

**EFFECT OF COMMUNITY RELATIONS TO CORPORATE IMAGE OF
MTN NIGERIA LIMITED: A STUDY OF SELECTED SCHOOL
PROJECTS IN ABAJI AND GWAGWALADA AREA COUNCIL OF THE
FCT**

BY

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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DECLARATION

I, Dinatu Joshua Ede declare that this project titled “**Effect of Community Relations to Corporate Image of MTN Nigeria Limited: A Study of Selected School Projects in Abaji And Gwagwalada Area Council of the FCT**” is a product of my research work. All references in this work have also been duly acknowledged.

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Date _____

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CERTIFICATION

This is to certify that this research project was carried out by Dinatu Joshua Ede with matriculation Number NSU/PGD/MCM/0019/17/18 has been approved as meeting the requirement for the award of Post-Graduate Diploma in Mass Communication, Faculty of Social Sciences, Nasarawa State University keffi.

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DEDICATION

This project is dedicated to God Almighty, My husband Mr. Joshua O. Ede and my Children.

ACKNOWLEDGEMENTS

I count this as one of the blessings from my heavenly father to attain this academic height praise is upon God almighty for his mercies upon us all.

My sincere appreciation goes to my disciplined supervisor Mr. Tony Ogande for his patience and constructive criticism on my work which has made this work a success.

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Finally, all whose efforts and contribution towards the success of this program were not mentioned are duly appreciated, May God in his goodness guide and keep you all. Amen

TABLE OF CONTENT.

Title page	-	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	-	ii
Certification	-	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	-	iv
Acknowledgements		--	-	-	-	-	-	-	-	-	v
Table of contents	-	-	-	-	-	-	-	-	-	-	vi
List of tables	-	-	-	-	-	-	-	-	-	-	vii
Abstract	-	-	-	-	-	-	-	-	-	-	viii

CHAPTER ONE

INTRODUCTION

1.1	Background of the Study-	-	-	-	-	-	-	-	-	1
1.2	Statement of the Problem	-	-	-	-	-	-	-	-	-

1.3	Objective of the Study	-	-	-	-	-	-	-	7
1.4	Research Questions	-	-	-	-	-	-	-	8
1.5	Significance of the Study	-	-	-	-	-	-	-	8
1.6	Scope of the Study-	-	-	-	-	-	-	-	9
1.7	Definition of Terms-	-	-	-	-	-	-	-	10
	Reference	-	-	-	-	-	-	-	11

CHAPTER TWO

LITERATURE REVIEW

2.0	Introduction	-	-	-	-	-	-	-	12
2.1	Concept of Community Relations	-	-	-	-	-	-	-	12
2.1.1	Fundamental Principles of Community Relations	-	-	-	-	-	-	-	18
2.1.2	Community Relations Objective	-	-	-	-	-	-	-	19
2.2	Component Of Community Structures	-	-	-	-	-	-	-	22
2.3	Concept Of Corporate Social Responsibility	-	-	-	-	-	-	-	24
2.4	Modern Approach to Corporate Social Responsibility	-	-	-	-	-	-	-	29

2.4.1 Social Obligation	-	-	-	-	-	-	-	-	31
2.4.2 Social Reaction	-	-	-	-	-	-	-	-	32
2.4.3 Social Responsiveness	-	-	-	-	-	-	-	-	33
2.5 Concept of Corporate Image	-	-	-	-	-	-	-	-	34
2.5.1 How to Build a Corporate Image	-	-	-	-	-	-	-	-	37
2.5.2 Corporate Image Management	-	-	-	-	-	-	-	-	39
2.6 The Impact of Attitude, Public Opinion and Perception to									
Community Relations Practice	-	-	-	-	-	-	-	-	42
2.7 Theoretical Framework	-	-	-	-	-	-	-	-	47
2.7.1 Social Relations Theory	-	-	-	-	-	-	-	-	47
2.7.2 Multi-Step Flow/Opinion Leadership	-	-	-	-	-	-	-	-	48
Reference	-	-	-	-	-	-	-	-	50

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction	-	-	-	-	-	-	-	-	52
3.1 Research Design	-	-	-	-	-	-	-	-	52

3.2	Population of the Study	-	-	-	-	-	-	-	53
3.3	Sample Size	-	-	-	-	-	-	-	54
3.4	Sampling Technique	-	-	-	-	-	-	-	55
3.5	Research Instrument	-	-	-	-	-	-	-	56
3.6	Method of Data Collection & Analysis	-	-	-	-	-	-	-	56
3.7	Reliability / Validity of Research Instrument	-	-	-	-	-	-	-	57
3.8	Method of Data Analysis	-	-	-	-	-	-	-	58
	Reference	-	-	-	-	-	-	-	59

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0	Introduction-	-	-	-	-	-	-	-	60
4.1	Data Presentation from the Interview of the Department of Public Affairs	-	-	-	-	-	-	-	60
4.2	Presentation of Data in Tables and percentage from questionnaire								64
4.3	Discussion of Findings	-	-	-	-	-	-	-	77

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1	Summary	-	-	-	-	-	-	-	88
-----	---------	---	---	---	---	---	---	---	----

5.2	Recommendations-	-	-	-	-	-	-	-	90
5.3	Conclusion	-	-	-	-	-	-	-	93
	References	-	-	-	-	-	-	-	95

ABSTRACT

This research work titled: Effect of Community Relations to Corporate Image of NTN Nigeria Limited: A Study of selected school Projects in Abaji and Gwagwalada Area Councils of the FCT is interested in seeing how public relations practice could be used to establish and sustain mutual relationship, understanding, acceptance, confidence and goodwill among host communities using NTN Nigeria Limited in carrying out the research, the simple random sampling method was used and The instrument adopted for the study was the questionnaire. This was to allow the respondent answer the question sufficiently from the company's standpoint of the study. From the analysis of the collected data, the researcher came up with the following findings: That community relations practice, if properly and effectively applied can help the MTN build and maintain their corporate image in the eyes of their host community. That serious and aggressive community relations is needed to restore the public confidence in the minds of the host communities. From the above findings, the researcher recommends that MTN Nigeria Limited shall increase their volume of community relations efforts in the area of projects and sponsorship as noticed in Abaji and Gwagwalada. This will rapidly help reduce suspicion, falsehood and thereby creating and sustaining mutual understanding and relationship with their host communities.

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

The complex nature of the business world, couple with economic, social and environmental inequalities have raised the issue of community relations and corporate image. From time immemorial, organisations have tried in one way or the other to be identified by the community where they are operating.

This need for identity and communication led to the development of public relations which community relations are part and parcel of. Public relations is a major tool in building good relations with the organisations' various publics (community) by obtaining favourable publicity, building up a good corporate image, and handling, or heading off unfavourable rumours, stories and events, (Kotler and Armstrong, 2006). Organisation or company is dependent on community relations if it is to be successful. Therefore, the purpose of public relations practice to community relations is to establish a two-way communication that will help to create and sustain mutual relationship and understanding between the organisation and the host community. Communities are the main part of business plan that help in promoting the sustainable development of business activities of corporate organisation through partnership activities that help them to realised their

potentials to live a better life and prepare the future for generation yet unborn. The respect of the culture of our community is part of the global plan for symbiotic relationship between humanity and its society for the progress of all Chiejina, (2001).

The above assertion explains the importance of every organisation to be responsible and responsive in the community to ensure a proper balance of business activities that promote their corporate image in the eye of the community members. The MTN Communications LTD which is a corporate organisation needs to take community relations programmes as part of their “CORPORATE SOCIAL RESPONSIBILITY” if it is to sustain their growth. As part of their social responsibilities, MTN must be responsible and responsive to their host communities by sponsoring community-oriented programmes. One of the channel through which organisations reach out to their host communities are through a deliberate community relations strategy, usually facilitated by Public Relations department of the organisations Ajayi (1997).

In the early 1900s, the mission of business firm was exclusively economic. Today, partly due to the interdependence of the many groups in our society, the social involvement of business has increased through proactive community relations programmes. The imperativeness of community

relations actually necessitates their full involvement in socially oriented programmes in the host communities.

The concept of social responsibility which stimulates community relations programmes among most companies is not new. Although the idea was already considered in the early part of the 20th century, the discussion of community relations programmes by organisations got a major impetus with the book social responsibilities of businessmen by Howard Bowen, who suggested that businesses should consider social implications of their decisions Koontz and Wellrich, (1988); Jefkins, (1998).

This appears to be consensus among researcher on the specific meanings of social responsibility which gives birth to community relations. It has been agreed by many that corporate social responsibility is seriously a means of considering the impact of the company's action on society Steiner, (1985).

In addition, some researchers have viewed community relations programmes as pragmatic attempt by organisations to be socially responsive; which also in simple terms means, "the ability of a corporation to relate its operations and policies to the social environment in ways that are mutually beneficial to the company and the society" Paluszek, (1986).

There has been a protracted argument on why business organisations should embark on community relations activities irrespective of diversity in the nature of argument postulated. Today, many businesses involve in social actions through community relations programmes. A decision as to whether companies should extend their social involvement in their host communities requires careful examination in order to establish benefits, to both the organisation and the communities.

According to Keith (1984), society's expectation is changing and the trend seems to be towards greater social responsiveness. He noted further that most observers of business relationship between the society and organisations consider social responsibility through involvement in community –oriented project as a legitimate and achievable aims for business Keith, (1984); Estein, (1986). Thus the involvement of organisations in community projects must not jeopardise their vision and mission in business. Kootz and Wellrich (1988) opined that various kinds of organised business enterprises have different mission, entrusted to them by the society. The mission of business is the production and distribution of goods and services. For instance, the mission of police department is protection, safety and welfare of the people. The mission of a state highway department is the design and construction of highways. Thus, we should not

hold business organisations responsible for solving all social problems in the community. Some writers like Millins (1999) and Schein (1998) have argued against making it the job of business to furnish public schools, education or the many other things, like police and fire protection, that the government provides. But business like any other type of organisation, must interact with, and live in, its environment Ben-Eluwa, (1998).

Whether business organisations achieve their mission, and how they do so, are matters of great social importance. A society expects and deserves the accomplishment of the mission of approved enterprises. This also requires that managers must take into account element in their surroundings that are important to others who may be affected by the actions they take. In other words, business organisations respond to their environment and become active participant in the community to improve the quality of life. This is what they must do, since the survival of their enterprise depends upon successful interaction with all environmental elements in the community.

Furthermore, to live within a community and be responsive to it does not mean that organisations should merely react in the face of stress. Since no enterprise can be expected to react very quickly to unforeseen developments, an enterprise must practise ways anticipating development through forecast Steiner, (1985).

An alert organisation for instance, does not wait until its product is obsolete and sale volume reduced before coming up with improved product. However MTN management have found it as an advantage in boasting their sale volume through corporate social responsibility to their host community which have positively enhanced their corporate image. Therefore MTN seek approval and recognition for their corporate image through proactive community relations projects. If positive corporate image and success is measured in terms of pollution control, human capacity building and rehabilitation in the society, financial support for individual in the community, and employee seeking university education, and other intervention programmes by organisations, managers will strive to achieve them to build positive corporate image for their organisation and public acceptability. Finally, the research is focus on community relations and corporate image of MTN Nigeria Limited.

1.2 Statement of the Problem

Different studies have been carried out on community relations and corporate image of organisations. Some have tried to determine the strategies adopted by organisations in promoting their corporate image, while others have looked at the practice of community relations in particular organisation. This particular study among other things tries to look at

community relations and corporate image of MTN Nigeria Limited. The attitude and perception of people at the host communities of MTN Nigeria Limited is that unfriendly disposition depicting lack of goodwill and mutual understanding. It is also to demonstrate the unfortunate neglect suffered by the community in spite of the enormous support the company enjoy from it.

However, the main problems of the study are to evaluate the community relations and corporate image of MTN Nigeria Limited with a view to know the factors and the performance of the community relations strategies and expose the benefit points of promoting good image; investigate the prospects and potentials of community relation strategies so as to assess the major advantage of adopting community relations programmes as image boosters; to examine the constraints faced in the effort of adopting community relations as a significant corporate communications approach and investigate the degree of community relations applicability in promoting mutual relationship and corporate image building.

MTN as corporate organisation have some responsibility to society, to respect environmental factors and take care of amenities. Such responsibilities to the host communities by organisation can be categorized as: preventing the effect of noise pollution, sitting and appearance of new buildings and avoidance of radioactive materials on the environment.

1.3 Objective of the Study

The research objectives include the following:

- i. To identify the problems encountered in the organisation in trying to communicate effectively with its host communities.
- ii. To determine the community relation strategies employed by MTN Nigeria limited in maintaining mutual understanding and corporate image building.
- iii. To ascertain how the host communities perceive the organisation and the effect of this on their corporate image.
- iv. To find out the organisation target community in their community relations programmes.
- v. To know how effective the company community relations programmes has helped in enhancing the organisation corporate image.
- vi. To contribute to existing literature in the area of community relations and corporate image building.

1.4 Research Question

For the purpose of this study, the following questions have been raised by the researcher:

- i. To what extent has the current corporate image of MTN Nigeria limited been affected by its community relations policies, strategies programmes and corporate communication?
- ii. What are the community relations strategies MTN Nigeria Limited uses towards its host communities?
- iii. To what extent is the current community relations policies and programmes of MTN Nigeria limited executed?
- iv. Is it true that the host communities are the main determinant of MTN Nigeria limited community relations programme?
- v. In what degree is the current corporate image of MTN Nigeria limited perceived by its host community?
- vi. How do people in the host communities get informed on the activities of the company?

1.5 Research Hypotheses

In the process of implementing the procedure of this research, the following hypotheses are hereby formulated:

H₁: The majority of the host communities' member rates the assistance of MTN Nigeria high in terms of communications and other facilities.

H₂: Majority of the people in the host community will prefer employment of indigenes to community relations executed projects.

H₃: The current corporate image of the company is a function of its community relations efforts to the host communities.

1.6 Significance of the Study

In spite of available research efforts on how the organisation's community relations programmes affect the perception and evaluation of their corporate image, specific impact of community relations programme need to be more effectively researched and focused by researcher in the field of public relations and corporate image. Therefore, the focus of the current research effort is to contribute to existing body of knowledge in the area investigated.

This study is significant as it helps to evaluate the organisation corporate image in relation to their host community relations approach. It is also significant in exposing the actual perception and attitudes of the host communities towards the organisation. Beside, the degree of community relations programme and strategies of the organisation has been described as the lifeblood of its existence as good corporate citizen. The collapse of one leads to the demise of the other. So, this study anticipates elaborating this to the benefit of the companies and the entire publics or host communities.

Apart from its contribution to organisation realigning their community relations strategies to win support and mutual understanding, the researcher also stand to benefit from the findings for future references.

It is also significant as it will be a means by which government and mediating agencies could look through in times of crisis between organisations and host communities to resolve possible differences. By it government will design a possible community guideline in helping both the organisation and the community.

The essence of public relations is the creation and maintenance of good and favourable image for a body or institution. Finally, it will help provide an effective way of image making to any institution that aspires to meet goals of its business.

1.7 Scope of the Study

This study dwelt on community relations and the corporate image of MTN Nigeria Limited with particular reference to South-East region. This is to ascertain the organisation corporate image, and the public perception of the company.

This research will thus examine how community relations in the areas of health care, road maintenance, provision of water, rural electrification, education, and environmental protection have affected their corporate image.

1.8 Limitations

As survey study, the enlarged size of the population of the host communities constituted a lot of limitations in terms of penetration to get information. Besides, time and fund were clearly seen just as dearth of materials as the field is still barren in terms of detailed study in the past.

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CHAPTER TWO

LITERATURE REVIEW

2.2 Introduction

In this section focus of review of literature integrates both empirical and theoretical issues involved in organisation, community relations policy. Importantly, the scope of the review will include: concepts of community relations, corporate image, business and its environment, scope of organisation, community relations policy, business ethics and community relations, corporate social responsibilities and the pre-emptive approach the organisation use in maintaining their corporate image.

The research also undertakes review of works covering oriented projects in areas like: health, education, electricity and other social amenities.

2.1 Concept of Community Relations

The idea of community relations is to establish a cordial and mutual relationship between an organisation and the host community. Such a mutual relationship and rapport helps to entrench peace which in turn enables the organisation to operate effectively without hostile interference from the host community.

To understand community relations very well, it is imperative to know

the meaning and what constitute community of an organisation. Community is seen as a place of interactive institutions –social, political, economic, and religious, all of which produce in the resident in an attitude and practice of interdependence; co-operation, collaboration, and unification (Nnaemeka.1993:55).

Community is a combination of social units and system which perform the major functions having locality relevance (Waren, 1963). By locality relevance Akpan (1987:22) holds that it concerns the condition in which human beings find themselves integrated in a web of meaningful relationship with fellowmen in their own style. Such interacting social structure of the community believed to have been possible through what Cutlip and Center (1982; 311) call “... attitude and practice of the interdependence, co-operation, collaboration and unification”. A community can also be viewed as one of the basic sub system of human existence that opens the way to man’s realisation of their need.

With the community’s peculiar locality relevant indices of relationship such as interdependence, co-operation, collaboration, unification, attitude or feelings of fellowship, security, belongingness, recognition, familiarity, identity and supportiveness among community inhabitant are usually motivated and enhanced.

Based on this relevance or characteristics of community, community relations is thought of as a special area that exploits and utilise the necessary techniques, functions and media of public relations to address community relevant issues. According to Nwokedi (1988:3)“community relations is the social responsibility which organisations owe to the people in that area of operation”.

Canfeld (1968) sees community relations by what it does and the reason for doing so – much co-existence between the company and the community in which it operates. He sees good community relations as making an organisation a corporate citizen of the community which must do everything to enable the society to be well governed and provide socio – economic activities in the community.

Nweke (2001) sees community relations as the deliberate effort and planned programme embarked upon by an organisation to maintain a smooth relationship with the host community. He notes that people who leave in the community and corporate entities and other institutions within that community must therefore, practice interdependence, cooperation, collaboration, solidarity, and unification and should strive to eschew all forms of selfishness by working assiduously towards a common goal. The need for the functional interdependence arose from the fact that the people

of the host community cannot exist successfully without the corporate entities and institutions, nor can the latter operate successfully and profitably without the former.

The success of this mutual relationship thus depends on proper understanding and adequate knowledge of each other, easily facilitated by functional communication services, knowledge of the community, its pressing needs, social status structure, channels of communication, social agent, opinion leader, among other issues (Nweke 2001).

This action helps the Celtel Nigeria Limited to understand the community needs and aids them in proper discharge of their social responsibilities. Thus peak (1978) says every corporate organisation should as a matter of necessity know the community and the needs of the community and the ones that organisation can provide.

Olalekan (1995) notes that community relations is the backbone of sustained peaceful and productive co-existence between an organisation and the host community. If the Celtel Nigeria Limited could adopt the true principle of community relations, there would be less conflict between them and their host communities.

Nnanyelugo et al (1999) writes that an organisation cannot operate successfully without effective community relations. The basic ingredients of

community relations translate practically into social responsibility on the part of the organisation. This means that by operating within the community, the organisation should not only identify within the community but should actually discharge some fundamental social responsibilities to the community.

Benson-Eluwa (1999) holds that many organisations in Nigeria do not have plans for issues and crisis management. They operate as if they have everything at their disposal. What they do in times of crisis is to take ad hoc measures instead of giving support to public relations expert in managing the issues until it is too late to avert crises. This is where the Celtel Nigeria Limited pays only lip service to community relations. They shy away from their social responsibilities. Such social responsibilities include scholarship, hospitals, building of community hall, boreholes etc.

The above lays credence to the stand of Cutlip and Centre (1978) that since an organisation is dependent upon the environment for many things such as the charter to operate, personnel, funds for operating expenses and growth, freedom from undue regulations and harassment and many other benefits, it must therefore be socially responsible to the host community.

Giving a clear instance of the benefit of effective community relations, Nnanyelugo et al (1999:88) points out that:

Sometimes, two organisations operating in a particular environment are treated in different ways by people in the environment or community neighbours. Whereas company “A” may be liked and protected by the indigenes, company “B” may be hated and sabotaged from time to time by same people. One explanation for this varied treatment is the angle from which each of the companies interprets the concept of community social responsibility.

Explicitly, Kogan (1977:8) holds that community relations is “ the management functions that evaluates community attitudes, identifies the policies and procedures of an individual or group or an organisation with the community interest and executes a programme of action to earn community understanding and acceptance”. In Kogan viewpoints, community relations is no less a serious part of public relations practice. In respect of that, communication becomes the main effective tool required in maintaining and sustaining mutual relationship, understanding, goodwill and acceptance in the community where the organisation exists.

Therefore to achieve mutual relationship with the members of the community, the organisation should adopt the practice of community relations that considers:

- (i) the fundamental principles of operation;
- (ii) the need to define community relations objective ;
- (iii) the importance of community relations, public complaints and expectations;

2.1.1 Fundamental Principles Of Community Relation

The fundamental principles of community relations practice as stated in Cutlip and Center (1982:112) are:

- (a) Interdependence
- (b) Analysis
- (c) Policy
- (d) Participation

Clearly, the interdependence approach is founded on the understanding that the platform for continuing effective relationship is dependent or independent among all those who contribute in the well being of community. There are three basic schools of thought that support this principle. The first is “community centered or personal service” school. This emphasises that organisations or managers are personally responsible for the development of the community. The second school of thought is based on the “organisation centered”, which advocates that organisation is to educate citizens on the economics of development so that favourable attitudes

towards profitable operations of business can be made possible. The third school is the “employee relations extension”. It holds that employee satisfaction would result to comparative efforts by local officers. The values of this school of thoughts still exist in most organisations community relations programmes.

The analysis approach is based beyond acceptance of interdependence method by managers of community relations programme. This is the analysis of community needs, which can lead to efficient implementation of the programmes.

Such need include: adequate education, employment opportunities, good roads, good health centre, proper housing facilities etc.

The policy approach concerns the translation of organisation good intentions about the community members into statements of policy that would guide the firm’s efforts towards achievement of goal. The participation approach to community relations practice portrays the need of an organisation to involve the community people in the matters concerning the organisation.

2.1.2 Community Relations Objective

Research into community relations indicates that winning the support and understanding of the community for an organisation is not an easy task.

The community relations policy of an organisation must clearly define philosophy of management as it views its obligation to the community. This policy must be implemented instrumentally and expressively. Seitel (1992) explains that implementing “instrumentally is when the organisation actually implements projects aimed at improving the community and making it a better place to live and expressively when the organisation promotes itself and shows its goodwill towards the community”. Since community relations activities are geared towards achieving some desirable needs, most, if not all organisations, according to Seitel (1992:438) have the following community relations objectives:

- (i) To inform the community about the operations of the organisation; its product, number of payroll, tax payment, employee benefits, growth and support for community programmes;
- (ii) To correct misunderstanding, react to criticism and removal of any form of disaffection that might exist among community neighbour;
- (iii) To gain a favourable opinion of the community especially during strike and social unrest by indicating the organisation’s position on the issues on ground;
- (iv) To tell employees and families about organisation activities and development so that they can inform their friends and neighbour about

- the organisation and favourably influence opinion.
- (v) To inform the community member about the organisation's contribution to community welfare and development and to obtain support for legislation that favourably affect business activities in the community.
 - (vi) To create personal relationship between the organisation management and community leader by inviting leader to visit the plant and offices, meet management and see employee at work.
 - (vii) To contribute to community project through funds, materials and employee services to local health needs and campaigns.
 - (viii) To contribute to community culture by providing funds for exhibitions, concerts and drama festivals etc.
 - (ix) To encourage youth and adult education by co-operating with administrators and teachers in providing students vocational guidance, teaching aids and financial support to further their education;
 - (x) To aid sport and recreational activities by providing athletics, fields, swimming pools, tennis court etc for use by community residents and by sponsoring teams and sports events;
 - (xi) To aid the economy of the local community by purchasing operating power supplies and equipment from local merchants and manufactures;
 - (xii) To associate with other local businesses in advancing economic and

- social welfare of the community through joint community relations programmes;
- (xiii) To provide employment opportunities that assist in improving their standard of living and thereby contributing to the development of the economy;
 - (xiv) To encourage better community governance by encouraging employees to run for public offices, or volunteer to serve on board and committees, lending company executives to community agencies to provide specialise advice and assistance to community problems and making company facilities and equipment available to the community in times of emergency.

2.2 Component Of Community Structures

The community consist of various distinct publics who constitute the components and power structures, which every organisation has to recognise in their community relations programme. These components are:

Community leaders:

These are shapers of opinion in the community. They are public officials, major employer, vocal advocates, informal thought leader and traditional chiefs. This part of community components are more educated, more travelled and more exposed to the media.

Civil group:

These are usually social group or cultural organisations existing in the community. They include: age group, social club, youth forum, charity groups and vigilante groups.

Students:

This group is a very important sub unit of community. The members form future employees and customers to the firm; so, keeping abreast of the purpose of the group is beneficial to the organisation.

Women organisations:

Women are increasingly becoming an important public in the community. Their growth in the labour force gives them greater knowledge and resources for family decisions. At this time their role in labour force has caused employers to reach out with childcare, maternity, holidays and flexible working hours. This group is very pertinent and influential, especially when one considers the family as the basic unit of the community and the society at large.

Local press:

This group plays a very important role in the community. They report and disseminate news about an organisation to the community members and vice versa. Therefore, it is imperative to know the local journalist in the

community.

Local merchants: These are members of the organised private sector such as chamber of commerce, national association of small scale industries etc. Their members are usually wealthy and constitute a vocal sub unit within the community that cannot be ignored. On the whole, the knowledge and understanding of the dynamics of all these groups is very vital to the successful operation of the firm; more essentially is the identification of, and ability to tap their influence networks dynamically for valuable and successful community relations programmes.

2.3 Concept Of Corporate Social Responsibility

The concept of corporate of social responsibility (CRS) was introduced in the 1980s and defined as the “the responsibility to plan and manage an organisation relationship with all those involved in or affected by its activities”. Those who developed the concept are of the view that it is an excellent opportunity to “bank” goodwill in the various communities where different organisations are operating. Corporate social responsibility is all that public relations is about because having involvement in the community where a company is operating is a natural part of successful business practice. Thus, corporate social responsibility could be considered as a social investment, while an organisation that refrains from its corporate social

responsibility in the area of its operation might be perceived by its host community as insensitive or callous. It is believe therefore that company has great responsibility to its host community.

According to sharplin (1985), the concern about the role business in the community and the society at large has persisted and led to the emergency of “corporate social responsibility”, which necessitated participation in the community –oriented projects. Sarplin argued that complex relationship between business and society should be redefined within a new form of “social contract” or set of written and unwritten rules and assumptions about pattern of behaviour among various elements in society.

Based on the view of the above writer, social contract includes the following obligations:

- (i) Obligation to individual: these include equitable wages/salaries and remuneration “packages,” suitable working conditions in return for the duties and responsibilities carried out by the employees.
- (ii) Obligation to groups and organisations: requiring the organisation to compete with the rivals on “honourable” basis by respecting the mutual rights and obligation of trading partners, groups and other organisations.
- (iii) Obligations to government: recognition that a mutually beneficial

exchange exist between the organisation and government constituencies, requiring payment of taxes and implementation of health and safety standard etc.

- (iv) Obligation to society: the expectation that organisations would automatically abide by both the letter and spirit of the law in dealing with consumer groups.

However, the idea of corporate social responsibility began in the early part of the twentieth century. Corporation at that time were being criticised for being too big, too powerful, and anti social, and they were accused of engaging in anti-competitive practices. Efforts were made to curb corporate power through laws and other regulations. A few far-sighted business executive advised the business community to use its power and influence for broader purposes, rather than solely for making the highest possible profits. This approach appealed to increasing numbers of people in business, and the idea is eventually became the concept of corporate social responsibility.

In the United States, some wealthier business leaders such as steelmaker, Andrew Carnegie became great philanthropist who gave much of their wealth to educational and charitable institutions. Others, such as automaker Henry Ford developed paternalistic programmes to support the recreational and health needs of their employees. Describing these early

philanthropists, Heald (1970:109) discovered that “these entire business leaders believed that business had a responsibility to society that went beyond or worked in parallel with its effort to make profits”.

Nevertheless, the corporate social responsibility development has its critics and perhaps the most eminent was Friedman (1970), American economist and noble prize winner, who denounce it as a “fundamental subversive doctrine” that threatens the foundation of a society in which:

“...there is one and social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”.

Friedman’s criticism was directed solely against the introduction of corporate social responsibility within profit-making so long as it stays within profit-making business organisations in the private sectors. There a distinction needs to be made between corporate social responsibility issues, which should refer to the organisation’s policies and activities, and the decision and action of individual manager which should fall within the domain of business ethics.

This theory therefore, posits that Celtel Nigeria Limited in the south-east region is supposed to be grossly involved in corporate social responsibility. The company has the duty of providing their host community

with those basic social amenities like pipe borne water, electricity, schools, access roads and a host of others. The goodwill, cordial co-operation and acceptance which this company enjoy largely depend on the extent of their corporate social responsibility to the community. The excuse on whether they pay taxes to their various state governments should not prevent them from their corporate social responsibility to their various host communities. Celtel Nigeria Limited must be sensitive to the demand of the people of the areas of their operation.

Socially responsible organisation is those who care and assist in the development of their host communities. Supporting these claims, Udoakah (1998:15) states that development communication should be followed with or proceed by social policy of reducing the suffering of the ordinary citizen in the areas of food, health care and shelter. Engaging in corporate social responsibility will help to alleviate the suffering of the people of south-east region. Therefore, engaging in social responsibility will go in a long way in eradicating the constant and continuous crisis between them and host communities.

2.4 Modern Approach To Corporate Social Responsibility

Corporate philanthropy or gift, giving freely and voluntarily extended to those in society who are in need is the modern expression of charity

principle. The stewardship principle is given meaning today when corporate managers recognise that their decision affect the lives of many people in society and that have a responsibility to balance the interest of many groups rather than focus any one group alone. Business and society are independent. Decisions that affect one also affect the other. The mutuality of interest places a responsibility on business exercise care and social concern in formulating policies and conducting business operations. However, companies vary considerably in their approach to social actions. Some companies only do what is absolutely necessary by laws and regulations; they act according to: social obligation”. Other recognise a somewhat wider circle of social relationships and are willing to make charitable contribution as well as interact with community groups who have an interest in what the organisation does, then act according to the principle of “social responsibility”. Other companies are far more open to social influence and communication with external groups. They try to anticipate social issues that may affect themselves, and they work in direct partnership with stockholders. They also may give attention to broad ethical issues of right behaviour. Companies of this group act according to the principles of “social responsiveness”. Seitel (1995:63) notes that companies when inter acting with society exhibit varying degrees of social commitment. Federick, Davis

and post (1988:32) surveying the attitude of companies note that “since about 1950, some organisations have tended to move from attitude of social obligation to attitude of social responsibility and to attitude of social responsiveness. This trend means that some corporate managers realise that the social environment is becoming increasingly important in conducting business in today’s world”.

The proponent of corporate social responsibility argues that it helps balance power with responsibility, discourages government regulation, promotes long run profit and improves the organisation’s corporate image. They equally state that it respond to changing public needs and expectations, connects social problems cause by business moral obligation to society. On the other hand, the opponents of the principle say it lowers economic efficiency and profits, imposes unequal cost among competitors and creates internal confusion and unjustified public expectation on business. They also state that it gives business too much power requires special kind of skill which business lacks, places responsibility on corporation instead of individuals as well as lack of social accountability on the part of business.

2.4.1 Social Obligation

In the view of the proponent of this phenomenon, an organisation engages in social responsible behaviour when it pursues only the profit side

of business within the confines of the law as imposed by society. They contend that because society supports organisations by allowing them to exist, organisations are obliged to repay society for that right by making profit. Friedman, writing in the New York Times, 1900 states that “there is one and only one social responsibility of business to use its resource and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say it engages in open and free competition without deception and fraud”. This view equally contends that activities other than profit seeking may work to the disadvantage of society. It holds that non-profit seeking activities may be unwise and unworkable because managers are not trained to make non-economic decisions, thus society does not benefit from their action. Perhaps, the most persuasive point of this school of thought is that, to encourage organisations to do more than pursue profits give them power with accountability. Organisations are not accountable to society but to stockholders, and to the extent that they deviate from action intended to make as much money as possible for their stockholders, the very foundation of free society is undermined.

2.4.2 Social Reaction

A second approach of social responsibility is behaviour, that is, in reaction to currently prevailing social norms, values and performance

expectations. This view emphasises that society has expectations for business and that responsible corporate behaviour goes beyond the provision of goods and services. It holds that organisations must be accountable for the ecological, environmental and social cost incurred by their actions and must therefore react and contribute in solving society's problems. A leading proponent of this school of thought that social responsibility goes beyond performance within the confines of law is Fitch (1986:121) who states that "a firm is not being socially responsible if it merely complies with the minimum requirement of law ..., social responsibility goes a step further. It is a firm's acceptance of social obligation beyond the requirement of the law. A firm that accepts social obligation in reaction to pressure groups, consumer boycotts or adverse publicity is not social responsible".

The essence of this view of social responsibility is that such organisations are socially reactive. Demands are made of them by certain group with the community and the organisations are socially responsible when they react, whether voluntarily to satisfy these demands.

2.4.3 Social Responsiveness

In the views of the proponents, socially responsible behaviour is anticipatory and preventive, rather than reactive and restorative. In today's complex society, social responsibility refers to actions that go beyond social

obligation and social reaction. The characteristics of social responsive behaviour include anticipating the needs of any group within the community regarding existing and anticipated social needs.

A socially responsive organisation voluntarily and actively seeks ways to help solve society's problems. This school of thought also contends that responsible corporate citizens apply corporate skills and resources to every social problem of the host community – from social amenities and infrastructure to employment and from local school to small business job creation. When organisation commits their time, skills and resource to voluntarily solve community problems they receive public approval. Supporting this view of social responsibility, Hills (1983) notes that business must take closer look at its operations and ethical standards, warning that; unless organisations are willing to examine their decision and performance, correct any flaw of candour on matter of community interest, they will never effectively rebut its militant critics, never successfully defend itself in the court of the public opinion.

2.5 Concept Of Corporate Image

Organisations nowadays are becoming conscious of their corporate image. They are beginning to realise that patronage of their goods and services not only lies in effective and efficient marketing strategies, but also

to a great extent in their corporate image. For this reason, organisations devote serious attention to the issues of their corporate image.

Corporate image according to Nwosu (1996) can be said refer to the overall reputation of an organisation as determined by the various pictures, impression, knowledge, information and perception that the public of that organisation have about it. He states further that it is also determined by multiple factors that include its corporate performance or non-performance, corporate identity and corporate communications over a period of time.

Chukwu (2004) defines corporate image simply as “the impression a person or a group of persons have of a country, community, company or organisation. Idemili (1999) observed that corporate image exists in the minds of people as composite of experience knowledge, belief and feeling. It may be clearly defined s fuzzy or weak. Rooted in a complex of social attitudes and values system, it differs in character and intensity from person to person and from company to company. However, complex, diffused or loosely structure, the corporate image invariably has balance sheet significance. Jefkins (1989) sees corporate image as the image of the organisation its rather the products or services. He adds that corporate may be made up of many things such as company history, financial success and stability, quality of production export success, industrial relations and

reputation as an employer, social responsibility and research record.

From the definition given so far, it is crystal clear that the way publics perceive an organisation is very important. The corporate image of an organisation forms a strong marketing communication and enhances public patronage. The result of this could encourage high productivity, improve sales of products, fight competitive challenges, encourage relations with customers and financial institution, regulate relationship and minimize crises in organisation, increase public confidence that could encourage quality in staff recruitment, (Ehikwe 2006).

Public corporation like PHCN, NITEL have before now recorded their own death sentences from the public to the extent that they have been given several nicknames to express publics' total disappointment over their services. They engage in unethical practices that have accumulation for the organisation very terrible and stinking image. In the same vein, some institutions of higher learning in the country are seen by some publics as centres of academic fraud, sexual harassment and cultism. To this extent, they have lost public confidence and for this reason, some parents will never allow their children to attend such school, (Chukwu, 2004).

The way public feels about an organisation matter a lot. An organisation with a good corporate image is likely to have more persons

inclined to buy its product, use its services, seek employment with it, buy its shares and support its policies than those with negative or neutral feelings.

Today, management is becoming aware that overall image of a company is important and it can only be established at board level. Finn (1991:45) support this view by arguing that the appointment of the executives is itself a corporate image move calculated to influence opinion than strengthen management. Bardan's (1970) views, there are three major categories image influences. They are: the image of the product class as a whole, the image that brand users and the corporate image of the company that stands behind the brand.

We conclude in the words of Bernstein (1984) that a corporate image is powerful; it helps to determine how a person will behave towards a company. The way a company is perceived; as weak, strong, open, cold, warn, rigid will influence person's disposition.

2.5.1 How To Build Corporate Image

To build a virile corporate image, one needs to possess a strategic vision, effective management and good leadership. Good image can only be achieved only if an organisation has fulfilled the basic conditions of earning it which includes effective management of resources, industrial harmony and

societal acceptance that is why public is placement with current procedures.

For an organisation to build a good image, the Chief Executive must possess strategic vision, ensure that the basic responsibilities of management are performed dutifully and be certain that the organisation is dynamic and responsive. A deficient organisation surrounded by stories and incidences of defective management, wrong staffing, faulty financial and marketing policies, poor products, distrust and poor staff morale cannot earn good image regardless of the amount of money invested in public relations or the skills of the public relations manager,(Ogunsaya,1991).

Most corporate problems arise because of non-performance of one or more of management responsibilities. Organisations that yearn for good corporate image must apart from endorsing the public relations persons, assemble effective and dynamic management teams comprising of highly motivated, experienced, dynamic and purposeful executives who are not only good but as well, adequate skilled at taking calculated risks.

In today's business environment, image making is an understatement, the reality is that all organisations that have good image worked assiduously to earn it, thus building their image. In such companies for example, when they notice a major product deficiency they recall the batch of the product concerned, they not wait for staff to agitate before they give them their dues,

they monitor developments in the economy and take strategic position, they encourage employee to accept change when necessary, they invest heavily in staff, they maintain dynamic manpower development policy, they pursue profitability and growth in all ramifications and above all they have broad based policies on strategic public relations and social responsibility.

According to Salu (1974:154) corporate image of an organisation is the total reflection of its character policies, activities, products and personalities. He further maintains that when the public relations practitioner has the job of creating and building a corporate image, one priority demanding the greatest attention is to build up a communication plan. To do this, his basic instrument is the corporate positioning statement which will be made up of the following:

- Public relations literature
- Corporate advertisement
- Marketing (including sales promotions)
- The spoken word – conference, seminars, speeches

Salu observes that image is a long-term issue and planning the communications for corporate image is essential, strategic in nature that means, it is a long term scope. Every organisation has more than one target

public. Some target publics are more important than others. This calls for the prioritization of social responsibility. Celtel Nigeria Limited is an organisation with various publics which corporate relations should of its corporate image.

Quite frankly, to build a good image, an organisation must create and sustain effective management and strategic public relations both aimed at harmonizing seeming conflict desire and expectations of diverse publics.

2.5.2 Corporate Image Management

Adebayo (1996:29) submits that communication is a thing that the managers today must not lose sight of. It is a key in running a company. As far as public relations practice is concerned, communication has been established as a management technique. It is indeed the heart of these that you either communicate with the people or your company, or fall part. It is better that an organisation communicates with people within and outside its environment about its corporate existence and activities. The way internal and external publics view a company has always been important in public relations.

Lowell (1982:81) observes that corporate image express succinctly the goals of most public relations programmes. If corporation cares at all about other inside and outside their organisation, they think of them about their

image. Lowell further submits that “the time and money spent on public relations programmes are usually approved with the corporate approved image in mind”.

Good corporate image is difficult to achieve and measure that is why it necessary to functional management of corporate image. To manage corporate image is to manage their public relations practice and programmes of an organisation.

Cutlip and Centre (1982:41) identify six activities that call public relations, which affect the corporate image of an organisation –an emergency,, an overhaul, a threat, public service cause and effective change. All activities affect the image of any organisation positively or negatively. These authors also list nine possibilities that would call for public relations and would affect the image of an organisation as: promotional opportunity, competitive challenge, controversy, adverse publicity, new image, catastrophe, ineffective communication, conflict of and crisis.

For effective corporate image management, Cutlip and Centre (1982:43) postulated that long term success should be based on these five characteristics:

- Commitment and participation by management
- Competent in public relations functionaries

- Centralization of policy making
- Communicating the public's by considering up, down and sideways through organisation
- Co-ordination of effort toward defined goals.

To manage corporate image is not a simple task because it involves all the process and procedures of management: planning, coordinating, motivation, control, communication and directing all the programmes and activities of an organisation's corporate relations for maximum effect. To do this, Cutlip and Centre again task the practitioner to:

- Ensure the public relations mindedness of the organisation official
- Obtain within the definition of authority and responsibility
- Blend public relations goal with organisational goals
- Gain the confidence and cooperation of associates
- Indoctrinate the entire organisation in principles and programmes
- Provide service to other department staff and line
- Develop a desire and opportunity for mutual participation in the programme
- Promotes a communication philosophy of candour

If public relations are a management function, it follows that all managerial functions of public practitioner in Celtel Nigeria Limited of

south-east region must be annexed the formulation and execution of programmes to build and generate good corporate image.

2.6. The Impact of Attitude, Public Opinion and Perception to Community Relations Practice

Community relations, a part and parcel of public relations practice is often regarded as a social philosophy and principle of management expressed in policies and actions, with the aim of attaining mutual understanding of the community. This goodwill in turn elicits favourable opinion, attitude and perception of the public organisation. There is perhaps, no better way of securing community understanding and support than careful attention to community relations programme, public opinion, attitude, and public perception. Obviously, we can see that a community relation is closely relations to public opinion, attitude and perception.

Public Opinion

The term public opinion is the view expressed by a significant number of persons on an issue of general importance. It is a social judgement of self conscious community in a question of general import after rational public discussion, (Childs, 1965:117).

Mackinon (198:94) sees public opinion also as “that sentiment on any

given subject which is entertained by the best informed, most intelligent and most moral persons in the community”.

Scientific research has shown that there are at least three main categories of publics who form and hold opinion on any issue. These categories are:

First category is mass public, which are the public leaders who have little opportunity to express in any meaningful way, the opinion they hold. This group which constitutes about 90 percent of the population does not bother to participate in the opinion making process.

The second category is the attentive public. This people hold opinion on their own on issues but will not express such opinion frequently and effectively enough for their opinion to have the desired impact. They pay more attention to public issues than mass public and constitute about eight percent of the population.

Third category is the opinion-making public. They constitute a very small minority of the population. This category of people is made up of who form, hold and express opinion on almost all issues of community interest in view of the positions they hold in the community, their wealth, educational attainment or social standing. This group enjoys relatively easy access to modern facilities and wield a great deal of influence over other groups. Their

policies, statements and actions determine most of the issues of issues of community interest. In a typical community, this group consist of retired senior, public officers, wealthy merchants, teachers as well as community activists including local journalists. A sound community relations policy will identify these groups and work towards attaining social harmony and peace with each group.

Attitude

Attitude is regarded as a person's predisposition or tendency to evaluate a person, a group, an organisation, an object, an issue or idea in a consistently favourable or unfavourable manner (Oskamp, 1997:17). It is sum total of one's inclination, dealings, notions, ideas, fears and convictions about any specific topic. Simon (1980) hold that "attitude s predisposition, thought or feelings of people towards issues that have not materialised in a specific way".

Therefore, attitude forms the raw materials out of which public opinion develops, thus understanding the nature of individuals and group attitude are critical in understanding the nature of public opinion. Attitude also comprise three elements, the cognitive element consist of the facts gathered and considered about the object, issue or organisation; the effective element refers to the feelings one has about the object or person; and the

cognitive or behavioural component which is the tendency to act in certain ways towards the object of attitude (Middlemist et al 1977 :102). Attitude held about an organisation by the community can change in favourable or unfavourable direction, and the task of the organisation's community relation policy must ensure that whatever changes occur is favourable.

Public Perception

Perception is another pertinent tool community people use in relating with an operational organisation. Explicitly, Middlemist and Hist (1977:59) posit that public perception is the way people view the world around them. It is the process of receiving sensory inputs and organising them into useful ideas and concepts.

Perception is a vital process because the concept people form becomes ideas and attitude that influence their behaviour. It consists of three distinct stages: sensing which is using the sense of touch, sight and smell to obtain data. Some information in the environment is beyond the ability of the sensory organs. Inattentiveness to information leads to inaccurate perception, so where member of the community do not have all the relevant information about the organisation, they are bound to wrong perception about the organisation. Another stage is selecting from the data, those that will be used to form perception. An organisation must understand the

structural and social make-up of its host communities. The influence that perception has on the relationship between the community and the organisation is especially important to understand.

Errors in the ability of the community to sense accurate information, select appropriate data and to organise the information correctly always lead to inaccurate perception about the organisation giving rise to unfavourable opinion and attitude. The perception process is however influence by several factors that have to do with the nature of the community. Four of the most imperative factors are community's familiarity with organisation, community's feelings about the community and the social and economic state of the organisation in relation to the capitalisation of community. The problems that can prevent the formation of accurate perceptions usually arise from five general factors: logical errors, halo effect, stereotyping, projecting and perception defence, (Middlemist and Hist 1977:67).

2.7 Theoretical Framework

Community relations is the practice that basically explores, adapts and depends on the philosophies and theories, process or tactics of public relations practice, which is in fact a persuasive communication process, (Akpan 1990:89). And communication according to Theodorson (1969:103) is the "transmission of ideas, attitude or emotions from one person or group

to another primarily through symbol”. Gerbner (1967:97) views communication as a “social interaction through messages” with the sole purpose of influencing opinions, attitudes, perception and behaviour of others. This study, therefore, is based on some communication theories and specifically on spiral of silence, social relationship and the multi-step opinion leadership.

2. 7.1 Spiral Of Silence

This theory, put forward by a German sociologist, Elisabeth Noelle-Neumann explains the growth and spread of public opinion as a “tangible force” which keeps people in line. The label “spiral of silence” refers to the increasing pressure on people to conceal their views when they think they are in the minority. Asch (1984:71) supports this contention when he said that “people will ignore the plain evidence of their sense and yield to perceived group pressures”. Noelle-Neumann also views public opinion as the “opinion on controversial issues that one can express in public without isolating oneself”.

Since people want peace and contentment that comes from belonging, the fear of isolation is the centrifugal force that accelerates the spiral of silence: individual’s perception of his opinion relation to other; mass media and interpersonal communication. Therefore, people conform out of desire

to identify with the dominant opinion to avoid isolation. Noelle affirms this fear of isolation when she noted that “individual who ... notice that their own personal opinion is spreading and is taken by others, will voice their opinion self ... confidently in public. On the other hand, individual who notice that their own opinions are losing ground will be inclined to adopt a more reserved attitude”.

So the perception, attitude and opinion the community has of the organisation operating within their locality is likely to be the dominant one. Critics of the theory, however point out that there are people who will never be silenced by threats of isolation, even though their cause appear hopeless, they continue to voice their opinion. Noelle acknowledges this vocal minority who remain at the top of the spiral of silence in defiance of threats of isolation but regards them as “the hope for future swings in public sentiment”.

2.7.2 Social Relations Theory

This theory is based on the assumption that people can be grouped into broad collectives on the basis of shared orientations and characteristics. It contends that people belonging to the same group will select identical information content and react to it in a fairly uniform manner. The theory also postulates that demographic variable such as age, race, sex, income,

education, occupation and place of residence can bring out in combination determine message saliency for the group.

So in a community with varying components such as community leaderships, group, cultural groups, students, local merchants, industrialist as well as women group, all these will play crucial roles in determining their perception, opinion and attitudes towards the organisation. An organisation must therefore know the various socio-cultural group formations within its host communities; understand their make-up and the aims and objectives for their existence in order to work towards establishing mutual relationship with each of them. The social relationship theory is thus an important premise on which this study is anchored.

2.7.3 Multi-Step Flow/Opinion Leadership

The multi-step opinion model of communication propagates that active individual in information seeking were opinion leaders and the remainder of the mass audience was passive. This implies reliance on the mass media by opinion leaders. The opinion leadership model is recognition that certain members of the community are very influential in shaping opinions and perceptions of their peers. Opinion leadership is the ability to influence informally other individual's attitude or avert behaviour in a desired way with relative frequency, in both formal and informal situations.

Comparative analysis of opinion leader reveal that they are general characterised by more formal education, higher social status and wealth; greater innovativeness in the adoption of new ideas, more mass media exposure, greater emphatic ability, more social participation and more cosmopolitans, (Harywood, 1984:92).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focused on the entire methods and procedure employed in conducting this study. It includes the research design, population studied, sampling techniques as well as instrument used to arrive at decisions that clearly answer the research questions.

3.1 Research Design

The research is design to study “community relations and corporate image “: a study of Celtel Nigeria Limited. A survey technique was adopted to examine the host community’s perception of the image of Celtel Nigeria Limited. The self-administered questionnaire was considered most appropriate for the study. This is because it ensured complete anonymity.

Questions that respondents might not be willing to answer in a face-to-face interview are most likely to be answered in this type of self-administered questionnaire. The method is impersonal, cheaper and quicker than interview survey. It also has the advantage of being easy to administer to a large number of individual simultaneously. However, it has the disadvantage of wrong completion. This is due to the fact that the researcher cannot always be round to explain questions not well understood by

respondents. Number of questionnaires returned might be low as a result of respondents either losing or misplacing them.

3.2 Population Of The Study

Population here refers to the totality of targeted communities that form the focus of the study. The objective of the data collection process is to draw conclusion about the population. It is therefore imperative to have clear picture of what constitute our population. However, the study covered the south-east zone of MTN Nigeria Limited. The zone apparently has six host communities that have direct relationship with MNT NIGERIA LTD.

They are Abia, Anambra, Cross Rivers, Ebonyi, Enugu and Imo. This zone stand to represent the population of study. The company is strategically located at central capital of each zone and as well serve as the host communities of the company where its plants and facilities are located and where most of its employees live and interact on a daily basis with members of these communities.

The total population of south-east zone that constitutes six communities are used for the study. Therefore, if reliable and valid data pertaining to public perception of the community relations programme of MTN NIGERIA LTD were to be collected without bias, these areas have to

be considered as the veritable population to be studied as they are the direct recipients of the company's activities as well as community relations efforts.

3.3 Sample Size

A sample is a subset of the population that is taken to be representatives of the entire population. Obviously, it is quiet impossible to sample the entire population. The aim of the survey is to find out the percentage of community relations programmes of MTN to the six host communities. Since it is impossible to sample the entire universe, it is therefore apparent to apply the statistical formula for selecting from a finite population as developed by A. H. Deckens for calculating sample size.

Formular says:
$$n = \frac{z^2 pq}{d^2}$$

Where n = desired sample size to be calculated

2 = the number of standard deviations.

(Z-score – confidence limit)

d = the level of tolerable error (standard error)

p = probability of success

q = probability of failure

In calculating the sample size, z-score (confidence limit) was taken to be 1.96 (95% confidence limit),

Standard error (d) as 0.05 or 5%, $p = \frac{73.4}{100} = 0.734$

$$q = 1 - 0.734 = 0.266.$$

Substituting the above value into the formula we get

$$\frac{Z^2 pq}{d^2} = \frac{(1.96)^2 (0.734)(0.266)}{(0.05)^2}$$

$$= 3.8416 (0.734) (0.266)$$

$$= \frac{0.7500}{0.0025} = 300$$

So 300 questionnaires were returned and used for this study

3.4 Sampling Technique

The sampling method used was simple random sampling, where the participants in the locations that the researcher came in contact with were allowed to take part in the study. The use of simple random sampling technique ensured to avoid bias in selection of sample size. The major aim of this survey sampling in the view of Babbie (1973) is to select a set of element from population for the real size of observation such that the descriptions of the statistics definitely describe the total population from which they were selected.

3.5 Research Instrument

The tool adopted for the study was the questionnaire. The questionnaire was divided into two categories; one for the publics/consumers of MTN Nigeria Limited and the other for the management.

The set of questionnaire meant for the management of the company was open ended questions. This was to allow the respondent answer the question sufficiently, from the company's standpoint. The second set of questionnaire contains simple, precise and very clear questions, covering only one issue at a time and eliciting the exact information. The choice of a close ended questionnaire were because answers which are standard and could be compared from person to person are much easier to code and analyse, hence saving time and money. It is also pertinent as it helps respondents to understand the meaning of the question and answer correctly.

The technique adopted in the administration of the questionnaire was more of a systematic random approach.

3.6 Method of Data Collection & Analysis

One of the most pertinent factors of this research was the plan for data analysis. The aim of data analysis was to determine the relationship between the variables by answering the research questions. In this study, data

collected were analysed to interpret the response to questions by respondents. The simple table constructions and percentage was utilized.

The main reason being that the study was mainly an analysis of facts and decision already made. All the responses given to the questions asked in the questionnaires were tallied and the number of frequencies for each choice converted into percentages. The data was then interpreted and deductions were generally made.

3.7 Reliability / Validity of Research Instrument

In order to forestall measurement errors, which when the instrument is faulty, the reliability of the research instrument was ensured through its careful construction and pre-test. Pre-test was done by conducting a pilot survey wherein the research instrument was administered to a part (sample) of the population with a view to finding possible fault. In the study, the questionnaire was subjected to face validation which is ultimately a matter of judgement. Two major questions that were considered are:

1. Whether the research instruments used in the study really measured what the research claims
2. If they provided adequate samples of the kinds of perception that the researcher set out to measure.

The first question exposes the aspect of the actual measurement of the instrument. The second question examines the ability of the research instrument to gather information about the issues to be observed. However, the researcher's instruments face validity was censured by both expert in communication, public relations and of measurement and evaluation. They determined among other factors; the simplicity of the questions, clarity, and unambiguous. They also ascertained whether the questions satisfactorily measured the variable of the study. Good suggestions, advice and modification that led to a satisfactory validity of the instrument were provided.

3.8 Method of Data Analysis

The research used descriptive statistical tools (tables, figures and simple percentage) in presenting and analyzing the data generated from the study. Also, the interpretation was based on whether or not the percentage results were significant.

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CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND DISCUSSION
OF FINDINGS

4.0 Introduction

In this chapter, the reader is introduced to the modus operandi of collecting data for this study. The data collected are presented, analyzed and discussed. The study equally anticipates examining strategies of Celtel Nigeria Limited, especially as it relates to the community relations and corporate image.

However, the data collected are presented in two parts. The first shows the responses to the questionnaire instrument from Public Affairs Manager of MTN Nigeria Limited while, the second, are responses from the questionnaire administered on the host communities of the company.

4.1 Data Presentation From The Department Of

PUBLIC AFFAIRS

(a) MTS's Community Relations Policy:

The deputy manger public affairs department pinpoints that the company's community relations policy is built from their philosophy of responsive and productive community neighbour and their principle of promoting community assistance. He noted that their community relations therefore is

“to define the future of the community development and welfare while leaving room for inputs from the community which may advise on alteration of existing plans with new ideas and projects.

(b) MTN’s Community Relations Strategies:

The community relations strategies of CELTEL in accomplishing its desired policy are based on the general principle of treating people right. To do this requires an adequate knowledge of people, their needs, wants, their culture etc. MTN therefore counts on its philosophy of community assistance through full participation of its operational and significant publics like the communities. The community relations strategies are therefore based on:

- (i) Research: this is a move to know the communities’ needs and wants. MTN uses both formal and informal methods. The company carries periodic surveys and field report from the community liaison officers from the basic methods of research.
- (ii) Planning: MTN adopts the data from the research to generate and plan programmes for the communities. Long term strategic plans usually limited to four years re mostly targeted. But tactical short term projects are equally planned for the MTN.
- (iii) Communication: MTN also considers communication as a basic tool for its survival and so strives to establish and make meaningful

relationship with its publics. MTN generate both information and motivational objectives for its communication goals, taking note of the basic requirement for effective message content, delivery and the media of communication. MTN explores both traditional and modern media and channel for its communication needs.

- (iv) Feedback mechanism: MTN relies on a sound evaluation of its plans and programmes of community reconciliation of objectives and performance.

(c) The programmes of MTN's Community Relations Efforts:

MTN's community relations programmes are designed to promote contributions to the economic and social lives of people in the communities that serve the company. Such programmes are usually considered top priority assistance meant to generate and ensure good neighbourliness, effectiveness and wide utility. The programmes are usually rated and serviced in a concentric pattern that reduces with distance from the company's operational base. The programmes are noticeable in the areas of:

Education: (seminars, workshops, library, classroom blocks, skill acquisition training etc)

Health: (hospital ward, staff training, medical equipment, supply of drugs etc)

Roads: (rehabilitation of roads and construction of culverts etc)

Water:

Electricity: (donation of transformers, linking to grid etc)

Selfless donation to community project and community based organisations.

(d) MTN's rating of relationship with communities:

The response indicates that the relationship is cordial as there is a mutual benefit emanating from their relationship. In addition, the host communities have been very receptive of the company's community relations projects.

This is often demonstrated by the way they embrace such programmes when it is on course.

(e) MTN's approach to conflict

The company's approach to conflict is dynamic. There had been moments of conflict and the approach used to resolve them is dialogue, community forum, negotiation and mediation.

(f) Planning: Planning apparently plays an important role in the company's community relations programme. Like have been analysed earlier, the

planning approach enables the communities to make inputs and where possible make adjustment. It also enables the company to initiate a process of meeting up the obligation it placed on itself.

(g) MTN's assessment of its corporate image: The company's image according to the deputy public affairs manager is perceived as good and positive.

(h) Influence of MTN's community relations: Programmes on its image are identified from the manager's observation that to a large extent, MTN's community relations programmes influenced the current positive and good image it enjoys from the communities.

(i) MTN's percentage of vote of public relations budget: The observation shows that community relations budget has over 65% of the public relations budget.

4.2 Presentation of Data from the Community Respondents

A total of three hundred (questionnaires) were administered with a hundred percent return as the research adopts direct method of administration. The measure of distribution has been well articulated in table 1 of chapter three.

Table 4.2.1 Distribution of Respondents by Gender Per Community.

Gender	ABIA	Anambra	C/river	Ebonyi	Egugu	Imo	Total
Male	28	35	28	31	30	40	192(64.00%)
Female	24	14	20	19	22	9	108(36.00%)
TotaL	52	49	48	50	52	49	300(100%)

The table above disclose that one hundred and ninety two (192) respondents were males and one hundred and eight (108) respondents were females. A further break down by communities shows that Abia had 28 males and 24 females; Abonyi had 31 male and 19 females; Anambra had 35 males and 14 females; Cross-rivers had 28 males and 20 females; Enugu had 30male and 22 females; while Imo had 40 males and 9 females. From the above it became necessary to look at the literacy level of the various respondents as crucial to determining the responsiveness of multinational organisations to community relations programmes and how it affect its corporate image.

Table 4.2.2 Educational Status of Respondents by Communities

Literacy level	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
FSLC	7	4	10	7	4	2	34(11.33%)
WAEC/SSS	9	11	4	10	10	4	46(15.33%)
OND/NCE	10	16	14	19	13	25	97(32.33%)
B. Sc	18	10	14	5	18	12	77(25.67%)
POST GRDUATE	5	4	4	7	5	2	25(8.33%)
NO EDUCATION	5	4	4	2	2	4	21(7.00%)
TOTAL	52	49	48	50	52	49	300(100%)

The table indicates that of the total respondents ninety –seven (97) are OND/NCE holders, 97 respondents are first degree holders and 46 holds WEAC/SSSC. 34 of respondents had first school leaving certificate whereas 25 possess post graduate degree while 21 have no education at all. From the above it shows that the concentration of the respondents more on the averagely educated people with NCE and diplomas with little boost on graduates.

Table 4.2.3 Occupational Status of the Respondents

STATUS	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Civil servant	9	6	5	8	8	6	42(14.00%)
Self employed	25	15	8	14	16	15	92(30.67%)
MTN staff	25	15	8	14	16		97(32.33%)
B. Sc	15	3	12	13	16	3	62(20.67%)
Unemployed	3	26	23	15	12	25	104(34.66%)
TOTAL	52	49	48	50	52	49	300(100%)

The above illustrate that one hundred and four of respondents are unemployed, while ninety two of respondents are self-employed. Also, sixty-two are either in the other communication sector or working for MTN whereas forty-two work for government as civil servants.

Table 4.2.4 Respondents period of stay in the community

Number of years	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
9 years below	7	4	5	7	6	8	42(14.00%)
10-19years	25	13	17	23	26	14	118(39.33%)
20 years and above	20	27	26	20	20	27	140(46.67%)
TOTAL	52	49	48	50	52	49	300(100%)

The data in the table above shows that 42 respondents have stayed between 9years-below, 118 Of the respondents have stayed between 10 and 19 years while 140 respondents have stayed between 20years-above.

Table 4.2.5 Method of obtaining information at the company

Methods	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
A member of community	14	22	25	20	14	20	115(38.33%)
I am a contractor to the company	10	6	6	8	10	5	45(15.00%)
Through relations with the company	8	10	5	8	9	10	51(7.00%)
Community representative	5	2	3	4	4	3	20(6.67%)
Through media	6	4	3	4	5	6	28(9.33%)
TOTAL	52	49	48	50	52	49	300(100%)

The table above shows that 115 respondents are aware of the company's activities because they are members of the company's host communities while 51 respondents get information about the company through their relations with the company. 45 of them claim to get information from the company as contractors whereas 41 respondents claim to work with the company thus are privileged to information. Those that claim to have contact with the company as a result of their representing their communities in the negotiating committee of the company are 20 and 28

also claim to get their information about the company’s activities through the media.

From the analytical points of the data presented on the various variables that relates to demographic issues, it is imperative to analyse other data in consonance with the research questions raised.

Research question1:

To what extent has the current corporate image of MTN Communication Ltd been affected by its community relations policies, strategies, programmes and corporate communication?

Table 4.2.6: Whether the people benefit from MTN community relations programmes and its input on corporate image

Category	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Yes	22	15	18	19	20	15	109(36.33%)
No	30	34	30	31	32	34	191(63.67%)
TOTAL	52	49	48	50	52	49	300(100%)

The above data shows that 191 (63.67%) respondents believe that they haven't benefited enough individual from the company's community relations programmes therefore does not stand to influence its image.

However, 109 (36.33%) respondents claim that the benefit from the company's community relations programmes and corporate communication is a contributing factor to its favourable image.

Research questions 2:

What are the community relations strategies of MTN Nigeria Limited towards its host communities?

Table 4.2.7: Providing host communities' needs as MTN community relations strategy

Needs areas	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Sport/culture	9	9	8	9	8	7	50(16.67%)
Water/electricity	13	11	10	11	13	12	70(2333%)
Employment of indigene	16	16	14	15	17	16	94(31.33%)
Micro-credit	14	13	16	15	14	14	86(28.67%)
TOTAL	52	49	48	50	52	49	300(100%)

The above table indicates that 94 (31.33%) respondents need employment of indigenes, 86 (24.67%) prefer micro-credit, 70 (23.33%) thinks water, electricity and roads are their major needs while 50 (16.67%) prefer sports, culture and arts. It is obvious that the danger posed by lack of empowerment has also encourage the company's community relations to be broad focused with more related interest on providing economic means for its host communities through job in form of contact, employment and micro-credit offer.

Research Question 3:

To what extent is the Celtel current community relations policies and programmes executed?

Table 4.2.8 whether MTN's current relationship with the communities is commensurate?

Variables	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Very good	14	8	5	6	10	7	50(16.67%)
Good	25	7	10	14	23	8	87(29.00%)
Poor	5	30	27	20	8	29	119(39.67%)
Very poor	9	4	6	10	11	5	44(14.66%)
TOTAL	52	49	48	50	52	49	300(100%)

The table above indicates that the rating of the people were more pathetic and frustrating than anything. This is seen in the 119 (39.67%) of the respondents who believed that the current relationship with the communities is poor. Unfortunately, 87 (29.00%) claimed that the relationship is good. 50 (16.67%) said the relationship is very good whereas 44 (14.66%) claimed that the relationship is very poor. This analysis draws a lot of controversy from the view of the respondents since the two distant observations indicate that 119 (39.67%) had a dissenting view of relationship as against 87 (29.00%) good relationship.

Research questions 4:

Is it true that the host communities are the main determinant of MTN communication community relations programmes?

Table 4.2.9 Whether host communities accept MTN’s community assisted projects as their main focus

Variables	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Yes	28	20	23	25	27	18	141(47.00%)
No	15	23	20	18	17	24	117(39.00%)
No comment	9	6	5	7	8	7	42(14.00%)
TOTAL	52	49	48	50	52	49	300(100%)

The table above demonstrates that 141 (47%) respondents agree that host communities accept Celtel’s community assisted project as their main focus in its community relations programmes. However, 117 (39%) disagree with that observation while 42 (14%) say they have no comment.

Research question 5:

In what degree is the current corporate image of MTN communications ltd is perceived by its host communities?

Table 4.2.10 Evaluating the corporate image of MTN

Classification	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
Very good	7	8	6	7	8	9	45(15%)
Good	10	7	8	7	7	9	48(16%)
Fair	25	10	13	15	26	10	99(33%)
Poor	3	19	17	13	5	15	72(24%)
Very	7	5	4	8	6	6	36(12%)
TOTAL	52	49	48	50	52	49	300(100%)

Observing the data above, one can identify that the image of the company is judged to be fairer than the bad posture most people classify the company.

For instance, 99 respondents that are 33 percent represent the average picture or feeling of the people about the company's image. An in-depth analysis and grouping of data in relation to similarity of categories would reveal more that the company's corporate image is a little more favourable than felt by some of the public's. This is shown in the combination of the percentage of very good and good as it reflects the disposition of the respondents. Such would provide 31 percent while addition of the percentage on fair comment would make such position of favourable image to 64 percent as against 36 percent total summation of very poor and poor.

It is apparent that the company no matter the ill feelings of some indigene of the host communities seems to be maintaining a high level of image.

Research questions 6.

How do people in the host communities get informed on the activities of MTN Communication Ltd?

Table 4.2.11 Method of obtaining information at the company

Methods	Abia	Anambra	c/river	Ebonyi	Enugu	Imo	Total
A member of community	14	22	25	20	14	20	115(38.33%)
I work in the company	9	5	6	6	10	5	41(13.67%)
I am a contractor to the company	10	6	6	8	10	5	45(15.00%)
Through relations with the company	8	10	5	8	9	10	51(7.00%)
Community representative	5	2	3	4	4	3	20(6.67%)
Through media	6	4	3	4	5	6	28(0.33%)
TOTAL	52	49	48	50	52	49	300(100%)

Method of obtaining information at the company shows that majority 115 (38.33%) gets their information as members of the community. Only 28 (9.33%) get their information from the media which suggests that media usage is very low in the host communities. A possible explanation for this could be that the area cannot be classified as an urban area per se. 51 (17%) said they obtain their information through their relations who work with the company. A total of 45 (15%) of member of the host communities get

informed through their dealings with the company as contractors, while 41 (13.67%) get their information as workers of the company. The remaining 20 (6.67%) get their information as their communities representative in the joint negotiating council. Although, the data above was initially analysed with the various variables, it is also appropriate to analyse it as a research question.

4.3 Discussion of Findings

This discussion would solely depend on the questions raised in the study.

Research question 1: To what extent has the current corporate image of MTN communications ltd been affected by its community relations policies, strategies, programmes and corporate communication?

The question sought to find out the relationship between the corporate image perception of MTN and its community relations strategies and programmes in conjunction with how the people view their benefit from the programmes. There is no doubt that MTN has committed large resources towards providing community assistance within its operational entity. Assistance to the communities has been the provision of water supply, electricity, etc. All these are in attempt to improve the quality of life within its host communities and therefore make community support favourably perceived by community members.

Some obstacles have to be overcome in implementing socially responsive strategies. Some are structural which has to do with MTN the other is cultural which has to do with the communities. MTN should fashion out a new model of corporate social responsiveness. This new model will involve the policy stage, which is being ware of which part of the host community needs to be responded to and acted upon.

The next stage of the new policy model is the learning stage where management must learn how to tackle the problems and make the new policy workable, using specialised learning where socio-technical experts who are thorough familiar with the culture, life style and motivations of the community re engaged to advise the company; and the also administrative learning where MTN supervisors and managers become familiar with the new routines that are necessary to cope with social problems. The final step which MTN must take to achieve full social responsiveness is to “institutionalize” new social policy so as to become well accepted throughout the entire company as the normal part of its operations. So corporate citizens of the community, organisations are expected to participate in community affairs in responsible manner s well as provided a peaceful and stable environment equally expect their corporate citizens to bring pride into the community.

Almost every community has a multitude of social needs that require for more resource than are available. This is the situation between MTN and its host communities; more so, as its operations cover more than one community. The situation requires that choice be made with regard to priorities using the interactive management strategy where MTN tries to find ways to harmonies the company's own goals with the changing needs, goals and expectations of the communities.

A thorough knowledge of ethics and values is an important requirement for effective corporate leadership. Ethics and values are standard of right and wrong behaviour. Every individual person, every organisation and human group, and all societies are guided by ethics and values. They are an “early warning system” for behaviour that does not meet basic human needs, expectations and desires for a good life for all. They enable everyone in a society – both community members and organisations to have a general idea of what is acceptable. These ethical standards and social values apply to business behaviour as well as to other aspects of life and business expected to adhere to their notions of right and wrong conduct as it makes decision and pursues its goals. If it does not, the company is bound to be in trouble sooner or later.

To overcome this problem, MTN should evolve a social partnership policy, based on principle and attitudes that will makes its assistance programmes acceptable and thus help reduce tension and increase the likelihood of a positive outcome. This policy ensures that all interest group participate in the formulation of plan and choice of community assistance projects.

Decentralised decision making in community assistance programme should replace concentrated power in the company's management and co-operation among potential adversaries should be used to find ways out of the present situation.

Applying the social partnership principle will be useful to MTN because these are practical ways to link social needs with business purpose. They will also permit MTN to participate fully as one member of a problem solving coalition in the community without giving up business's traditional profit orientation. Social partnership will provide MTN a vehicle through which the company and the host communities can co-operate in findings solution to complex and ever increasing community demands and social problems.

Research Question 2

What are the community relations strategies of MTN communication ltd use towards its host community? Obviously, the company's community relations revolve around the principle of social obligation and societal development.

The programmes as describe in table 4.2.7 are in the area of sports, culture, arts; water, electricity, road; employment of indigenes and offering of microcredit.

Research Question 3

To what extent is the MTN current community relations policies and programmes executed? The current community relations policy of MTN communication ltd is expressed through its community assistance. The principle of defining future community development and welfare is through participative contribution of ideas from communities. The policy trust also has its base on MTN's corporate philosophy of responsive and proactive citizen approach to community related matters. The programmes as describe in the analysis are basically to develop the host communities. Based on this finding it can be conclude that MTN's community relations policy is line with the general acceptable goals of community relations practice. And its programmes for the communities are reflective of the company's corporate

vision of positioning as a good neighbour. On the other hand, it can also be deduced that it is one thing to project a position of good neighbourliness and another to be seen as such. What is however worrisome is the level of satisfaction/acceptability that follows the presence of the programmes of the company.

Research Question 4

Is it true that the host communities are the main determinant of MTN community relations programmes? The community relations programme and strategies of MTN are expressed along the lines of general public relations process. It approaches its understanding of the audience through formal and informal research. It adopt long term strategies and short tactical message to select a wider range of projects that form the content of its community relations programme just as the company also adopts a multi-medical channel and multi-message approach in its communication efforts. MTN undoubtedly adopts a feedback strategy to evaluate its performance against its community relations policies. What perhaps, is problematic is the extent to which the community receives, accepts and are satisfied by the strategies so adopted. The communities' responses would adjudge the strategies to be adequate for the purpose of community relations projects.

MTN communications Nigeria ltd social responsiveness considers both the formulation and implementation of its information dissemination strategy and involves basic decisions about its mission, purpose and the nature of its relationship with the host communities. In formulating this socially responsive information strategy, it uses a framework of environmental information in order to fully understand what is occurring in the various segments of the community-social, political, economic and technological as well as cultural.

In spite of this social responsiveness posture, the host communities do not perceive MTN as indicated by 4.2.11 as operating a proactive community relations policy as 145 respondents representing 48.33% view the company's assistance to the communities as low; 30% (90) believes that the assistance is quite average whereas only 65 felt that the assistance is high MTN thus, in the perception of her host communities operates a reactive strategy of community relations assistance where such comes as a result of resentment and pressure due to perceive neglect.

RESEARCH QUESTION 5

To what degree is the current corporate image of MTN is perceived by its host communities? Since the concept of image greatly finds expression and brings understanding from the standpoint of the receiver than on the side

of the sender, the current image of MTN can clearly be discerned from the responses of communities? However, it is worthy to state here that MTN on its own had rated its image as good and positive. However, MTN has to carry out environmental analysis in order to be successful in its community assistance programmes and adapt to changing community environments.

This requires efforts to identify and assess emerging issues and trends in the community that might prove critical to its future operations and survival. By anticipating future changes and their implications, MTN can avoid some problems, prepare for those that are unavoidable.

This process of environmental or community analysis involves scanning a general surveillance of all segments of the relevant community life to detect changes; monitoring will MTN's management to keep track of important community developments as well as separate true signals from the false ones. Scanning and monitoring will enable MTN forecast what is likely to happen in the future.

Scanning, monitoring and forecasting will provide MTN management information about the community which should be assessed and interpret to determine how future trends and development within the community might affect the company.

There is no doubt how companies adopt various approaches in fulfilling their social actions. Some operate on the policy of doing only what is required by laws and regulations. These types are socially obligated. Others recognise a wider circle of social relationships and willingly contribute to the welfare of the community. These groups of companies are more open to social influence, they anticipate social issues that are likely to affect their operation and work in partnership with community groups. These categories of companies pay more attention to broad ethical issues of right and wrong behaviour. They are socially responsive and interactive in their relationship with the community.

Research question 6

How do people in the host communities get informed on the activities of the company? This particular question sought to find out how members of the various host communities get to know about MTN which their community is hosting. The question specifically asked whether they get information through relations who work with the company as staff of the company, as contractor to the company, as community representatives of the joint negotiating council, as members of the community or through the media. The importance of information in human societies can never be overemphasised. The findings of a motivational research undertaken for a

leading American newspaper THE DETRIOT PRESS Stephenson (1967) suggest that people feel lost and anxious without information. This is because, they would not know what is going on in the world and fearing the worst, they are reassured to know each day that everything is well.

Information no doubt is basic to society. They provide the small details of day-to-day and week-to-week happenings that sew together the fabric of society.

There is need for an organisation like MTN to provide information about its operations and its community relations effort to its host community. The result of this study however suggests that MTN does not carry out any deliberate programme to educate members of the host communities. Most respondents 115 (38.33%) said they get their information as members of the community, may be through gossips or other informal means. Only an insignificant 28 (9.33%) get their information through media. This is no doubt an indication that Celtel does not publicise their community relations efforts in the mass media.

Many people make the mistake of assuming that businesses are just organisations set up to maximize profits in the production and exchange of values for the owners. They neglect the salient point that modern business has as one of its prime objective continuing to be in business. Since crisis can stop it from continuing to be in business, the function of managers therefore includes preventing crisis. One of the ways to prevent crisis is by practicing good community relations and this involve providing information to the host community. This is the only way to establish, maintain and sustain mutual relationship with their host communities.

4.4 Test of the Hypotheses

Three hypotheses were tested in this study. The first hypothesis is that, majority of the people in the host communities' rate celtel's assistance to them as very high.

To test the hypothesis, respondents were asked to rate the company's assistance on a scale of high, average and low. Of the 300 respondents interviewed from the six communities that made up the south-east zone of MTN NIGERIA LTD, 65 (21.67) rated MTN assistance as high, 90 (30.00%) rated it as average, while 145 (48.33%) rated it as low. This is shown on table 4.2(f)

The first hypothesis of the study, that majority of the people in the host communities' rated MTN assistance to them as very high is therefore not supported.

The second hypothesis, is that majority of the people in the host communities will prefer employment of indigenes to community relations executed projects. To test the hypothesis, respondents were asked to mark from a list of areas which they want MTN to assist their communities. A total of 300 (100%) respondents were interviewed from all the communities covered by the study. Of these, 50 (16.67) said that they prefer assistance in the area of culture/sports/arts, while 70 (23.33%) said they prefer assistance in the area of provision of water, electricity and roads. Of the remaining, 94(31.33%) said they want the employment of indigenes in the company, while the rest 86 (28.67%) said they prefer soft loans for small businessmen and traders.

This is shown in the table 4.2(b)

The second hypothesis o the study, that majority of the people in the host communities will prefer employment to projects executed in the communities is therefore supported.

The third hypothesis is that the current corporate image of the company is a function of its community relations efforts. To test this hypothesis, respondents were asked whether MTN's assistance in form of projects to their communities is acceptable to their people. Of the 300 (100%) interviewed from all the host communities, 109 (36.33%) said Yes, while 191 (63.67%) said No.

This is shown in table 4.2(a)

The third hypothesis of the study, that the current image of the company is a function of its community relations efforts is therefore not supported.

4.5 Summary of Research Results

Hypothesis One

The first hypothesis is that majority of the people in the host communities rated MTN's assistance to them as very high. The hypothesis was not supported by the data collected. It could therefore be concluded that the community relations efforts of MTN is not adequate or channel in the wrong direction.

Hypothesis Two

The second hypothesis is that majority of the people in the host communities will prefer employment to projects executed in the community. The hypothesis was supported by the data collected. It could therefore be concluded that MTN is not doing enough in the area of providing employment for the indigenes of the host communities.

Hypothesis Three

The third hypothesis is that the current image of the company is a function of its community relations efforts. The hypothesis was not supported by the data collected. It could be concluded that the views of the deputy manager, public affairs of the company that the company's community relations performance influence the current positive and good image it enjoys from the communities is not shared by members of the host communities

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

Organisations embark on community relations programmes in order to understand the problem facing the communities, determine attitudes and perception of the indigenes towards the operation of the company, and to create the create atmosphere of peace, cooperation, tolerance and friendship between the host communities and management of MTN NIGERIA LTD. Corporate community relations is based on the tenets of business ethics, which compel all business organisations to give back to the host communities, what they take from them, by being socially responsible and responsive.

However, the entire research work was divided into five chapters. The chapter one focuses on the issues in a project work: background to the study, statement of the problem, significance of the study, research objectives, research questions/hypotheses, scope and limitation to the study.

Chapter two reviewed pertinent literature relating to this study. Third chapter dwelt on research methodology. The research methodology adopted

for this study was the survey research method. The data gathered were presented, discussed and hypotheses tested in chapter four.

Thus from the data gathered, it was observed that the activities of MTN NIGERIA LTD has both beneficial and deleterious impact to the host communities. The beneficial factors include generation of economic activities in the areas of infrastructural facilities like good roads, electricity and pipe borne water, building and renovation of schools as well as the development of and of support for sports, culture and arts. On the negative side, the host have suffered the brunt of environmental degradation, economic downturn, moral decadence etc. The host communities' reason that the benefit so far derived from this communication firm in the development of their communities are minimal or negligible. They also insist that the negative effects completely outweigh the benefits derived from so far.

Nevertheless, in spite of the apparent needs for social responsibility as dictated by business ethics, many organisations MTN inclusive are still playing dangerous politics with their social responsibilities to the society. As it can be seen in Nigeria environment, it is a consensus among the generality of the people that MTN Communication Company are really doing enough in the core area of the communities and in the area of employment of youth

and human capital building in the society. Therefore, a more sound approach to community relations by MTN is needed. Development of effective strategic machinery for consultation, bargaining, mediation and adjudication is imperative, including a new set of laws, rules, regulations and procedures to guide the relationship of the company with their host communities.

5.2 Recommendations

The issue of corporate social responsibility has become critical one that has to handle with care. In the debate about corporate social responsibility good points are usually made for and against social involvement by business entities. But the general trend towards greater social actions involvement is desirable. For a company as MTN whose operations affect the environment, economic life of the community and social well being, the options are complex. The company, for its long term interest must put in place a well conceived social demands and expectations since research findings has shown that not much goodwill and understanding exists between MTN and community. From the findings of this research, the following are recommended that;

1. MTN Nigeria Limited and its host communities' dialogue must be the guiding principles to resolve all issues of concern to the communities where the company is operating. This will rapidly help reduce suspicion,

- falsehood and thereby creating and sustaining mutual understanding and relationship with their host communities.
2. Economic ventures should be established in the communities. The communities should be properly assisted and encouraged to embark on job creation and income generation ventures to boost the economy of the communities. Establishment of small-scale industries should also be considered.
 3. The company must formulate a socially responsive strategies based on the interactive approach which will promote understanding by the both parties and equally create a peaceful relationship between the communities and MTN by reducing the gap between community expectations and the performance of the company.
 4. MTN must always open up consultation with the communities to determine the choice of assistance to be offered.
 5. The company should create and sustain a dynamic media relations policy to keep its stakeholders fully informed of the progress, problems, plans and prospect of the company, and also expand the scope of distribution of the company's publications to a wider audience.
 6. MTN must put in place the necessary infrastructural facilities for anticipating, avoiding, resolving and managing conflicts. The community

- public relations committees should be properly constituted with professionals in the relevant fields including public relations to enhance mutual relationship and peaceful co-existence.
7. MTN should through a responsible community assistance policy and programmes implement projects that will enable the host communities to enjoy more of the positive effects of communication from their land and that will give them the spirit and strength to cope with the deleterious effect of company's environmental issues.
 8. The company should also embark on re-orientation programmes for all categories of her staff, to educate them on the fundamentals of community relations. The management should always build its policies an effective community relations stance.
 9. MTN must formulate a community relations policy and make it an integral part of the company's operation not just leaving community assistance to the whims and caprice of each management team. This policy must be made known to all the staff of the company and community through proper education.

5.3 Conclusion

The mutual independence between MTN and its host communities requires mutual support and relationship from both for effectiveness. Communities need jobs, and economic empowerment, social services and quality infrastructures, specialised skills, executive talents and the resources that MTN can provide. The range of MTN community relations is extensive, giving the MTN many opportunities not just only to be perceived as socially responsive but to actually be a corporate socially responsible citizen. MTN thus, needs the co-operative attitudes in the local communities, basic social amenities services and feeling that it is a welcome member of the community. Careful handling of community affairs programmes, planning operation to minimize social and economic dislocation of communal life, and strategically placing social, corporate contributions that can have a tremendous positive impact on the quality of community life.

Many of the community problems are people-oriented involving hopes, attitudes, sentiments and expectations for the betterment of human conditions. Either MTN or the community can simply impose solutions or expected quick and easy answers to problems so long in the making and so vast in their implications. Community involvement is needed, where both

parties willing to confront the problems and work to fulfil them through cooperative efforts and intelligent planning.

APPENDIX I

Mass Communication Department,
Faculty of Social Sciences,
Nasarawa State University,
P.M.B 1022 Keffi,
Nasarawa State.
12th July, 2018.

Dear Respondent,

I am a Postgraduate Diploma Student of the above institution undergoing a research on the topic “Effect of Community Relations to Corporate Image of MTN Nigeria Limited”. The research is in partial fulfillment for the award of Postgraduate Diploma in Mass Communication. This research is purely for academic purpose and your response will be treated with utmost confidentiality.

Please kindly respond to the following questions. I am grateful for your anticipated cooperation.

Dinatu Joshua Ede

NSU/PGD/MCM/0019/17/18

1. Gender: (a) Male [] (b) Female [].
2. Educational Qualification: (a) FSLC [] (b) WAEC/SS [] (c) OND/NCE [] (d) B. Sc []
(e) Masters [] (f) No Education []
3. Age: (a) 16-20 [] (b) 21-25 [] (c) 26-30 [] (d) 31-35 [] (e) 36-40 [] (f) 41-45 [].
4. Occupation: (a) Civil Servants [] (b) Self-Employed [] (c) MTN Staff []
(d) Unemployed []
5. How long has you been stay in this community? (a) 9 years [], (b) 10-19 years []
(c) 20 years and above []
6. How do you get information for the company? (a) A member of the community [] (b) I am
a contractor to the company [] (c) through relations with the company [] (d) community
representative [] (d) through the media []
7. Do you benefit from MTN community relations programmes and its input on
corporate image? Yes [] No []
8. What are the provisions made for host communities' needs as MTN community
relations strategy? (a) Sport/Culture [] (b) water/Electricity [] (c) Employmnt of
indigene [] (d) Micro credit
9. What can you say on MTN's current relationship with the communities is
commensurate? (a) Very Good [] (b) good [] (c) poor [] (d) very poor []
10. Do the host communities accept MTN's community assisted projects as their
main focus? (a) yes [] (b) No [] (c) no Comments []

11. How can you evaluate the corporate image of MTN?

(a) Very Good [] (b) Good [] (c) Poor [] (d) Very Poor []