

Level of Awareness and Satisfaction with the Corporate Social Responsibility Performance of Food and Beverage Companies in Plateau State, Nigeria

ASEMAH, Ezekiel S., *Ph.D.*

Department of Mass Communication
Novena University, Ogume, Delta State, Nigeria

&

UDOAKAH, Nkereuwem, *Ph.D.*

Department of Communication Arts
University of Uyo, Uyo, Akwa Ibom State, Nigeria

Abstract

This study was designed to determine the level of awareness and satisfaction with the corporate social responsibility programmes of Grand Cereals Limited and SWAN Limited in Plateau State, Nigeria. The rationale behind the study was to ascertain whether or not the host communities are aware of the CSR programmes of the food and beverage companies and their level of satisfaction with the CSR programmes of the companies. Survey research design was adopted while questionnaire was used as the instrument of data collection. Findings show that the host community members were well aware of the CSR programmes of the companies in Plateau State; however, they were not satisfied with the CSR programmes of the two companies. Based on the findings, the researchers recommend that food and beverage companies should make more efforts to improve on their CSR programmes and that government should implement policies that regulate the activities of food and beverage companies and other manufacturing companies, as this will help to reduce the excesses of the companies, as well as, make them take responsibility for poor business practices.

Keywords: Corporate Social Responsibility, Performance, Awareness, Food and Beverage Industry, Host community, Plateau State, Nigeria.

Introduction

Over the decades, the concept of Corporate Social Responsibility (CSR) has continued to grow in importance and significance. It has been the subject of considerable debate, commentary, theory building and research. In spite of the deliberations as to what it means and what it embraces, it has developed and evolved in

both academic, as well as, practitioner communities worldwide. The idea that business enterprises have some responsibilities to society beyond that of profit-making for the shareholders has been around for centuries (Carroll and Shabana, 2010). CSR addresses issues around corporate governance, including how an organisation fulfils its mission, lives by its values, engages with its stakeholders and measures its impacts and reports on its activities. Thus, the recognition and acceptance of CSR as a vital principle in the business relationship of all organisations in modern societies with their communities cannot be over-emphasised. Organisations in a number of industries have realised that a strategic CSR programme can offer benefits that strengthen relationships with key stakeholders, including host community members and employees (Godfrey, Merrill and Henson, 2009; Brown, 2012). Brown (2012) contends that corporate social responsibility practice can be instrumental in building and sustaining a positive corporate reputation for every organisation.

Olatunji (2008, p.179) says that “CSR practice was introduced into Nigeria's business life by multinational companies such as Shell Petroleum Development Company (SPDC), the United Africa Company (UAC) and Unilever.” Shell Petroleum Development Company began its corporate social responsibility programmes in the late 1950s by awarding scholarships to indigent students in their host communities; the company (SPDC) moved into agriculture in the 1960s and by the 1970s, it started involving itself in infrastructural developments such as building of roads, schools and other projects (Nwachukwu, 2005, cited in Olatunji, 2008, p. 179). CSR gained prominence in Nigeria in the 1990s with the internationalisation of the conflict between oil and gas companies and their host communities (Oguntade and Mafimisebi, 2011). Its contributions to development in the country cuts across agriculture, capacity building, economic empowerment and provision of rural infrastructure in health, education and potable water; which makes agriculture and rural development sector a major recipient of CSR interventions (Oguntade and Mafimisebi, 2011).

Food and beverage companies have unique roles to play in expanding economic opportunities, since their products are basic to human life and health. In current business environment, corporations try to find the ways of optimising the triple bottom line (TBL) concept of sustainability management to create a positive impact of business organisation on the society, environment and the business community. The objective is to achieve sustainability by equally balancing economic, environmental and social criteria (Pfitzer and Krishnaswami, 2007). One of the justifications in favour of corporate social responsibility as noted by Kashyap, Mir and Iyer (2006) is that it makes a corporation to gain competitive advantage. CSR actions in this respect also help corporations to attract, retain not only customers, but motivate employees as well, which in turn, ensure long-term survival of the corporation. Ali, Rehman, Yilmaz, Nazir and Ali (2010) observe that companies with sound corporate responsibility actions develop positive social identity and enjoy increased loyalty from both customers and employees.

Similar to other industries, the question of what motivates food and beverage firms to carry out CSR exists. However, with the absence of any specific law obliging food and beverage companies to consider social responsibilities as part of their core policies, the social practices of food and beverage companies seem to be more voluntarily-based and still unexplored. Both public and private companies must answer to shareholders and have largely adopted transparent reporting of initiatives that detail their corporate social responsibility performance.

The foregoing implies that it is not just enough for corporations to carry out CSR programmes; such activities must be communicated to the stakeholders so as to create awareness. This explains why Asemah, Okpanachi and Olumuji (2013) note that organisations must not only pay attention to corporate social responsibility performance; there is the need to also communicate such activities so as to make them know that they are working. Communication, according to McShane & Von Glinow (2003), is the process by which information is transmitted and understood between two or more parties. The communicational aspects of an organisation, as noted by Larsson (1997) have become an increasingly important strategic issue; emphasising that communication must be effectively adjusted for the intended target group. Communication is very important to successful running of organisations; thus, this study explores the communication of corporate social responsibility activities as a strategy for winning the goodwill of stakeholders.

Statement of the Problem

CSR is a business concept whereby a company seeks to behave in socially and environmentally responsible ways, so that its business contributes to society in meaningful and lasting ways (Hopkins, 2007). Scarlett (2011, p. 3) avers that “companies are incentivised to engage in socially responsible programmes because of the potential benefits to business, which include brand enhancement, market differentiation and employee satisfaction”. This implies that organisations carry out CSR activities with a view to reaping certain benefits; however, these CSR activities carried out by organisations need to be communicated to the internal and external publics who are the stakeholders.

The stakeholders of an organisation go a long way in determining the success or failure of the organisation in the environment where it operates. When the stakeholders are not aware of the CSR performance of an organisation, it is as good as saying that the organisation is not involved in such an exercise because the stakeholders will be hostile and act based on ignorance. This explains why organisations must communicate their CSR programmes, which is simply, to create awareness among the stakeholder. Therefore, the questions that strike one's attention are: are the stakeholders in Plateau State aware of the CSR programmes of the food and beverage companies in the State? Through what channels do the stakeholders get information about the corporate social responsibility programmes of the food and

beverage companies? The problem that motivates this study is to note the level of awareness and satisfaction with the CSR performance of select food and beverage companies in Plateau State, Nigeria.

Objectives of the Study

The objectives of this study are to:

1. Determine the level of host community members' awareness of the CSR programmes of select food and beverage companies in Plateau State.
2. Find out the areas of CSR that the host communities are aware of.
3. Determine the host community members' level of satisfaction with the CSR programmes of the select food and beverage companies in Plateau State.

Conceptualisation of Corporate Social Responsibility

CSR has been variously called corporate sustainability, corporate accountability, corporate responsibility and corporate citizenship. Olatunji (2008, p.223) notes that “CSR goes beyond the statutory, legal obligations, but extends to deliberate, yet voluntary programmes and policies initiated and sustained by corporate organisations to promote the well-being of all stakeholders in both the micro and macro environments of business organisations.” The concept of CSR means that organisations have moral, ethical and philanthropic responsibilities in addition to their responsibilities to earn a fair return for investors and comply with the law (Corporate Social Responsibility Forum, 2015). However, CSR requires organisations to adopt a broader view of its responsibilities that includes not only stockholders, but many other constituencies as well, including employees, suppliers, customers, the local community, local, state and federal governments, environmental groups and other special interest groups (Corporate Social Responsibility Forum, 2015).

CSR means that the private corporation has responsibilities to society that go beyond the production of goods and services at a profit; a corporation has a broader constituency to serve than stockholders alone (Buchholz and Rosenthal, 2002, p.303). In other words, CSR contains a prescription for corporations to pursue ends that go beyond merely pursuing the interests of shareholders. This implies that companies do not only have one objective, profitability, but that they also have objectives of adding environmental and social value to society. This explains why Mohr, Webb and Harris (2001) define social responsibility as both avoiding harm and doing well. Adeyanju (2012) as a matter of fact, believes that corporate social responsibility means that a corporation should be held accountable for any of its actions that affect people, communities and its environment.

Thus, Adeyanju (2012) describes CSR as the continuing commitment by business to behave ethically and contribute to economic development, while improving the quality of life of the workforce and their families, as well as, of the

society at large. Contributing to the numerous definitions of CSR, Carroll and Buchholtz (2003, p.36) say it is the "economic, legal, ethical and discretionary expectations that society has of organisations at a given point in time." The concept of corporate social responsibility, therefore, implies that organisations have moral, ethical and philanthropic responsibilities, in addition to their responsibilities to earn a fair return for investors and comply with the law.

Review of Related Literature and Empirical Studies

Scarlet (2011) notes that a disconnection in communication between CSR initiatives and public awareness will impede any potential benefits to an organisation. It is important to intelligently and strategically communicate this to the public (Maignan and Ferrell, 2004; Morsing and Schultz, 2006). The news media are available to report business scandals to the public, but it is the company's responsibility to inform the public about the good things that it does. The desired outcome for communicating CSR initiatives is to ensure all of the possible benefits to the company are achieved (Du, Bhattacharya and Sen, 2010).

An organisation must communicate its CSR activities to its stakeholders; it is not enough to take care of the needs of the stakeholder; it is one thing to be socially responsible and it is another thing to communicate such activities. The stakeholders of an organisation need to understand the activities of the organisation and it is through constant communication that an organisation will be able to create such an understanding and awareness. This tallies with Sambe (2007, p.17) who avers that "it is because of the centrality of communication in all society's endeavours that our world is today, known as information society." Communication as a means of passing information has most often been described as news or features from one person to another person or organisation to the other. Thus, an organisation may have executed certain projects in a community, but if it is not well communicated, the community members could misunderstand it and it may lead to conflict and conflicts lead to disruption of activities of an organisation and in most cases, it may lead to the death of the organisation. Illia, Zyglidopoulos, Romenti, Canovas and Brena (2013, p.9) espoused the relationship between corporate social responsibility and communication when they noted that "CSR has gone mainstream, but unless corporations communicate their CSR achievements wisely, they risk being accused of green-washing."

The foregoing shows how important it is for organisations to communicate their CSR activities; this is because in most cases, when such activities are not communicated to the people, they may not be aware of the CSR activities of the organisation; to this end, it follows that food and beverage companies need to communicate their CSR activities to all their stakeholders. Ethical Corporation (2005) opines that poor internal communication of programmes can have many impacts; if key staff and departments do not understand how the programme impacts their

organisational functions; they may not effectively support the programme goals. There are various channels that can be used to communicate CSR performance of an organisation. One of the channels as noted by Scarlet (2011) is press releases. Others are through internal web portals, newsletters, emails, television commercials, print advertisements, billboard advertisements. Internet communications offer opportunities to engage and share information with vast audiences; more so, a section of a company's website can be dedicated to CSR to inform visitors of its initiatives and incorporating social networking sites (Du *et al*, 2010).

Chaudhri (2016) conducted a study on the communication imperative for corporate social responsibility. Based on in-depth interviews with CSR managers in large domestic and global corporations in India; the scholar furthers scholarly efforts to situate communication as central to the enactment of socially responsible behaviour. The findings of the study showed that communication is central to CSR because it creates awareness about the CRS programmes of corporations. Similarly, Lim (2017) carried out a study entitled "communicating CSR: Stakeholder responsiveness and engagement strategy to achieve CSR goals. Lim (2017) compared two contemporary CSR communication strategies (engagement versus. responsiveness), along with communication channels, in achieving CSR goals. He conducted an online survey with public relations, corporate communication, corporate social responsibility, investor relations and sustainability executives within the companies listed on the Wilshire 5000 Total Market Index of publicly traded U.S. companies. Results showed that CSR engagement strategy had a positive effect on achieving three CSR goals. Lim's study further shows that communication is very important in CSR as it will enable stakeholders to understand the programmes of the corporations engaged in CSR.

Moravcikovaa, Stefanikova and Rypakova (2015) investigated CSR reporting as an important tool of CSR communication. The paper focused on CSR and the importance of reports within communication of CSR. The scholars found that CSR reports tell about the company policy in relationship to the environment, sustainability, or there are directly focused on fulfilling the commitments accepted by the company within the concept of social responsibility. Their findings also showed that CSR report can help to bring a systematic approach into the management of socially responsible activities, identify future risks and opportunities and thereby, contributing to increasing the competitiveness of business and maintain the possibility for long-term business venture; their findings further showed that communicating CSR programmes help the stakeholders of corporations to be fully aware of their CSR programmes, thereby, leading to mutual understanding.

Theoretical Framework

The study is anchored on interactional view theory. This theory was formulated by Paul Watzlawick. The theory is based on four axioms; namely: one cannot not

communicate; communication = content + relationship; the nature of relationship depends on how both parties punctuate the communication sequence and all communication is either symmetrical or complimentary. The first axiom proposes that even when individuals do not want to communicate, their silence is itself communication. In the second axiom, Griffin (2000) notes that every communication has a content and relationship aspect such that the latter classifies the formal and is, therefore, meta-communication; he observes that what is said is the content; the relationship is how it is said. He states further that the relationship aspect has to do with how an individual sees himself and how he sees others. The third axiom suggests that the way the message is punctuated has a way of affecting receivers' understanding of the message. In Watzlawick's own view "what is typical about the sequence and makes it a problem of punctuation is that the individual concerned conceived of himself only as reacting to, but not as provoking, these attitudes" (Griffin, 2000). The fourth axiom according to Watzlawick's symmetrical interchange is based on equal power; complimentary communication is based on differences in power.

The theory has application in CSR, particularly in the communication of corporate social responsibility projects or activities of the food and beverage companies in Plateau State. Going by the first axiom, an organisation that fails to communicate its corporate social responsibility activities to the stakeholders will lose the goodwill of the stakeholders; this is because the stakeholders will not be aware of their CSR programmes. Secondly, the food and beverage companies must constantly communicate with the stakeholders. On the third axiom, if the organisation does not use the right language to communicate, the message will not be effective. The fourth axiom implies that for the food and beverage companies to maintain close relationship with the host communities, they must always listen to them at the same time, talk with them. The relevance of the theory to the study cannot be over-emphasised; according to the theory, communication is very important in our society; thus, Watzlawick avers that "man cannot not communicate". Organisations must communicate their CSR programmes to their stakeholders so that these stakeholders will understand their operations, thereby bringing about mutual understanding; in this wise, Grand Cereals, Zawan and SWAN, Kerang, must endeavour to communicate their CSR programmes to both the external and internal publics, so as to create goodwill for themselves.

Methodology

Survey research technique was adopted as the quantitative design. Survey research technique focuses on a representative sample derived from the entire population of study. Survey was, therefore, adopted because the study population was too large and it required a representative sample to be drawn and studied. The population of this study is made up of the host communities of the select food and beverage companies, namely: SWAN Limited, Kerang and Grand Cereals Limited, Zawan. The host communities of these companies are: Kerang and Zawan; Kerang has a population of

50,220 while Zawan has a population of 61,122. The population for the two host communities was provided by the information officers in the Local Government Councils. Thus, the population of the study is 111,342. A sample size of 794 respondents was taken for the study; 397 was taken from Zawan, while 397 was also taken from Kerang. The sample for the study was gotten, using Taro Yamani's statistical formula. Thus, 794 respondents were purposively sampled based on their level of awareness knowledge of the corporate social responsibility programmes of the two food and beverage companies. See the formula and computation below:

Taro Yamane's statistical formula for sample size determination is as follows:

$$n = \frac{N}{1 + N(e^2)}$$

where n = sample size

N = population size

e = error of sampling or margin of error

1 = constant

Sample Size for Zawan

$$n = \frac{61,122}{1 + 61,122(0.05)^2}$$

$$n = \frac{61,122}{1 + 152.805}$$

$$n = \frac{61,122}{153.805}$$

$$n = 397$$

Sample Size for Kerang

$$n = \frac{50,220}{1 + 50,220(0.05)^2}$$

$$n = \frac{50,220}{1 + 125.55}$$

$$n = \frac{50,220}{126.55}$$

$$n = 396.8$$

$$n = 397$$

The multi-stage cluster sampling technique was used; in multi-stage cluster sampling technique, the researcher draws a sample of units by taking a series of samples. Plateau State is made up of seventeen (17) Local Government Areas (LGAs). The seventeen (17) LGAs are in three senatorial districts; namely: Barkin Ladi, Bassa, Bokkos, Jos East, Jos North, Jos South, Kanam, Kanke, Langtang North, Langtang South, Mangu, Mikang, Pankshin, Qua'an Pan, Riyom, Shendam and Wase. In the first stage, the researcher purposively selected Jos South and Mangu Local Government Areas because the two companies are located in the two Local Government Areas. Purposive sampling was equally used to select the two towns from the two Local Government Areas that host the two food and beverage companies. This procedure yielded Zawan and Kerang towns. The population of the two towns is presented below:

Table 1: Host Communities and the Population

Communities	Population
Zawan	61,122
Kerang	50,220
Total	111, 342

It was impossible to study all the parts of the towns in this study. Thus, in the second stage, ballot simple random sampling was used to select eight (8) parts of the towns (four from each town). The names of all the areas in the two towns were written on separate pieces of papers and put in a bell jar. Then a research assistant was blind folded and asked to pick four pieces of papers from each town. Following this procedure, four parts were selected from Zawan, while four parts were also selected from Kerang. The ballot simple random sampling technique was also used to select forty (40) streets from the eight (8) areas in the two towns, including the ones that house SWAN Limited and Grand Cereals. That is, twenty (20) from Zawan and the remaining twenty (20) from Kerang. To arrive at the forty (40) streets in the two towns that host the companies, the researchers wrote the names of the streets on pieces of papers, dropped them in a can and shuffled them. A research assistant was then asked to close his eyes and pick at random. Following this procedure, five (5) streets were selected from each area and this brought about the selection of forty (40) streets.

In the third stage, the researcher purposively selected compounds from the select streets; purposive sampling was used to select compounds with considerable number of adults. A preliminary study was initially carried out to determine the houses with considerable number of adults. On each of these streets, ten (10) houses were selected- five (5) on either side; except for two (2) streets where nine (9) houses were selected. In the fourth stage, quota sampling was used to select the respondents from each house; in each house, two (2) adult respondents were selected. This gave a total of 794 respondents. The data for this study were collected through personal administration of the questionnaire, while the data obtained were analysed quantitatively, using frequency tables, simple percentages and text.

Data Presentation and Analysis

A total of 794 copies of questionnaire were administered; 397 in Zawan community and another 397 in Kerang community. Out of the 397 copies distributed and retrieved in Zawan, only 384 copies were found useful; thus, the analysis was based on the 384 copies. For Kerang, out of the 397 copies distributed and retrieved, only 372 copies were found useful. The analysis of data from Kerang was, therefore, based on the 372 useful copies of the questionnaire.

Table 2: Respondents' Awareness of CSR Programmes

Options	Communities			
	Zawan		Kerang	
	No.	%	No.	%
Yes	384	100	372	100
No	Nil	Nil	Nil	Nil
Total distributed	384	100	372	100

Table 2 presents the responses on the awareness of the CSR programmes of the host community members. The data show that all the respondents were aware of the CSR programmes of the two companies. This is based on the fact that 100% of the respondents agreed that they were aware of the CSR programmes of the two companies.

Table 3: Responses on the Level of Awareness

Options	Communities			
	Zawan		Kerang	
	No.	%	No.	%
Very high	67	17	43	12
High	54	14	69	19
Undecided	78	20	22	6
Low	121	32	190	51
Very low	64	17	48	100
Total distributed	384	100		

Table 3 presents the responses on the level of awareness of the CSR programmes of the select food and beverage companies in Plateau State. The data show that all level of awareness was low among the host community members. This is based on the fact that majority of the respondents agreed to that effect. The implication of the analysis is that the two companies do not engage in effective communication of their CSR programmes.

Table 4: Responses on the CSR activities of the Companies

Responses	Communities			
	Zawan		Kerang	
	No.	%	No.	%
Provision of employment	108	28	109	30
Compensation for environmental damages	Nil	Nil	Nil	Nil
Provision of electricity	Nil	Nil	Nil	Nil

Provision of pipe born water	77	20	104	28
Construction and rehabilitation of roads	4	1	Nil	Nil
Renovation of schools	27	7	47	13
Providing equipment to schools	103	27	82	22
Supporting health care delivery	Nil	Nil	20	5
Supporting agriculture	Nil	Nil	10	2
Soft loans for economic development	Nil	Nil	Nil	Nil
Skill training and acquisition	65	17	Nil	Nil
Award/scholarship	Nil	Nil	Nil	Nil
Total	384	100	372	100

Table 4 presents the CSR programmes of the two companies. The data in the Table show that Grand Cereal carried out some CSR programmes. As indicated in Table 3, the company is more engaged in the employment of the members of the host community. This is obvious from 28% of the respondents who shared this opinion. It also suggests that the company has provided equipment to schools and also provided pipe-borne water to the host community. For SWAN Limited, the data show that the CSR activities mostly carried out as indicated in the Table were provision of employment and provision of pipe born water to the host community.

Table 5: Extent to which the companies pay attention to the CSR activities

Options	Communities			
	Zawan		Kerang	
	No.	%	No.	%
To a very great extent	Nil	Nil	44	12
To a great extent	104	27	68	18
To a low extent	208	54	120	32
To a very low extent	72	19	140	38
Total	384	100	372	100

The question in Table 5 was designed to determine the extent to which the companies pay attention to CSR. The data show that the extent to which the two companies (Grand Cereals and SWAN Limited) pay attention to CSR was low. This is based on the large number of respondents who agreed to that effect (73% from Zawan and 70% from Kerang).

Table 6: Involvement of host community members in the management of CSR projects

Options	Communities			
	Zawan No.	%	Kerang No.	%
Strongly agree	33	9	29	8
Agree	48	12	41	11
Undecided	Nil	Nil	10	3
Disagree	81	21	93	25
Strongly disagree	222	58	199	53
Total	384	100	372	100

From the above Table, it is evident that the two companies do not involve the host community members in the management of CSR programmes. This is based on the fact that majority of the respondents from the two host communities disagreed to that effect.

Table 7: Responses on the Frequency of Communication between the Companies and the Community Members

Options	Communities			
	Zawan No.	%	Kerang No.	%
Very high	8	2	10	3
High	44	12	67	18
Average	213	55	98	26
Low	20	5	185	50
Very low	99	26	12	3
Total	384	100	372	100

Table 7 shows host community members' perception of the frequency of communication relationship between them and the companies. The data show that the communication relationship between the host community members and Grand Cereals is average, while that of SWAN Limited is low.

Table 8: Channels used for communicating with the Host Community Members

Responses	Communities			
	Zawan No.	%	Kerang No.	%
Radio/television	Nil	Nil	20	5
Face to face communication	168	44	88	24
Newspaper/magazine	72	19	108	29
Social media	144	37	12	4
At all levels above	Nil	Nil	144	38
Total	384	100	372	100

Data on Table 8 show the channels mostly used by Grand Cereals and SWAN in communicating with the host community members before initiating CSR projects. The implication of the data is that Grand Cereals mostly consults the host community through face to face communication and social media, while SWAN Limited consults the host community members through different channels.

Table 9: Level of Satisfaction with the CSR programmes of the Companies

Responses	Communities			
	Zawan		Kerang	
	No.	%	No.	%
Very satisfactory	8	2	40	11
Satisfactory	96	25	84	23
Not satisfactory	276	72	22	61
Do not know	4	1	20	5
Total	384	100	372	100

Data on Table 9 show the respondents' level of satisfaction with the CSR of the food and beverage companies. The analysis shows that the respondents from the two host communities were not satisfied with the CSR activities of the two companies.

Discussion of Findings

Findings showed that the members of the two host communities were aware of the CSR programmes of the select food and beverage companies (Grand Cereals and SWAN) in Plateau State. This was based on the data in Table 2. Table 2 presents the responses on the awareness of the CSR programmes of the host community members. The data showed that all the respondents were aware of CSR programmes of the two companies. The implication of the data is that the host community members have knowledge of the CSR programmes of the two companies in Plateau State.

The findings, however, showed that the level of awareness of the CSR programme was low because many of the host community were not aware of the CSR programmes of the two companies. Table 3 presents the responses on the level of awareness of the CSR programmes of the select food and beverage companies in Plateau State. The data showed that the level of awareness was low among the host community members. Findings further showed that the two companies have initiated some projects in their host communities. This is evident in Table 4 where majority of

the respondents from Zawan community said that Grand Cereals had provided employment to community members; provided pipe born water and donated equipment to schools. The findings also showed that SWAN Limited had initiated some CSR projects in its host community. This is evident in Table 4 where majority also agreed to that effect. This finding tallies with Orobosa (2010) who sees education as a process by which an individual acquires the many physical and social capabilities demanded by the society in which we live.

Olatunji (2007) also carried out a research to determine the CSR activities of manufacturing companies in Ogun State, Nigeria and found out that the majority of the manufacturing companies in Ogun State paid more attention to the provision of portable drinking water. This is in line with Dang, Dang and Danladi (2014) who found out that Grand Cereals has sponsored several programmes in the host community. Onuoha (2010) also found out that organisations integrate corporate social responsibility into their operations to improve organisational performance.

The findings, however, showed that the extent to which the two companies pay attention to these CSR programmes was low. This is evident in Table 5 where majority of the respondents from the two host communities agreed to that effect. Similarly, Mensah (2009) carried out research to determine the role of CSR on sustainable development, using the mining community in the Obuasi Municipality of Ghana as a case study. Mensah's findings showed that the company has executed some projects in the community to enhance the quality of life of the people, but the findings, however, showed that the activities of the CSR were not much. Thus, the host community members were dissatisfied with CSR performance of the company. This implies that most companies may carry out CSR in the areas where they operate, but may not be fully committed to CSR.

A look at Table 6 shows that the two companies communicate with their host communities. Table 6 shows host community members' perception of the frequency of communication relationship between them and the companies. As indicated in the Table, 14% of the respondents from Zawan rated it high; 55% rated it as average, while the remaining 31% rated it low. This shows that the communication relationship between the host community members and Grand Cereals is average. For SWAN Limited, 21% of the respondents rated the communication relationship high; 26% said that it was average, while the remaining 53% said that the communication relationship was low. This implies that the communication relationship between the host community and SWAN is low. This average and low communication, perhaps, explains why the awareness level of the CSR programmes of the two companies is low. Corporations must not only pay attention to corporate social responsibility

performance; there is the need to also communicate such activities, so as to make the stakeholders know that they are working.

The communicational aspects of an organisation, as noted in Asemah *et al* (2013) have become an increasingly important strategic issue; emphasising that communication must be effectively adjusted for the intended target group. Communication is very important to successful running of organisations. In an age of negative public perception of corporations, CSR reports can help to build a company's positive image; regular CSR reports which are relevant, honest and correctly targeted will strengthen credibility with stakeholders and the general public and in turn, aids the company in gaining a competitive advantage (Bethel Law, n. d).

This is in line with the interactional view theory which is one of the theories used as theoretical framework. The interactional view theory places emphasis on the importance of communication in every human endeavour. Despite the fact that the communication relationship between the companies and host community members is low, the findings showed that the two companies use different channels to communicate their CSR activities. Table 7 shows the channels mostly used by Grand Cereals and SWAN in communicating with the host community members before initiating CSR projects. The implication of the data in the table is that Grand Cereals mostly consults the host community through face to face communication and social media, while SWAN Limited consults the host community members through different channels.

Findings showed that the host community members are not satisfied with the CSR programmes of the companies. Data in Table 9 show the respondents' level of satisfaction with the CSR performance of the food and beverage companies. The analysis shows that the respondents from the two host communities were not satisfied with the CSR activities of the two companies. This implies that the two companies have not really lived up to expectation in terms of their CSR performance. The data in Table 7 showed that Grand Cereals was not fully committed to quality environmental protection. The data showed that all the respondents were dissatisfied with the level of commitment of Grand Cereals to quality environmental management. The findings, however, show that SWAN Limited was committed to quality environmental management. The findings of this study that Grand Cereals displayed a high degree of insensitivity to quality environmental management support Lawal and Sulaimon's (2007) study, as cited in Olatunji (2007, p. 208) which concludes that "manufacturing companies constitute what one of the industrialists considered as worst enemies of the environment."

Glantz (2000, p. 8), cited in Olatunji (2007, p. 207) contends that "air and water circulate interactively around the globe, irrespective of national boundaries and territorial border claims." When air is expelled into the atmosphere of Zawan, for example, Jos and its environs, including the surrounding states soon begin to experience the negative impact of industrial activities that are not domiciled within their local environment. The environmental challenge posed by the activities of the food and beverage companies brings to mind the danger posed to the environment by the activities of oil exploration in the Niger Delta. Thus, there is the need for Grand Cereals and SWAN Limited to mitigate the negative environmental consequences of manufacturing activities in the study area, to avoid a replica of the environmental disaster being currently witnessed in the Niger Delta, which may lead to conflict between the host communities and the food and beverage companies under study.

Conclusion and Managerial Implications

The study sought the opinion of the host communities of Grand Cereals and SWAN Limited on their awareness and level of satisfaction with the CSR performance. It was discovered that Grand Cereals and SWAN Limited have executed CSR projects in their host communities. The areas of similarity of CSR are the provision of portable drinking water and employment of the host community members. However, by not giving due attention to these, the two companies are not doing well in terms of their social responsibilities. Furthermore, it could be concluded that the extent to which the two food and beverage companies pay attention to CSR is not satisfactory as the respondents rated their CSR programmes as not satisfactory. Based on the findings, the study concluded that the two food and beverage companies have not really given due attention to the communication of their CSR programmes because the extent of awareness among the host community members is low.

Based on the findings and conclusion, the study has some managerial implications; first and foremost, companies must carry out effective communication so as to create awareness about their CSR programmes; when there is no effective communication, the stakeholders may not have knowledge of the CSR programmes of the corporation. The two food and beverage companies should increase their frequency of communicating with their host community members. The low and average level of communicating with the host community members is not enough; as the companies need to consistently keep in touch with the host community members, so as to bring about more mutual understanding.

Furthermore, considering the fact that majority of the respondents were not satisfied with the corporate social responsibility programmes of the two food and beverage companies, they should make more efforts to improve on their CSR. This is

because companies that pay due attention to CSR will minimise conflicts between them and the host communities. The two food and beverage companies, especially Grand Cereals Limited, need to be increasingly aware of the environmental impacts of their activities and take urgent measures, not only to manage, but to also provide adequate and prompt compensation or redress for environmental damages. Companies ought to effectively manage their waste because it can cause serious havoc to members of the society. The companies should clearly bear in mind the double-edged consequences of conflict; hence, they must be minimised at all cost and this can be done by avoiding every act that is capable of leading to conflict between them and their stakeholders, especially the host communities.

Another managerial implication is that government should implement policies that regulate the activities of food and beverage companies; and other manufacturing companies, as this will help to reduce the excesses of the companies, as well as, make them take responsibility for environmental degradation and other poor business practices.

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