

Evaluation of Corporate Social Responsibility of Construction Companies in Lagos State, Nigeria

Ajayi A.A.

Department of Quantity Surveying
Bells University of Technology
Ota, Nigeria
akmajay@hotmail.com,
aaajayi@bellsuniversity.edu.ng

Oyeyipo O.

Department of Quantity Surveying
Bells University of Technology
Ota, Nigeria
oyeyipoo@gmail.com

Apete, L.A.

Department of Quantity Surveying
Lagos State University of Science and
Technology
Ikorodu, Nigeria
apete.lateefah@gmail.com

Dahunsi O.S.

Department of Quantity Surveying
Bells University of Technology
Ota, Nigeria
dahunsi.oluyemi@gmail.com

Abstract—The construction industry had been foot-dragging in the improvement of its socio-environmental development. In addressing this issue, there is a need to examine the corporate social responsibility (CSR) of construction companies in the industry. Hence, this study assessed CSR initiatives; and examined factors influencing CSR implementation in the study area. A descriptive research design was adopted in which questionnaires were administered to administrative and executive managers in the construction industry. A total of three hundred and two (302) construction companies were identified and administered copies of the questionnaire for this study. One hundred and four (104) valid copies were completed and returned, representing a response rate of 34%. Percentage distribution, mean score, and spearman's correlation were used to analyse the collected data. The findings of this study indicated that the overall level of implementing CSR initiatives by the surveyed companies is average. Although many of the initiatives were practiced, employees' interests were given more attention over community development and environmental protection. In addition, the study established the vision of the founder, better employee satisfaction, investment attraction, and creating public attention as the key motivating/driving factors influencing CSR implementation. Conversely, the predominant barrier inhibiting the implementation of CSR in the study area is corruption. Lastly, there exists no significant difference between the opinions of the managers surveyed. This study concluded that the implementation of CSR initiatives is not fully embraced and that the most important CSR initiative implemented by the construction companies is more of 'employees interests', which is a social project in nature. In addition, while successfully implementing CSR initiatives by the construction companies surveyed depending on the vision of the founder, better employee satisfaction, and investment attraction, the key inhibiting factor is corruption practices.

Keywords—Corporate social responsibility; barriers; motivators; construction industry; developing economies

I. INTRODUCTION

Improvements in all aspects of construction processes have been the dominating debate among construction management researchers and scholars for the past four decades. Improvements range from contractor selection [1, 2], project performance [3], organisational performance [4], to quality performance [5]. However, considering the foot-dragging of the construction industry in the effort to improve its social-environmental issues, the direction of corporate social responsibility (CSR) of the industry is said to be advancing.

CSR is referring to a company's efforts to improve society and the environmental status. While this viewpoint provides a moral rationale for the widespread adoption of CSR across many sectors, certain schools of thought believe that a company is solely accountable to its shareholders [6]. Falck & CSR was described as a company's voluntary commitment to go beyond its state's explicit and implicit obligations, as well as the expectations that society may have put on it [7]. It was described as the extension of helping hands by corporate organisations to others, be it, government, other organisations or individuals [8]. Meanwhile, CSR encourages social responsibility in order to achieve the necessary order in both legal and communal norms. CSR is a multifaceted concept that has been approached from many directions. This made a common definition of the concept difficult. Another study defined CSR as a corporation's "voluntary activity" to enhance society and the environment, based on this viewpoint, which aligns CSR with societal and stakeholder responsibilities. In today's society, CSR is one of the mechanisms by which business organisations incorporate society and environmental consciousness into their business practices [6]. CSR is now a means of improving people's standard of living, its adoption/implementation is rapidly transforming corporate business climates. Recently, the governor of Lagos State emphasised the need for individuals

and corporate organisations to embark on robust CSR initiatives to relieve the government, to some extent, the burden of providing for her citizenries [9]. Aside from being lending support to the government for development, the initiative could be of help to solving social-environmental and regulatory impasses facing the construction industry [10,11]. CSR is now a means of measuring business organisations' responsiveness towards solving societal and environmental challenges.

However, the benefits of the implementation of CSR could solve the problems of poor infrastructure, socio-economic issues, environmental issues, business operations, and management of resources. In addition, CSR implementation is imperative for the construction sector since it will act as a tool for improving society's and the environment's situation. According to Ismail [12], CSR has gained a lot of attention from a number of different researchers all over the world in the previous decade [13,14], and recently, this topic continues to attract the interest of many academic studies [15,16,17]. Previous studies such as [18] studied the impact of CSR on community development in the Niger Delta region of Nigeria. Ada & Cross [15] studied the effect of corporate social responsibility on the financial performance of construction companies in Nigeria. Despite the increasing trend of CSR attention in the construction industry [11,19,20], little research efforts in a developing economy like Nigeria are seen. This indicated poor coverage on the issue of CSR. In the process, this present study examined the CSR initiatives and their implementation factors among construction companies in Lagos State, Nigeria, which could help the companies capitalise on the benefits accruable from the implementation of the practices efficiently.

A. Objectives of the Study

- To assess the level of implementation of CSR initiatives by construction companies in Lagos State; and
- To identify and examine factors influencing CSR initiatives implementation by construction companies in the study area.

B. Scope of the Study

This study was delimited to construction companies in Lagos State. The State is one of the commercial nerves centres of the country. Lagos State is also known for the numerous construction companies plying their trade within its territory. The study area as well boosts a lot of contracting companies with most of their head offices located in the State. More evidently, there are a lot of numerous projects that are undertaken daily within the State., hence many practices or initiatives would go along the construction process. The State has been carefully selected to demonstrate as well as represent the happenings on CSR initiatives implemented within the last five years (2016-2020). The study targeted the top management

(Administrative) staff and the executory (Middle-level) management staff only in the construction companies. This is because these management cadres are part of the high-level management where decisions concerning the organisations' CSR initiatives are taken [17]. In addition, this recognised the fact that a lot of the building companies in the study are classified as small and medium enterprises, hence many of the companies do not have a formal unit/department of CSR.

II. LITERATURE REVIEW

A. The CSR Concept

The basic underlying philosophy of CSR is that aside from producing fair and reasonable returns on investment to shareholders, business organisations have to give ethical, moral, and charitable obligations (backed with the law) to the involved stakeholders. However, research, such as [22,23], has shown that, despite the fact that CSR is humanitarian efforts, it has shown to be a viable alternative discourse for attaining long-term competitive advantage. Despite the expanding volume of literature emphasizing the importance of corporate social responsibility, most research efforts are concentrated on the document and understanding corporate social responsibility behaviour.

B. CSR Initiatives

Petrovic-Lazarevic [24] stated that construction companies around the world are implementing their CSR activities through a stronger corporate image. The charity donations of the companies are periodically published and also frantic efforts are in place to reduce waste, pollution, energy use, and carbon emissions [24]. Construction contractors in Spain have the best track record for long-term operation and development [25]. Conversely, Lichtenstein et al. [26] concluded that construction companies in Ghana committed less than 0.1% of their annual turnover to CSR. A firm's ability to continue operating for an extended period and that ability is dependent on healthy connections between the organisation and its stakeholders is known as corporate sustainability [27]. However, Zhao *et al.* [28] was of the opinion that all CSR rules and standards emanated from experts and international organisations failed to involve the company's stakeholders

Companies' CSR operations in Nigeria span a wide range of topics, including road development, beautification projects, power, marketplaces, and civic centres, among others. To further consolidate this effort, some large commercial banks in Nigeria, for example, spent a huge amount of resources yearly on CSR through varieties of projects across the country. Some of their initiatives are towards individuals, communities, or societies as cited by the World Bank [29]. Companies are obliged to provide their CSRs to their employees and/or to their host communities in order to achieve the aforementioned goals, but, these

benefits are non-specific and not limited to a single company. Lim & Loosemore [30] studied the construction activities of some organisations in Australia and New Zealand. The study grouped CSR practices into environmental initiatives, community engagement initiatives, supply chain initiatives, CSR strategic focus, and workplace initiatives. Many organisations employ foundations to implement their own CSR programs, which helps to reinforce the effort as a way of giving back to society.

C. CSR Initiatives Implementation by Construction Companies

In the construction business, CSR adoption and implementation in construction contracting organisations are critical. Since CSR serves as a strategy for corporate organisations to improve their image [8, 30], construction companies are not exempted. Literature abounds investigating construction companies' CSR initiatives implementation [11,31,32]. For instance, Olanipekun et al. [33], recently studied the CSR's standpoint in the construction industry from the perspective of researchers. Abdullah et al. [34] conducted a survey in Malaysia to evaluate the level of implementation of CSR and its implementation barriers. Zhang et al. [21], also, conducted a review on construction companies' CSR practices and the study also identified promoting and inhibiting factors impacting the implementation of the practices. In Ghana, Lichtenstein et al. [26] conducted research to explore the CSR activities of construction companies. In the construction business environment, the adoption of CSR is now a critical indicator of measuring sustainable practices in order to achieve the sustainability goal [35]. CSR encompasses how businesses are run and managed, as well as their operations, ethics, and culture. CSR initiatives in the construction domain are carried out unreported and the efforts to use the initiatives to improve environmental and social issues are little [36,37]. Construction companies could improve on their CSR initiatives implementation substantially by understanding holistically the concept.

D. Factors Influencing the Implementation of CSR

Extant literature abounds assessing the elements that influence CSR implementation in the communities where businesses operate. In other to improve the construction CSR practices, there is a need for construction managers to have excellent knowledge and prioritise the key factors influencing the practices.

As it is suggested that organisation change has resulting implications [31]. For instance, an organisation that places more emphasis on organisational structure tends to have a rigid formality and this could hinder performance in many ways.

In the global business domain, promoting factors of CSR implementation have been widely studied [15, 16,31,38]. Regarding the driving/motivating factors of

CSR initiatives, in the general business environment, the study of Pinto & Allui [38] revealed eleven (11) factors promoting the implementation of CSR in Saudi Arabia. The key drivers were market positioning, ethical commitment, requirements emanated from their customers, etc. [38]. Mirvis & Googins [39] asserted that laws and regulatory frameworks, as well as customers, contribute to a company's CSR development. Valor [40] categorized the drivers into two: the internal driving forces and the external driving forces. Many companies' internal characteristics such as history and culture are critical in encouraging CSR development. Recently, in the construction industry, Zhang et al. [21] identified 14 driving/motivating factors affecting CSR implementation through a systematic literature review.

As for the barriers to CSR implementation, in the general business environment, Pinto and Allui [38] identified nine (9) barriers that inhibit the firms' implementation of CSR in Saudi Arabia. The study found out that the firms in that study area are majorly particular about better commitment to CSR initiatives by the management, shareholders' interest in the initiatives, economic resources, etc. [38]. In like manner, Shen *et al.* [41] evaluated inhibiting factors impacting the CSR implementation in the Indian textile industry. Using the analytical hierarchy process, Shen's study identified finance, investors' awareness, regulations and standards, and support of management challenges as the key obstacles to CSR practices [41]. In the gaming industry, management dilemma, negative image, resources limitation, unsustainable impetus, cognitive dissonance, and confusing regulations were identified as impacting negative factors to CSR implementation [42]. Recently, in the construction industry, Alotaibi et al. [43] also studied the retarding factors influencing the effectiveness of social responsibility at the project level. The study concluded that cost increase, poor awareness with inadequate knowledge, poor guidelines, and intelligible strategies are the few major barriers to implementing CSR initiatives in rail projects [44] empirically studied Vietnamese construction companies and found out that there exist inverse relationships between CSR practices and organisational and industrial barriers. Again, [21] identified 19 barriers affecting CSR implementation through a systematic literature review. The study grouped the 19 barriers into 5 major headings, namely: Attributes of CSR, the industry, stakeholder perspectives, government policy, and construction enterprise. In Nigeria's construction industry, [45] identified 15 inhibiting factors to implementing CSR initiatives.

However, from the foregoing numerous extant literature that has to do with influencing factors of CSR implementation, this study classified the identified factors [21,45] into motivators/drivers and barriers as shown in Table I.

TABLE I. DRIVERS/MOTIVATORS AND BARRIERS IMPACTING THE CSR INITIATIVES

Category	Most Frequent Attributes
Drivers/ Motivators (Promoting factors) ^a	Government policies and regulations; Stakeholders' demand; Award or certification; Competitor pressure; Pressure from shareholders; Innovations development; Improved profitability; Investment attraction, economic opportunities; Branding, public image management, reputation; Public expectation or pressure, media pressure; Employees' interests; Workforce productivity and efficiency; Reduction of supply risk of green materials; Provision of cost discount; Globalization, national trends, national culture; Successful cases, best practices, past positive results; Good relationship building and interpersonal harmony; Incentive policies; Shared value and vision of founder; Strategic business direction; and Availability of internal resources and capability or expertise.
Barriers (Inhibiting factors) ^b	Inadequate support from top management; Lack of internal resources; CSR implementation is time-consuming; Corruption tendencies; Lack of measurement of CSR benefits; Lack of governmental support; Lack of guidance on CSR implementation; Inadequate support from stakeholders; Intra-organisational negative behavior; Lack of training opportunities and seminars to learn about CSR; Other management priorities within the organisation; Lack of awareness, knowledge, and information of CSR within the organisation; The complexity of CSR implementation; CSR implementation is expensive; Lack of CSR professionals

Source: Adapted from [21]^a and [45]^b.

III. RESEARCH METHOD

A descriptive research approach was deemed appropriate for this study. The nature of the research objectives dictates the type of research procedures to be taken [46]. The objectives in this study are descriptive in nature, hence the quantitative survey research approach was adopted. The required data were collected from construction contracting companies in Lagos State, Nigeria. Survey research was characterized as the method by which the researcher asked participants a series of questions, summarizes the answers to participants and draws

lessons from participants' answers about a particular population. According to the Nigeria Directory [47], there are seven hundred and four (704) construction companies listed on the website. This means 704 construction companies are actively listed on the website in Nigeria [47]. The list was carefully scrutinized to extract the construction companies that are based in Lagos State. The procedure generated a list of three hundred and two (302) companies. Hence, the three hundred and two (302) companies represented the target population.

Due to low response rates that are synonymous with construction management research [48, 49], this study attempted to increase the response rate by applying the census sampling technique. The sample is representative of the population [50]. It is well-known that it is a part of the population. The 302 constructing companies represented the sample size. Hence, the questionnaire designed for this study was administered to all the respondents. The respondents were construction companies in Lagos, which included only the highly-level managers of the identified companies. These managers are the employees working for the companies and are regarded as the key stakeholders when it comes to CSR practices implementation [51].

A well-structured questionnaire was designed to collect the required data. Closed-ended questions type were incorporated into the questionnaire since they are less time demanding and deal with facts. The questionnaire consisted of Section 'A', which acquired demographic information of the respondents. Section 'B' had the specific objectives of the study. A 5-point Likert scale was adopted to rate the questions related to the specific objectives in this study. The Social Science Statistical Packages (SPSS), version 23.0 was used in analysing data for the study. The statistical tools used were frequency table, mean score, and standard deviation. Copies of the questionnaire were administered to the respondents within the period of June 2020 to December 2020.

IV. RESULTS

A. Response Rate

Three hundred and two (302) questionnaires were administered. Fourteen copies were found not properly completed, hence there were excluded from the analysis. Only one hundred and four (104) copies of the questionnaire were eventually retrieved and found valid for this study. Therefore, a response rate of 34% was obtained for analysis.

B. Characteristics of the Respondents

It is important to consider the position held by the respondents. The respondents were all from construction contracting companies. The percentage distribution of the survey indicated that approximately 44% (i.e. 46) are Administrative managers, while the rest are 58 (56%) are Executory (middle-level)

managers. It can be stated that this class of respondents will give reliable and valid responses to the companies' CSR initiatives. In addition, the result obtained revealed the percentage distribution of the responders' years of experience in the survey. It was shown that the respondents with less than 5 years of experience are only 10%. Approximately 88% of the respondents had over 5 years of construction work experience. This only confirmed that the respondents have the requisite experience to valid responses are required for this study. Again, one of the characteristics of the respondents indicated the percentage distribution of company years of existence. It was shown that 14 (13%) of the company have been in existence for fewer than 5 years, 21 (20%) of the companies have 6-10 years, 37 (35%) of the respondents have 11-20 years, 20 (19%) of the respondents have 21-30 years, 5% of the respondents have 31-40 years, and 7% of the respondents have above 40 years of company existence in the construction industry. This only infers that the companies involved in this survey have been in operation for note less than 10 years and hence, they have the requisite experience to take part in the study.

C. Specific Objectives

- CSR initiatives undertaken by the construction companies in the study area

Table II presented the CSR initiatives implemented by the construction companies surveyed. The table indicated unanimous agreement by the respondents that employees' interests, consumers' interests, and supplier's and partner's interests are the first three initiatives that are significant to their companies. Overall, 'employees' interests' was ranked first with an average mean score of 3.719, which represented good on a five-point Likert scale. This infers that the construction companies attached more importance to their employees' interests. The second position on the overall list is 'consumers' interest' with an average mean score of 3.338. Table II also revealed that the overall average score (3.203) of the CSR initiatives surveyed is within the average range. Conversely, the respondents ranked 'the local community and the public', and 'environmental protection' the least implemented CSR initiatives with mean scores of 3.028 and 3.029 respectively. A glance at Table II indicated agreement in the opinions of the managers. Using Spearman's rho correlation, this study confirmed the association between the opinions of the two groups of managers. The null hypothesis tested here was: the opinions of the executory managers are associated with that of the administrative managers in this study. The result revealed the existence of a statistically significant positive correlation ($r=0.695$, $p<0.05$) between the ranking of administrative and executory managers in the construction companies surveyed.

TABLE II. CSR INITIATIVES BY CONSTRUCTION COMPANIES

Initiatives	Admin. Manager			Executory Manager			Overall	
	Mean	S.D.	Rk	Mean	S.D.	Rk	Ave. Mean	Rk
Employees' interests	3.783	0.8344	1	3.655	1.0480	1	3.719	1
Customers' interests	3.399	0.5905	2	3.276	0.7265	2	3.338	2
Stakeholders' interests	3.315	1.0401	3	3.207	1.1162	3	3.261	3
Suppliers' and partners' interests	3.130	0.5839	6	3.203	0.6630	4	3.167	4
CSR institutional arrangement	3.217	0.8262	4	3.075	0.9429	6	3.146	5
Government commitment and industry development	3.136	0.7202	5	3.060	0.8511	7	3.098	6
Fair operation and competition	3.130	0.7336	6	2.957	0.7949	9	3.044	7
Environmental Protection	3.044	0.6108	8	3.013	0.6984	8	3.029	8
The local community and the public	2.978	0.4683	9	3.078	0.6676	5	3.028	9
Average							3.203	

S.D. – Standard Deviation, Rk – Rank, Ave - Average

- Factors influencing CSR implementation in the construction companies

The second objective of the study examined the factors influencing CSR initiatives implementation by the construction companies in the study area.

Factors driving/motivating CSR implementation in construction companies

This study identified twenty (20) factors driving and motivating construction companies' CSR initiatives

implementation from the extant literature review. The respondents, i.e. the administrative and executory managers were asked to agree or disagree with promoting factors using a five-point Likert scale of '5 – strongly agree, and 1- strongly disagree'. The data collected were analysed using the mean score and standard deviation. Since there was no statistical difference between the ranking of two groups of managers in the construction companies surveyed, the overall mean scores of the motivating/driving factors were presented in Table III. As indicated in

Table III, the first five key factors promoting CSR implementation in the construction companies in the study are: 'the vision of the founder' ranked first and has the highest mean score of 4.14. This was followed by 'better employee satisfaction' ranked second with a mean score of 4.03. While 'investment attraction' ranked third with a mean score of 4.02, 'creating public attention' ranked fourth with a mean score of

3.97. 'Stakeholders' demand and satisfaction' followed with a mean score of 3.72 and ranked fifth. Conversely, 'globalisation', 'reporting and disclosure', and 'environmental performance and climate change adaptation' were the two least important factors promoting the CSR implementation in the construction companies assessed (see Table III).

TABLE III. FACTORS MOTIVATING CSR INITIATIVE IMPLEMENTATION

Factors	Mean	S.D.	Rk
The vision of the founder (Organisational awareness)	4.14	0.995	1
Better employee satisfaction	4.03	0.953	2
Investment attraction	4.02	1.045	3
Creating public attention	3.97	1.020	4
Stakeholders demand and satisfaction	3.72	0.981	5
Workforce productivity	3.69	1.070	6
Competitors' Pressure	3.67	1.006	7
Ethical behaviour to the community	3.66	0.977	8
Innovation or technology development	3.66	1.139	8
Branding (improving on public image)	3.60	1.158	10
Good relationship building	3.58	1.011	11
Successful case (past positive results)	3.48	1.132	12
Mandatory organisational behavior	3.45	1.136	13
Policy benefits	3.43	1.066	14
Legislative and regulatory framework	3.43	1.151	14
Cost savings and profitability	3.35	1.268	16
Business strategy	3.16	1.155	17
Environmental performance (i.e. reduction of supply risk of green materials)	3.11	1.188	18
Reporting and disclosure	3.02	1.093	19
Globalisation or national culture	2.95	1.005	20

S.D. – Standard Deviation, Rk - Rank

Factors hindering CSR implementation in construction companies.

Similarly, in this study, fifteen (15) factors hindering CSR initiatives implementation in construction companies were identified through literature review and were presented to the groups of managers in the surveyed construction companies. The results (in Table III) emanated from the analysis indicated the overall mean scores and standard deviations of the inhibiting factors affecting the implementation of CSR practices in construction companies. The respondents considered the following first five items as the key implementation barriers to CSR practices. The most prevalent on the list is 'corruption tendencies', which was ranked 1st with a mean score of 4.01. 'Lack of

internal resources' was ranked 2nd with a mean score of 3.82. While 'lack of measurement of CSR benefits' ranked 3rd with a mean score of 3.80, 'inadequate support from top management' ranked 4th with a mean score of 3.71. Lastly, 'negative attitude towards CSR within the organisation' ranked 5th with a mean score of 3.68. On the other hand, less important factors impeding CSR implementation in construction companies included 'CSR implementation is time-consuming', 'complexity of CSR implementation', and 'Lack of CSR professionals' ranked 15th (2.93), 14th (2.97), and 13th (2.99) respectively. There exists no significant difference between the ranking of administrative and executive managers of the construction companies involved in this study.

TABLE IV. FACTORS HINDERING CSR IMPLEMENTATION

Factors	Mean	S.D.	Rk
Corruption tendencies, which were borne from lack of transparency between government and companies	4.01	1.072	1
Lack of internal resources	3.82	1.053	2
Lack of measurement of CSR benefits	3.80	0.941	3
Inadequate support from top management	3.71	1.099	4
Negative attitude towards CSR within the organisation	3.68	1.140	5
Inadequate support from stakeholders	3.67	1.040	6
Lack of governmental support	3.67	1.312	6
Other management priorities within the organisation	3.66	1.069	8
Lack of guidance on CSR implementation	3.58	1.135	9
Lack of awareness, knowledge, and information of CSR within the organisation	3.52	1.145	10
Lack of training opportunities and seminars to learn about CSR	3.44	1.149	11
CSR implementation is expensive	3.24	1.244	12
Lack of CSR professionals	2.99	1.227	13
The complexity of CSR implementation	2.97	1.106	14
CSR implementation is time-consuming	2.93	1.118	15

S.D. – Standard Deviation, Rk - Rank

V. DISCUSSION OF FINDINGS

After the administration of the questionnaire, retrieval, and analysis, findings were made and this section highlighted and discussed the major findings that emanated from the descriptive research approach adopted for this study. The following paragraphs discuss findings on each of the objectives of this study in relation to existing literature evidence or maybe the findings are new contributions. It is worthy of note that this study is limited to the Nigerian construction industry.

The overall level of implementing CSR initiatives of the surveyed construction companies over the stipulated period was found to be average (3.20). This suggested that the construction companies are moderately aware of the CSR concept. Although most of the identified CSR initiatives were put to practice by the companies, however, employees' related interests are the most implemented CSR initiatives in the construction companies. It should be emphasized that over the given period of study, the implementation is not consistent due to the large standard deviation (see Table II). Employees' interests were measured with staff employment, education, and training, caring for all employees, wages and welfare, etc. [11]. It is clear in this study that construction companies in the study area are employee-focused in terms of CSR initiatives. This is against the finding of [30], that construction companies in Australia and New Zealand focused their CSR initiatives on environmental issues rather than on workplace and community issues. Business organisations are profit-oriented; hence the construction companies would like to reduce their workforce turnover by keeping their staff. This has a positive effect on the company's performance. Conversely, the finding of employee-focused CSR in this current study reiterated the findings of Zhang et

al. [11] and Lichtenstein et al. [26] which suggested that construction companies performed strongly in the area of employees' interests, which is also tagged as 'social projects'. This could be traced to the fact CSR initiatives in the construction industry are informal and still in their nascent stage [37]. This finding is encouraging as it could be an indicator that the construction industry is waking up to the awareness of taking care of its workforces as campaigned for by some researchers [10,57]. Unlike in hospitality, food retailing, oil and gas, and financial industries, where environment, energy, and customers are their main focus [29,52,53,54]. In addition, there is a strong consensus between the opinions of the two groups of managers involved in this study. The agreement is not surprising, as the managers are conversant with how CSR initiatives work in their respective companies.

The findings in this study revealed 20 factors driving/motivating the implementation of CSR in the surveyed companies ranging from the "Vision of the founder" as the most predominant factor, to "Business employee satisfaction" and "investment attraction", which fully address the needs or concerns of the construction companies. The vision of the founder is a motivating factor classified under organisational culture and awareness [21]. The vision of the founder of the construction company as the key promoting factor is a true reflection of developing economies where there exists weak government policy or standard [29] to regulate the affairs of most organisations. Unlike in developed climes, for instance, in China or UK, implementing CSR initiatives are legal-driven [11,21,55]. Here in the construction companies sampled, the beliefs and values of the owners of the companies dictate how CSR initiatives are implemented. This confirmed the opinion of [10],

that CSR initiatives in the construction industry is still at the formation stage.

As indicated by this research (see Table III), the factors hindering CSR implementation in construction companies range from "corruption tendencies", "lack of internal resources", "lack of measurement of CSR benefits" etc. Corruption tendencies, which could be borne out of not transparent dealings between government (government agencies) and the companies is one of the key barriers to implementing CSR initiatives in the construction contracting companies sampled. This finding is not different from the findings of past studies [45]. For example, the study of Jean et al. [31] tagged this finding as 'hidden barriers' and it is a key inhibitor to implementing CSR practice in Madagascar. Corrupt practices slow down the level of infrastructural development in Nigeria [56].

VI. CONCLUSION

Construction activities have been fingered to have a detrimental social and environmental effect on a nation's development. Hence, the construction industry has been charged with developing or implementing a CSR strategy. Despite the fact that corporate social responsibility (CSR) had been established as one of the widely adopted strategies to promote economic development and improve socio-environmental impacts, and the rise in popularity of CSR initiatives among construction management researchers and scholars, the implementation of the CSR initiatives need more attention in the Nigerian construction industry. Better knowledge on CSR initiatives implementation is a function of key implementation factors in the construction industry [30]. In addressing this knowledge gap, this study beams its searchlight on the implementation level and potential factors that could impact the successful integration of the CSR initiatives among the construction companies in Nigeria.

After a thorough literature review, a list comprising the CSR initiatives, key promoting, and hindering factors were aggregated. Using a survey research approach, construction managers in the study area were used to validate the list. After the required analyses and discussion of findings, this study concluded that the level of implementation of CSR initiatives is not fully embraced and that the most important CSR initiative implemented by the construction companies is more of 'employees interests', which is a social project in nature. In addition, while successfully implementing CSR initiatives by the construction companies in Nigeria depending on the vision of the founder, business strategy, and competitive advantage, the top three major inhibiting factors are corruption tendencies, lack of internal resources, and lack of measurement of CSR benefits.

Although, this study was limited to construction companies in the study area and witnessed a low response rate, as well as the use of descriptive

statistical analyses only, does not invalidate the emanated findings and conclusions. The generalization of the findings may be limited to the Nigerian construction industry. However, further research should be conducted to take care of other stakeholders across the construction industry. Inferential statistical analyses, like correlations or regressions, could be used to probe further the findings from this study. Lastly, the generalization of this study should be put into test.

REFERENCES

- [1] Chinyio, E.A., Olomolaiye, P.O., Kometa, S.T., & Harris, F.C. (1998). A need-based methodology for classifying construction clients and selecting contractors. *Construction Management and Economics*, 16, 91-98.
- [2] Egan, J. (1998). *Rethinking construction*. Construction Task Force, HMSO, London.
- [3] Ankrah, N.A., & Proverbs, D. (2005). A framework for measuring construction project performance: overcoming key challenges of performance measurement. In: Khosrowshahi, F (Ed.), 21st Annual ARCOM Conference, 7-9 September 2005, SOAS, University of London. Association of Researchers in Construction Management, Vol. 2, 959-969.
- [4] Oke, M.O. & Ogunsanwo, O.O. (2018). Contributions of the productive sectors to the Nigerian economy performance. *Canadian social science*, 14(6), 60-74.
- [5] Ajayi, A.A., Babalola, O., Oyeyipo, O., & Anjorin-Ohu, A. (2021). Examining the quality performance of indigenous and expatriate contractors in Nigeria: Client's perspective. *Journal of Accounting and Management*, 11(2), 91-102
- [6] Andayani, W. & Atmini, S. (2012). Corporate social responsibility (CSR), good corporate governance (GCG), and firm performance, *Journal of Modern Accounting and Auditing*, 10(8), 1484-1495
- [7] Falck, O., & Heblich, S. (2007): Corporate social responsibility: Doing well by doing good. *Business Horizons*, 50(3), 247-254.
- [8] Kakaire, A., Khalid, S., Kaweesi, M., & Ssekamate, D. (2021). Corporate social responsibility and its role in enhancing competitiveness and growth of the private sector in developing economies: implications for policy and practice. *The Journal of Business & Management*, 9(12), 162-167.
- [9] Lagos State Government, LSG (2019). Lagos State government website. <https://lagosstate.gov.ng/blog/2019/09/20/sanwo-olucalls-for-robust-csr-initiatives/>
- [10] Loosemore, M., & Lim, B.T.H. (2017). Mapping corporate social responsibility strategies in the construction and engineering industry. *Construction Management and Economics*, 1-16. <http://doi.org/10.1080/01446193.2017.1326616>
- [11] Zhang, Q., Oo, B.L., & Lim, B.T.H. (2020). Corporate social responsibility practices by leading construction firms in China: a case study.

International Journal of Construction Management, (), 1–12. <http://doi.org/10.1080/15623599.2020.1717107>

[12] Ismail, T.N.T. (2011). Corporate Social Responsibility: The Influence of the Silver Book”, *International Journal of Business and Management Studies*, 3(2), 371-383,

[13] Burton, B., & Goldsby, M. (2009). Corporate Social Responsibility Orientation, Goals and Behaviour: A Study of Small Business Owners *Business & Society*, 48(1), 88-104

[14] Zu, L., & Song, L. (2008). Determinants of managerial values on corporate social responsibility: evidence from China. IZA Discussion Paper No. 3449, April 2008 Forschungsinstitut, zur Zukunft der Arbeit, Institute for the Study of Labor

[15] Ada, M.O., & Cross O.D (2020): Effect of Corporate Social Responsibility on the Financial Performance of Construction Companies in Nigeria. *International Journal of Business Marketing and Management*, 5(6), 48-54.

[16] Avram, D.O., Domnanovich, J., Kronenberg, C., & Scholz, M. (2018). Exploring the integration of corporate social responsibility into the strategies of small and medium-sized enterprises: A systematic literature review. *Journal of Cleaner Production*. 201, 254-271.

[17] Huang, C., Lu, W., Lin, T., & Wu, E., (2017). The current conditions of CSR implementation in the construction industry. *Applied Ecology and Environmental Research*. 15(2), 67-80.

[18] Alabi, O.F. & Ntukekpo, S.S. (2012). Oil Companies and Corporate Social Responsibility in Nigeria: An Empirical Assessment of Chevron's Community Development Projects in the Niger Delta. *British Journal of Arts and Social Sciences*, 4(2), 361-374.

[19] Ekung, S., Ujene, A., & Ebong, U. (2014). Drivers of corporate social responsibility within construction organisation in Nigeria. *International Letters of Social and Humanistic Sciences*, 21, 14- 25.

[20] Mayr, S. (2015). Corporate social responsibility in SMEs: The case of an Austrian construction company. *International Journal of Business Research*, 15(2), 61-72.

[21] Zhang, Q., Oo, B.L., & Lim, B.T.H. (2018). Drivers, motivations, and barriers to the implementation of Corporate Social Responsibility practices by construction enterprises: A review. *Journal of Cleaner Production*, 216(), 563-584.

[22] Green, S.D., Harty, C., Elmualim, A.A., Larsen, G.D., & Kao, C. C. (2008). On the discourse of construction competitiveness. *Building Research and Information*, 36(5), 426-435.

[23] Larsen, G., Phua, F.T.T., & Kao, C.C. (2012). *Understanding the long-term success of UK construction firms: the extent and role of 'hidden' corporate social responsibility*. In Joint CIB W070, W092 and TG72 International Conference on Facility Management, Procurement Systems, and Public-Private Partnership - Delivering Value to the Community, 23-25 January 2012, Cape Town.

[24] Petrovic-Lazarevic, S. (2008). The development of corporate social responsibility in the Australian construction industry. *Construction Management and Economics*, 26(2), 93-101.

[25] Hernandez H.A.L. (2015). Sustainable performance and the relationship between indicators in reports of construction companies – Unpublished Master's thesis, National Cheng Kung University, Tainan.

[26] Lichtenstein, S., Badu, E., Owusu-Manu, D.G., John E.D., & D. Holt, G. (2013). Corporate social responsibility architecture and project alignments: A study of the Ghanaian construction industry. *Journal of Engineering, Design and Technology*, 11(3), 334-353.

[27] Perrini, F., & Tencati, A. (2003). *Corporate social responsibility and firm performance: managing sustainability and the need of a new corporate evaluation and reporting system in a knowledge economy*. - In Academy of Management Conference. Seattle, WA.

[28] Zhao, Z.Y., Shen, L. Y., & Zuo, J. (2009). Performance and strategy of Chinese contractors in the international market. *Journal of Construction Engineering and Management*, 35(2), 108-118.

[29] Amaeshi, K., Adegbite, E., & Rajwani, T. (2014). Corporate social responsibility in challenging and non- enabling institutional contexts: Do institutional voids matter?. *Journal of Business Ethics Forthcoming*, 134, 135-153.

[30] Lim, B.T.H., & Loosemore, M. (2016). How socially responsible is the construction business in Australia and New Zealand? *Procedia Engineering*, 180, 531-540.

[31] Jean, A.T., Wang, X., & Suntu, S. (2018). Corporate social responsibility in Madagascar: an investigation on Chinese companies. *International Journal of Construction Management*, 20(1), 2–38.

[32] Zahidy, A.A., Sorooshian, S., & AbdHamid, Z. (2019). Critical success factors for corporate social responsibility adoption in the construction industry in Malaysia. *Sustainability*, 11(22), 6411 <https://doi.org/10.3390/su11226411>

[33] Olanipekun, A.O., Oshodi, O.S., Darko, A., & Omotayo, T. (2020). The state of corporate social responsibility practice in the construction sector. *Smart and Sustainable Built Environment*, 9(2), 91-111.

[34] Abdullah, A., Mohandes, S.R., Abdul-Hamid, A.R., & Singh, B. (2016). The practices of corporate social responsibility among construction companies in Malaysia *Research Journal of Applied Sciences, Engineering and Technology*, 12(7), 742-755.

[35] Seriki, O. (2020). *Knowledge transfer in the African construction sector: The CSR and sustainable development nexus*. CSR, Sustainability, Ethics & Governance. In: Samuel O.I., Rene, S., & Liangrong, Z. (eds.) *The future of the UN sustainable development goals*, pp. 45–67. Cham: Springer.

[36] Bevan, E.A.M., & Yung, P. (2015). Implementation of corporate social responsibility in Australian construction SMEs. *Engineering*,

Construction and Architectural Management, 22(3), 295-311.

[37] Glass, J. (2012). The state of sustainability reporting in the construction sector. *Smart and Sustainable Built Environment*, 1(1), 87–104.

[38] Pinto, L. & Allui, A. (2020). Critical drivers and barriers of corporate social responsibility in Saudi Arabia organisations. *Journal of Asian Finance, Economics and Business*, 7(11), 259-268.

[39] Mirvis, P. & Googins, B. (2006). Stages of Corporate Citizenship. *California Management Review*, 48(2), 103-126.

[40] Valor, C. (2005). Corporate social responsibility and corporate citizenship: towards corporate accountability. *Journal of Business and Social Review*, 110(2), 191-212.

[41] Shen, L., Govindan, K., & Shankar, M. (2015). Evaluation of Barriers of Corporate Social Responsibility Using an Analytical Hierarchy Process under a Fuzzy Environment—A Textile Case. *Sustainability*, 7(3), 3493–3514.

[42] Luo, J.M., Huang, G.Q., & Lam, C.F. (2019). Barriers to the Implementation of Corporate Social Responsibility in Gaming Industry. *Journal of Quality Assurance in Hospitality & Tourism*, 20(5), 528-551

[43] Alotaibi, A., Edum-Fotwe, F., & Price, A.D.F. (2019). Critical barriers to social responsibility implementation within mega-construction projects: The case of Kingdom of Saudi Arabia. *Sustainability*, 11(6), 1755.

[44] Pham, H., Pham, T., & Dang, C.N. (2021). Barriers to corporate social responsibility practices in construction and roles of education and government support. *Engineering, Construction and Architectural Management*. <https://doi.org/10.1108/ECAM-03-2020-0199>

[45] Osuizugbo, I.C., Oyeyipo, O.O., Ojelabi, R.A., & Oshodi, O.S. (2021). Factors inhibiting corporate social responsibility initiatives among construction companies. *Construction Economics and Building*, 21(1), 83–99.

[46] Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). London: Sage Publications Ltd.

[47] Nigeria Directory (2021). Nigeria directory for construction companies. https://www.directory.org.ng/category-constructions_companies.

[48] Ahmed, S.M., Yaris, C., Farooqui, R.U., & Saqib, M. (2014). Key Attributes and Skills for Curriculum Improvement for Undergraduate Construction Management Programs. *International Journal of Construction Education and Research*, 10(4), 240–254.

[49] Anikeeff, M.A., & Sriram, V. (2008). Construction management strategy and developer performance. *Engineering, Construction and Architectural Management*, 15(6), 504-513.

[50] Fellows, R., & Liu, A. M. M. (2008). *Research methods for construction* (3rd ed.). Oxford: Blackwell

[51] Zhao, Z.-Y., Zhao, X.-J., Davidson, K., & Zuo, J. (2012). A corporate social responsibility indicator system for construction enterprises. *Journal of cleaner production*, 29, 277-289.

[52] Gosling, S. (2015). *New performance indicators for water management in tourism*. *Tourism Management*, 46, 233–244.

[53] Jones, P., Comfort, D., & Hillier, D. (2005). Reporting and reflecting on corporate social responsibility in the hospitality industry: A case study of pub operators in the UK. *International Journal of Contemporary Hospitality Management*, 18(4), 329-340.

[54] Wells, V. K., Taheri, B., Gregory-Smith, D., & Manika, D. (2016). The role of generativity and attitudes on employees home and workplace water and energy saving behaviors. *Tourism Management*, 56, 63–74.

[55] Ulutas-Duman, U., Giritli, H., & McDermott, P. (2015). Corporate social responsibility in construction industry: A comparative study between UK and Turkey. *Built Environment Project and Asset Management*, 6(2). <https://doi.org/10.1108/BEPAM-08-2014-0039>

[56] Kasimu, M.A., & Kolawole, A.F. (2015). Appraisal of the impact of corruption on sustainable development in the Nigerian construction industry. *Journal of Multidisciplinary Engineering Science and Technology*, 2(10), 2834-2842.

[57] Lingard, H., Francis, V., & Turner, M. (2012). Work time demands, work time control and supervisor support in the Australian construction industry: an analysis of work-family interaction. *Engineering, Construction and Architectural Management*, 19(6), 647-665.