

**EFFECT OF BUSINESS SOCIAL RESPONSIBILITY (BSR) ON
PERFORMANCE OF SMES IN NIGERIA**

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PERFORMANCE OF SMES IN NIGERIA**

**By
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**Thesis Submitted to
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Abstract

The objective of this study is to examine the effects of Business Social Responsibilities (BSR) on performance of SMEs in Nigeria. Additionally, this study also examines the mediation effect of organizational culture on the relationship between BSR and performance. BSR constructs are commitment, trust, perceived ethics, organizational culture and performance. A conceptual framework was developed based on extant literatures and the develop model is based on these BSR constructs Data was collected through hand delivery method by sending questionnaires to 800 SMEs managers/owners. This study used purposive sampling for sample selection. Partial Least Squares (PLS) algorithm and bootstrap techniques were used to test the study's hypotheses. The results provide support for most of the hypothesized relationships for the study. Specifically, commitment, trust, perceived ethics, and organizational culture are significantly and positively related to performance. On the other hand, commitment is significantly and negatively related to performance. Additionally, commitment, trust, and perceived ethics are significantly and positively related to organizational culture. Furthermore, the results of mediation indicate that all the three hypotheses are significant. Therefore, significant positive effects of commitment, trust, and perceived ethics suggest that the variables are important in relation to performance. The outcome of this study provides significant contributions to both managers and researchers for further understanding on the effect of BSR and organizational culture on performance. As such, organizations should be encouraged to exhibit these social responsibilities for better performance. Improved performance of organizations can advance the social responsibility practices in organizations. Contributions, limitations, implications and necessary suggestions on the new areas of research are recommended and discussed in this research.

Keywords: commitment, trust, perceived ethics, organizational culture, performance, SMEs

Abstrak

Objektif kajian ini adalah untuk mengkaji kesan Tanggungjawab Sosial Perniagaan (*Business Social Responsibility - BSR*) terhadap prestasi perniagaan kecil dan sederhana di Nigeria. Selain itu, kajian ini turut mengkaji kesan pengantaraan budaya organisasi terhadap BSR dan prestasi. Konstruk BSR adalah komitmen, kepercayaan, etika, budaya organisasi dan prestasi. Rangka kerja konsep telah dibangunkan berdasarkan literatur yang sedia ada dan model yang dibina terdiri dari konstruk-konstruk BSR ini. Data dikumpulkan melalui kaedah serahan tangan dengan menghantar soal selidik kepada 800 pemilik/pengurus industri skala sadarahana dan kecil. Kajian ini menggunakan persampelan *purposive* untuk pemilihan sampel. Teknik algoritma *Partial Least Squares* (PLS) dan *bootstrap* digunakan untuk menguji hipotesis kajian. Keputusan menyokong kebanyakan hubungan hipotesis kajian ini. Secara khusus, komitmen, kepercayaan, etika dan budaya organisasi mempunyai hubungan signifikan dan positif dengan prestasi. Sebaliknya, komitmen mempunyai hubungan signifikan dan negatif dengan prestasi. Selain itu, komitmen, kepercayaan dan etika mempunyai hubungan yang signifikan dan positif dengan budaya organisasi. Tambahan pula, keputusan pengantaraan menunjukkan bahawa ketiga-tiga hipotesis adalah penting. Oleh itu, kesan komitmen, kepercayaan dan etika yang positif dan signifikan mencadangkan bahawa pembolehubah adalah penting berhubung dengan prestasi. Hasil kajian ini memberi sumbangan yang besar kepada kedua-dua pihak iaitu pengurus dan penyelidik untuk memahami dengan lebih lanjut tentang kesan BSR dan budaya organisasi terhadap prestasi. Oleh itu, organisasi perlu digalakkan untuk mempamerkan tanggungjawab sosial untuk prestasi yang lebih baik. Mempertingkatkan prestasi organisasi boleh memajukan amalan tanggungjawab sosial dalam organisasi. Sumbangan, batasan, implikasi dan cadangan untuk penyelidikan baru turut dicadang dan dibincangkan dalam kajian ini.

Kata kunci: komitmen, kepercayaan, etika, budaya organisasi, prestasi, PKS

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List of Abbreviations

AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
BSR	Business Social Responsibility
CAC	Corporate Affairs Commission
CFA	Confirmatory
CMV	Common Method Variance
CSR	Corporate Social Responsibility
EFA	Explanatory Factor Analysis
EU	European Union
GDP	Gross Domestic Product
NEEDS	National Economic Empowerment Development Strategies
NGO	Non-Governmental Organization
NNCI	Nigeria National Council of Nigeria
NPC	National Planning Commission
PCA	Principal Component Analysis
PLS	Partial Least Square
SD	Sustainable Development
SEM	Structural Equation Method
SMEs	Small and Medium Enterprises
SMEs	Small and Medium Enterprises
SMEs	Small and Medium Industries
SPSS	Statistical Package for Social Sciences
SSB	Small Scale Business
SSE	Small Scale Enterprises
SSI	Small Scale Industries
UNIDO	United Nation Industrial and Development Organization
UUM	University Utara Malaysia
US	United State
VAF	Variance Accounted For
VIF	Variance Inflation Factor
WBCSD	World Business Council for Sustainable Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The persistent influence of larger organizations in the community makes the issue of social responsibility very significant to management. No social organization will continue activities that fail to provide for the needs of the public. The society's belief is that there is mutual inter-relationship existing between business operation and society (Carroll & Shabana, 2010; Nwachukwu, 2002).

For many decades, maximization of profit has been viewed as the sole function of firms by both business theory and practice (Benedik & Davor, 2010; David, 2012; Fiori, Donato & Izzo, 2007; Karen, Taylor, Hill & Yalcinkaya, 2011). Environmental adjustment, disappearance of biological species and the worldwide economic crisis now call for more social responsibility (Benedik & Davor, 2010; Carroll & Shabana, 2010; David, 2012; Gorondutse & Hilman, 2013a). New conditions of conducting business require a conceptual shift from the stand point of neo-liberal profit orientation toward a holistic, sense of balance of economic, social and environmental corporate responsibility (Benedik, & Davor, 2010; David, 2012; Fiori *et al.*, 2007).

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