

# Intercity Bus Performance and Corporate Social Responsibility among Operators in South-south, Nigeria

Borlo, P.B.L.<sup>1\*</sup>, Ibe, C.C<sup>1,2</sup> and Emenike G.C.<sup>1,3</sup>

<sup>1</sup>Centre for Logistics and Transport Studies, Faculty of Social Sciences, University of Port Harcourt, Nigeria

<sup>2</sup>Department of Transport Management Technology, Federal University of Technology, Owerri, Nigeria

<sup>3</sup>Department of Geography and Environmental Management, University of Port Harcourt, Port Harcourt, Nigeria

\*Corresponding Author

**Abstract:** This study examined the relationship between the Intercity Bus Performance and Corporate Social Responsibility of operators in the capital cities of South South, Nigeria. The operation/management activities of Intercity Bus Service are carried out in a place owned and/or inhabited by people. These activities most times adversely affect the people and the place(s). The host communities expect some compensation for the consequent hazards or ill-experiences they and their environment suffer. This is the community perspective of performance, which unfortunately are often overlooked when business concerns are assessed in the developing countries, like Nigeria. A potent strategy by which the community perspective can be effectual or realised is the concept of Corporate Social Responsibility. In our study of 94 Operators, selected based on experience and functional Bus fleet, oral interview and observation formed the Primary data sources; while published-scholarly works and unpublished operational records at the operators' head offices and outstations were the main sources of Secondary data. Analysis of data gathered were done descriptively. It was found that, although there was evidence of the implementation of Corporate Social Responsibility projects; the host communities through their leadership, felt that the CSR projects were inadequate, less impactful, unsustainable and unsatisfactory. Conclusively, it was noted that, undermining the community perspective of performance could be tantamount to insensitivity, injustice, cruelty and unfairness to the dignity and welfare of the citizens; the growth and health of the environment of the host communities. Therefore, it was recommended that CSR implementation be more defined and made enforceable by law, amongst other things.

**Keywords:** Bus, Intercity service, Community perspective, Corporate social responsibility, Operators.

## I. INTRODUCTION

Intercity Bus Service like other businesses is aimed at achieving some goals-including service delivery, profit making and contribution to the welfare, growth and development of society or host community. In fact, these are expectations of the key stakeholders of any business: the Owners/managers or operators expect profit making through patronage/repeat patronage and consequently, revenue generation; the customers/travellers or commuters expect satisfaction through quality service delivery; while

Government/public or host communities expect some aids in terms of the provision of welfare/development services, through Corporate Social Responsibility schemes. (Emenike, 2017; Gupta, 2015, Hassan, 2009; Taylor, Iseki, Miller, Smart, 2007). These goals or expectations intended to be met or achieved constitute the key dimensions of performance in this study. Cross checking or assessing the extent to which these expectations or corporate goals of business are met is important. More so, it is used to improve and/or correct the imbalances in service delivery, where necessary. (Gupta, 2015; Onatere, Nwagboso and Georgakis, 2014). This assessment otherwise known as performance evaluation, is strategic to the operation and management of businesses, including Public Transportation, particularly in terms of planning and forecasting (Boijelbere and Derbel, 2015; Onatere, Nwagboso, Georgakis, 2014; Taylor, Iseki, Miller, Smart, 2007). According to Gupta (2015). The provision of welfare/development services to host communities create cordiality, peace and by implication, the enabling environment for business operators. It also, influences service patronage.

Corporate Social Responsibility is said to be a strategy used to drive the provision of welfare/development services for host communities. The absence of effective and adequate Corporate Social Responsibility scheme (CSR) do adversely affect the operation and management of businesses (Gupta, 2015; Hassan, 2009) including public transportation. These are manifested mainly in operational disruptions through protests and other forms of violent actions. Further, it leads to de-marketing corporate image and service value; creating tension, insecurity and unsafe business environment (Gupta, 2015; Hassan, 2009; Ismaila, 2009).

By corporate social performance model, business organisations are seen to be corporate citizens (which are described as being psychologically, geographically, socially and culturally a constituent) of the communities where their operations and management activities take place. Consequent upon the hazards or negative effects of the productive activities, the concept of Corporate Social Responsibility suggests a fair reward/compensation for the welfare, wellness, wellbeing, and sustainability of the environment of business

or the host communities. It concludes that Performance is achieved only when the Operators are faithful and honest in their relationships with the host communities through the provision of gainful employment, empowerment, social amenities, kind gestures/Aids, payments of taxes and levies etc., to enhance socio-economic conditions, human dignity, liveability of citizens; establish justice and peace in the host communities (Angela, 2018; Wood, 2016; Gupta, 2015; Ioannou and Serafeim, 2012; Hassan, 2009). In fact, Corporate Social Responsibility has implications or roles to play on the growth and development of host communities in diverse ways. Community development imply fairness, equity, accountability; value of chance, choice, involvement for mutuality or common/joint benefits; empowerment, unending sharing of knowledge, skill, experience and exposure to cause desired change in the society (Ismaila, 2009). This duty of “Care and Concern” for habitation, operation and management activities in the host communities by the corporate citizens was expected to be reciprocated with the creation of enabling environment of peace, security, stability and unhindered production process or service delivery, beside patronage (Gupta, 2015). Literature had shown that when assessing Public Transport Operators’ performance, in developing countries including Nigeria, the idea of considering the community perspective is often ignored (Smith and Brook, 2018; Boijelbere and Dervel, 2015; Rusche, 2008). Performance and Corporate Social Responsibility of operators and/or owners of businesses has many approaches and related theories (Ismaila, 2009) but the “Community perspective” as shown on fig.1 was our research interest. Therefore, in view of the foregoing and the fact that no study has been conducted on “Intercity Bus Performance and Corporate Social Responsibility among Operators in South South, Nigeria”, this research became necessary.

II. MATERIALS AND METHODS

Study Area

The study area comprised of the capital cities of the six of the States of South South geo-political zone of Nigeria, namely:

Asaba (Delta); Benin City (Edo); Calabar (Cross River); Port Harcourt (Rivers); Uyo (Akwalbom) and Yenagoa (Bayelsa). The South-South, Nigeria stretches within latitude 4° 12'30.892” and 4°50'10.7”N through longitude 4°56'15”E and 9°40'2.654”E. It has a total area of 84,643km<sup>2</sup>. It is situated at the Southern part of Nigeria, bounded on the South by the Atlantic Ocean; East by the Republic of Cameroun, and to the North and West are other federating states of Nigeria.

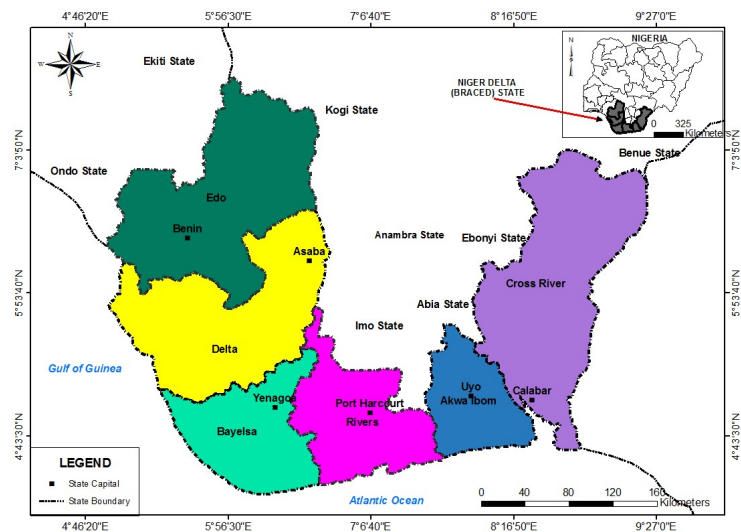


Fig. 2. South – South, Nigeria

A cross sectional research design was used in the process and procedure of this study. However, 94 Intercity Bus Operators and six sets of host community leadership (consisting of head chiefs/mayor(s), community development committee members, heads of youth fronts) constituted the population of study. The operators were selected based on experience-particularly the years of operations in the capital cities of South South, Nigeria from where they were chosen. Also, aware of the multi-fleet characteristics of most of the public transport operators in South South, Nigeria, only those with a fleet size consisting of not less than five functional/deployable buses and are accessible were considered/selected.

Table 1: List of Selected Intercity Bus Operators in South South, Nigeria.

S/N	NAME OF OPERATOR(S)	ASABA	BENIN	CALABAR	PORT HARCOURT	UYO	YENAGOA	TOTAL SPREAD IN THE STUDY AREA
1	Rivers Transport Company Limited (RTC)	√	0	√	√	√	0	5
2	AKTC	√	√	√	√	√	√	6
3	Prince Motors	0	0	0	0	0	√	1
4	ABC Transport	0	0	√	√	√	0	3
5	Lamb of God Motors	√	0	0	0	0	0	1
6	Aru Motors	0	√	0	0	0	0	1
7	Benue Links	0	0	√	√	√	0	3
8	Muyi Line	0	√	0	√	0	√	3

9	Faith Travels and Tours	0	0	√	0	√	0	2
10	EMECO Express Service	√	0	0	0	0	0	1
11	Anointed Motors	0	√	0	0	0	0	1
12	Turning Point	0	0	0	0	0	√	1
13	Calculux	0	0	√	√	0	0	2
14	Bob Izua Motors	0	√	0	√	0	√	3
15	Ameoso Motors	0	0	0	√	0	0	1
16	Pretex	0	0	0	√	√	0	2
17	Sunny Eru Motors	0	0	0	0	0	√	1
18	New Nyanya TransportCompany	0	0	√	0	0	0	1
19	Libra Executive	√	0	0	√	0	0	2
20	Big Joe Motors	0	√	0	0	0	0	1
21	The Young Shall Grow	0	0	√	√	√	0	3
22	Cross Line Ltd	0	0	0	0	√	0	1
23	Goshen Voyage Nig. Ltd	0	0	√	0	√	0	2
24	Edegbe Motor Ltd	√	√	0	0	0	0	2
25	Chase Travel and Tours	0	√	0	0	0	0	1
26	RivMass Transport Company	0	0	0	√	0	0	1
27	Akwabom State Holders Transport	0	0	0	0	√	0	1
28	G. Agufore Motors	0	0	0	√	0	√	2
29	Onitsha South L.G. Mass Transit	0	0	√	0	√	0	2
30	GUO Motors	√	0	0	√	0	0	2
31	Cliffosa Motors	0	√	0	0	0	0	1
32	Peace Mass Transport (PMT)	√	√	√	√	√	√	6
33	Delkings Express	0	0	√	√	√	0	3
34	Power Belong to God Transport	√	0	0	0	0	√	2
35	Osarodion Motors	0	√	0	0	0	0	1
36	God Bless Ezenwata	0	0	0	√	0	0	1
37	Transit Favour	0	0	√	0	√	0	2
38	God is Good Motors (GIGM)	√	√	0	√	√	√	5
39	God Care Motors	0	√	0	0	0	0	1
40	Cornel Travel (CT)	0	0	0	0	√	0	1
41	King Koko Transport	0	0	0	0	0	√	1
42	Obey God	0	0	√	0	0	0	1
43	GoddyEdosal Motors	0	√	0	0	0	0	1
44	Genero Executive Transport Service	0	0	0	√	0	0	1
45	Cross Country Ltd	0	0	√	√	√	0	3
46	Unity Motors	0	√	0	0	0	0	1
47	Imo Mass Travellers Ltd	0	0	0	√	0	0	1
48	Miracle Mass Transit Company	0	0	0	√	0	0	1

49	Winners Line Ltd	0	0	0	0	√	0	1
50	TRACAS (Transport Company of Anambra State)	0	0	0	√	√	0	2
51	Iyare Motors	0	√	0	0	0	0	1
52	Aroji Mass Transit Company Ltd	0	0	0	√	0	0	1
53	Rahony Motors	0	0	0	0	√	0	1
54	Ibom Travel Limited	0	0	0	√	0	√	2
55	To and Fro Transport Service	0	0	√	0	0	0	1
56	Juhglad Travels and Tours	0	√	0	0	0	0	1
57	Great Day Motors	0	√	0	0	0	0	1
58	Dominion Express Transport Company	0	0	0	√	0	0	1
59	Akwalbom Travel Agency	0	0	√	0	0	0	1
60	Biscoop Motors	0	√	0	0	0	0	1
61	O.J Transport	0	0	0	√	0	√	2
62	NDDC Mass Transit Nig. Ltd	0	0	0	0	√	0	1
63	God Bless Executive	0	0	0	0	√	0	1
64	Akwalbom Transport Company	0	√	0	0	0	0	1
65	Transit Favour Services	0	0	0	0	√	0	1
66	Ibom Global Transport Logistics Ltd	0	0	0	0	√	0	1
67	Abia Transport	0	0	√	0	0	0	1
68	Ovie Motors	0	√	0	0	0	0	1
69	Chisco Transport Nigeria Ltd	0	0	0	√	0	0	1
70	Entranco (Enugu Transport Company)	0	0	0	√	√	0	2
71	Adam and Eve	0	0	√	0	√	0	2
72	Greener Line	0	√	0	√	0	0	2
73	Faith Motors	0	√	√	0	0	0	2
74	Efex Executive	√	√	0	0	0	0	2
75	Baden Express	0	√	0	0	0	0	1
76	Eagle Line	0	√	0	0	0	0	1
77	Ebor Transport	0	√	0	0	0	0	1
78	Taiwo Express	0	0	0	√	0	0	1
79	Gold Transport Company	0	0	0	√	0	0	1
80	Ecobus Service	0	√	0	0	0	0	1
81	Ovid North East Line	0	√	0	0	0	0	1
82	Sunshine Express	0	√	0	0	0	0	1
83	Kanta Cruise Transport	0	0	0	√	0	0	1
84	Iwinosa	√	√	0	0	0	0	1
85	FG Onyenwe	0	0	0	√	0	0	1
86	Aigbovbiosa Motors	0	√	0	0	0	0	1
87	Ohonda Motors	0	√	0	0	0	0	1

88	Agbo Info Line	0	√	0	0	0	0	1
89	Oni Line	√	0	0	0	0	0	1
90	Gobison Transport Company (GEM)	0	0	0	√	0	0	1
91	Ekene Dili Chukwu	0	0	0	√	0	0	1
92	Transit Pro Integrated Services Ltd	0	0	0	√	0	0	1
93	Ediowe Line	0	√	0	0	0	0	1
94	De-Modern Motors	0	√	0	0	0	0	1

Source: Reconnaissance survey report, 2018

**Key:**

√ = Present in the city

0 = Absent in the city

**Data Sources**

Primary and Secondary data sources were consulted. Primary data were gathered through Oral interview conducted on the operators and the leadership of the host communities in the capital cities of South South, Nigeria. The Operators' interview was centred on the effectiveness and adequacy of their Corporate Social Responsibility in their host communities. Although the questions in the interview were unstructured, they were made simple and understandable through detailed explanations, and illustrations or citing examples. In fact, the questions were specific on gainful employment; empowerment schemes; provision of social amenities; infrastructural development; donation, paying homage to the community leadership; payment of statutory taxes, and community levies; free rides or fare reductions etc. The veracity of the responses gotten from the operators were ascertained by cross checking them with the opinion of the leadership of the host communities-including senior chiefs; CDC members and youth leaders. Also, personal observation added value to the primary data. Published/unpublished scholarly works and the Operational/Administrative records in

the operators' head offices and outstations were consulted, as secondary data.

**Data Analysis**

The data gleaned were descriptively presented/analysed, using table, Mean, simple percentage and ranking.

**III. RESULTS AND DISCUSSION**

Table 2 shows the results of the interview held with the Operators and the Researchers' observation on the provision of welfare/development services to the host communities and relevant government authorities. Analysis of the results revealed that all the operators in the study area, pay their statutory taxes and levies (100%); 64.3% of them engage in Donation/Homage; 40% of them provide gainful employment to citizens; 36.7% of them float some empowerment schemes for citizens of the host communities; 21% of them provide other welfare/development service options like fare reduction to the citizens of host communities; while none of them provided Social Amenities and infrastructural development in the area, at the time of the study.

Table 2: Operators' Welfare /Development Service Options

STUDY AREA	NO. OF OPERATORS	GE	DH	SA	ID	TL	EM	OTHERS	MEANS	RANKING
Asaba	12	8	12	0	0	12	2	3	3.0	2 <sup>nd</sup>
Benin city	35	12	30	0	0	35	8	2	2.5	3 <sup>rd</sup>
Calabar	21	5	21	0	0	21	16	11	3.5	1 <sup>st</sup>
Port Harcourt	39	15	3	0	0	39	20	12	2.3	5 <sup>th</sup>
Uyo	23	7	21	0	0	23	2	1	2.3	6 <sup>th</sup>
Yenagoa	13	10	5	0	0	13	3	1	2.5	4 <sup>th</sup>
Percentage (%)		40	64.3	0	0	100	36.7	21	11.2	

Source: Field Report, 2018/2019

Decision: Reject, if mean < 3.00

**KEY:**

GE – Gainful employment to citizens

DH – Donation/ Homage

SA – Social Amenities (e.g. School buildings/classrooms, healthcare centres; market shops, electricity, water supply etc.)

ID – Infrastructural Development (e.g. Road/bridge construction/repairs; Signages/Bus-stops etc.)

TL – Taxes and Levies (for government/communities)

EM – Empowerment (e.g. Apprenticeship scheme; scholarship scheme; contract Awards etc.)

OTHERS – Fare Rebates; free ride etc.

Going by respective/individual city assessment, Calabar was ranked highest with average performance (3.5) in terms of provision of welfare/development services. It was followed by Asaba (3.0); Benin City (2.5), Yenagoa (2.5); and the least were Port Harcourt (2.3) and Uyo (2.3). But going by Mean decision rule, it was only in the cities of Calabar and Asaba that the operators made some appreciable efforts, in terms of CSR. In the remaining four cities of Benin (Edo), Yenagoa (Bayelsa), Port Harcourt (Rivers) and Uyo (AkwaIbom), the operators were below acceptable level. An overall performance with a percentage score of 11.3 shows that the Corporate Social Responsibility of the operators were not effectively carried out to a reasonable extent in South South, Nigeria. However, from the Researchers' observation and further inquiries, some operators were notable in the discharge of many aspects of the CSR in the course of their operation in South South, Nigeria. They include ABC Transport; God is Good Motors (GIGM); Rivers Transport Company Limited (RTC); The Young Shall Grow; G.Agufore; GUO Motors Limited; Peace Mass Transit (PMT) and Chisco Transport Nigeria Limited, etc. ABC Transport sponsored a safety enlightenment campaign on electronic media in all her stations in the South South, Nigeria besides adopting the indigenisation policy for employment. Rivers Transport Company Limited ran a driving/technical skills' acquisition scheme, for the youth; provided gainful employment quota for citizens, offer free bus service to host communities in Port Harcourt during their Wrestling festivals and for marriage ceremonies; pay homage and make donations in cash and materials to the leadership of the host communities. Other notable operators were involved in similar gestures. However, citizens of the host communities were scarcely found on the Board or Management of the public Transport outfits-particularly the Intercity Bus Service Agencies. Another vexed issue of CSR implementation, was absence of contract Awards for logistics services; failure to at least collaborate to provide social amenities and/or cause infrastructural development by repairs/maintenance or construction.

#### IV. CONCLUSION

There was evidence of some CSR projects carried out by Operators in the study Area. However, the leadership of the host communities considered them to be inadequate, less impactful, unsatisfactory and unsustainable, in terms of community development and the welfare of the citizenry. Therefore, it could be said that the welfare and development

of the capital cities or host communities were not influenced/improved by the Corporate Social Responsibility projects of the Intercity Bus Operators in the Area. Suffice it to say that the CSR of the Intercity Bus operators in South South, Nigeria, had left much to be desired. They were more concerned with payment of statutory taxes and levies-including cost of renewal of operational permit and other community levies.

#### V. RECOMMENDATIONS

- (i) Operators should provide platform for ancillary terminal businesses/services e.g. "Mama-put"/eateries; barbing saloon; Shops and space for retail businesses-including chemists' drug store; ICT accessory shop; mechanical/technical equipment/tool shops etc. They should be rented to citizens at the lowest possible cost, to encourage their participation.
- (ii) CSR should be a major part of the Memoranda of Understanding between Transport Operators, Landlords or host communities and Government, as the case may be.
- (iii) CSR budget should be part of the essential Operational cost-and should not necessarily be based on profitability.
- (iv) Annual renewal of Operational permit of public Transport Agencies/Companies should be based on effective implementation and/or compliance with the provision of the CSR Policy".
- (v) Laws to criminalise the non-compliance with the "CSR Policy" or principles, should be enacted through the National Assembly and made enforceable by Traditional rulers; Justices of Peace in the localities; the Police etc.
- (vi) Indigenisation policy should be reviewed to include host community representation on the Board and/or Management of public Transport Companies in Nigeria. This would serve the interest of the host communities to some extent, everything being equal.

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