that the main advantage of CSR are improvement of company image, attracting media attention, altering attitudes and helping the company's relationship with the government and impressing key decision makers.

More CSR practices leads to an improved (or at least maintained) reputation, which causes the firm to continue to be a target of activism, the consequence of which is more commitment to CSR. From the point of view of the company, however, having a good reputation can be a "double edged sword" or at least a potential liability when facing activists who seek the public limelight, (Rhee & Haunschild 2006). Corporate social responsibility (CSR) has become an important focus of attention among companies.

CSR can be seen in the light of corporate image management, marketing and a public relations tool which corporations use in order to show that they perform some sort of CSR activity. These tools are used adequately in order to foster a healthy competitive status by passing on information created to preserve an excellent image (Adkins, 2004; Darby, 2009). As such, many organizations pay particular attention to the image the public sees of them because it helps them do business effectively, anything that affects their image can possibly hinder their sales and even affect their licenses or funding (Reich, 2008).

Khanifar (2012) states the one of the benefits CSR is reputable for is its ability to enhance, if not build a business image and reputation. Concurring with this notion is Barney (2010) who states that, firms seek to enhance their public image to gain more customers, better employees, access to money markets, and other benefit. Porter and Kremer (2006) also supports the assertion by stating that reputation is used by many companies to justify CSR initiatives on the grounds that they will improve a company's image, strengthen its brand, enliven morale, and even raise the value of its stock. Since the public considers social goals to be important, business can create a favorable public image by pursuing social goals, a poor social responsibility image can lead to sell outs of company shares by large investment funds, which can in turn negatively impact on financial performance (Chatteiji, 2006; Levine & Toffel, 2009).

Katsoulakos and Katsoulacos (2007) upholds that in recent times, organizations have been taking steps to ensure that they are not only tops at what they do but are projected in a positive light, by striving to be socially responsible either by making sure they are ethical in their dealings or transparent in their accounts to their stakeholders. Embedding Corporate Social Responsibility activities into organizations, otherwise known as mainstreaming, is a step that a growing number of organizations are beginning to take in making sure that every area of their business operations is linked with CSR (Portney, 2008).

From the assessment by different scholars above, it is clear that they all acknowledge the fact that corporate social responsibility activities can indeed enhance the company's image. They also concur on the fact that CSR can go beyond enhancing company image, and also bring other benefits to the organization which will; all if summed up will; improve the overall performance of the organization and also improve the bottom line of the organization in all its areas of focus.

3. Methodology

The reserchers adopted a survey approach to investigate the studied companies. The population of the study was drawn from list of the quoted companies (Service & Manufacturing Companies) on the Nigerian stock exchange as at August, 2015; the companies are selected based on their involvement in more socially responsible activities and performance which cuts across the various sectors. The sectors include Banking, Manufacturing, Telecommunication, and Aviation, as well as Construction and Oil and Gas; the sectors are chosen to even out any industrial specific bias concerning the population. Sample of 172 respondents, representing 86 percent of the original population was used for analysis in the study. The analysis was conducted using descriptive Statistics, Chi-square and Regression Analysis to establish whether there is any relationship between CSR and CI in line with the objectives and hypotheses of study.

4. Results and Discussions

Descriptive statistics of frequencies and percentages were used to analyze the demographic characteristics of the respondents, while inferential statistical tool of non-parametric statistics of Chi-square was used to test the hypotheses in line with the objectives of the study. The decision criterion for the hypotheses tested was set at 0.05 percent level of significance and the inferential statistical tool of relationship regression was used to establish the link between CSR and corporate image.

4.1 Response Rate

For these companies, 200 different versions of the questionnaire are prepared and then distributed to the stakeholders (customers/consumers/host community, employees and shareholders/investors) of the selected companies of which 172 representing 86% were completed and returned by the respondents. Each respondent has answered only one version of the questionnaire.

Table 1: Demographic Data of Respondents

S/N	Characteristics	Respondents' Category	Frequency	Percent
1.	Age	18-30	60	34.6
		31-45	71	41.2
		46-60	42	24.2
		Total	172	100.0
2.	Gender	Male	89	52.0
		Female	83	48.0
		Total	172	100.0
3.	Educational Qualification	Post-graduate	17	9.9
		Degree	92	53.3
		Diploma	45	26.4
		SSCE	18	10.4
		Total	172	100.0

Source: Survey Data, 2015

Table 1 shows that a greater percentage of the respondents fell within the economically active group between the age brackets of 18-30 and 31- 45 constituting 34.6% and 41.2% respectively. While the remaining 44 or 24.2% are made up of respondents between 46 and 60 years. This, no doubt, would further justify our results since most of the responses were presumed to be emanating from those with the necessary corporate social responsibility knowledge and are relevant stakeholders

The respondents' gender as displayed in Table 1 indicates that the males (52%) were more than the females (48%) which shows that males were more involved in business and economic and business. Finally, the table shows that the education levels were fairly distributed. Virtually all the respondents were educated, with 53.3% having Bachelor's degree certificate, 9.9% have their Postgraduate Degrees. Diploma holders were about 26.4% while the remaining 10.4% possesses SSCE. These statistics further indicate that most of the respondents had higher education while a relatively small percentage had at least high school education necessary for the respondents to have an informed knowledge on the subject of the study.

4.3 Test of Hypotheses

Table 2: Perception on whether *corporate* social responsibility does not influence employees' perceptions of their organizations' image

Category of Responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly Agree	33	19	31.14	4	9.49	Significant
Agree	17	10				
Indifferent	20	12				
Disagree	53	31				
Strongly Disagree	49	28				
Total	172	100.0				

Source: Survey Data, 2015

Table 2, which is on perception whether the practice of corporate social responsibility does not influence employees' perceptions of their organizations' image in Nigeria, reveals that 33 (19%) and 17 (10%) strongly agreed and agreed, respectively while, 53 (31%) and 49 (28%) disagreed and strongly disagreed respectively, while only 20 respondents or 12% were uncertain. This shows that majority of the respondents were of the opinion that corporate social responsibility practices has significant impact in influencing employees' perceptions of their organizations' image in Nigeria. The calculated chi-square value of 31.14 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that the practice of corporate social responsibility significantly influence employees' perceptions of their organizations' image.

Table 3: Perception on whether corporate social responsibility does not influence shareholders perceptions of their organizations' image

Category of Responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly Agree	33	19	21.37	4	9.49	Significant
Agree	21	12				
Indifferent	24	14				
Disagree	55	32				
Strongly Disagree	39	23				
Total	172	100.0				

Source: Survey Data, 2015

Table 3, which is on perception whether *the implementation of corporate* social responsibility does not influence shareholders perceptions of their organizations' image in Nigeria, reveals that 33 (19%) and 21 (12%) strongly agreed and agreed, respectively while, 55 (32%) and 39 (52%) disagreed and strongly disagreed respectively, while 22 respondents or 14% were uncertain. This shows that majority of the respondents were of the opinion that *implementation of corporate* social responsibility does not influence shareholders perceptions of their organizations' image in Nigeria. The calculated chi-square value of 21.37 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that the *implementation of corporate* social responsibility does not influence shareholders perceptions of their organizations' image the country.

Table 4: Perception on whether *corporate* social responsibility does not influence customers' perceptions of corporate image

Category of Responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly Agree	32	19	23.13	4	9.49	Significant
Agree	24	14				
Indifferent	19	11				
Disagree	51	30				
Strongly Disagree	46	27				
Total	182	100.0				

Source: Survey Data, 2015

Table 4, which is on perception whether the implementation corporate social responsibility does influence customers' perceptions of corporate image, reveals that 32 (19%) and 24 (14%) strongly agreed and agreed, respectively while, 51 (30%) and 46 (27%) disagreed and strongly disagreed respectively, while 19 respondents or 11% were uncertain. This shows that majority of the respondents were of the opinion that the implementation corporate social responsibility does influence customers' perceptions of corporate image. The calculated chi-square value of 23.13 was far greater than the table value of 9.49 at $df = 4$ set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that the

implementation corporate social responsibility *has significantly* influenced customers' perceptions of corporate image in Nigeria.

Table 5: Perception on whether *corporate* social responsibility does not influence host communities' perceptions of corporate image

Category of Responses	Frequency	Percentage	X ² Value	Degree of freedom	Critical Value	Remark
Strongly Agree	29	17	35.97	4	9.49	Significant
Agree	24	14				
Indifferent	18	10				
Disagree	63	37				
Strongly Disagree	38	22				
Total	172	100.0				

Source: Survey Data, 2015

Table 5, which is on perception whether the implementation corporate social responsibility does influence customers' perceptions of corporate image, reveals that 29 (17%) and 24 (14%) strongly agreed and agreed, respectively while, 63 (37%) and 38 (22%) disagreed and strongly disagreed respectively, while 18 respondents or 10% were uncertain. This shows that majority of the respondents were of the opinion that the implementation corporate social responsibility does influence customers' perceptions of corporate image. The calculated chi-square value of 35.97 was far greater than the table value of 9.49 at df = 4 set at 0.05 level of significance. The null hypothesis was therefore rejected. The result shows that the adoption of the implementation corporate social responsibility has significantly influenced customers' perceptions of corporate image in Nigeria.

Finally, in order to establish the link between CSR and corporate image, five of the eight corporate social performance dimensions (i.e., community relations, employee relations, performance with respect to the environment, product characteristics, and treatment of women and minorities) in the Kinder, Lydenberg, Domini (hereafter, KLD) Index are selected. These five dimensions are chosen since they emphasize key stakeholder relations.

To test hypothesis five: Hypothesis Five (H₀): there is no link between corporate social responsibility and corporate image, relationships multiple regression analyses are computed. Table 6 details the results of the multiple regression analyses. First of all, a positive relationship between CSR and CR ($\beta = .801$; $p = 0.000$) is found, supporting H₁. Related to customer outcomes, there is positive relationship between CR and CPV ($\beta = .727$; $p = 0.000$), customer satisfaction ($\beta = .681$; $p = 0.000$), customer loyalty ($\beta = .780$; $p = 0.000$), switching cost ($\beta = .427$; $p = 0.000$), and customer commitment ($\beta = .622$; $p = 0.000$) supporting H_{a1}, H_{a2}, H_{a3}, and H_{a4}. As to employee outcomes, there is positive relationship between CR and organizational commitment ($\beta = .615$; $p = 0.003$), turnover intention ($\beta = .594$; $p = 0.005$), and employee satisfaction ($\beta = .762$; $p = 0.000$) supporting H_{3a}, H_{3b}, H_{3c}. Related to investor outcomes, there is positive relationship between CR and investor loyalty ($\beta = .782$; $p = 0.000$), and investor satisfaction ($\beta = .629$; $p = 0.001$) supporting H_{a2}, H_{a3}.

With respect to behavioral intentions there is a positive relationship between CR and purchase intention ($\beta = .654$; $p = 0.000$), intention to seek employment ($\beta = .368$; $p = 0.000$), and intention to invest ($\beta = .588$; $p = 0.000$). Lastly, there is a positive relationship between CR and word-of-mouth ($\beta = .777$; $p = 0.000$).

Table 6: Multiple Regression Analysis Results

Dependent Variable	Independent Variable	Adjusted R ²	F-change	Model Std. Beta		
				A	B	A
CR	CSR	.654	321,716	0.000	.810	0.000
Customer Outcomes						
CPV	CR	.524	137,74	0.000	.727	0.000
Customer satisfaction	CR	.459	106,143	0.000	.681	0.000
Customer loyalty	CR	.605	190.929	0.000	.780	0.000
Switching cost	CR	.176	27,397	0.000	.427	0.000
Customer commitment	CR	.382	77,758	0.000	.622	0.000
Employee Outcomes						
Organizational commitment	CR	.346	11,567	0.003	.615	0.003
Turnover intention	CR	.318	10,332	0.005	.594	0.005
Employee satisfaction	CR	.558	26,289	0.000	.762	0.000
Investor Outcomes						
Investor loyalty	CR	.594	34,661	0.000	.782	0.000
Investor satisfaction	CR	.368	14,419	0.001	.629	0.001
Behavioral Intentions						
Purchase intention	CR	.415	34,289	0.000	.654	0.000
Intention to seek employment	CR	.130	23,2	0.000	.368	0.000
Intention to invest	CR	.341	76,564	0.000	.588	0.000
Word-of-Mouth	CR	.601	257,355	0.000	.777	0.000

Source: Computed by the Authors

4.4 Major Findings

The major findings based on the analysis of the study revealed that there is a strong link between corporate social responsibility and corporate image as the study found that the implementation and practices of *corporate* social responsibility has significant influence on employees', shareholders/investors, customers and host communities' perceptions of corporate image in Nigeria. Other findings reveal that all stakeholder groups assign good reputations to those company's which they evaluated positively in terms of their social performance. The study findings support the view, that a strong record of environmental performance, product characteristics, community and employees relations, and diversity initiatives may enhance the company's reputation in the eyes of the stakeholders and substantiates the "company's legitimacy".

The study also found that customers' perceived CR have a strong and positive influence on their perceptions regarding the value they receive from the companies, their satisfaction with and loyalty and commitment to the company, and their evaluations of the costs of switching to another supplier. This finding implies that stakeholders, who attribute a good reputation to a specific company, regard their relationships with the company as valuable, create emotional bonds with the company, and are willing to last these relationships for long. Positive corporate image and reputation also help customers to perceive the products they purchase and/or the services they receive from the companies as of high quality, which increases their level of satisfaction and enhance loyalty and commitment. Those people, who report greater satisfaction, loyalty, and commitment, also engage in positive word-of-mouth communications by sharing their experiences with others with the aim of helping the company and show lesser switching tendencies. In particular, the findings indicate that employees, who work for companies with positive public recognition, perceive their workplace and job conditions more favorably and as a result, feel more satisfied with their jobs. What is more, working for a well-regarded firm enhances employees' self-esteem, provides a stronger foundation for organizational commitment, and decreases employees' turnover intents.

Finally, with respect to the effects of perceived CR on investors' behavioral intentions and actual behaviors, the findings reveal that investors' evaluations of the firm reputation have considerable effects on their loyalty, satisfaction, and intentions to invest. As investors believe that reputation conveys important information about the profit and long-term potential of a firm, a good reputation increases the firm's attractiveness as an investment choice.

5. Conclusion & Recommendations

5.1 Conclusion

Based on the findings, the following conclusions are drawn; all corporate stakeholders assign good reputations to those companies which they evaluated positively in terms of their social responsibilities performance. Strong record of environmental performance, product characteristics, community and employees relations, and diversity initiatives may enhance the company's reputation in the eyes of the stakeholders. Also, customers' perceived corporate image have a strong and positive influence on their perceptions regarding the value they receive from the companies, their satisfaction with and loyalty and commitment to the company. Positive corporate image and reputation also help customers to perceive the products they purchase and/or the services they receive from the companies as of high quality, which increases their level of satisfaction and enhance loyalty and commitment. Finally, CSR positively influences shareholders and potential investor's perspective on the corporate image of organizations. The study cannot be generalized to mean all the companies in Nigeria, as it is only limited to companies quoted on the Nigerian stock exchange within the six sub-sectors as against the 18 sub-sectors.

5.2 Recommendations

Based on the findings and conclusion of the study, we make the following recommendations:

1. There is need for companies in Nigeria to communicate CSR activities effectively so as to provide clear understanding of the company values to stakeholders with a view to tap maximum benefit that will help impact on company's corporate image and subsequently, company performance.
2. Management should always involve employees in both formulation and implementation of corporate social responsibility policies so as to influence employees towards having favourable perceptions on company's corporate policies. The contribution of employees in any company is very critical to the survival of any organization; thus, involving them in such decisions will not only result in changing their perceptions but will also help in building the entire company corporate image.
3. Companies are enjoined to embark on more socially responsible actions such as construction of roads, class room blocks and provision of health centers and portable drinking water, as well as provision of electricity and sponsorships through scholarships awards to help assist members of the immediate community in which they operate doing this will go a long way in addressing the incessant complaints on environmental pollution and degradation arising from their business activities.
4. Finally, Companies in Nigeria should always try and be maintaining good ethical standards in their relationships with customers, shareholders, government and various kinds of publics, as doing so will not only help in wooing more customers and achieving deeper market penetration, but will also help in building a strong company image that will make it credible and reputable for sustainable competitive advantage.

References

- Ajide, F. Monsuru and Aderemi, A. Abdulazeez, 2014: Influence of corporate social responsibility on total assets of quoted conglomerates in Nigeria, *Universal Journal of Marketing and Business Research* Vol. 1(1) pp. 017-043, May, 2012 Available online <http://www.universalresearchjournals.org/ujmbr>
- Aguilera, R., Rupp, D., Williams, C., Ganapathi, J. 2007: Putting Back CSR: A Multi-level Theory of Social Change in Organizations; *Academy of Management Review*.

- Alexander, G. and Bulcholz, R. 1978: Corporate social responsibility and stock market performance, *Academy of Management Journal*, Vol. 21.
- Balmer, J. M. T., & Gray, E. R. 2000: Corporate identity and corporate communications: creating a competitive advantage. *Industrial and Commercial Training*, (7), 256-261.
[http : dx doi org](http://dx.doi.org)
- Boulstridge, E., & Carrigan, M. 2000: Do Consumers Really Care About Corporate Responsibility? Highlighting the Attitude - Behaviour Gap; *Journal of Communication Management*, (4), 355-368;
- Bowen, H.R. 1953: *Social Responsibilities of the Businessman*, Harper & Row, New York, NY.
- Carroll, A. B. 1991: The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 39-48.
- Chattananon, A., & Lawley, 2007: M. Developing a Model of the Impact of Societal Marketing on Corporate Image. *Society and Business Review*, (3), 230-253. [http : dx doi org](http://dx.doi.org)
- Crowther D. and Rayman-Bacchus L. 2004: *Perspectives on Corporate Social Responsibility*, Hants-England: Ashgate Publishing Company.
- David, F. & Gallego, I. 2009: The Interrelationship between Corporate Income Tax and Corporate Social Responsibility. *Journal of Applied Accounting Research*, (3), 208-223.
- Hay, B. L., Stavins, R. N., & Vietor, R. H. K. 2005: *Environmental Protection and the Social Responsibility of Firms: Perspectives from Law, Economics, and Business* Resources for the Future. Available from internet: GoogleBooks.com.
- Ibrahim, A. Aliyu, 2015: Investigating the Link between corporate Social Responsibility and corporate image, *Unpublished M.Sc. Seminar Paper*, Department of Business Administration, Uniabuja.
- Katsoulakos, T. and Katsoulacos, Y. 2007: 'Integrating Corporate Responsibility Principles; Corporate Social Responsibility for Irresponsibility; *Working Paper, University Of California-Santa Barbara*.
- Keith, N. 2010: Evolution of corporate accountability: From moral panic to corporate social responsibility. *Business Law International*, 11(3), 247-276.
- Matten, D., & Moon, J. 2008: Implicit and explicit CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), 404-424.
- Moon, J. 2001: 'Business Social Responsibility: A Source of Social Capital?', *Reason in Practice* Vol 1(3), 35-45.
- Ndubisi, N. O. 2006: Effect of gender on customer loyalty: a relationship marketing approach; *Marketing Intelligence and Planning*, (1), 48-61.
- Osemene, O. F. 2012: Corporate Social Responsibility Practices in Mobile Telecommunications Industry in Nigeria, *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 4, No.8, 2012
- Pina, J. M., Martinez, E., De Chernatony, L., & Drury, S. 2006: The Effect of Service Brand Extensions on Corporate Image; An Empirical Model. *European Journal of Marketing*, (1/2), 174-197.
[http : dx doi org](http://dx.doi.org)
- Shehu Abdulrahman, 2014: Corporate Social Responsibility Practices in Mobile Telecommunications Industry in Nigeria, *Journal of Business Administration and Management Sciences Research* Vol. 3(1), pp. 012-021, January, 2014 Available online at <http://www.apexjournal.org> ISSN 2315-8727 © 2014 Apex Journal International
- Van der Heyden, C., & van der Rijt, G. 2004: Societal Marketing and Philanthropy in Dutch Companies. *Journal of Nonprofit and Public Sector Marketing*, 1 (12), 23-36. [http : dx doi org](http://dx.doi.org)
- Van Heerden, C. H., & Puth, G. 1995: Factors That Determine the Corporate Image of South African Banking Institutions: an Exploratory Investigation. *International Journal of Bank Marketing*, (3), 12-17. [http : dx doi org](http://dx.doi.org)
- Wheeler, F. 1996: *Corporate Strategy*, Irwin
- Worcester, R. 2009: *Reflections on Corporate Reputations; Management Decision*, (4), 573589.
[http : dx doi org](http://dx.doi.org)