

Corporate Social Responsibility and Community Relations among Government Aided Projects in Uganda: A Case Study of Karuma Dam Project

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Abstract: *The study examined the contribution of corporate social responsibility and on community relations among government aided projects in Uganda. It focused on a case study of Karuma dam project as a case study. It was guided by three objectives: i) To examine the effect of charitable CSR activities on Karuma dam project, ii) To assess the effect of environmental CSR relations at Karuma dam project, iii) To examine the effect of ethical CSR activities on community relations at Karuma dam project. The study adopted a phenomenological design divided in section of research approach, research strategy, research duration and the research classification. The study population was 135 and a sample size of 129 respondents of which only 101 participated. The findings showed that the Adjusted R square is .710 which is an indication that 71.0% of the changes that do occur in community relations are due to changes in corporate social responsibility. The test also revealed that Karuma dam's CSR activities have a positive relationship with community relations and as such the null hypothesis was rejected. In conclusion, the study notes that the most frequent CSR activities among the Karuma dam hydro power plant are ethical CSR followed by charitable CSR and that that improving CSR activities can maintain project sustainability through improved community relations. The study recommended, there is need for Karuma dam to conduct further research into perception of wider stakeholders groups in terms of both internal and external factors regarding their perception of CSR activities rather than only focusing on effects of CSR dimensions.*

Keywords: Corporate Social Responsibility ; Community Relations ; Government Aided Projects ; Uganda ; Karuma Dam Project ; Social Responsibility

1.1 Background to the study

The study examines the contribution of corporate social responsibility on community relations among government aided projects in Uganda. It focused on a case study of Karuma dam project.

The study of community relations in government aided projects is important because it is observed that the successful implementation of any government aided project highly depends on levels of community relations in terms of social, economic and environmental aspects that affect the respective community. Rojek and Terri Cornwell (2015) points out that improved project relations with the community depends on two key assessments the manner in which the attributes of the government aided project are perceived and the standards of reference against which the attributes are measured. Campbell (2014) explains that the community in which any government aided project operates must ensure that the community relations are positively in a way that they influence the objectives of achieving project success.

Heaton (2009) explains that community relations refer to the attributes that influence resident's decision in being collaborative in the project's implementation and success. Zuiches (2014) explains, that people who are dissatisfied with the operations of an on-going project most times lead the project to face challenges such as difficulty in meeting project deadlines and increased project costs hence hindering project implementation. Amin (2015) notes that to enhance community relations, the government aided projects need to meet the social, economic and health relations concerns of the respective community. Brammer (2017) adds to this by noting that to achieve effective project implementation, it is critical to identify the overall needs of community.

Muhanguzi (2015) notes that Karuma dam has in its earliest years of operation been involved inactivities of social corporate responsibility with the most pronounced being the construction of boreholes for clean water and residential homes for nearby

communities in Masindi and Gulu districts respective!}', however, the company faces challenges as its creation came with social and economic costs to the surrounding communities. Nsamba (2018) pointed out that the creation of the reservoir drowned fishing sites, cultural installations such as shrines and rafting areas for adrenaline tourists, destruction of homes for local residents and this created increased levels of community relations. The concerns among community members has led to slow progress in project implementation, delayed installation of project equipment and increased; operational costs. In a management meeting held on 17th November 2018, Muwanga and Kasumba (2018) stated that the government intervened to provide recourse to the affected communities through provision of social amenities such as health, sanitation and education facilities.

Drawing on the stakeholder theory advanced by Edward Freeman (1984) community is recognized as a key stakeholder and projects can strengthen their relationship with community through engaging in Corporate Social Responsibility (CSR) activities. Dane (2004) points out that CSR are the transparent business activities that are based on ethical values, compliance with legal requirements and respect for communities. Contemporarily, Sun and Bridget(2009) note that CSR is a concept whereby business projects consider the interest of society by taking responsibility for the impact of their activities on communities, suppliers, and other shareholders. Chandler (2001) notes that CSR is practiced under various dimensions that include charitable CSR, environmental CSR and ethical CSR. This is in line with the corporate citizen theory which was advanced by Altman and Vidaver (2000). The theory assumes that a business should play an active role as a solution to problems faced in communities in which the respective business operates. The role of acting as a solution to community problems relates to the CSR dimensions.

Noam (2011) states that charitable CSR is a potential source of other-oriented, extrinsic value since it entails the ethical benefit of supporting others in need, it's also a means of gaining social status. Charitable CSR involves activities such as unrestricted cash donations, charity events, promotion of public service announcements to mention but a few. On the other hand, environmental CSR is a concept where government aided projects integrates environmental concerns in their business operations and the interaction with stakeholders, without compromising economic performance. Noam (2011) also explains that ethical CSR is the commitment of businesses to behave ethically and to contribute to sustainable economic development by working with all relevant stakeholders to improve their lives in ways that are good for business, the sustainable development agenda, and society at large.

Daub (2014) opines that while CSR is practiced by corporate bodies, it is imperative to evaluate its contributions to the attainment of community relations. Nwankwo (2012) notes that the advantages of CSR in government aided projects perspective include but not limited to building a positive reputation, partner loyalty, greater ability to attract talent and retain staff, project growth and definitely easier access to capital, satisfying the needs of the immediate community in which they operate. Ojo and Enaku, (2002) point out those projects should make a paradigm shift from the traditional understanding of CSR as charitable event and view CSR as a mutually beneficial business strategy. Brettel (2010) asserts that since projects stand to gain improved performance with enhanced CSR drive, it is an important manager's device to develop means of engaging and empowering host community in order to achieve cordiality in community-project relationships by enhancing environmental and ethical CSR activities in the areas in which they operate. Turker (2009) explains that the practice of CSR is now a global phenomenon and as such there is a growing need for Government aided projects operating in various communities to have a great deal of harmony with their host communities.

Deriving from, the preceding discussion, managers need to examine how CSR activities undertaken by the project impact on community relation.

2.0 Literature review

2.1 The concept of Community Relations

Matarrita (2009) refers community relations as measured by how well their community meets their needs. To better understand community relations, the initial task is to define the underlying components. Three interrelated ideas will be explored, community, relations, and community relations.

Community has been described the local unity of a group of human beings who live their social, economic, and cultural lives together and jointly recognize and accept certain obligations and hold certain standards of value in common. Relations can be defined as the discrepancy between aspiration and achievement, ranging from the perception of fulfillment to that of deprivation. Relations are highly personal, heavily influenced by past experiences and current expectations (Potter, 2008). Contemporary notions of community revolve around the concepts of community of place and community of interest. Cochrun (2001) explains that essential to the concept of community is a group of people sharing a sense of place and living within a defined geographical area, whereas Speer and Marshal (2008) emphasize that community is composed of people in communication who have common interests, ties, or shared emotional connection.

Goudy (2007) identified four distinct factors of local community satisfaction: residential satisfaction (housing and neighborhood), convenience satisfaction (availability of local resources), interpersonal satisfaction (neighborhood interaction, friends), and political satisfaction (delivery of services). Individuals experience community as an objective reality; at the same time, they are subjectively creating it, that is to say, it is an emergent, multidimensional phenomenon, which is a function of opportunities and access present in their community. Brown (2003), points out that community relation cannot be objectively measured across all communities,

places, and times. The concept emerges from the social interaction of people in a particular place and time, so emergent outcomes are not entirely predictable, but some patterns can be identified, because people typically act within known and accepted social rules and norms.

Fuguitt (2002) notes that measuring community relations may be understood as tridimensional composed of factual knowledge to provide the descriptive content, evaluative direction to suggest personal appraisal of a situation, and salience to indicate the relevance of a circumstance to the actor. Campbell and Morgan (1981) proposed models of environmental relations where community relations were one domain among many affecting persons in their daily life. The models show how objective environmental attributes lead to perceptions of environmental attributes then to assessments of environmental attributes, and, eventually, to relations levels. These models were instrumental in providing direction to subsequent research. In addition, the use of more sophisticated statistical analysis techniques made it easier to handle multiple measures of relations.

2.2 The concept of Corporate Social Responsibility

Corporate social responsibility is considered as the corporate responsibility against the society, people, and the environment in which the project is active and this goes beyond the economic considerations. Social responsibility is defined as follows in a more concrete definition: Corporate social responsibility is an activity that provides the social benefits and beyond it the project benefit is the thing that is required by the law. Therefore, the social responsibility means going beyond the law. For example, projects that do not discriminate women and other minorities are not acting based on the social responsibility because the lack of discrimination against minorities is a principle that all companies should observe it. In this pyramid economic responsibility is based on legal, ethical and humanitarian responsibilities and then each pyramid is raised (Karima and Ejok, 2006).

The term that is used more than any other term along with business ethics is corporate social responsibility as if its observance by the project means the ethicality of the project and its lack of observance means the unethicity of a project. Most of modern projects have not accepted the suggestions of these liberal theorists such as Milton Friedman (2007) about the importance of social responsibility. Perhaps the term that is used more than any other term along with business ethics is corporate social responsibility and believe that in order to be successful in business, they should perform their responsibility towards the community and all those who are affected by the project activities Kim (2010).

Carroll and Smith (2001) observed three types of corporate social responsibility including ethical, charitable and strategic. Corporate social responsibility is ethically necessary in the concepts of ethical duties and ground responsibilities. Corporate social responsibility is beyond the economic and legal obligations of a company in order to avoid social harm and damage. Corporate social responsibility is humanitarian and philanthropic participation of various social stakeholders (Karmis and Kuel 2013). The humanitarian activity is obtained after social welfare and to help improve life quality. The third type Lantos of corporate social responsibility is the strategic corporate social responsibility that refers to the philosophy aimed at achieving strategic business goals while maintaining social value.

Lazzari (2018) explains that charitable CSR is most often seen in the form of financial contributions, but it can also include time and resources. The concept behind charitable CSR involves making an effort to drive social change and it not only the charitable donations that can go toward any number of direct-giving scenarios. Charitable CSR involves finding a long-term solution to communities, rather than delivering temporary relief. Zach (2018) in his words argues that on the corporate level, charitable CSR is practiced in many different ways where corporations simply donate money to causes that are intended to bring about social change. They may or may not place their brand on the cause and take credit for the resources offered because this kind of giving often happens without any direct involvement outside of the funds offered.

Piotr (2016) states that, environmental CSR refers to a company's duties to abstain from damaging natural environments. The environmental aspect of CSR has been debated over the past few decades, as stakeholders increasingly require projects to become more environmentally aware and socially responsible. In the traditional business model, environmental protection was considered only in relation to the "public interest". Hitherto, governments had maintained principal responsibility for ensuring environmental management and conservation. Muammer (2019) observed that the public sector has been focused on the development of regulations and the imposition of sanctions as a means to facilitating environmental protection. Recently, the government aided projects have adopted the approach of co-responsibility towards the prevention and alleviation of environmental damage. The projects and their roles have been changing becoming more active in the protection of the environment. Many governments, corporations, and big companies are now providing strategies for environmental protection and economic growth.

Spence (2003) asserts that ethical CSR embraces activities and activities that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody the range of norms, standards, and expectations that reflect a concern for what communities and shareholders regard as fair, to protection moral rights. In one sense, changes in ethics or values precede the establishment of laws because they become the driving forces behind the very creation of laws and regulations. For example, the civil rights, environmental, and community movements reflect basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and leading to later legislation. In another sense, ethical responsibilities reflect newly emerging values and norms that society expects business to meet, even though they may exhibit a higher standard of performance than that currently required by law.

Karmis and Kuel (2013) assert that the project and stakeholders under CSR are divided into three levels. The first level is the economic CSR that its force is high such that the project puts its survival in danger by its lack of observation. In this level, low percentage of internal and external stakeholders is considered. Karmis adds that among the internal stakeholders the owners and shareholders are considered due to the investment and among the external shareholders the communities are highly considered. Neves (2015), notes that the second level of stakeholders considers the legal and social requirements. In fact, the project tries to follow the legal requirements imposed by regulatory bodies and consider those beneficiaries that their rights are considered by law. Ethics appear at the third level of social responsibility. In this level the project goes beyond the imperatives of community relations and legal requirements and strives to respect ethical principles in relation to society. At this level, even if a moral activity is against the morality of a project, the project performs it (Lima, 2011).

2.3 Charitable CSR activities and community relations

Charity CSR has objectives of benefitting social welfare and financial community relations. Charity, whether-strategic or not, is generally perceived as a discretionary activity (Griffin 2004). As a discretionary activity, charity is distinguished from the other three tiers of the Corporate Social Responsibility pyramid: obeying the law and being ethical are generally perceived as non-discretionary activities.

In developing countries like Indonesia, CSR is most commonly associated with charity that is through corporate social investment in education, health, sports development, the environment, and other community services (Visser, 2008). Whether it considered as CSR or not, charity, donation, compensation and disaster relief are the most common charitable action of most companies and projects. Despite the fact charity CSR action is very popular especially for community relations, this approach is believed as the obsolete one. The charitable action known in another term as corporate social stewardship has been used formally in 1950s—1960s (Lawrence and Brent 2014). Furthermore corporate social stewardship has been believed to be practice with the main aim of balancing social pressure.

Noam (2011) explains that charitable CSR is a means of gaining social status and, as such, can be a source of self-oriented, extrinsic value. A discretionary responsibility of a firm that involves choosing how it will voluntarily allocate resources to charitable or social service activities in order to reach marketing and other business-related objectives of which there are no clear social expectations as to how the firm should perform (Ricks, 2005).

The improved relationship between charitable CSR and community relations is used to establish and maintain good relationship with the host communities. This relationship is expected to be a mutual beneficial one that results in community support, community loyalty, company goodwill (Desatnik, 2000). Bhatt (2013) explained government projects engage in traditional corporate charity through activities that include matched giving, charitable contributions, volunteerism, and product donations. The role of most projects is focused on strategic charitable CSR and strategic investments. Strategic charitable CSR moves from a passive to an active approach in philanthropy. It is a strategic partnership linking the resources that the company has to offer with a variety of partners on the ground. In addition, strategic charitable CSR is a shift from volunteerism to sharing technical expertise; from product donation to unlocking a more efficient system together with partners.

Boris (2015) points out that the way most corporate charitable activities are practiced today seems to be diffused and unfocused. Most charitable CSR consist of numerous small cash donations given to aid local civic causes or provide general operating support to communities and national charities in the hope of generating goodwill among employees, customers, and the local community. Micheal (2014) observed that rather than being tied to well-thought-out social or business objectives, the contributions often reflect the personal beliefs and values of project managers. The role of CSR professionals and especially community relations and grant makers has become increasingly specialized and more valuable as CSR has become a disciplined business practice in corporations. The purpose is to not only create a positive reputation for the companies they work for, but moreover to build vibrant activities and relationships that truly create a triple bottom line impact on the implementation of the project.

2.4 Environmental CSR and community relations

Turker (2009) explains that Environmental CSR is a concept where companies integrate environmental concerns in their business operations and the interaction with stakeholders, without compromising economic performance. CSR is increasingly becoming a topic of interest among academicians, where it has been accepted as a potentially valuable approach in building long term relationship with both internal and external stakeholders of the business entity. In the same regard, Environmental CSR is a set of initiatives aimed at mitigating organisation's impact on the natural environment. The initiatives can include changes to the organisation's products, processes, and policies, such as reducing energy consumption and waste generation, using ecological sustainable resources, and implementing an environment management system. The concept of Environmental CSR refers not to what a firm should do, but to the initiatives that reduced the organisation's ecological footprint.

An important justification for attempting to explore the environmental dimension of CSR lies in the fundamental idea around which the "green business project is built. A project that truly embraced environmental protection and sustainability has to have a holistic and consistent strategic management approach (Manoff, 2009). The project members are expected to hold shared assumptions and beliefs about the importance of balancing economic efficiency, social equity and environmental accountability. The projects need to

show enduring consistency in its commitment to every aspect of environmental protection and sustainability challenges. The motivation to be consistent when implementing an environmentally sustainable approach in every aspect of the CSR initiatives is an outcome of environmental concerns.

As this is an exploratory attempt to relate environmental CSR to positive community relations, the researcher refers to established studies about CSR in attempting to identify its dimensions. The choice of dimensions has to take into consideration of two important factors. Firstly, the environmental CSR dimensions have to be potentially relevant to community-level response in order to integrate it into the project's overall marketing strategy. Communities must be able to relate to the environmental CSR initiatives that are being implemented by the project before they could form an opinion of it. Secondly, the choice of the initial dimensions of environmental CSR is made based on parsimonious considerations (Sekaran, 2003).

The conceptual dimensions of environmental CSR are adapted from existing studies where projects could relate to the community's CSR initiative. There are community behaviour related studies that approached CSR as a un-dimensional construct (Pivato and Miguel, 2008) while others approach it as having multi-dimensions, however, the model itself ironically did not specifically mention environmental protection as a dimension of CSR. This means that the dimensions of environmental CSR are environmental philanthropy, environmental community involvement, and environmental community wellbeing.

Environmental-charitable social responsibility is a core category of Environmental CSR where an organization's desire to promote the welfare of others, expressed especially by generous donation of money to good causes concerning the environment. In a clearer context of Environmental CSR, the concept could be seen through providing financial resources to implement activities to enhance environmental awareness and responses among publics. Environmental community involvements are initiatives through social and community involvement and can be accomplished with the involvement of members of community in any CSR programs (Rahman, 2011). Conventional CSR activities to social and community would usually involve programs such as organizing blood donations, walk marathon to supports cancer patients or sponsoring charity events.

After witnessing an increase in environmental catastrophes that was contributed by the unscrupulous business interest and human careless attitude (Banyte and Ali 2010), business projects is turning to CSR as its payback tool. Companies actively seek to integrate environmental consideration into their operation and activities and these include promoting the advantages of eco-friendly products. Rahman and Rahim (2011) made a comprehensive effort to trace empirical studies that have attempted to conceptualize environmental CSR and eventually developed a reliable and valid measurement instrument. While concluding that environmental CSR is a multidimensional construct, most of the dimensions cited in their study are more relevant to community relations issues and project performance as the unit of analysis.

2.5 Ethical CSR activities and community relations

The CSR Voluntary Guidelines (2009) have very rightly provided that, government systems of a company should be underpinned by ethics, transparency and accountability. The systems should not engage in business activities that are abusive, unfair, and corrupt or anti-competitive. Anand (2002) states that CSR is known by a number of names that include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship, and triple bottom line to name just a few. CSR is a concept, whereby, companies integrate social and environmental concerns into their business operations and in their interaction with their stakeholders (communities, shareholders, investors, local communities, government), on a voluntary basis. Bansal and Cross (2003) asserts that CSR is closely linked with the principles of sustainability which argue that enterprises should make decisions based not only on financial factors such as profits or dividends, but also based on the immediate and long-term social and environmental consequences of their activities. CSR has become prominent in the language and strategy of business and by the growth of dedicated CSR organisations globally. Chakraborty (2001) notes that, governments and international government organizations are increasingly encouraging CSR, and, forming CSR partnerships.

Lockwood (2004) asserts that ethical responsibilities embrace activities and activities that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody the range of norms, standards, and expectations that reflect a concern for what consumers, shareholders, and the community regard as fair, to protection moral rights. In one sense, changes in ethics or values precede the establishment of laws because they become the driving forces behind the very creation of laws and regulations. For example, the civil rights, environmental, and consumer movements reflect basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and leading to later legislation. In another sense, ethical responsibilities reflect newly emerging values and norms that society expects business to meet, even though they may exhibit a higher standard of performance than that currently required by law.

Hartigan (2008) points out that building on a base of compliance with legislation and regulations, CSR typically includes beyond law commitments and activities pertaining to corporate governance and ethics, health and safety, environmental stewardship, human rights (including core labour rights), sustainable development, conditions of work including safety, industrial relations and community involvement, development and investment; involvement of and respect for diverse cultures and disadvantaged peoples; community relations and adherence to principles of fair competition; anti-bribery and anti-corruption measures; accountability, transparency and performance reporting; and supplier relations, for both domestic and international supply chains corporate

philanthropy and community volunteering. In addition, Micheal (2004) states that CSR is thus only about two aspects of reducing the negative effects comprised of a step taken by a company to neutralize, minimize or offset the harmful effects caused by its processes and increasing the positive contributions comprised of further steps taken using its resources, core competence, skills, location and fund for the benefit of people and environment.

Philip (2003) notes that in any organization, from the top management to community members at all levels, ethics is considered as everybody's business. It is not just only achieving high levels of economic performance, but also to conduct one of business's most important social challenges, ethically. Spence (2003) explains that ethics in business is nothing but the do's and don'ts by the business users in business. It is based on a set of moral and ethical values and these values must be absolute. At one side business enterprise are coping up with intense emerged competition and on the other side they are violating the principles of proper public conduct. In the wake of mounting scandals, corporations all around the world are adopting ethical conduct, code of ethics. They are excellent organization projects, which have shown a spurt of activity towards evaluation of goals, concepts, values management and conduct. At present, there is a growing recognition among corporate leaders that corporate social responsibility has to be based on an enduring ethical foundation. Ethics today is very wide segment. It is simple and counterintuitive leading to truth, of course, not everything that is true, is obvious or simple.

3.0 Research Methodology

3.1 Research design

According to Owen (1996) a research design is an outline of how an investigation is carried out and indicates how data is to be collected, what instruments to be used and how the data was collected and analyzed. Under this section the following are identified, and explained research approach, research strategy, and research duration and research classification.

3.2 Study population

Population is referred to as a full set of cases from which a sample is taken (Saunders, 2007). The study population refers to the events or things of interest or group of people that the researcher wishes to investigate. (Dooley, 1995) defines a study population as the collection of individual units or respondents to whom the results of a survey are to be generalized. The total number of the study population is 544 and it is made up of people at the district headquarters, sub-county chiefs and sub-county community development officers.

3.3 Sample size and selection

The study used the Yamane formula of sample determination (1967:886) to determine the sample size as shown below.

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

n = Sample size

$$n = \frac{191 \cdot N}{1 + 191 \cdot (0.05^2)}$$

N = Population size

e = margin of error at 95%

$$n = \frac{191}{1 + 191 \cdot (0.0025)}$$

$$n = 129$$

Table 3.1: Population and sample size distribution

Respondents	Population	Sample size	Sampling method
Monitoring team	45	30	Simple random sampling
Evaluation team	70	47	Purposive sampling
Management team	20	14	Purposive sampling
Community members	56	38	Simple random sampling
Total	191	129	

Source: Primary data

3.4 Sampling method

According to McCabe (2005), sampling methods are important in identifying the population of interest. In this study, the following are the sampling methods that were employed. The researcher used purposive method of sampling to select respondents from management team; these are expected to have firsthand information about the study variables. This method is important because it is dictated by the nature of the study which aims at getting information from specific respondents.

Simple random sampling was also used to select respondents from monitoring and evaluation teams. This method is important because it gives respondents equal chances of participating in the study and as such eliminating elements of bias.

3.5 Data collection methods

Ormrod, (2001) stated that data collection methods are an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results. Data collection methods used were; Interview, survey questionnaire and documentary review

3.6 Data collection instruments

According to Abawi (2014), the following are important in collecting valid and reliable information of the study. Data collection instruments used were; Interview guide , questionnaire and documentary review checklist

3.7 Validity of the instrument

Cresswell (1997) states that validity is used to determine whether research instruments measure what it intended to measure and to approximate the truthfulness of the results. A pre-test of the research instrument to establish its validity was done. With the aim of completing the research in time, the instrument was given to only 10 experts who gave their opinions on the relevance of the questions using a 5- point scale of relevant to not relevant. Items that were found not to be relevant were eliminated and those found not to be understood were adjusted for clarity. The validity of the research instruments was determined using the content validity ratio because the method can evaluate whether test items assess defined content of the study.

3.8 Reliability of the instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Fraser, 2004). This is important because it enabled the researcher to make meaningful conclusions of the study. Reliability of the questionnaire items was tested using the Cronbach's alpha coefficient test. Only factors that loaded above 0.7 were considered in the final questionnaire for data collection. The reliability of the instruments was tested using Cronbach's Alpha under SPSS

3.9 Data processing and Analysis

The collected data was edited, coded and cross checked for completeness using Ms Excel and exported to Statistical Package for Social Sciences version 25 for analysis.

After processing, the cleaned data was analysed using both descriptive and inferential statistics with the help of the SPSS software version 25. Will (2018) defines descriptive statistics as brief descriptive coefficients that summarise a given data set, which can be either a representation of the entire or a sample of a population. The expected results under descriptive statistics are broken down into central tendency and measures of variability such as standard deviation, variance, and the minimum and maximum variables. On the other hand, Will (2018) defines inferential statistics as one of the two mainbranches of statistics. Inferential statistics use a random sample of data taken from a population to describe and make inferences about the population.

3.10 Ethical considerations

The researcher ensured voluntary participation of the respondents and avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of data collection instruments. In addition, the researcher maintained the highest level of objectivity in discussions and analysis throughout the research.

4.0 Results and Discussion of the Study Findings

Charitable CRS Activities and Community Relations at Karuma Dam project

Descriptive statistics on the effect of charitable CSR activities on community relations at Karuma dam project.

Descriptive statistics is a term given to the analysis of data with the intention of helping to describe or summarise data in a meaningful way such that desired patterns might emerge from the data. In relation to objective one, the descriptive data was presented in form of frequencies and percentages of the collected data.

Karuma dam participates in restoration of destroyed homes in host communities

Respondents were asked whether Karuma dam participates in restoration of destroyed homes in hostcommunities. Responses to the question are presented in table

Table 4.1 Karuma dam participates in restoration of destroyed homes in host communities

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	7	6.9	6.9	6.9
Disagree	8	7.9	7.9	14.9
Not sure	12	11.9	11.9	26.7
Agree	31	30.7	30.7	57.4
Strongly agree	43	42.6	42.6	100.0
Total	101	100.0	100.0	

Source: Primary data

The results in table indicate the 6.9% of the respondents strongly disagreed, 7.9% disagreed, 11.9% were not sure, 30.7% agreed while 42.6% strongly agreed. The results show that there was a combined percentage of 73.3% who generally agreed to the statement, this can be interpreted to mean that a large number of destroyed homes in host communities were restored. Respondents noted that destroyed homes of several local community members have been fully paid; this was done to mitigate the negative effects of the construction of the dam. However 14.8% of the respondent argued some resident's homers have not yet been fully restored; during an interview session, one respondent noted that;

"I was compensated Shs25m for the land, but I asked for Shs290m to relocate the shrine and spirit. Officials from Kagga and Partners and ministry of Energy promised to pay me so that I relocate but this money has not been paid to me," she said.

This means that the restoration of homes in the host communities of Masindi and Gulu have not yet been accomplished through charitable CSR.

Inferential Statistics testing for the effect of charitable CSR activities on community relations at Karuma dam project.

Dodge (2003) defines inferential statistics as random samples of data taken from a population to describe and make inferences about the study population. For purposes of this study, the hypothesis was subjected to correlation analysis and multiple regression analysis.

Correlation analysis for the effect of charitable CSR activities on community relations at Karuma dam project.

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured variables. Correlation analysis is important because it helps the researcher establish if there are possible connections between the study variables (charitable CSR and community relations).

In an attempt of determining the relationship between charitable CSR activities and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table

Table : Correlations

		Charitable CSR activities	Community Relations at Karuma dam
Charitable CSR activities	Pearson Correlation	1	-.651**
	Sig. (2-tailed)		.000
	N	101	101
Community Relations at Karuma dam	Pearson Correlation	-.651**	.000
	Sig. (2-tailed)		
	N	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in table, the test revealed that there is a significant negative relationship between charitable CSR activities and community relations at Karuma dam, this was represented by (r (101) = -.651, PO.OOI). This can be interpreted to mean that if charitable CSR activities at Karuma dam are held at a constant zero, community relations would reduce by a mean of -.651. This means that charitable CSR activities alone are not effective in improving on community relations at Karuma dam.

Regression Analysis for the effect of charitable CSR activities on community relations at Karuma dam project.

Regression analysis is a set of statistical processes for estimating the relationships among study variables (Freedman 2009). This type of analysis is important because it involves many techniques for modeling and analyzing several variables.

In order to determine whether there is no significant relationship between charitable CSR and community relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table 4.11.

Table: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Kstimate
1	.651	.424	.418	.93298

a. Predictors: (Constant), Charitable CSR activities

Adjusted R squared is coefficient of determination which tells the variation in the dependent variable due to changes in the independent variable, from the findings in table 4.1 1 the value of adjusted R squared was 0.418 an indication that there was variation of 41.8% on community relations at Karuma dam due to changes in Charitable CSR activities at 95% confidence interval. This shows that 41.8% changes on community relations at Karuma dam could be accounted for by Charitable CSR activities. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a moderate relationship between the study variables as shown by 0.651 or 65.1%.

ANOVA Tests for the effect of charitable CSR activities on community relations at Karuma dam project.

Bailey (2008) explains that Analysis of Variance (ANOVA) is a collection of statistical models and their associated estimation procedures used to analyse the differences among group means in a sample. ANOVA is important because) it provides a statistical test of whether two or more population means are equal.

Table 4.12: ANOVA" for charitable CSR and community relations

Model	Sum of Squares	df	Mean Square	F	Sig-
1Regression	63.470	1	63.470	72.916	.000 ^b
Residual	86.174	99	.870		
Total	49.644	100			

a. Dependent Variable: Community Relations at Karuma dam

b. Predictors: (Constant), Charitable CSR activities

Analysis of variance (ANOVA) was used to test the null hypothesis in table 4.12 and results indicated F= 72.916, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The results indicated that Charitable CSR activities significantly influence community relations at Karuma dam; this is because the significance value was less than 0.05, an indication that the model was statistically significant.

Coefficient Test for the effect of charitable CSR activities on community relations at Karuma dam project.

Steven (1994) explains that a coefficient is a multiplicative factor in some term of any expression where the variables appearing in the coefficients are often called parameters and must be clearly distinguished from other variables. Coefficients are important because they isolate the role of one variable from all the others in the model.

Table : Coefficients

Model	B	Unstandardized Coefficients Std.Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	6.172	.277		22.255	.000
Charitable CSR activities	-.578	.068	-.651	-8.539	.000

a. Dependent Variable: Community Relations at Karuma dam

From the data in the table, the established regression equation was $Y = 6.172 - 0.651X$. From the above regression equation it was revealed that holding charitable CSR activities to a constant zero, community relations would be 6.172, a unit increase in charitable CSR would lead to a decrease in community Relations at Karuma dam by a factor of -.578. In addition the results show that; charitable

CSR activities represented by $[P=-0.651, p<0.05, t\text{-statistic}=-8.539, p<0.05]$ influences community relation as the dependent variable. The independent variable is significant because its Beta is twice larger than the corresponding standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable. This therefore means that despite the negative correlation between the two variables, the significance level is still below the alpha 0.05, hence indicating a statistically significant negative relationship.

Environmental CSR activities and community relations at karuma dam project

Descriptive statistics on the effect of environmental CSR activities on community relations at Karuma dam project

In relation to objective two, the descriptive data was presented in form of frequencies and percentages of the collected data. In an attempt to explore the effects of environmental CSR activities on community relations at Karuma dam, respondents were asked the following questions and responses are captured in this chapter.

Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities

Respondents were asked whether the dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities. Responses to the question are presented in table

Table : Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	12.9	12.9	12.9
Disagree	14	13.9	13.9	26.7
Not sure	10	9.9	9.9	36.6
Agree	31	30.7	30.7	67.3
Strongly agree	33	32.7	32.7	100.0
Total	101	100.0	100.0	

Source: Primary data

As seen in table 5.1, results indicate that 12.9% of respondents strongly disagreed, 13.9% disagreed, 9.9% were not sure, 30.7% agreed while 32.7% strongly agreed respectively. The results also show that there is a combined percentage of 63.4% who generally agreed to the statement, this can be interpreted to mean that the dam is energy efficient which is a cost effective way to avoid pollution from the plant. During an interview session, a key respondent mentioned that;

"The huge potential of improved efficiency of power plant assets at Karuma dam is never underestimated in pursuing this objective. This process is associated with upgrading the performance of combustion and steam processes, but another prime candidate for efficiency improvement is the plant's electrical systems, better known as the electrical balance of plant".

Inferential statistics testing for the effect of environmental CSR activities on community relations at Karuma dam project.

The hypothesis was subjected to correlation analysis and multiple regression analysis to establish the relationship between environmental CSR activities and community relations at Karuma dam project.

Correlation analysis for the effect of environmental CSR activities and community relations at Karuma dam project

In an attempt of determining the relationship between environmental CSR and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table

Table 5.11: Correlations

		Environmental CSR Activities	Community Relations at Karuma dam
Environmental CSR Activities	Pearson Correlation	1	.845
	Sig. (2-tailed)	101	.000
	N		
Community Relations at Karuma dam	Pearson Correlation		

	Sig. (2-tailed)	.000	
	N	101	101

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in table the test revealed that there is a significant relationship environmental CSR activities and community relations at Karuma dam project, this was represented by (r, (101) -.845. P<0.01). This can be interpreted to mean that there is a statistically significant positive correlation between the two variables, meaning that if environmental CSR activities at Karuma dam is held at a constant zero, community relations would increase by a mean value of .845. This means that in order to improve on community relations at Karuma dam, environmental CSR activities should be increased or improved.

Regression Analysis for the effect of environmental CSR activities and community relations at Karuma dam project

In order to determine whether there is no significant relationship between environmental CSR and community relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table below

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std	Error of the Estimate
1	.845a	.715	.712		72152

a. Predictors: (Constant), Environmental CSR activities

From the findings in table the value of adjusted R squared was .712, an indication that there was variation of 71.2% on community relations at Karuma dam due to changes in environmental CSR activities at 95% confidence interval. This shows that 71.2% changes on community relations at Karuma dam could be accounted for by environmental CSR activities. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong relationship between the study variables as shown by 0.845 or 84.5%.

ANOVA Tests for the effect of environmental CSR activities on community relations at Karuma dam project.

ANOVA analysis was performed to test the equivalent hypothesis that there is no relationship between environmental CSR activities and community relations at Karuma dam project. The results are summarized in table

Table 5: ANOVAa for environmental CSR and community relations

Model						
1	Regression	129.016	1	129.016	247.825	.000 ^b
	Residual	51.539	99	.521		
	Total	180.554	100			

a. Dependent Variable: Community relations at Karuma dam project

b. Predictors: (Constant), Environmental CSR activities

Analysis of variance (ANOVA) was used to test the null hypothesis in table 5.13 and results indicated F= 247.825, p<000, in addition, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The results indicated that environmental CSR activities significantly influences community relations at Karuma dam, this is because the significance value was less than 0.05, an indication that the model was statistically significant.

Table : Coefficients"

Model		Unstandardized Coefficients		standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	6.263	.180		34.781	.000
	Environmental CSR activities	.766	.049	.845	15.742	.000

a. Dependent Variable: Community relations at Karuma dam project

From the data in the table, the established regression equation was $Y=6.263+.766X_i$ From the above regression equation it was revealed that holding environmental CSR activities to a constant zero, community relations would be 6.263, a unit increase in environmental CSR would lead to an increase in community relations at Karuma dam by a factor of .766. The regression matrix table , tests how the independent variable is important to the dependent variable. The results show that; environmental CSR activities [0=0.845, p<0.05, t-statistic-15.742, p<0.05] influences community relation as the dependent variable. This means that environmental CSR significantly influences community relations; this is because its Beta value is twice larger than the corresponding

standard errors and its t-statistic is greater than two. Any independent variable with a t-statistic greater than two indicates a strong correlation with the dependent variable.

In conclusion, it can be noted that there is a statistically significant positive relationship between environmental CSR activities and community relations at Karuma dam project; hence the study rejects the null hypothesis.

Ethical Corporate Social Responsibility Activities at Karuma Dam Project.

Descriptive statistics on the effect of ethical CSR activities on community relations at Karuma dam project

In relation to objective two, the descriptive data was presented in form of frequencies and percentages of the collected data.

In an attempt to explore the effects of ethical CSR activities on community relations at Karuma dam, respondents were asked the following questions and responses are captured in this chapter.

Karuma dam is transparent in all its operations to the host community

Respondents were also asked whether Karuma dam CSR activities are conducted under a transparent ways to host communities.

Responses to the question are summarised in table

Karuma dam is transparent in all its operations to the host community

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	29	28.7	28.7	28.7
Disagree	30	29.7	29.7	58.4
Not sure	14	13.9	13.9	72.3
Agree	18	17.8	17.8	90.1
Strongly agree	10	9.9	9.9	100.0
Total	101	100.0	100.0	

Source: Primary data

The results in table highlight that 28.9% of the respondents strongly disagreed, 29.7% disagreed, 13.9% were not sure, 17.8% agreed while 9.9% strongly agreed respectively. Since a combined majority percentage of 58.4% generally disagreed to the statement, this means that Karuma dam does not provides information to stakeholders involved which leads them to be caught off guard about several decisions and events. During one of the interview session, one respondent from management team expressed that;

"Management of the Karuma dam project acknowledges the fact that transparency is a crucial condition to implement a CSR policy based on the reputation mechanism. However, most of the information is confidential, especially about the operation of the dam. But this does not leave the project blindsided on the fact that the core of transparency is that government aided projects take responsibility and consider themselves accountable for the economic, social and ecological consequences of operations".

Karuma dam does not engage in activities that are abusive to host communities

In regard to this question, the respondents were asked whether the dam project does not engage in activities that are abusive to host communities. Responses to the question are presented in table .

Table : Karuma dam does not engage in activities that are abusive to host communities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	8.9	8.9	8.9
Disagree	10	9.9	9.9	18.8
Not sure	18	17.8	17.8	36.6
Agree	31	30.7	30.7	67.3
Strongly agree	33	32.7	32.7	100.0
Total	101	100.0	100.0	

Source: Primary data

As seen in table , results indicate that 8.9% of the respondents strongly disagreed, 9.9% disagreed, 17.8% were not sure, 30.7% agreed while 32.7% strongly agreed to the statement. Since majority of the respondents represented by 63.4% generally agreed, it can be interpreted to mean that the project does not get involved in abusive activities. Respondents noted that the project ensures the multiple use of waters despite the need to prioritise it for electric generation, instead the water is utilised in such a manner that it can be used for other possible uses which are ultimately in beneficial to host communities, these include water for irrigation, leisure, fishing among others. However, 18.8% of the respondents stated that there is a small level of abusive activities which has led to which has led to low quality of waters, due to the still water character of the reservoir, this has made decay of the waste and liquid waste more difficult.

Karuma dam emphasises safety and health of host communities

Respondents were asked whether Karuma dam emphasises safety and health of host communities. Responses are summarised in table

Table : Karuma dam emphasises safety and health of host communities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	45	44.6	44.6	44.6
Strongly agree	56	55.4	55.4	100.0
Total	101	100.0	100.0	

Source: Primary data

According to results in table 6.3, it is indicated that 44.6% agreed and 55.4% strongly agreed. The results also showed that majority of respondents generally agreed to the statement which implies that occupational safety and health issues are included in the companies' CSR to a varying degree. Respondents stated that regulations on safety and health concerns cover issues related to social, mental and physical wellbeing of both workers and community members. It was also noted that since the projects inception, the issues of safety and health have been recognised as main aspects of corporate social responsibility which is based on voluntary integration of social and environmental concerns into project implementation's decision making.

Inferential statistics testing for the effect of ethical CSR activities on community relations at Karuma dam project.

The hypothesis was subjected to correlation analysis and multiple regression analysis to establish the relationship between ethical CSR activities and community relations.

Correlation analysis for the effect of ethical CSR activities and community relations at Karuma dam project

In an attempt of determining the relationship between ethical CSR activities and community relations at Karuma dam project, the study was subjected to Pearson's correlation analysis and results presented in table

Table6.11: Correlations

		Ethical CSR activities	Community relations at Karuma dam project
Ethical CSR activities	Pearson Correlation	1	.844**
	Sig. (2-tailed)		.000
	N	101	101
Community relations at Karuma dam project	Pearson Correlation	.844**	1
	Sig. (2-tailed)	.000	
	N	101	101

Correlation is significant at the 0.01 level (2-tailed).

As shown in table , the test revealed that there is a significant relationship ethical CSR activities and community relations at Karuma dam project, this was represented by (r (101) = .844, P<0.01). This can be interpreted to mean that there is a statistically strong significant positive correlation between the two variables, meaning that if ethical CSR activities at Karuma dam is held at a constant zero, community relations would increase by a mean value of .844. This means that in order to improve on community relations at Karuma dam, the project management should always adhere to ethical CSR activities which are acceptable to by community members.

Regression analysis for the effect of ethical CSR and community relations at Karuma project

In order to determine whether there is no significant relationship between ethical CSR and community relations at Karuma dam, the researcher ran regression analysis and the results are obtained in table

Table 6.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844a	.713	.710	.79604

Predictors: (Constant), Ethical CSR activities

Results in table shows that the adjusted R square, which is the variability in the dependent variable (community relations), explained by the regression, is 0.710 or 71.0%; this means that 71.0% the variability in community relations is explained by the independent

ethical CSR activities. The remaining 29.0% is explained by other factors that were not in the scope of this study. The R value in the summary model is 0.844 which is the correlation coefficient.

ANOVA Tests for the effect of ethical CSR activities on community relations at Karuma dam project.

ANOVA analysis was performed to test the equivalent hypothesis that there is no significant relationship between ethical CSR activities and community relations. The results are summarized table

Table : ANOVA" for ethical CSR and community relations

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	155.562	1	155.562	245.489	.000b
Residual	62.735	99	.634		
Total	218.297	100			

- a. Dependent Variable: Community relations
- b. Predictors: (Constant), Ethical CSR activities

From the ANOVA test in table, the processed data which is the population parameters, had a significance level of 0.01 which indicates that the value of significance (p-value) is less than 0.05. This is an indication that Karuma dam's ethical CSR practices significantly influence community relations.

Coefficient Test for the effect of ethical CSR activities on community relations at Karuma dam project.

Coefficients model technique was performed in order to establish the extent to which ethical CSR activities explained the degree of variance in community relations at Karuma dam project.

Table 6.14: Coefficients^a

Model	Unstandardize Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std Error			
1 (Constant)	7.255	.268		27.034	.000
Ethical CSR activities	1.020	.065	.844	15.668	.000

- a. Dependent Variable: Community relations

The regression matrix table tests which independent variable is more important to the dependent variable. The results show that; Charitable CSR, environmental CSR, ethical CSR [$\beta=0.844$, $p<0.05$, $t\text{-statistic}=15.668$, $p<0.05$] influences community relations at Karuma dam. This means that ethical CSR significantly influences community relations; again this is because its Beta value is twice larger than the corresponding standard errors and its t-statistic is greater than two. Results also revealed that holding corporate social responsibility at a constant zero, would lead to an increase in community relations by a factor of 1.020.

Basing on the results in the above tests, it can be stated that ethical CSR activities at Karuma dam have significantly influenced community relations.

Towards Harmonising Corporate Social Responsibility and Community Relations

Charitable CSR activities and community relations

On the question of effects of charitable CSR on community relations, there was a combined percentage of 73.3% who generally agreed to the statement that Karuma dam participates in restoration of destroyed homes in host communities. In addition, 72.2% generally agreed to the statement that Karuma dam participates in local projects like construction of boreholes for clean water. Majority of the respondents generally agreed to the statement that Karuma dam participates in improving education in the host communities. The results also indicate that there was a combined percentage of 68.3% who generally disagreed to the statement that Karuma dam participates in monetary donations to support the poor in the host communities. A combined percentage of 61.4% generally disagreed to the statement that Karuma dam participates in local projects like sports development in the host communities. The results show a combined percentage of 89.1% generally agreed to the statement respectively that Karuma dam participates in the restoration of the destroyed cultural sites in the host communities. The results show that there is a combined percentage of 52.5% who generally agreed that Karuma dam participates in the restoration of drowned fishing sites. It was also revealed that there is a combined percentage of 59.4% of the respondents who generally disagreed to the statement that Karuma dam participates in restoration of destroyed rafting areas for tourists.

Waddock, (2006) explains that many companies have now introduced an internal corporate social responsibility policy to their business activities, with the aim of improving their business operations to limit negative consequences to the environment and the planet as a whole. This has obvious advantages to the company, and even to the employees who participate in these programme. Having a corporate social responsibility strategy can also have a knock on effect to encourage others to act responsibly too in other areas of their life. It can help improve overall environmental responsibility, educate people to make greener choices and encourage personal growth and development in an area which could become a new passion for someone.

Zadek (2004) points out by defining CSR through the lens of a company's strategies and operating activities, a practice-based stakeholder view of the corporation is taken, broadening understanding of the stakeholder to whom a firm is accountable. She talks about "Responsibility management which has taken its inspiration from quality management (TQM), but has a stakeholder perspective instead of only looking at employees and community members. Values-based thinking not only includes the economic, ecological and social perspectives, but also a stakeholder view of leadership, responsibility, and ethics.

CSR is a complex concept, and it happens at a number of different levels. In many cases, the consequences of doing business are unintentional, and are dealt with after the fact. These would be the project cleanup and community health programs. Corporate responsibility however involves the processes and technologies used by the company directly. One form of CSR is providing the proper equipment and resources to ensure their work has the least impact possible.

CSR involves a hands-on approach to solving social and environmental in which the corporation is involved. The concept is transformative, and has the ability to generate positive effects through entire industries.

CSR does happen on a number of different levels. The local, grassroots level is common but national and international programs are also applicable. It all depends on how the company operates and the footprint they have. In the case of hydro power plants, it's often very localized around each individual site. Other multinational corporations have a much wider footprint that affects multiple countries on a large scale. In these instances, their corporate responsibility happens on a much larger scale and requires a significant platform to communicate and effect any viable change (Cramer, 2006).

Environmental CSR and community relations

On the question of the effects of environmental CSR on community relations, results showed that there is a combined percentage of 63.4% who generally agreed to the statement that Karuma dam emphasises on reduction of energy consumption to avoid health effects that can affect host communities. It was noted that majority of the respondents generally agreed that Karuma dam emphasises proper waste generation to avoid on environmental damage. It was also seen that 16.8% strongly disagreed, and 19.8% disagreed to the statement that Karuma dam emphasises pollution control methods during operation. The results show that there was a combined percentage of 59.4% of respondents who generally disagreed that Karuma dam project embraces environmental protection through activities such as re-forestation. It is seen that majority of the respondents generally agreed to the statement that Karuma dam has engaged in water use projects in the community. In addition, the results showed that there was a combined percentage of 57.4% of respondents who generally agreed the project is consistent in implementing a sustainable environmental approach which has environmental concerns. The results show that majority of the respondents generally agreed that Karuma dam works with environmentally conscious partners under project implementation. The results show that majority of the respondents generally agreed that Karuma dam ensures environmental preservation and safety as high priority issues.

A general overview behind the motivation of firms to invest in ECSR programs comes from the stakeholder theory. Stakeholder theory suggests that organisational survival and success is contingent on satisfying both its economic (profit maximisation) and noneconomic (corporate social performance) objectives by meeting the needs of the company's various stakeholders (Pirsch, Gupta, & Grau, 2007). Stakeholder theory suggests that firms are motivated to broaden their objectives to include other goals in addition to profit maximisation. Based on this theory, companies that embraced the ECSR program as a way to promote socially responsible actions and policies are in a better position to respond effectively to the stakeholder demands (Maignan & Farrell, 2004).

According to the organizational identification theory, a person who the noble efforts undertook by an organization will feel prouder about his or her organizational membership, which in turn increases their organizational identification and promotes the associated responses (Jones, 2010). Hong, Yang and Rim (2010) provides further empirical evidence in supporting this theory and concluded that when community members perceive a company to be socially responsible, they are more likely to engage in positive behavior with that company. This result complements another earlier study on corporate social responsibility that suggests when companies are socially responsible, community members would engage in relational behaviors that are helpful and supportive of these companies.

When companies engage in corporate social responsibility initiatives, community members are likely to assume that these companies have desirable characteristics that "resonate with their sense of self which form the basis of identification (Lichtenstein, 2004). Furthermore, community members are more likely to appreciate companies that are socially responsible and attend to the needs of the community and the society, and as a consequence, a feeling of connection may emerge which fosters customer-company identification.

The systems theory approach to management is based on the assumptions and ideas that* an organization needs to functions as a system consisting of an interrelated set of elements functioning as a whole. The implication of systems theory for managers is that

understanding the nature of the organization begins with knowledge of the various factors that impinge on organizational life. Workers, technology, leaders, values, goals, and motivations do not exist in a vacuum; all these factors are integrated and affect each other (Katz & Kahn, 1978).

Ethical CSR and community relations

On the question about the effects of ethical CSR on community relation, there was a combined majority percentage of 58.4% who generally disagreed to the statement that Karuma dam is transparent in all its operations to the host community. Majority of the respondents represented by 63.4% generally agreed to the statement that Karuma dam does not engage in activities that are abusive to host communities. The results also showed that majority of respondents generally agreed to the statement that Karuma dam emphasises safety and health of host communities. It was also seen that majority of the respondents represented by 59.4% generally agreed to the statement that Karuma dam has precaution measures that reduce harmful effects caused by electricity generation from host communities. This can be interpreted to mean that majority of respondents were in disagreement to the statement that Karuma dam has not been! engaged in activities that are prohibited by societal members. There was a combined percentage of 61.4% of respondents who generally agreed to the statement that Karuma dam adheres to activities the community regards as affair. The results also show that a 48.5% of the respondents generally agreed to the statement that Karuma dam ensures no conflicts emerge with the host community during project implementation. The results also showed that 55.4% of the respondents generally disagreed to the statement that Karuma dam takes in account the values and norms of the host communities.

Some people become very disillusioned with CSR when they discover that the company which has conferred a benefit upon their community is doing so only, or primarily, to enhance its own image. There is no doubt that improved image is, if not the usual reason for corporate benevolence at least a very common one.

As opposed to when CSR first emerged, companies now often speak of obtaining a "social license" to operate and would say that CSR is not for enhancement of image but part of what they need to do to obtain the necessary community support for their operations. It may be that the notion of "social license" is ethically more elevated than pure public relations. But in getting its social license or community permission to operate, the company is still obtaining something it needs. Their CSR is still self-serving, but as already noted, that doesn't mean the benefits they confer upon communities are not of real help or value.

The distinction between motives and outcomes is one thing, but also important is what the recipient community actually knows of the company's motives. There is a real danger where community members think the company is acting from altruism and only later find out that wasn't the driving force at all.

If companies are transparent from the outset about why they are offering to confer certain benefits upon the community for example, that they want to have good relationships with the community and know they need a social license to operate then disillusionment will be less likely. Companies need something from the community social license to operate and in exchange they are prepared to do certain things for it. With complete transparency, communities can understand that there is only so much they can demand or expect from the company. If costs become too high then the project won't go ahead and no benefits will flow, although it is sometimes true that the community's interests are best served by the project not going ahead.

Conclusions and Recommendations

Conclusions

This study endeavored to answer three questions: (1) what is the effect of charitable CSR activities on community relations at Karuma dam project? (2) What is the effect of environmental CSR activities on community relations at Karuma dam project? (3) What is the effect of ethical focused CSR activities on community relations at Karuma dam project? Based on the finding of the study, there are a few key points that can be used to conclude this research paper. The most frequent CSR activities among the Karuma dam hydro power plant are environmental CSR followed by ethical CSR. The least or most infrequent CSR practice initiated is charitable CSR suggesting that CSR activities engaged by the project are to a large extent involuntary.

This study concludes that improved CSR activities, especially ethical and charitable CSR activities improve community relations. Also improved CSR practice such as legal, ethical and charitable CSR would improve community relations. Similarly this study also concludes that increased community relations cause to improve the community member's intention to support project implementation process. The finding about CSR activities adds to the body of extant knowledge because no previous study has investigated the influences of these three dimensions for both community relations and government aided projects in Uganda.

Based on the findings, it is evident that improving CSR activities can maintain project sustainability through improved community relations. This means projects aided by the government can sustain implementation process through CSR activities and can be used as a tool of gathering community support.

Recommendations

The study suggests that Karuma dam should conduct further research into perception of wider stakeholders groups in terms of both internal and external factors regarding their perception of CSR activities rather than only focusing on effects of CSR dimensions. It is suggested that a qualitative analysis or an interview should be done with some influential customers or those who have very frequent contacts with the project as they might have more personal experience with the project management to improve the credibility of the findings.

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