ORIGINAL ARTICLE

Corporate Social Responsibility and Community Relations: A Study of Quarry Crushing Site, Okposi-Umuoghara Ezza, Ebonyi State

IFEOMA C. NWAKPA, AGATHA OBIAGERI ORJI-EGWU, Ph.D. & STEPHEN NWANCHOR ELEM, Ph.D.

Department of Mass Communication Ebonyi State University, Abakaliki Ifeomanwakpa200@gmail.com Department of Mass Communication Ebonyi State University, Abakaliki orjiegwuagatha@gmail.com Department of Mass Communication Ebonyi State UniversityAbakaliki elemstephen@yahoo.com

Abstract

This study investigated Corporate Social Responsibility (CSR) and Community Relations at the Okposi-Umuoghara quarry crushing site located at Okposi community in Ezza North Local Government Area in Ebonyi State of Nigeria. It sought to determine the extent the firms provide the host community with what they need to develop along with the company. Survey design was adopted and data were gathered through questionnaire and structured interviews of major stakeholders. The objectives were to identify CSR services existing at the quarry crushing sites at Okposi-Umuaghara, evaluate the relationship between the Quarry crushing sites and the host communities and to discover how the sites solve the problems emanating from host community. The study was anchored in Freeman Stakeholder Theory and Integrative Social Contract Theory' (ISCT). The study revealed that the Okposi-Umuaghara quarry site does not deliver on its corporate social responsibilities though there seem to be cordial relationship between the companies and the host community which the firms achieve by applying good community relations strategies through constant persuasion to resolve any issue between them. It was recommended that the quarry crushing sites should engage the services of a public relations consultant who will collaborate with the community leaders to map out strategies to provide social amenities that will enhance the development of the business area for the benefit of the host community. More so, government should collaborate with the firms to build health care facilities to ameliorate the health hazards associated with the crushing sites.

Keywords: Corporate Social Responsibility, Firms, Relationship, Dialogue, Crisis, Community

Introduction

It is easy to establish an organisation or corporate firm but maintaining such an organisation requires the fulfilment of certain obligations to the host community. Corporate Social Responsibility [CSR] has continued to gain global acceptance due to its importance and benefits especially the vital role it plays in community relations. Adamolekun and Ogedengbe (2020) see Corporate Social Responsibility as a 'concept of corporate citizenship that mandates an organisation to identify and respond to its social, political and economic responsibilities as detailed not only by law but by its stakeholders.

CRS is a management concept which dates back to the 20th century but took shape in the early 1950's. According to management historian Wren (2005), evidence of industrial or organisational concern for society could be traced to the period of industrial revolution in the 1800,s when there was growing concern for workers well-being among industries. This period marked the birth of responsible organisation due to criticisms on the emerging issues of factory working conditions of women and children especially in the United States of America. This same issue occurred in America as well and it was perceived that factories are the source of numerous social problems like child and female labour, poverty, slums and labour unrest.

Heald (1970) says that in 1893, when an industry built as a model by George M Pullman to serve communal purpose was created in Chicago, it was designed as a community town that comprised a show place and was regarded then as an illustration of edified business initiative. The design of the town had advanced outlook, which was quiet outstanding at that time. There were infrastructures put in place like parks, playgrounds, churches, an arcade, a theatre, a casino and a hotel. Historians testified to the gestures of Pullman as a genuine interest in improving the living conditions of the employees and their host communities.

Community relations has a major aim of involving different stakeholders comprising the host community so as to gain acceptance and goodwill for mutual coexistence (Altman, 1999). Similarly, community relations has a strategic technique of assessing the needs of the community and by so doing establish and maintain cordial relationship which will guarantee mutual support community members.

In Nigeria, organisations are required to implement Corporate Social Responsibility initiatives considered to be beneficial to both the organisations and local community stakeholders. The community in which Small and Medium Enterprises [SMEs] carry out their business activities constitute the external stakeholders of the organisation (Habb, 2016).

It has become clear that the success of any business located in any community depends on good community relations. Community relations is no longer an afterthought or corporate window-dressing, but now acknowledged as a serious, strategic aspect of business for companies, a fundamental ingredient for the health of the enterprise (Googins, 1997). It is against this background that the researcher undertook to study the quarry crushing site in Okposi-Umuoghara inEbonyi State and the influence of Corporate Social Responsibility put in place by the quarry crushing sites to enhance community relations in the area.

Statement of the Problem

Many studies have been carried out on Corporate Social Responsibility and good community relations in Nigeria (Dang & Danladi, 2014; Utting & Ives, 2006; Idemudia & Ite, 2006; Park & Kim, 2004; Juarez 2016; Abubakar & Mohamed, 2017; Sobajo & Moore, 2017). However, none of these studies investigated CSR and Community relations at Okposi-Umuoghara Quarry site in Ebonyi State. So, this study was designed to fill this knowledge gap.

More so, other studies on corporate social responsibility and community relations in Nigeria neglected the roles of SMEs like the quarry crushing firms at Okposi-Umuoghara in Corporate Social Responsibility.

Objectives of the Study

The general objective of this study is to find out how the Quarry crushing Firms at Okposi-Umuoghara achieved good community relations with the host community. Specifically, the study seeks to:

1. evaluate the CSR services the quarry crushing firms at Okposi-Umuoghara provide for the host communities.
2. determine the relationship between the quarry crushing sites at Okposi-Umuoghara and the host communities.
3. investigate how the quarry crushing sites at Okposi-Umuoghara solved the problems emanating from host community in the process of CSR delivery.
4. ascertain acceptability of CSR projects/ programmes by the Okposi-Umuoghara host communities.

Research Questions

1. What are the CSR the quarry crushing sites at Okposi-Umuoghara provide for the host communities?
2. What is the relationship between the quarry crushing sites at Okposi-Umuoghara and the host communities?
3. How does the quarry crushing sites at Okposi-Umuoghara solve the problems emanating from host community in the process of CSR delivery?
4. Are the people of Okposi-Umuoghara community satisfied with the CSR project/ programmes of the crushing sites?

Method

The study employed descriptive survey design for data collection in the research work while Purposive sampling technique, using non probability sampling measures, was adopted for this study. This design was considered the best to obtain the needed data from the three communities that host the Quarry crushing Firms under investigation.

Review of Related Literature

Corporate Social Responsibility (CSR)

The concept of CSR dates back to as far as the French Revolution, The concept of corporate social responsibility is a controversial term with varied meanings. It is a concept which the meaning remains contested by scholars, organisations and even by managers. As Carroll (1994,), a scholar in this field, notes that the map of the overall CSR field is quite poor. Matten and Moon (2008) corroborate this view by stating that corporate social responsibility is a fuzzy and contested concept which varies in terms of its underlying meanings and the issues addressed . Thus, the variations in the definition of CSR stems from the different perspectives of managers and scholars about what CSR means to their organisations and the context scholars engaged in CSR research. According to Matten and Moon (2008), the precise definition of CSR follows according to what enterprise concerned feels it is.

Corporate Social Responsibility (CSR) as it is known can be defined as the communal responsibility of a corporate organisation towards its host community(ies) and in some other way, the society in which it carries out business (Agwasim, 2021). It is also a company's way of giving back to the society/host communities which it benefits from, which is also mutual/synergic/symbiotic partnership. It is done through welfare projects – such as provision of portable drinking water, good/ quality health care facilities, rural electrification, low cost housing, education, upgrading/provision of school facilities, beautification of streets/ highways and provision of employment opportunities for the educated/skilled or through technical/vocational skills and Skills Acquisition and Entrepreneurship Development (SAED) etc. (Agwasim, 2021).

Frankental (2021) states that CSR has been viewed in different ways by different scholars. Some perceive CSR as anticapitalism (Adamolekun & Ekundayo 2007), while others believe it improves corporate organisation's relations and in turn creates corporate clarity (Nworgu, 2018), enabling business environment for long-term profitability. CSR like many other concepts in the field of public relations is difficult to define universally. Frankental (2021) alludes that CSR is a vague and intangible concept, which can mean anything to anybody, and therefore is effectively explained without explained definition Kytle and Ruggie (2005) argue that an attempt is made to define CSR in Dahlsrud's Corporate Social Responsibility Definition Survey as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. They argue that CSR goes beyond philanthropy and compliance to address the manner in which companies manage their economic, social and environmental impacts and their stakeholder relationships in all their key areas of influence: including the workplace, the marketplace, the supply chain, the community and the public policy realm.

The concept of CSR encourages companies to take cognizance not only of the economic and financial dealings in a company, but also the social and environmental effects of business on its shareholders and the host community. According to Frank et al. (2021), CRS is an invention of public relations (PR) and that is the reason why CSR does not have commonly understood definition, a common set of benchmarks to measure its attainment, a process to achieve the benchmarks, system of internal audit, and a system of external verification by accredited bodies. Asemah (2011) opines that one of the domains of PR practice includes community relations and that CSR is an element of corporate PR. Therefore, Community relations are various measures undertaken by corporate organisations to foster cordial and sustainable relationship with its operating communities. The relationship is expectedly mutual and one that results in goodwill for the company and development for the community.

In Nigeria, companies and other corporate organisations are involved in Corporate Social Responsibility (CSR) as a platform to connect with the people and their environment. While, some companies have identified education as one of their Corporate Social Responsibility (CSR) platforms

and helping to boost educational development through sponsorships by awarding scholarships and upgrading of school facilities in general, others have lent a hand in providing support in upgrading public infrastructure such as roads and other viable/ valuable projects. (Agwasim, 2021).

Communication and Community Relations

Communication serves as fundamental means of creating and enabling environment for understanding between company and host community (Nworgu & Odenigbo, 2021). Communication is a veritable tool for resolving conflict and proper solution through consultation. Communication management is about effective supervision of free flow of information and organisational external relations, which consist of public issues and engagement with organisational external relations, which consist of public issues and engagement with social groups, the media and other related agencies. Nlerum and Epepe, (2015) agree that effective two-way flow of communication gives room to monitor any change or variation in community attitude or anticipation, so as to quickly take the necessary measure which could result to commitment and satisfaction between company and community. Some researchers have identified community involvement as the most effective instrument of building harmonious coexistence between companies and their host communities (Nworgu, 2018).

According to Gurning and Grunig (2021), community involvement could however be sustainable only if it built based on mutual trust, control mutuality, commitment and satisfaction. Therefore, Mohamad (2017) cited in Nworgu (2018) developed a conceptual model to further explain the causative relationship within the various constructs, and other factors that influence community involvement. He argues that the antecedents of community involvement and relationship determinants are trust, commitment, satisfaction and control mutuality. There can be no community relations without communication, hence communication is imperative in community relations building.

Community Relations

Community relations is regarded as a multi-dimensional field, with varying views and reviews by scholars. Altman (1999) is of the opinion that a company needs to recognize its stakeholders, especially host communities in an integrated manner which supports their livelihood and in return advances patronage. Its focus is on "doing good" in the interest of the company. Community relations is aimed at a relationship that creates an ambient atmosphere of co-existence and supports the resolution of dispute in a mutually acceptable manner. Hence, Mohamad (2017), and Sengupta et al (2015) in Nworgu (2018) therefore affirm that there is significant relationship between strong community relations and satisfaction derived by host communities from their relationship with companies operating in their location.

Desatnik (2000) cited in Nworgu and Odenigbo, (2021) emphasises on the importance of community relations as that community involvement builds public image and employee morale, and fosters a sense of teamwork that is essential in long-term success. Community relations is social outreach and programmes corporations established to build relations and foster an understating of the role and responsibilities a corporation has to its local community. Corporations reach out to the communities they operate in through CSR programme. Soderberg (1986) listed specific programmes that engender community relations to include activity interest in addressing community issues, youth empowerment initiatives, engaging competent community members in procurement as suppliers, support for education and involvement in civic initiatives.

Nworgu (2018) notes that public relations consist of community relations which is based on "good neighbourliness" anchored on good deeds which leads to goodwill for both the host communities and companies operating in them. Googins (1997) introduced a mantra to emphasize on the need for companies to include community relations as part of its strategy. Therefore, to become a neighbour of choice, a company must establish a legacy of trust by:

- building positive and sustainable relationships in its communities with key individuals, groups and organizations;
- demonstrating sensitivity to community concerns and issues;
- designing and implementing community programmess (philanthropy, volunteerism, partnerships, in-kind donations) that improve the quality of community life and promote the company's long-term business strategies and goals.

Community relations aims the satisfying members of the host community. This involves the commitment of the company to providing the needs of the host community on the basis of CSR. Ting (2016) defines commitment as a conscious approach to sustain relationship, even to the extent of compromising some immediate needs to secure long-term interest. Commitment also can be defined as the extent to which each party's readiness and believe that the relationship is worth being sustained and promoted to a higher level.

Satisfaction is described to have been achieved by Sharma and Kiran (2012) as the degree to which both parties have the impression that the relationship is favourable to them based on the real expectation of the outcome characterized by satisfaction as enjoyable attainment. Bernard (2015) has to establish a relationship between satisfaction and community involvement by arguing that people evaluate community satisfaction with an outcome of various levels of involvement within the community setting. Thus, network structure within the community determines their satisfaction. The community with solid and formidable structure of involvement and networking is likely to be satisfied with the activities of the company operation in their area.

Community relations consists of various strategies employed by companies to establish and maintain mutually beneficial relationship with the communities in which they operate. The primary idea behind community relations goals is that when a company accepts its civic responsibility and takes an active interest in contributing to the well-being of its community, there are long-term benefits that company enjoys especially in terms of community support, loyalty, and good will (MassmediaNG, 2022). Good community relations programmes ensure community involvement which helps a company to build favourable public image and improve employee morale. This positive image also fosters a sense of teamwork between an organisation and its host community, and this is essential in long-term success of that company. Both small and big businesses require good community relations programmes to ensure business survival.

Community relations efforts are deliberately planned by organisations. A comprehensive, well-planned community relations programme can help an organisation achieve visibility as a good community citizen (MassmediaNG, 2022). Communities recognize organisations as good citizens when they support programmes that improve the quality of life in their community. Such programmes could be crime prevention, employment, environmental programs, clean-up and beautification, recycling, and restoration. Other community relations programmes which portray an organisation as a good community citizen include scholarship programmes for a community, urban renewal projects, performing arts programmes, social and educational programmes, children's activities, community organizations, and construction projects. Furthermore, small businesses might achieve community visibility and engender good will by sponsoring local sports teams or other events. Organisations can do this by supporting the community financially or through employee participation strategies.

Good community relations programmes come with a wide variety of benefits for small and large organisations. These benefits include the following and more: employees have a reason to be proud of the company; loyalty to the company is increased; a company with happy employees and a good reputation in the community is likely to attract highly qualified new employees; small companies also might generate new business through the contacts and leads generated through community relations activities; such contacts might also make it

easier for the company to obtain financing for expansion, find promising new locations, or gain favorable treatment in terms of taxes, ordinances, or utilities; good community relations can also be beneficial in times of crisis, such as a fire or a plant closing, by rallying the community around the affected business(MassmediaNG, 2022).

Community involvement helps in achieving positive, measurable change to both the communities in which an organisation operates and the organisation's business. A few examples of community involvement include in-kind and financial donations, employee volunteer days, enduring nonprofit partnerships, among others. Corporate community involvement could be of benefit to an organisation in two major ways. First, it provides positive returns to local charitable organizations and neighborhoods. Second, it boosts company performance indicators, such as reputation and employee engagement. Organisation strengthens neighborhood relationship by building partnerships and working relationships with local community nonprofits and service-based organisations.

Research Clue.com (2021) states that Community Relations (CR) work is a dynamic aspect of public relations. Community relations refer to the various methods companies employ to establish and maintain a mutually beneficial relationship with the communities in which they operate (Anon, 2021). Community relations precisely is the methods companies use to establish and maintain mutually beneficial relationships with the communities in which they operate. (Kent, 2020).

Mohamad, (2017) observe that communication serves as fundamental means of creating and enabling environment for understanding between company and host community. Communication is a veritable tool for resolving conflict and proper solution through consolation. Communication management entails effective supervision of free flow of information and organisational external relations, which consist of public issues and engagement with social groups, the media and other related agencies (Waddock, & Boyle, 1995).An effective two ways flow of communication gives room to monitor any change orvariation in community attitude or anticipation, so as quickly take the necessary measures which could result to commitment and satisfaction between company and community. (Mohamad, 2017). Building local community relationships can be the most important communication activity undertaken by an organisation, yet it is often overlooked (PRMR, 2020). In today's environment of public suspicion, gaining and maintaining public consent to operate has become a major concern for most businesses.

Companies sometimes achieve good relationship with its host community by integrating some of the members of the community as strategic partners in business. This will give the community a sense of belonging and enhance collective bargaining. Developing good community relations requires engaging and regarding the community that host the quarry site as strategic business partners. This demands having their trust by effectively engaging them and being accountable for the impacts the business has on the community. Building trust is the only way to obtain and preserve the business social license to operate. (FRESNILLO, 2021).

Community Relations Strategies

Community relations activities could come in various ways. Soderberg (1986) in his book *Public Relations for the Entrepreneur and the Growing Business*, suggests the following community relations programmes: taking an active interest in community problems; sponsoring youth activities; participating in local government; joining business and service groups; purchasing materials and supplies from local companies; encouraging community education and culture; making offices or other facilities available to community organisations; supporting local charity drives; and taking part in civic activities.

There are specific programmes that could be designed to increase a small or large scale business visibility and prestige within a community. Soderberg (1986) further suggests that company might volunteer to develop a civic programme, like a

charity drive or auction.

MassmediaNG (2022) states that in addition, the business owner, or another company representative, could give talks before the local chamber of commerce or civic association. The company could also invite community groups to tour its plant or offices, or could make its facilities available to such groups for meetings or events. Alternatively, the company could prepare an informational videotape about its products, services, employment policies, and overall mission and make this resource available to the community. Informational brochures and newsletters might also be distributed to civic and government leaders.

Another way to improve community relations might be to beautify the company's surroundings with a fountain, sculpture, or garden, so that it becomes a local landmark. The media have to be carried along in executing community relations programmes. Keeping the media informed about the company's activities in any community is very crucial to the overall success of community relations campaign (MassmediaNG, 2022). Community relations is not only an exciting public relations specialty but also crucial to the long term success of an organisation in today's competitive business environment. Small and large companies need this to build good reputation in their host communities and beyond. Employees or organisations should be encouraged to participate in community relations programmes. Company's employees should endeavour to represent the organisation well in all their interactions with the public, from practicing good manners on the road while driving company vehicles to treating customers well. Every staff of an organisation should be made to understand that community relations is a team work and every step taken on and off work counts.

Another strategy that can be used to build good community relations is community engagement. Community engagement are those activities that we use to gather and share knowledge, and interact with relevant stakeholders and the community, so that we can (i) include community knowledge in the design and implementation of our strategies, programs and initiatives. (ii) seek feedback from the community on proposed services, strategies, programs and initiatives involve the community in the implementation and monitoring of identified programmes and projects (iii) develop enduring partnerships with key stakeholders that enable the sharing of ideas, resources and responsibilities for our strategies, programmmes and initiatives (iv) better inform the community about our services, strategies, programs and initiatives (Snowy Valleys Council, 2017).

A broad spectrum of community engagement strategies can be used to reach out to company's host community. members and stakeholders.

The following strategies may be needed to build trust

Inform: To build community awareness, information strategies are a part of any community engagement activity. Effective information allows the community and stakeholders to understand issues and decide whether they want to participate and how actively. It is beneficial and important to keep affected communities informed. Information can be disseminated to the concerned stakeholders and members of the public through any or a combination of the followings:

Displays – Leaflets/Posters/Signs Signage is an effective way to share messages and/or information about the integrated waste management program. Displays can inform the public and stimulate citizens and stakeholders to participate in engagement activities. Use these displays as prompts for reminding people to engage in a positive behaviour that you are seeking through this effort. Leaflets/Posters/Signs are effective ways to share messages and/or information about the operations of a company and its relationship with the host communities. Displays can inform the public and stimulate citizens and stakeholders to participate in engagement activities. It can be used to display prompts for reminding people to engage in a positive behaviour that you are seeking through this effort. Incorporating art or creativity into the development of the leaflets, posters, and signs can encourage participation and generate interest and ideas:

Approaches include:

- Photography – Disposable cameras can be given to community members of all ages to capture their likes and dislikes in an area. The results can be exhibited on signs or posters to generate further discussion or promote events.
- Artwork or poems – Invite community members to submit (possibly for a prize) art pieces or poems that describe their area, changes they would like to see, or their ideal home or environment. The resulting work can be incorporated into posters, signs, or displayed separately.

Signage and posters used at the beginning of a community planning process can generate interest and raise awareness. They can serve as lasting reminders.

The following are useful techniques for engaging community members of all ages through education or school programmess, local community forums, and resident or interest groups.

Newsletter/Tribal Newspaper/Tribal Magazines: Although electronic information sharing continues to increase, tribal newspapers and newsletters still remain a highly viable vehicle for disseminating information on integrated CSR of companies. While newsprint communications may be expensive to produce, they should be considered as part of an overall community engagement strategy. Readership and distribution of the publication should be researched and considered prior to utilizing this approach. These media are used to publicly display names/pictures of community members or groups who have made formal commitments to engage in the community involvement process, as a way to reinforce their commitments.

Hotline Number: A hotline is a widely advertised phone number that community members can call to access prerecorded messages, leave comments on the performance of a company or talk directly to someone who can answer questions about an issue at stake. A hotline should be considered as a support mechanism of an overall community engagement strategy. The key to a successful staffed hotline is to have the right person at the receiving end. Callers must feel that the person answering calls is really listening to and interested in what they have to say, and is both knowledgeable and responsive. Depending upon the target audience, it may be important to have a bi- or multi-lingual person staffing the hotline.

Web-based Announcements/Social Media (Electronic Media): In today's culture, society is increasingly using a range of social media and social networking tools to help promote activities, provide information, and encourage dialogue. A variety of web-based engagement processes are ideal highways to easily spread information, such as online discussion forums and blogs, Facebook, online surveys, social networking (i.e., Twitter, LinkedIn, etc.), and digital interactive TV. Web-based activities are a valuable tool to announce and share information (i.e., events, meetings, etc.), but are also opportunities to create dialogue and discussions and gather feedback. Social media has limited face-to-face interaction and may require considerable staff time dedicated to coordinating, responding, and posting updates

Consultation: To Solicit Information/Feedback from the Community consultation provides opportunities to develop two-way relationships between the companies and their host communities. Consultation processes may run parallel with information and active participation strategies, as the public has often already been informed about an issue or an engagement activity.

Public Exhibits: Public exhibits consist of presentation displays to solicit the views and comments of large numbers of people. Selecting a busy public location can help to achieve high levels of participation and generate interest in the project from those who may not otherwise get involved. The approach can be organized to coincide with other events, including community festivals, school fairs, tribal events, Earth Day celebrations, etc.

Surveys and Questionnaires Surveys and questionnaires: can be created to identify the needs and views of a large number of people. Increasingly, free online survey software programmes (e.g., Survey Monkey) are being used to develop community feedback surveys. Surveys are typically most effective when a limited number of short and concise questions are used to garner information and feedback.

In addition, surveys are best used as part of a programme that include other methods; by themselves they can be limited in scope and do little to promote meaningful community engagement. Surveys collect qualitative and quantitative data while allowing participants to remain anonymous. Mail or online surveys can also cover a wide range of demographics, both within and outside of the tribal community. Developing a useful survey to gather sufficient data is an art form and often requires trial and error to perfect. In addition, participation rates can vary greatly depending on community interest. For example, elders typically prefer not to take surveys and would rather participate in face-to-face discussions/interviews.

Public Meetings: Public meetings provide an opportunity to consult a large number of community members and stakeholders. Meetings allow direct interaction with the community, foster information and data gathering, and enable many people to be heard. It also enables company's management staff to explain processes, provide information, and collect feedback. Breaking into small groups is a valuable way to use public meetings to engage people effectively. Meetings should be organized to allow for small group discussions with oral feedback.

In addition, it is important to allow opportunities for participants to set or influence the agenda and ask questions. Although effective on many levels, large groups can be intimidating to participants; some may feel unable to get involved and as a result.

Interviews: An interview is an informal and trusted setting where community members can share ideas and concerns. Interviews provide opportunities for company staff to meet community members, allow staff to learn the history of a tribe or village, and engage community members about their vision for the future. Tribal elders are a particularly important demographic to interview, as they provide a historical context to issues within the community Interviews. An interview is an informal and trusted setting where community members can share ideas and concerns.

Community Fairs/Events (Earth Day, Community Cleanup Day, etc.): A community fair or event provides a fun and enjoyable venue for sharing project information and raising awareness about a particular issue. A fair can incorporate a range of activities and events to appeal to the broadest possible audience. These can include entertainment, information sharing (booths or displays), rides, hands-on art and other activities for children, and events of interest to adults as well as distributing information, a fair provides a range of opportunities for consultation and active participation. Community fairs or events can be organized as part of engagement activities, or engagement activities can be planned to coincide with existing community fairs or events. Community events require significant staff resources to plan and execute, as well as effective collaboration skills.

Focus Groups: Focus groups are used for in-depth exploration into the opinions, knowledge, perceptions and concerns of individuals in regard to a particular topic. A focus group typically involves six to ten people who have knowledge of or experience with an issue. Group discussion is led by a moderator who guides participants through a series of open-ended questions. The information gathered can provide important clues to participants' attitudes and values as they relate to CSR issue. Make it convenient for people to participate in your focus group to ensure better representation of your community or targeted group (e.g. arranging for transportation or child care).

Convening multiple focus groups with different

community members on the same topic can strengthen CSR services. It is important to have a skilled facilitator who encourages all members of the group to participate, to provide a comfortable venue, and to ensure that participants feel confident about expressing their views. When researching the barriers and benefits to promoting a specific positive waste management behavior within a targeted sector of the community, it is ideal to separate those that are already engaging in the behavior in a focus group from those that are not yet engaged in the behavior. When people are not yet engaging in a behavior, they may feel uncomfortable participating in a focus group with others who are. This may affect the quality of information you receive from them.

Theoretical Framework

The study was based on Freeman Stakeholders' Theory and Integrative Social Contract Theory. The Freeman Stakeholder's Theory was propounded by Edward Freeman in 1984. Jenkins (2006) and Kusyk and Lozano (2007) state that the literature on large companies indicates that stakeholder theory is a viable explanatory theory for CSR activity of companies. Large companies care for the interests of important stakeholders.

Corporate Social Responsibility is in line with Stakeholder theory, which emphasises that companies take into account of their stakeholder when making corporate decisions (Donaldson and Lee, 1995). Stakeholders are groups or individuals who can affect or are affected by the achievement of the firm's objective (Freeman, 1984). Evan and Freeman (1995) point out that each stakeholder group has a right not to be treated as a means to some end, and therefore must participate in determining the future direction of the firm in which they have a stake. Therefore, cooperate organizations have a duty not only towards their shareholders but also stakeholders (the publics).

Garriga and Mele, (2004) state that the stakeholders' theory gives room for organizations to consideration the interests of not only the interests of the shareholders but that of the owners of the business and the publics. In support of the relevance of the stakeholders' theory to the study, Massoud (2010, p.91) state that "the stakeholder driven stream of CSR research focuses on how businesses meet the expectations of their stakeholders".

Another theory considered relevant for this study is the Integrative Social Contract theory. The idea of this theory was first conceived by Donaldson (1982). Garriga and Mele, (2004) assert that Donaldson considered business and society relationship from social contract perspective. The social contract here implies some indirect obligations of business towards society (Garriga and Mele, 2004). With the theory of 'Integrative Social Contract Theory" (ISCT) business are expected to provide the host communities and other stakeholders with some benefits.

Empirical Review

Aliye, (2020) assessed Corporate Social Responsibility and Business-Community Relations in Africa; A case study of Ethiopia. Using thematic analysis of data, 45 structured interviews of key informants from federal and regional governments, companies and local communities were collected and carefully analyzed to identify current CSR practices and consequences, and to establish the missing link in CRS-Community development programmes. The findings reveal that CRS is a philanthropic activity motivated by market performance aimed at building image and reputation with less considerations on community development orientation, with no social and environmental impacts. The study however, recommended a national indigenous culture based community development oriented, mandatory CSR policy with a coordinating agency and also engaging community so as to measure implementation, reward good CSR performances and punish Corporate Social Irresponsibility's [CSRs].The findings of this study cannot be generalized to all other African countries due to different cultural orientations, hence the need to fill the knowledge gap by this study carried out in Nigeria.

Muhamadi (2021) examines Corporate Social Responsibility and its role in enhancing Competitiveness and Growth of Private Sector in Developing Economies; Implications for Policy and

Practice. The study implored systematic review of secondary data by using both published and unpublished literature that is related to the topic of study. The findings show that CSR activities are regarded by corporate organisations as a waste of resources, reduce the societal regard for the organisations that have similar values though it increases competition among the organizations and enhance their growth and facilitate community development. The researcher however recommended that CSR should be used as an effective strategy by private sectors organizations to gain popularity, increase societal acceptance and build corporate image based on accountability. The relationship that exist between organisations and their host communities which could be a yardstick for measuring the extent of failure or success of CSR of organisations were not fully emphasized, and that is the knowledge gap the present study will fill.

Opara, Oyemike & Nnadieto, (2021) studied Public Libraries Corporate Social Responsibility activities and actualization of Sustainable Development Goals [SDGs], surveying public libraries in the South-East and South –South Nigeria. Survey design method was adopted using questionnaires to collect data from respondents working as librarians in public libraries in South–East and South-South Nigeria. Findings revealed some of the CSR which the public libraries should embark on, in order to alleviate poverty in Nigeria to include; (1) prompt information dissemination on business, agriculture, economy and other information services as it concerns the region. (2) Providing conducive environment for research and relevant information that will aid the fight against poverty and hunger. (3) initiate partnership with all the stakeholders in the health sectors and the media to disseminate relevant information and sensitize the rural dwellers. (4) to contribute to the SDG by promoting quality education. The study recommends that efforts should be made to carry out an aggressive campaign to create awareness on various programmes which could enhance the performance of the librarians so as to actualize the SDGs. The stakeholders part of who are the host communities of the libraries were not captured in the study, hence, the need to embark on another study which will fill the knowledge gap.

Discussion of Findings

The general objective of this study is to find out how the quarry crushing site achieve good community relations at Okposi-umuoghara community by critically evaluating the Corporate Social Responsibility services provided, as part of their obligations The study also set out to discover how CSR has enhanced the relationship that exist between the company by investigating measures used to resolve problems emanating from the area and the dispositions of the people of community towards the company. The findings of this study reveal that the quarry crushing firms at Okposi-Umuoghara community over the years of its corporate existence in the community has neglected the important role of corporate social responsibility as an effective tool for mutual coexistence and successful business entrepreneurship.

The implication of non-existence of any CSR services in the community therefore is of great concern as confirmed by the findings which showed that 75.4% of the respondents agreed that there is no cordial relationship between the company and its host community. However, there is no record of crisis as a result of the neglect of the community by the company. The peaceful coexistence of the company and the host community could be attributed to constant dialogue, persuasion and the use of community leaders in collaboration with government apparatus to subdue the people and continue their profit making ventures as indicated by 68.9% of our respondents who strongly attested to fact that strategies such as such dialogue has kept them peaceful while the company unduly exploited its host. It, therefore, follows that quarry firms at Okposi-Umuoghara do not deliver any meaningful CSR services to the host community. This is a failure on the part of the company as evidenced by the observation of Hong and Yang (2011) that an organisation fulfils various positive obligations and duties for its stakeholders via its regulations and behaviour. This finding also contradicts the freeman stakeholder's theory which suggests that corporate

organization should not only focus on the profit making venture of the shareholders, but should also seek ways to create value for stakeholders and build relationships between the company and the workers, communities and all those who have a stake in the organizational operations, indigenes and workers who are part of the major stakeholders, by providing basic infrastructures which form part of their Corporate Social Responsibility. The result contradicts the finding of the study of Abubaka and Mohamad (2017) who investigated the determinants of community involvement in community relation. The two scholars explained that though relationship between companies, and their host communities are sometimes engulfed in conflict, distrust and misunderstanding, most times turns out positive because it is not all crisis that has negative impact.

The peaceful coexistence of the quarry crushing firms at Okposi-Umuoghara and the host community could be adjudged to be positive as a result of effective communication. In support of this view, Mohamad (2017) states that communication serves as a fundamental means of creating such enabling environment between company and host community. The companies use consultation, collective bargaining, and persuasion to achieve good relationship with its host community.

The forging findings do not mean that the members of Okposi-Umuoghara community do not agitate for CSR services. Finding from the study shows that the community often agitate for social amenities and general development of the area for the stakeholders. They insist that the quarry companies should not only take from them without giving back. However, each agitation receives constructive persuasive measures and lobbying of the community leaders who accept the persuasions to the detriment of their community.

Another interesting finding of this study is the absence of collaboration among all the major stakeholders which include the companies, government and the host community. This seems to be placing the host community in a disadvantaged position and pitching her against the companies. With the findings, it is obvious that the interests of the Okposi-Umuoghara community as a major stakeholder has not been adequately considered in decision making. This finding is supported by David and Guler (2008) who argued that in line with the stakeholders' theory, all stakeholders must be considered in the decision making process of the organisation. David and Guler (2008) explain that it is the morally and ethically correct for companies to consider critical stakeholder in their provision of CSR. Doing so actually benefits the shareholders, and reflects what actually happens in an organisation.

Summary

The findings of this study reveal that the Quarry Crushing Firms at Okposi-Umuoghara community have over the years concentrated on the profit making venture and ignored the aspect of corporate business existence that also involve giving back to the society part of the profits so as to maintain cordial relationship. The findings hereby contradict the Social Contract Theory which argues that business integrates social demands since they depend on the society for their existence, growth and continuity. The discoveries further suggest that the Quarry Crushing Firms at Okposi-Umuoghara in Ezza North Local Government Area of Ebonyi State do not deliver on CSR to a large extent. However, there is still good community relations and industrial harmony because the companies effectively utilizes community relations strategies to address any issue relating to the performance of its corporate social responsibilities. Such demands from the community, therefore, constitute a means of interaction between the community and the corporate firms which gives the former certain legitimate prestige (Garriga & Mele, 2004).

The performance of CSR by companies is not in any way legally binding. However, it is an obligation which companies need to engage in in order to earn the good will of their host communities. Corporate Social Responsibility requires that companies should give back to the community part of their benefits and not to take everything away for themselves. Hence companies are expected to voluntarily provide for their host communities such

social services like schools, construction of roads, award of scholarship, employment opportunities, youth empowerment, etc.

A company that delivers on its CSR earns the goodwill of its host community and community neighbours. Community relations is an aspect of PR which aims at ensuring that stakeholders, particularly the host community is integrated into developmental activities that will improve their lives, with the view to enhanced patronage (Abubaka & Mohamad, 2017).

Conclusion

Corporate Social Responsibility is necessary for any company that wants to maintain a cordial relationship with the host community. Of course, every company, big or small, needs good community relationship to thrive and succeed in its area of operation. One way a company can achieve good relationship with its host community is to deliver on its CSR. It is important that companies give back to communities from where they take their resources by providing the community development projects relevant for the growth and development of the community. Through this process, a company secures the support and goodwill of the people within its operational environment. Companies Corporate Social Responsibility is key to good community relations.

In conclusion, Community Relations is imperative for any organisation to create and sustain relationship with the host community. No single strategy can be said to be the best in achieving good community relations, but a combination of strategies could be better than depending on a single strategy. Any organisation that neglects community relations is waiting for crisis that could lead to the collapse of the organisation.

Recommendations

Based on the findings of this study, the researcher recommends as follows:

1. There should be collaboration among all the major shareholders and stakeholders in the quarry crushing site, which include the company owners, workers, the host community and government. This will ensure adequate consideration of the needs of the host community and welfare of the stakeholders as well. When this is done, it will trigger off a master plan on how to develop the community.
2. The company should not engage in only the business of making profit but should provide employment and empower the youths of the community as part of its CSR. There is need for the company to also engage the citizens of the host community as strategic partners in the Quarry Crushing Firms.
3. Further studies on the health hazards posed by the constant exposure of women and under-aged children to hazy working environment in the crushing sites at Okposi-Umuoghara community should be carried out by future researchers.

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