

**CORPORATE SOCIAL RESPONSIBILITY (CSR): THE UNDERLYING PARADIGM SHIFTS
MODELINGS' THEMATIC REVIEW AND WAY FORWARD**

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Abstract

The study carried out the thematic review and synthesis of literature concerning corporate social responsibility underlying paradigm shifts models and proffering of way forward. Areas covered include the Carroll's Pyramid of Social Responsibility model involving, economic, legal, ethical and philanthropic goodwill (discretionary). The EFQM model shift involves social, economic and environment. This model emphasizes on respect for human right, proper handling of workers and customers alike, suppliers, exhibition of desirable corporate citizenship of the operating environment community and proper handling of natural environment. The sustainable development model emphasizes on the sustainability of environment. The CSR 2.0 model emphasizes on reversing poverty and enabling sustainability of our planet. The paradigm shift to the consumer-driven corporate responsibility model serves as a panacea to observed shortcomings of the previous models, and creation of a way forward. The adoption of this model makes the corporation to be profitable, sociable and exhibition of environmentally responsible behaviour, desirable reputation in the eyes of the public, customer-base scope expansion enhancement in relation to those who demand corporate social responsibility. In conclusion, the study arrives at the choice of the consumer-driven model of corporate responsibility, which in all ramifications enables the win-win situation, since the customers' demands are met as a way forward, and recommends for the adoption.

Introduction

From the perceived inception of related concepts on corporate social responsibility (CSR), and then dominant

ethical ideology traceable from Adam Smith (1776) wealth of nations assertion of self-regulating free market economy by means of

“invisible hand”, down to Bowen (1953), Davies (1960, 1967, 1973), Freeman (1970), Carroll (1979, 1991), Wood and Lodgson (2002), Matten, Crane and Chapple (2003) Aras and Crowther (2009), Visser (2010), Claydon (2011), and so on, the concept of CSR appears to convey periodic paradigm shifts conceptualization and modelings, partly as defensive strategy (Chikwe, 2012) to ameliorate ugly public image impression of the business organizations’ attitudes, and also for the strategic purpose of solving the prevailing socio-economic and environmental challenges of the operational environment and society at large. As common to most management concepts, CSR is complex and has no agreed-on definition, but encapsulates a whole broad area, involving corporate commitments, ethical conducts, legal, socio-economic considerations, philanthropic gestures, operational environment perspectives, and so on. Corporate social responsibility and environmental related response is simply a pragmatic attention a business gives to its major stakeholders in respect to their needs (Chikwe, 2012). CSR can be described as the moral obligation business has to assume concerning the welfare of society in which it operates (Awujo, 1989). Butt (2016) view CSR as a discretionary action.

Proponents of CSR argue that organizations are expected to be responsible and take good care of their stakeholders in every issue relating to corporate operations behaviour in the business operations environment, as well as broader responsibilities that cover profitable production of goods and services (Bateman and Snell, 2002). These in no small measure, necessitate the respective resultant paradigm shifts models, in order to be socially responsible business as well as maximizing its positive effects on society and

minimization of its negative effects. CSR basically has the perceptive impression relating to the symbiotic understanding between the society and business environment, and this noted symbiotic association is strongly embedded beyond issues relating to socio-economic or legal considerations as relatedly opined by Carroll (1994).

The World Business Council of Sustainable Development (WBCSD) reports that CSR has close relationship, with the Principles of Sustainable Development (PSD), and this emphasizes the need for enterprises to be duty-bound in making decisions not limited to financial and economic considerations (such as dividend payments, profits, return on investment, and so on), but should also include such areas as the social, environmental and related consequential effects of their business operations behaviour or actions. Consequent upon these, every effort should be geared toward achieving the CSR paradigm shifts modelings and associated thematic review as envisaged in the present study, which the need has come to fore.

Study Purpose and Specific Objectives

- The examination of underlying corporate social responsibility paradigm shifts as well as the respective modelings.
- To undertake the thematic review and comparative analysis of CSR paradigm shifts models.
- To suggest a panacea and way forward on CSR sustainability.

The Pyramid of Social Responsibility Model

According to Carroll (1991), the CSR pyramid consists of four interconnected areas in which businesses are expected to exhibit a socially responsible behaviour. This Carroll’s (1991) pyramid is among the

most referenced models in CSR literature. Claydon (2011) reports that, during the 1970's large number of government agencies such as Environmental Protection and Customer product safety commission were charged to protect the environment, consumers and employees. In view of such observation, it therefore became glaringly clear then that government was tending to embrace social enterprise and stakeholders theories, due to the business world criticism relating to their inability to be seriously accountable to their stakeholders and society at large. This according to Claydon (2011) necessitated the social "responsibility" perception within the period under review as well as the move to

shift to social "responsiveness" as perceived by some management experts who had the strong contention that little attention was paid to the operational aspects of the business organization. Premised upon this, Claydon (2011) argued that such situation required a necessary reorientation in addition to laying of emphasis on the significance of corporate behaviour and execution of social role. The product of the fore-goings arrangement or situation gave birth to the four noted CSR pyramid, with emphasis on how business should respond to every aspect of social world, such as economic, legal, ethical and philanthropic gestures.

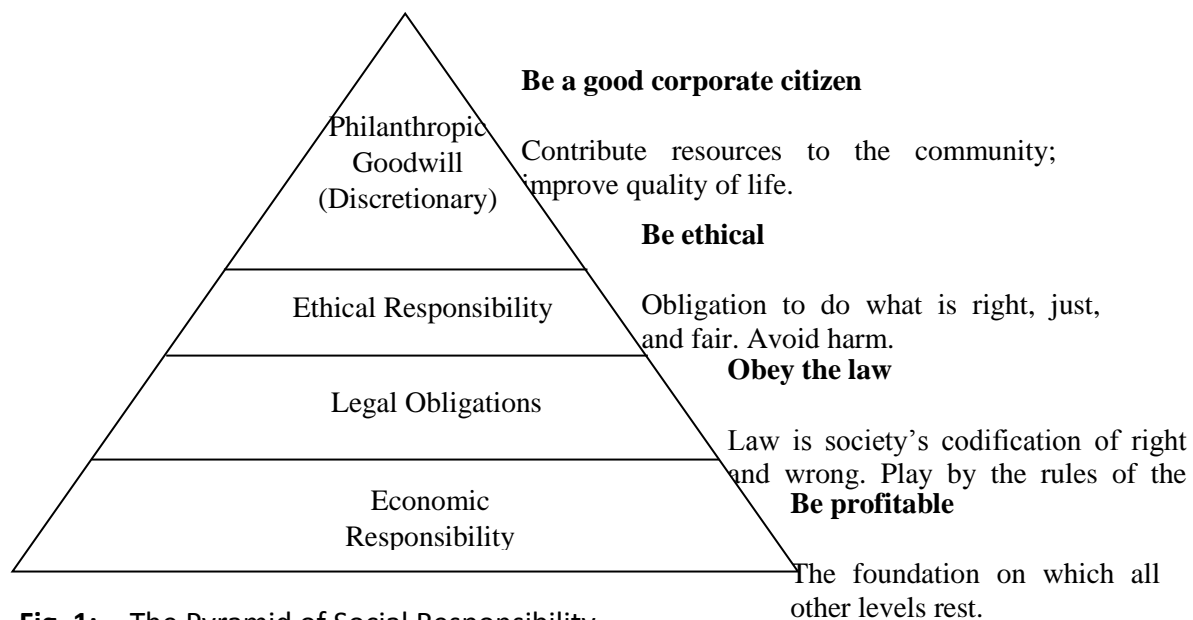


Fig. 1: The Pyramid of Social Responsibility

Source: A.B. Carroll (1991). The pyramid of corporate social responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34(4), 39-48, July/August.

Economic Responsibility

The economic responsibility is the first tier and foundation of the CSR pyramid as proposed by Carroll (1991). The foundational position of this economic

responsibility implies that it is only when this tier or base is satisfied that other principles or responsibilities can take place or be considered. The economic responsibility as

noted contains admonition to do what is required by global capitalism. Hatten (2006) argues that, business organizations in a free enterprise system have not only the fundamental right, but also the responsibility to be economic and make profit (as maintained by Friedman, 1970). Organizations are in business because they are providing goods and services that are needed. If they do not make profit, how can they stay in business? This assertion and strategic question means and explains the fact that, the organization will only be deemed to be socially responsible if and only if (iff) it fits in well in the maximization of profit objectives.

Judging from historical perspectives, the primary role of business has been economic. When entrepreneurs assume the risk of going into business, profit is their incentive. Hatten (2006) argued that, if organization does not attend to the economics of their business, they cannot talk of anything else. Therefore, the economic responsibilities of a business would include the ensuring of a profitability commitment, as well as giving the assurance that the creditors, supplier and employees are accordingly paid; in addition to the maintenance of a firm competitive position of the organization to ensure operational efficiency maintenance of the business.

Legal Obligations

Above making a profit in a business, each organization is expected to comply with the federal, state and local laws that guide and lay out the fundamental principles and rules within which the organization must operate. Laws can be described as the society's code of ascertaining the existentialism of what is right or wrong in order to ensure strict adherence of individuals and that businesses are in

compliance of what society considers to be right as similarly argued by Chikwe (2012). However, in the view of Hatten (2006), these codes change continually, since laws could along the line be added, repealed, as well as being amended if the need arises to match sentiments arising from the public. It is further opined that, generally, the processes of business activities regulation should include four types of laws notably, those designed to protect (1) consumers; (2) the competition; (3) the organizational environment; and (4) value or quality of life and safety. In line with these types of laws converge, it is therefore vital that corporations must of necessity maintain strict adherence to the laws, stipulated rules and regulations governing the enterprise, as well as the maintenance of responsible business behaviours.

Ethical Responsibility

Although, economic and legal responsibilities as shown in the pyramid of corporate social responsibility (Carroll, 1991), are of separate obligations levels, they indeed actually coexist, as they exhibit minimal threshold relating to anticipated social behaviour, as relatedly argued by Hatten (2006). According to Hatten (2006), ethics could be described as rules that possess moral values which guide groups and individuals decision making feasibilities. Ethics could also be referred to as the fundamental orientation a person undergoes toward life, with the understanding of what is right or wrong accordingly. Business ethical responsibilities cover ways organization actions and decisions affect interest of the stakeholders (customers, employees, stockholders, the community) in relation to consideration of what is being adjudged as fair and just. This implies that the corporations must of necessity, exhibit

obligations that would seemingly be seen as ethically right, just and fair play in the eyes of the stakeholders, as well as the avoidance of doing them harm whatsoever. In the literature of business ethics, four fundamental and strategic ethical perspectives exist, and these according to Dawson, Breen and Satyen (2002), and Chikwe (2012), are:

1. Issues pertaining to idealism, including religious principles and other beliefs
2. Issues relating to utilitarianism which pertains to the effects of personal or individual or one's own behavioural tendencies.
3. Deontological issues and these are rule-based or duty-based principles.
4. Ethics relating to virtue and this aspect pertains to the specific individual characteristic.

It is interesting to remark that responsibilities relating to ethics are cumbersome to handle as they often tend to be ill-defined, as well as often being often prone to continual public debate.

Philanthropic Goodwill (Discretionary)

In philanthropic goodwill (discretionary), the business exhibits the expected CSR behaviour and does not expect anything in return of good things done to the society or individual. This level in Carroll's (1991) CSR pyramid is the highest tier. The recognition and adherence of the tenets of this level makes the organizations or business to support programs implicitly initiated to improve quality of life, raising of living standards, in addition to promotion of discretionary goodwill. As relatedly expressed by Hatten (2006) and Chikwe (2012), the operational difference between ethical responsibility and philanthropic goodwill is the obligatory and contributory nature of the later, with the intent of making the society a

better place. It is further expressed that, businesses that are not getting involved in the prescribed ethical behaviours should not be regarded as being unethical; however, those tending to act should be commended accordingly. The highlight of the pyramid's ethical and philanthropic responsibilities could additionally be explained in the context of the social contract theory of corporate social responsibility, in which corporate organizations could be in the light of corporate citizenship expected to make societal contributions as could be applicable to any other individual citizen of the society (Dahl, 1972).

In line with the context of philanthropic responsibilities considerations, these as opined by Helg (2007) are behaviours which society anticipates business to be exhibiting as to be regarded as good corporate citizen in the operating environment. According to Carroll and Buchholtz (2006), philanthropic responsibilities of a corporate relates to the act of reciprocating to the community as well as exhibiting good corporate citizenship by strongly getting involved in charities and related welfare programmes of the community. It is interesting to remark that the European origin and background of Carroll contributed much on the adoption of CSR concepts fundamentals as applicable in Europe, which invariably influenced the less attention or focus on how to give or make money as being adopted by companies (Dartey-Baah and Amponsah-Tawiah, 2011).

Criticisms to Carroll's (1991) CSR Pyramid (Chikwe, 2012)

The CSR pyramid structured by Carroll (1991) is among the fundamental models depicting corporate responsibilities structure and nature in corporate organizations. Nevertheless, aside its

strategic merits, the model has been faced with a lot of criticisms, among which are Cambell's (2007), who strongly opined that firms that exhibit economic weakness behaviour will not likely desire to participate in CSR activities, due to their minimal resources disposition and availability to invest limited time, effort and money (this situation is referred to as "slack resource theory"). As a result, these resources limitations accordingly handicapped the corporations due to their inability to meet up with stipulated threshold for the expected socially responsible behaviour execution. In the same vein, Cambell (2007) advocated for the adoption of self interest in the execution of CSR behaviour as against its prohibition. Cambell (2007) further gave explanations based on institutional and instrumental perspectives, and relating to reasons behind a corporations likely behaviour in a socially responsible manner as well as the conditionalities under which such behaviour should prevail in society. Premised on the fore goings, Cambell (2007) suggests conditionalities under which economic conditions should relate with corporate behaviour.

- a) The regulation of public and private enterprises.
- b) The maintenance of non-governmental agencies as well as organizations that specialize in corporate behaviour monitoring within and between the corporate organizations.
- c) The maintenance of organizational close understanding and dialogues adoption in relating with their stakeholders accordingly.

As a result, and in consideration of all these, it is therefore important to note accordingly in the views of Cambell (2007) and Chikwe (2012) that the pyramid's accessible structure depicts the essence of the model, but such is not the ultimate or sufficient condition to explain the complexity of the associations relating society, business and operating environment. Consequent upon Cambell's critical analysis and other considerations and instances relating to corporate greed as noted in his study, the pyramid of CSR had hitches in the perspectives of model credibility as to how and ways of achieving CSR strategic objectives. Cambell's study further criticized Carroll's (1991) pyramid of CSR model inability to offer explanation of ways and manner in which the basics of the corporation should enhance the achievement of the CSR objectives and or the reverse. In line with Viser's (2005) view, the pyramid runs short of knowledge relating to environmental management as per the sustainability of the corporation which is of strategic necessity to corporate managers as well as the triple bottom line approach adoption.

Consequent upon these shortcomings and as a way forward, Aras and Crowther (2009) came up with a new model of CSR connected with sustainability development for the purpose of providing all-embracing associated detailed factors that will enhance CSR adaptability by the company, as well as ways and manner such will be successful.

Table 1: Responsibility of Business

		Social Responsibility	
Economic	Legal	Ethical	Discretionary

(Must Do)	Have to Do	(Should Do)	Might Do
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Source: A.B. Carroll (1979). A Three Dimensional Conceptual Model of Corporate Performance. *Academy of management Review, October.*

In a related development and further advancing the discussion and understanding of CSR pyramid, Crane and Matten (2004) proposed the triple bottom line theory, signifying people, planet and profit. In furtherance of this proposal, Dartey-Baah and Amponsah-Tawiah (2011) argued that profitability should not be the sole objective of a company, rather corporate organizations should in addition have environmental and social values mindset when relating to society. They also noted that sustainability concept should generally be seen to have emerged from the perspective of environmental value-base, giving rise to a double sided economic sustainability. Based on their analysis and in relation to environmental aspects, sustainability pertains to the management of physical resources for further consideration, while economic sustainability talks about economic performance of the organization as an entity. The development of social aspect has not kept fast pace like that of environmental and economic considerations, but the strategic issue to contend with here

is that of social justice as opined by Dartey-Baah and Amponsah-Tawiah (2011).

The European Foundation for Quality Management (EFQM) is a membership-based and non-profit organization established in 1988 by top European Business experts. They coined CSR definition as relating to the basic organizational and community needs to accomplish in course of their operations in the operational environment. These as they pointed out include:

- The need for human right respect;
- The need for workers fair treatment;
- Maintenance of good relationship among customers and suppliers;
- The need to maintain good corporate citizenship in the community as well as the maintenance of natural environment conservation in the operating environment.

The above basics as expressed are by all moral and ethical standards acceptable in all ramifications for societal survival and sustainability of the organization in general.

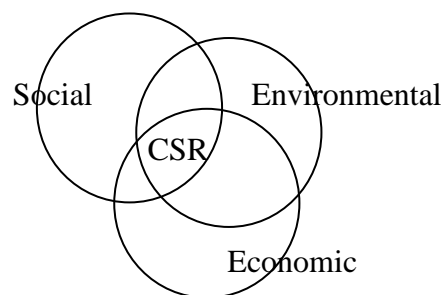


Figure 2: Key dimensions of CSR according to EFQM model.

Source: Adapted from Dartey-Baah, K. and Amponsah-Tawiah, K. (2011). Exploring the limits of western corporate social Responsibility theories in Africa. *International Journal of Business and Social Science, 2(18), October.*

As applicable in the tripple line theory, the EFQM model looks into the intergration of social, economic and environmental factors as top most priority consideration areas of the CSR concept as opined by Dartey-Baah and Amponsah-Tawiah, (2011). They further gave an illustration of the CSR dimensions with respect to EFQM specifications as social, environmental and economic, in relation to their linkages and the overlaps as depicted in figure 2 above. They noted the consistency in these three dimensions with that of the triple bottom line (i.e. people, planet and profit). Based on the integration modeling consideration, some common characteristics of CSR as credited to EFQM abound and these according to Dartey-Baah and Amponsah-Tawiah (2011), include:

- Ability to meet up with the needs of existing stakeholders as well as making provision for ensuring that future generation also becomes sustainable.
- Voluntary adoption of CSR concept with no legal bounds or consideration since such will favour the long term interest of the organization.
- Ensuring the integration of social, environmental and economic policies in day-to-day business operations.
- Ensuring the acceptability of CSR and its embeddedness as a core activity into the management strategy of the organization.

However, they noted some examples specific to each characteristics as follows:

Economic Responsibility

This pertains to integrity and corporate performance in addition to economic development of the community and transparency. Avoidance of bribery and corruption, making of requisite payments to

both national and local authorities, making use of local supplier, hiering local labour.

Social Responsibility

This concerns issues relating to human right, labour right, local labour training and development, as well as contribution expertise to community programs, etc.

Environmental Responsibility

This concerns the adoption of precautionary measures to avoid negative effects, initiatives supports relating to promotion of greater environmental responsibility, development and adoption of environmental friendly technologies, etc.

The Sustainable Development Model of CSR

Our discussion on the sustainable development model of CSR starts by briefly describing what sustainable development is all about. The World Business Council for Sustainable Development defines sustainable development as the integration of social, economic and environmental perspectives for the purposes of achieving a long-term balanced judgements (Chikwe, 2012). In the view of Gladwin and Kennedy (1995), sustainable development relates to the process of ensuring the achievement of human development in an all-inclusive, integrated, and comprehensive manner. One of the strategic models and issues surrounding CSR is sustainable development of the corporation, community and society at large. Aras and Crowther (2009) were noted to have developed the specific interest in the development of models concerning sustainability imperatives. The pivot of their interests as they opined, is on the fact relating to inadequacy of sustainability analysis due to more interest on environmental and social issues at the expense or neglect of financial performance parameters, irrespective of its vital

contributory factors for the sustainability enhancement in studies relating to CSR and sustainability. As a result and for the purposes of providing remedy to the situation, Aras and Crowther (2009), in Claydon (2011), came up with a detailed, all-

encompassing model (figure 3). This model considers the four perspectives of their CSR model covering both short and long-term perspectives. The model consists of environment, society, financial performance and organizational culture.

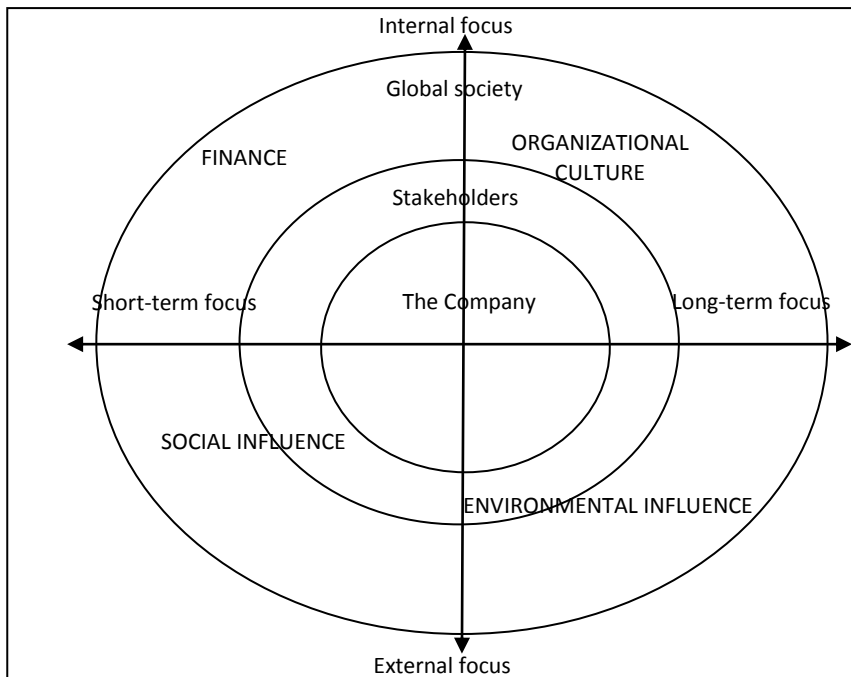


Figure 3: The Model of Sustainable Development

Source: Adapted from Aras, G. & Crowther, D. (2009), in Claydon (2011). A new direction for CSR: The shortcomings of previous CSR models and the rationale for a new model. *Social responsibility Journal*, 7(3), 405-420; and Chikwe (2012).

In addition, Aras and Crowther (2009), asserted that for the purposes of achieving sustainable development, it becomes pertinent to firstly achieve sustainability which could be envisaged to occur variously in the following four strategic actions:

1. Ensuring economic activities maintenance, as this is the major reason for the existence of the company.
2. Environmental conservation which is strategic for the future generation maintenance.

3. Social justice maintenance which helps in ensuring poverty elimination and human right sustainability.
4. Spiritual development and maintenance of cultural values in order to ensure the alignment of cultural values in the individual.

Based on the above, it is glaringly clear that sustainable development covers much more than the management of the shareholders interest as relatedly opined by Claydon (2011). Also, in the view of Claydon (2011), it is noted that, sustainability focuses on ensuring that the utilization of present resources does not constrain or affect the

future. This assertion and understanding accordingly makes it feasible for the business organization to ensure sustainability by maintaining renewable energy resources, pollution minimization as well as the effective use of new manufacturing techniques and distribution. In the process, there must be the need to accept the associated present costs in order to ensure that of the future. This observation according to Claydon (2011) is relevant and of benefit to both environment, organization, and the bottom line performance, as there will be no tomorrow performance if there are no resources for that of today. This indicates that the performance of the environment today will definitely relate to that of financial performance of the organization tomorrow, which invariably will ensure sustainability accordingly.

According to Claydon (2011), the sustainable development model ascertains a much more CSR comprehensive model than that of Carroll's (1991) pyramid, though some gaps still exist in the model. In a related vein, Visser (2010) asserted that no CSR model has ever achieved a complete desired success in the CSR implementation. This assertion and understanding made Claydon (2011) to state the following observations based on the available staggering figures and facts.

- In forty years, the global ecological footprints have tripled.
- Ten percent of people are observed to have paid bribe in order to obtain some services accordingly.

In relation to these and as reported by Claydon (2011), Visser subsequently remarked the failure of CSR as a result of the following three perspectives:

- Firstly, the assumed nature of CSR incremental continuous improvement typology had challenges in providing appreciable change relative to areas of sustainability, due to expected speed and scale inadequacy.
- Secondly, the assumed temporal nature of CSR had integration challenges in relation to the core values of the organization and business strategies, and these were fundamentally manifested in the motives of shareholders and top management as capitalist driven.
- Thirdly, the assumed non-business-like nature of CSR is noted as a critique and demerit when CSR is regarded as profitable. In most cases, the clear understanding is that, CSR pays since it can minimize poverty to ensure our planet sustainability, as relatedly asserted by Visser (2010). As a result of these critiques and challenges, Visser (2010) and Claydon (2011) relatedly came up with a new CSR model, and this marks another strategic paradigm shift from a single component "CSR1.0" to a multiple component "CSR2.0". This therefore brings us to review and discuss another strategic paradigm shift model, the CSR2.0.

The CSR 2.0 Model

Claydon (2011) advanced the explanation of a multiple dimensional "CSR 2.0" of Visser (2010). It is noted that "CSR 2.0" came up with five physiological related genetic codes principles of "DNA" at (C) (S) (R) (2) (0). In their view,

- a. (C) Stands for connectedness which motivates organizational activities to ensure the breaking of the leadership guides of shareholders as well as the

- embracing of multi-stakeholder methodology to business relationships.
- b. (S) Denotes scalability and this criticizes the test grounds of CSR programs activities and sustainability often practiced by many companies due to their being small scale in nature, in place of generalized long term market-oriented objectives.
 - c. In the like manner, (R) stands for responsiveness which requires a much more strategic attention to the needs of the community. This approach is more preferable than the usual philanthropic programs which may be subject to environmental or climatic change dictates accordingly.
 - d. (2) Stands for the duality, which represents the challenges of the proposition or being in choice dilemma between social responsibility or economic responsibility or both which CSR 2.0 stands for.
 - e. (O) is the last and stands for circularity, which is based on the established notion that sustainability depends on the three basic rules. This assertion and

understanding of Hawkin (1994) implies the idea of equating waste to food, i.e. their equality and that nature is subject to prevailing solar income, as well as the dependence on diversity.

Consequent upon these, Claydon (2011) observed that, in using Hawkin's (1994) model of sustainability, there would therefore be the need for CSR 2.0 to relay on business continuous taking care of its own social and human capital, via training, education, community welfare and well-being of employees accordingly. In view and in relation to these assertions, Visser (2010) therefore argued that, the shifting of CSR1.0 to CSR2.0 model, and this accordingly is a strategic paradigm shift. This paradigm shift implies that there will be movements as Visser (2010) opined from being paternalistic to collaborative; risk-based to reward-based; image-driven to performance-driven; specialized to integrated; standardized to diversified; marginal to scalable; western to global, and from a luxury product to an affordable solution for those mostly desire improvements as regards their quality of life.

The CSR 2.0 Model		
DNA Code	Goal	Key Indicators
Value Creation	Economic development	Beneficial products inclusive business
Good Governance	Institutional effectiveness	Transparency and Ethical conduct
Societal Contribution	Stakeholder orientation	Philanthropy and fair labour practices
Environmental Integrity	Sustainable ecosystem	Renewable resources; Zero waste production

Figure 4: The CSR 2.0 double helix model

Source: Adapted from Visser (2010), in Claydon, J. (2011). A new direction for CSR: The shortcomings of previous CSR models and rationale for a new Model. *Social Responsibility Journal*, 7(3), 405-420.

Consumer-Driven Corporate Responsibility (CDCR) Model

Our review of Claydon’s (2011) consumer-driven corporate responsibility reveals Claydon’s argument that, the shortcomings of previous CSR models have warranted the necessity for the creation of new model of CSR as a way forward, which accordingly is descriptive, as it relates to the present achievable social and environmental responsible actions exhibited by corporate organizations. It is also noted to the normative by providing necessary guides on the Modalities Corporation can adopt in introducing social and environmental responsible behaviour as an organizational strategy in course of their everyday operational engagements. Fredrick (2006) observed the creating of a new model, that is the consumer-driven

corporate responsibility (Claydon, 2011). This was in corporate to certain observable changes in climate and corporate greed which have been subjected under public scrutiny (Claydon, 2011). In the same vein, report has it that, social and environmental issues are increasingly challenging consumers, as well as their greater concern and expectation of getting a business organization that will be socially responsible. Related studies on these pertaining to consumer behaviour have been carried out (Claydon, Crane and Matten, 2007; Arvidsson, Bauwens, Pietersen, 2008; Claydon, 2011; www.socialfunds.com; www.suit101.com.). These necessitated the demand for a new model of CSR that will be socially and environmentally responsible (Claydon, 2011).

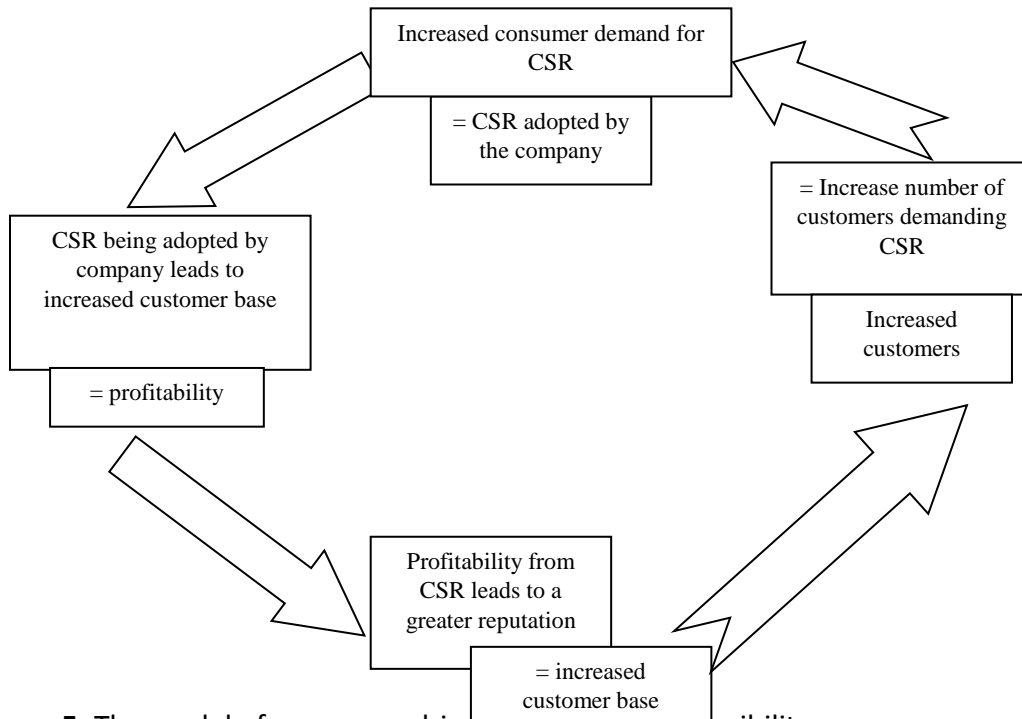


Figure 5: The model of consumer-driven corporate responsibility

Source: Adapted from Claydon, J. (2011). A new direction for CSR: The shortcomings of previous CSR models and rationale for a new model. *Social Responsibility Journal*, 7(3), 405-420.

The diagram in figure 5 above shows the consumer-driven corporate responsibility (CDCR) model, and it exhibits the essence of a corporation to maintain profitability status and ensuring that consumer demands are met. In essence, and in Claydon's (2011) view, corporation will not only remain profitable, but:

- Will continue to exhibit socially and environmentally responsible actions.
- Must obtain greater reputation and recognition in public assessment as a result of the adoption of CSR.
- Will of necessity, subsequently expand the customer-base coverage, which will involve greater number of customers that will demand for CSR.
- Will also adopt a kind of CSR that will be of greater interests to many customers, ensuring of the profitability, and the continuation, and maintenance of such like manner.

Based on the CDCR analogy, it is made clear by Claydon (2011) that the model creates for all, a win-win scenario and a way forward, due to the fact that the demands of the consumers are met, and on the other side of the coin, the needs of the other stakeholders as well as that of their environmental requirements. In the same, it is important to point out as asserted that the assured profitability and value increases of the business organization. Consequent upon these, the CDCR model tend to be the preferred and all-inclusive CSR model and paradigm shift that will solve all these noted problems for better CSR practices and adoption.

In relation to the choice of CDCR as a preferred model and way forward, a recent study by Cone Communications CSR (2017), show that 87 percent of consumers claim to

have the propensity to purchase a product due to the fact that a company advocated and showed significant concern for an issue of their interest they care about. In a related research, consumers have also shown intention to buy, have affinity and loyalty of a product when they share value congruence on CSR initiative (Albus and Ro, 2017). In the CSR2.0 model, Visser (2010) relatedly suggests that CSR imperatives should be all-inclusive and synergistic in he needed change that will ensure the sustainability of our planet. This Visser's (2010) suggestion should be applicable if it can be feasible for companies to use such model to implement CSR imperatives in its daily operational activities and applicability in business operating environment.

On the whole, and as a panacea to the shortcomings of the existing CSR models, Claydon (2011) emphatically asserted that, since the CDCR model has interest on business organizations that devote attention in adopting CSR that has reliance on both descriptive and normative perspectives, such should therefore be of consensus approach in CSR imperatives adoption and sustainability achievement.

Conclusions

Having thematically reviewed the existing CSR paradigm shifts modelings and synthesis of literature, the study concludes that the models enhanced the CSR body of literature on the importance of each paradigm shift of CSR models. We also conclude that each model has something to teach and impact on the relevance of CSR and its adoption with time and space. The functionality of each current model has something strategic to offer before its improvements to another strategic paradigm shift and modeling. Based on the extant literature, our study further concludes that

the CSR theorists such as Friedman (1970), Carroll (1979, 1991), Aras and Crowther (2009) models relatedly emphasized much on ethical and economical perspectives in order to achieve social and environmental objectives of the corporation and society at large. The CDCR model is seen to meet both short-and long-term profit needs as well as the customer's interests, and therefore adopted as way forward.

Recommendations

On the whole and succinctly, since Claydon's (2011) CDCR imperatives tend to have the best CSR integrated strategy that can satisfy the corporate consciousness and consumer demand; it is therefore recommended for adoption and as way forward. In addition, since every living being (including the body corporate animation) consumes one environmental sustainability product or service or the other, irrespective of the society, time and space, the CDCR is also recommended as a panacea to solve the difficulties in the previous CSR modelings and way forward.

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