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Realities and Contradictions in Host Communities and Multinationals Positions on Social Responsibility: A Reconciliatory Dimension

Okeke Raymond Njelita

Lecturer, Department of Business Administration and Management,
Imo State Polytechnic Umuagwo, Nigeria

Chukwuezi Franklin Nzubechukwu

Lecturer, Department of Business Administration and Management,
Imo State Polytechnic Umuagwo, Nigeria

Ani Anthony Ejike

Lecturer, Entrepreneurship Development Centre,
Tansian University Umunya, Nigeria

Abstract:

This study is on finding ways of reconciling positions of multinationals and their host communities on social responsibility issues in order to create and achieve peaceful business environment that guarantees growth and survival of business activities. Using a large sample size of Six Hundred and Sixty (660) respondents, the questionnaire design was structured in line with five-point Likert scale. The information gathered were analyzed using correlation significance with the help of SPSS 21.0 and Microsoft Excel software. The findings of the study show that there were factors that influence multinationals' stand on social responsibility; that host communities' position on social responsibility are determined by several factors and that these different interests can be reconciled to achieve peaceful and harmonious relations between both parties.

Keywords: Host communities, multinationals, business environment, organization, contradictions

1. Introduction

In the early 1900, the mission of business firms was exclusively economic (Wehrich, Cannice, and Koontz, 2010:147). That single-minded focus on its welfare exposed firms to undue risk that undermined their economic performance and threatened their very survival. Events in the recent past were, characterized by some unprecedented uncertainties that have created unusual threats as well as opportunities in the socio-economic relationship of businesses and their host communities. As the business environment has been erratic and turbulent, managers deal with these conflicting interests in an ethical manner to examine how their products and production processes impact the earth climate over the short and the long terms.

Whilst companies screen potential locations that enhance their markets or sites for business operations, host communities are also seeking how to gain some benefits. As a rule, each tries to short change the other or get more. Business on their part believes that the fundamental purpose of their activities is economic. Host communities on the other hand believe that business entities have economic as well as social obligations. This situation has created serious friction in the relationship between multinationals and their host communities leading to negative consequence. Despite a more pro-business political climate worldwide, yet business and host communities are still living in a time of low trust and high suspicion there by making situation in the rural communities too great to ignore.

The demands of the host communities are verse making it difficult for multinationals to fulfill. Infrastructural deficiency is great (Kumar and Goety, 2012:31). Social facilities that are taken, for granted in developed economies are practically lacking. Raising question as to what multinationals are doing to better the lot of the rural communities. These have resulted in unprecedented uncertainties that have created unusual threats in the socio-economic relationship of multinationals and their host community (Jonathan, 2015:10). The demand for multinationals to act more responsibly is clearly in order to generate cordial relationship within their area of activities. Although this is supposed to be met voluntarily, but has been, something often reneged on by both parties (Lowett, 1999:231). This growing practice involves multinationals either deny communities their means of livelihood or rendering their environment unconducive for human habitation (Imaga, 1998:95).

This is the case when multinationals have recklessly dumped their waste on farmland or fishing ground (Imaga, 1998:95). Making, the relationships between business and community tensed. Multinationals interact and interrelate in a multifaceted exchange relationship with a number of diverse internal and external stakeholders. All stakeholders make

specific claims to the firm and expect some benefits in return (Rothamel,2016:11). Besides stockholders, creditors, current and retired employees, customers, suppliers, competitors and all levels of government and most especially the community and society in general have expectations although often conflicting. This growing practice involves systematically identifying all parties in a given community that might possibly be affected by companies' performance and communities' expectations of business for example safe and meaningful jobs, clean air and water, charitable donations, safe productsetc. (Kreitner,2010:172). These are what a responsible business is owing to community as well as their own interests. One of the most critical moves in business is to achieve peaceful environment. They involve community right at the conceptual and design stage of projects, so that better social responsibility specifications are drawn of for community such that program carter more effectively, to the needs of the community.

However, the situation in relation to what is happening between multinationals and local communities are nothing to write-home-about. There has been constant struggle, conflict leading to tension in the environment. Multinationals try dodging carrying any social responsibility. Their philosophy is that they are in business for economic purposes and not undertaking social responsibility. To such multinationals, the only social responsibility they know is employing some people from the host community mainly at low levels cadre. Whatever social amenities, are lacking in their host communities and the damage their operations or activities are causing to the environment is not their concern. Host communities on the other hand try to lay all their burden of lack of social infrastructure on the multinationals not minding whether the company has both financial and economic capability to carry such developmental activities. This state of affair, create tension between the companies and their host communities. Fundamentals of business have changed. A comparison of what it was in the past and what it is today, cover some important new aspect of demand from business. In the present era of globalization and liberalization, no company can stand all alone and be immune from development in its environment.

2. Literature Review

Social responsibility is a concept that has generated and has faced a lot of debate, but would seem not to have matured into a theory or principle of management (Okebaram,2015:35).It emerged from the criticism directed against the traditional view that business should pursue profits as its only objectives However,social responsibility is not new (Weihrich, Canice and koontz,2010:42). But its acceptance in the management studies is of a recent origin (Bowen,2013: 430). In the words of Davis (1976:24) the idea of social responsibility implies business recognizing obligation to protect and improve the welfare of society as a whole along with their own interests. Kreitrer (2010:120) agreeing with the earlier statement asserts that social responsibility is seriously considering the impact of the company's action on society bearing in mind the ability of business to relate its operations and policies to social environment in ways that is mutually beneficial.

The net effect is to enhance quality of life in broadest possible way. Aligning with earlier statement Carrol (2004: 262) maintains that multinationals have four main areas of responsibility: being good corporate citizens, especially as defined by the host communities or countries, taking host community and global standard into consideration. Obey the laws of host countries as well as international laws and finally make profit consistent with expectations for international business. He further argues that the four responsibilities are intertwined and therefore must be fulfilled by multinationals before they can say to be socially responsible (Kreitner, 2010:119). The social responsibility of business is a promising approach to fulfilling unmet need, and fostering genuinely triple –bottom –line organizations –those simultaneously seeing profits, social impact and environment sustainability. If is certainly not the only solution, but it is most definitely a solution. It involves developing business with a positive relationship to the society and environment in which operates(Karem1995 :119).

Lockwood (2004:49) argues that social responsibility establishes and positions company reputation and brand in the public eye. This is through good work that yields a competitive edge. They shift from solely focusing on making a profit to including financial, environmental and social responsibility in their core business strategies. This expresses the fact that social responsibility is not for businesses alone but every type of organization such as associations, labor unions, charitable and governmental agencies. Pearce and Robins (2011: 49) asserts that each form of business regardless of size must decide how to meet its perceived social responsibility. This appears also, that social responsibility touches on the idea of business being a member of the society –family and as responsible member be its brothers' keeper. By utilizing portions of its resources in providing for the needs of the other members of the society (Weihrich, et al 2010: 44; Wokutch,1990: 56; Scraborough, 2011: 118).

Pearce and Robins (2011: 45) maintain that for a multinational to attempt to incorporate the interests of their host communities properly into their mission statement they must follow these steps: identification of the stakeholders, understanding their specific claims visa-vise the firm; reconciliation of these claims and assigning priorities to coordinate other elements of the company mission. Dess, Lumpkin and Eisner (2009: 20) argue that multinational cannot ignore the interest, and demands of stakeholders –such as host communities and the general public that are beyond immediate constituencies –customers, owners, supplies, and employees. That is, they must consider the needs of the broader community at large and act in a socially responsible manner (Maynerd, 2006: 326). A multinational does not exist in a vacuum rather it is in a symbiotic relationship with its host community. Mararcken (2007: 87)is of the view that multinational is expected to fulfilling unmet needs of the communities and there by fostering genuinely tripe –bottom –line organizations-thus business with a positive relationship to the society and environment in which business operate (Karerm, 1995: 119).

Thompson and Strickland (2014: 68) suggest that multinationals are ultimately demonstrate refraining from acting in a manner contrary to the well-being of society and the degree to which it supports community activities. By

participating in community activities, handle health and safety aspects of its operations, relates to regulatory bodies and employee union, and exhibit high ethical standards. When all these are not done the community and the society can do anything from staging protest marches and urging buyers to boycott buying of products and staging political and governmental actions (Badaracco,1998:115; Wheleen and Hunger, 2015:55). To bring a cordial relationship Weihrich, Cannice and Koontz (2010: 42) express the need for multinational to relate its operations and policies to the social environment in ways that are mutually beneficial to the company and to society (Chikwendu, 2011: 60; Agu, 2013: 157; Akanwa,2006:32). This is to ensure a better quality of life for every one now and for generations to come.

For multinational to achieve this, they need to factor it into their policy decision as a commitment to ensure social responsibility to the community (Kreitner and Kinick, 2016:20). Rothaermel (2015:11) suggests that social responsibility meant that community and multinationals have a duty to act in the best interests of their environment and the society as a whole. As no business exists in isolation, every organ of the society contributes towards the success of the business. Thus, it becomes imperative for multinationals to do something for their host community (Ltps: llwww. Business management ideas; com/note/management retrieved 24th November; Pfeffer, 2010: 36). Jones (1990:59) argues that social responsibility instills in the participants the behavior of being accountable to how their activities or processes impact on multinationals and other stakeholder on a voluntary basis. Drucker (1977:63) asserts that it considers whether action is likely to promote the public good to advance the basic belief of communities, to contribute to its stability strength and harmony.

The condition in rural communities has attracted a lot of comments and contributions from various writers who expressed concern for the deplorable condition of these communities (Olisa and Obiukwu, 2016:204). Lt. Col. Garuba (1982:62) describes rural communities as a process associated with or requiring continuous improvement in the capacity of the populace to control and manipulate their physical environment as well as themselves for their benefit and those of other humanity. According to Ukwu (1985:75) the project of rural community is an indictment of decades of neglect of various multinationals and governments. The main features of rural communities' areas are depression, degradation and deprivation (Ituma, 1984:68). Many rural communities immersed in poverty so palpable that the people are embodiment of it.

In most rural communities' basic infrastructures are completely lacking where they exist at all are too inadequate for any meaningful development. Communities and their livestock depend on shallow wells or guinea worm-infested ponds for their water supply. However, the community occupies a very significant position in the advancement of multinationals, government and the larger society. They support both multinationals and various governments. They provide peaceful environment, man power, ensure security etc. to multinationals (Image, 2009:110).

2.1. Factors that Influence Community Opinion on Social Responsibility

2.1.1. Expectations/Perception

This involves mainly the expectations of the community the time multinational company is being setup. It is their expectations that most if not all their problem will be met by the company. They hope that community infrastructure will be rebuilt or a new one is built employment will be provided, social infrastructure like school and hospital will be provided etc. In some instances, communities expect multinationals to even share money among the community members. The expectations are so high. Expectation is the state of looking forward to something. What the community is looking forward to in life is their expectations. People without expectation in life will be docile and almost lifeless. When what one expects under any circumstance fail to come true, there is the likelihood of depression and disappointment (Dess, Lumpkin and Eisner, 2009:398).

2.1.2. Ignorance

Ignorance is lack of knowledge or perception. To be ignorant could be very dangerous as it places one in an uncertain condition. The greatest ignorance that can afflict a people is not having the knowledge of the capacity and capabilities of multinational organizations operating within their area. The ignorance of the multinationals is not having the knowledge of social and economic deficiency in their area of operation. It may be an ignorance arising also from lack of knowledge of cultural and religion of the area they operate. This most often leads to conflict and finally disruption of the activities of multinational organizations and retrenchment of workers. In business just as in law, ignorance is not an excuse. In the business world one needs to have knowledge. To be ignorant of people and events is not acceptable. Business is all about relationship with people (Peeling 2008: 53; Templar, 2005:87).

2.1.3. Clash of Interest

Organizations and communities have different interests to serve. They have different desires and enthusiasms. Interest creates a strong impulse to have or do something. It has to do with longing for something that promises advantage, edge or satisfaction. Other words that can take its place are appetite, craving, itching, passion or urge. This may arise from deficiency which creates spirit of intense zeal. A strong excitement or feeling that helps to propel one to action. Without this emotional blending, one can hardly remain on a particular activity for long. When interest wanes community and multinational become less interested in what they are doing. There are ways interest can suffer in business and these include declining returns or patronage, and unfavorable laws and regulation. High risk can adversely affect interest for a given endeavor. Situations like that can kill joy and make both parties unnecessarily aggressive to each other (Peeling, 2008: xiii; Terna 2015: 42).

2.1.4. Attitude of Opinion Leaders

Attitude of elite from the communities who are feeding fat from conflicts between multinationals company and their host communities. They instead of proffering solutions that will resolve the conflicts are rather stoking the embers of hatred the more. They are in the attitude or habit of deceiving both parties into believing that they are for peace without multinationals and communities knowing that the two parties are being misdirected to satisfy the greed of the elite. They more the conflict ranges the better for them. They promote jealousy, hatred, rumor mongering, and character assassination. They most often succeed in this behavior because they are people who the community and multinationals see as respectable individuals. These individuals have wrong attitude to people and events. They always produce wrong results. They manifest themselves as being willing to get everything done at no cost to both parties.

2.1.5. Culture

Cultural environment is crucial for a multinational corporation as it is an important component of business environment to succeed in product development, promotion, business negotiations, human resource management and management of socio-political environment. It explains how commerce is conducted in different countries. Success in business can trace directly to deep understanding of some aspect of a people's commercial environment. An assessment of a nation's overall business climate is typically the first step in analyzing its potential as a host for multinational company activity. This means addressing some important questions, such as the following: what language do the people speak. How accommodating the people are. How receptive are they. Area their culture and believe system dynamic (Wild and Wild, 2013: 66; Kumar and Goal 2012: 90).

2.1.6. Lack of Trust

The rural communities do not trust any multinational on social responsibility. This is due to several years of unfulfilled promise from them. When a promise is consistently not fulfilling the rural community finds it difficult to believe multinationals. This is because their promise has now taken as mere deceit. Once this type of thinking is form it become very difficult to secure the trust of the community in question. Everything the company does becomes suspicious. The multinational becomes a subject of an attack. No organization of course can do well in an environment that is not peaceful.

2.1.7. Generalized State of Lack

Most of the communities where multinational corporations set up their operation are in a sorry state. They are in total lack of social, economic, technological etc. infrastructure. They are in total backwardness for example nearly 80% of their population is uneducated; many of their children are being manipulate there at will; and frustration and anger has become a norm than an exception. There is also lack of health and medical facilities therefore infant and adult mortality is high. Again, poverty is very common within these communities. There is no electricity and other social infrastructure like pipe borne water, good roads etc. It is estimated that the manufacturing sector in Nigeria has to bear additional indirect cost amounting to 16 percent of sale because of bottleneck in the business environment. Losses due to power outage amount to 10 percent of sales are productions cost while in transit (4% of sale) is also significant (Investment climate, 2008: 20). All these situations diminish social responsibilities taken up by multinationals (Assessing and Bench Marking Business, 2006:8; Eifete, 2005:60).

2.2. Determinants of Multinational Position on Social Responsibility

2.2.1. School of Thoughts They Belong

There are two schools of thought that influence multinational position on social responsibilities. One school of thought is represented by the views expressed by an economist, Milton Frieman. This school of thought has it that the only responsibility of business is to make as much profits as possible for the owners. To justify its stance, the school claims that business is an economic institution and its legitimate function is economic performance and not social activities. Business should therefore, perform its economic function as efficient as possible within the framework of the law without deliberately infringing on others rights (Deakins and Free, 2006: 53). Social problems, the school further contents, will be taken care of by individuals and other institutions. Multinational company that ascribes to the thought will definitely find it difficult to engage in any form of social responsibility (Hicks and Gullet, 1976: 46; Kreitner, 2010: 172; Steiner and Miner, 1986: 38; Davis, 1984: 564; Agu, 2013: 84).

2.2.2. Government Regulation

Government regulations and laws guide conduct of business within its area of jurisdiction. The government enacts laws that aim at protecting the environment, restricting expatriate quota, insistence of increase on local content etc. companies work within the established and regulations of each national business environment. Several agencies are setup by government to oversee the compliance to the laws. A country's political environment constitutes important external influences on multinationals. It has enormous implications to managers and companies. The political system is design to integrate the parts of a society into a viable functioning unit. The management decisions are affected by the political system prevailing in the country. Therefore, a multinational corporation must concern with laws in each country in which it operates (Dess, Lumpkin and Eisner, 2009:47).

2.2.3. Business Realities

This refers to how the multinational company is faring in the market place. A company that is doing well might involve in social responsibility issues but due to present unfavorable business condition in the environment, it is finding it difficult to continue. The profitability of business environment influences willingness or other wise of a company to carry on their social responsibility. Competition more than any other thing is forcing must multinational business into decline, since customer preferences are changing by the day only companies that can follow such rapid change can survive. The fundamental of business have changed. A comparison of what it was in the past and what it is presently covers some important aspects. In brief, they are now speed and flexibility, instead of size and scale; effectiveness in addition to efficiency; team work and empowerment, instead of command and control; collaboration and sharing of information, instead of monopolizing (Iyer,2009:40).

2.2.4. Activities of International and Local Environmental Activist

Corporations have begun to realize the essential value of strategic alliance with environmental interest. Organizations, which often provide dependable and valuable information to different stakeholder's constituency group such information is key to developing and designing social responsibility issues that minimize environmental impacts while meeting customers' needs. Multinationals have learned to partner with environmental activist both international and local bodies like international organization for standardization, United Nations, Nigeria environmental protection agency. They provide guideline on environmental management systems, environmental auditing, environmental labeling, and environmental performance evaluation, the guideline provide direction and allow companies to take a concrete set of steps toward achieving enhanced environmental quality (Madu,2004:17).

2.2.5. Changing Societal Value

Society's value is changing and in particular and/or its quality of life. Some years ago, society was concerned about what damage operations of business are causing to the environment. Most profound changes in industry relate to what is expected from business organization. It has come standard of starting procedure for multinationals to get involved in social responsibility. These have only started to recognize the value that social responsibility will play in the work place and the host community. The traditional myopic views of business being only made to mark profit without staring in the predicaments of the host community is given way to the changing values of the modern society. Every company that is worth anything today tries to engorge in one form of social responsibility or the other. They are no longer being force of has become a voluntary activity.

2.3. Reconciling Multinationals and Rural Communities Position

2.3.1. Chosen Specific Projects

Multinational position requires trade-offs (Vea,2001). It is for them to decide what- to- do and what- not to-do – concentrating on a particular aspect of developmental activities rather them trying to start too many things at the same time and at the end not being able to complete any one successful. This provokes anger of the rural communities. Because resource is limited, multinationals must carefully consider their projects choices if they can meet the demands and expectations of the rural community. It is better not to start than not being able to complete what has started. Trying to be everything to everybody will likely result to poor performance or outright failure. Providing a decision tool with which multinationals can recognize prioritize and address a specific need as a good corporate citizen is important for good relationship between it and its host community.

2.3.2. Undertaken Environmental Impact Assessment

This has to do with knowing the impact of the multinational activities on the rural community. The issue of environmental sustainability is becoming increasingly important to the world community. This heightened interest has led to many new terms being added to the lexicon to reference environmental quality management issue. These terms include 'sustainable development' 'sustain manufacturing' 'environmentally conscious manufacturing', 'going green and others. The interest in environmental quality management manifests belief in response to the growing concerns about the depletion of earth non-renewable resources and environmental burdens that are contributing to climate change. The world continues to witness a rapid proliferation of new products which have shorter and shorter life circle; creation of tremendous quantity of waste that are disposed in landfill; increasing use of fossil fuel; worsening pollution of air, water and soil.

2.3.3. Identify Rural Communities' Interest

To improve multinational and rural community relationship there must be the ability from both parties to listen to one another- rural residents, multinationals, institution and other economic development organizations. Through this both multinational and communities can develop standards and guidelines that are intended to effectively manage environmental quality by minimizing environmental burdens. This type of interaction can identify the most pressing need of the community. At times multinationals carry out developmental projects on their own that has little or no relevance to the wellbeing of the people. The planning and effective implementation of social responsibility must- not- be-given but must involve beneficiary participation. The participation of beneficiaries in the planning and execution is important for any meaningful attempt towards social responsibility.

2.3.4. Community Leaders Being Sincere to Both Parties

The rural community elite must explain out the true position of things to their people in a language they can understand. It is not right that they set their people against the multinational in their area for their own selfish reason. Manipulating the ignorant rural populace in order to set them against the multinational is wrong. These elite in most cases are the mouthpiece of their people. They command great respect from their people. In most cases they are the enlightened and educated persons in the community. Therefore, with their presence in the community in would think or expect that they would be rallying a point for their people and the multinational, but instead they consistently manipulate every situation to satisfy their greed. They instigate their people against the multinational and instigate the multinationals against their people.

2.3.5. Appointing a Public Relations Officer

A public relations officer or a reconciliatory is an employee of the multinational. He is somebody from the community. His job is to enlighten the community on the programs and activities of the multinational. It is the duty of this officer to draw support of community for projects multinational would like to embark on. Where there are misunderstandings, he will try to harmonies the difference and makes sure that peaceful atmosphere is restored as soon as possible. The public relations officer must not allow situations to degenerate. He must be proactive and not reactive. He must always express or explain the true situation of things to the multinational and the community.

2.3.6. Government Intervention

Government as an institution must carry out its responsibility to her citizen. The primary purpose of any government is to ensure the security and welfare of the populace. The state shall, within the context for the ideals and objectives for which provision are made in the constitution, harness the resource of the nation to promote national economy in such a manner as to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunities. Therefore, duties of the government must not to betransfer to multinationals. Government must continue to shoulder its responsibility by building roads, hospitals, school and other social infrastructure. Government also provides laws that guide the operations of the multinational. They must not for the sake of social responsibility, abdicate their responsibility.

2.4. Theoretical Background

Theoretical background of this study is, reinforced by the work of Howard Bowen in 1953 reported in Weihrich, Candice and Koontz (2010:42). In his presentation, he asserts that business should consider the social implications of their decisions. This involves seriously considering the impact of the company's actions on society in a way that is mutually beneficial. This assertion is in line with utilitarian theory. This theory suggests that plans and action, should be evaluated by their consequences. The underlying idea is that plans and actions should produce the greatest good for the greatest number of people.

Another theory that impacts on the corporate social responsibility is theory of justice. The theory emphasizes that decision makers in companies be guided by fairness and equity as well as impartiality. This theory argues that business must be truthful in their relationship with the society. Not only that companies are expected to carry out social responsibility but must be seen to be doing that. Never discriminate unfairly in dispensing social favors or engage on projects under circumstances which might be construed by reasonable persons as with intention to decisive.

3. Methodology

The research design that is adopted by the researcher is descriptive survey research design. The population of this study is, made up of the entire 660 people. It comprises 220 youths, 220 women and 220 elders. To achieve the objectives of this study, the entire study population were used hence census enumeration methods were employed. The data collection instrument used for this study was a structured rating scale designed in the form of questionnaire developed by the researcher. The questionnaire was designed in five-point Likert scale which includes SA = Strongly Agreed, A = Agree, UN = undecided, D = Disagreed, SD = Strongly Disagreed.

Validity and Reliability of the Instrument; The validity of this study is measured based on the content of the question

Methods of data analysis; With the information gathered, it underwent analysis with the help of SPSS 21.0 and Microsoft Excel software. On the SPSS package, correlation and significance (2 tailed) were used as statistical tools. nnaires used for extracting the data from the respondents. The researcher used test-retest reliability methods for the study.

4. Data Analysis Techniques

It should be noted that out of 660 questionnaires distributed, only 610 were return and used.

N/S	Description	A	SA	UN	D	SD	N	Σ	X	Dec.
1	Philosophy of multinational determine their position on business social responsibility to community	261	271	2	68	8	610	2173	3.6	Positive
2	Government regulations influence multinational position on BSR to community	332	201	-	70	7	610	2611	4.3	Positive
3	Business realities prevalent in the environment influence multinational behavior on BSR to community	277	241	1	91	-	610	2534	4.2	Positive
4	Activities of environmental activists influence multinational position on BSR to community	301	281	-	28	-	610	2685	4.4	Positive
5	Changing societal value exert influence on multinational position on BSR to community	188	97	6	211	108	610	1876	3.1	Positive

Table 1: Factors Significantly Influencing Multinational Positions on Business Social Responsibility on Community
Source: Field Survey, 2020

From the data analysis above, it was discovered that all the items – 1 - 5 – were positive. This is because item 1 has a mean of 3.6, item 2 has a mean of 4.3, item 3 has a mean of 4.2, item 4 has a mean of 4.4 and item 5 has a mean of 3.1; hence all the items have mean scores more than 2.5 and above. This implies that there are factors significantly influencing multinational positions on business social responsibility on community.

N/S	Description	A	SA	UN	D	SD	N	Σ	X	Dec.
1	Perception or expectation influences behavior of community position towards multinationals	130	168	6	240	56	610	1876	3.1	Positive
2	Ignorance influences community's position towards multinational on BSR	237	189	1	120	63	610	2247	3.7	Positive
3	Clash of interest influences community's position towards multinational on BSR	314	211	-	68	17	610	2567	4.2	Positive
4	Opinion leaders influence community's position for or against multinationals on BSR	201	366	-	43	-	610	2555	4.2	Positive
5	Lack of trust arising from several years of unfulfilled promise to community by multinationals influence the community position towards them	411	188	1	10	-	610	2530	4.6	Positive

Table 2: Factors Significantly Influencing Community Positions towards Multinational on Business Social Responsibility
Source: Field Survey, 2020

From the above analysis, it was discovered that all the items – 1 - 5 – were positive. This is because item 1 has a mean of 3.1, item 2 has a mean of 4.7, item 3 has a mean of 4.2, item 4 has a mean of 4.2 and item 5 has a mean of 4.6; hence all the items have mean scores more than 2.5 and above. This implies that there are factors significantly influencing community positions towards multinational on business social responsibility.

N/S	Description	A	SA	UN	D	SD	N	Σ	X	Dec.
1	Selection of specific project and completing it before going into another assist reconciling the positions of multinational and community	261	311	-	17	21	610	1604	2.6	Positive
2	Taking environmental impact analysis to help the multinational to ascertain the level of BSR need with the community	321	237	1	51	-	610	2658	4.4	Positive
3	Identify projects that are of interest to the rural community through joint discussion of both parties	378	189	-	33	10	610	2758	4.5	Positive
4	Community leaders being sincere to their people assist in maintaining good relationship between both parties	421	171	2	16	-	610	2715	4.5	Positive
5	Appointing public relations officer from the community will be enlightening their people on the programmes and activities of multinationals is important	268	197	-	133	12	610	2406	3.9	Positive
6	Government not leaving community development only to the multinationals	344	169	-	81	16	610	2428	4.0	Positive

Table 3: Means of Reconciling Multinationals and Community Positions on Business Social Responsibility Issues

From the above analysis, it was discovered that all the items – 1 - 6 – were positive. This is because item 1 has a mean of 2.6, item 2 has a mean of 4.4, item 3 has a mean of 4.5, item 4 has a mean of 4.5, item 5 has a mean of 3.9 and item 6 has a mean of 4.0; hence all the items have mean scores more than 2.5 and above. This implies that there are means of reconciling multinationals and community positions on business social responsibility issues.

4.1. Testing of Research Hypotheses

- Ho1: There are no factors significantly influencing multinational positions on business social responsibility on community.

H1	factors significantly influencing multinational positions on business social responsibility on community.	Pearson Correlation= - .314 Sig (2 tailed) = .000 N= 610	VALID
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Table 4

The table above reveals that there are factors significantly influencing multinational positions on business social responsibility on community. The Pearson correlation result (-0.314) is also an inverse relationship. The significance value equals .000 which directly indicates that the variables (multinational and business social responsibility on community) are significantly related. This makes this hypothesis valid.

- Ho2: There are no factors significantly influencing community positions towards multinational on business social responsibility.

H2	Factors significantly influencing community positions towards multinational on business social responsibility.	Pearson Correlation= - .329 Sig (2 tailed) = .000 N= 610	VALID
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Table 5

The results above show the Pearson correlation to be -.329. This shows that there is positive relationship. The sig (2tailed) is .000, making the relationship statistically significant. This means that there are factors significantly influencing community positions towards multinational on business social responsibility. The result above signifies that hypotheses two is valid.

- **Ho3:** There are no means of reconciling multinationals and community positions on business social responsibility issues

H3	means of reconciling multinationals and community positions on business social responsibility issues	Pearson Correlation= -.198 Sig (2 tailed) = .003 N= 610	VALID
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Table 6

From the table above, the Pearson correlation is 198. It means there is a relationship. The significance result reads .003, meaning the variables (means of reconciling multinationals and community social responsibility issues) significantly related. Therefore, there are means of reconciling multinationals and community positions on business social responsibility issues; hence hypothesis 3 becomes valid.

S.No	Hypotheses	Statistical Tools Applied (Software R studio)	Result
H1	There are factors significantly influencing multinational positions on business social responsibility on community.	Pearson Correlation= -.314 Sig (2 tailed) = .000 N= 610	VALID
H2	There are factors significantly influencing community positions towards multinational on business social responsibility.	Pearson Correlation= -.329 Sig (2 tailed) = .000 N= 610	VALID
H3	There are means of reconciling multinationals and community positions on business social responsibility issues	Pearson Correlation= -.198 Sig (2 tailed) = .003 N= 610	VALID

Table 7: Concise Table for Hypotheses Testing

4.2. Discussion of Findings

In the hypothesis one, this study discovered that there are factors significantly influencing multinational positions on business social responsibility on community. Here, Akindele (2011) noted that the principle of organizations, effective government regulations, and community involvement leads to execution of social responsibility to community.

Hypothesis, two discovered that there were factors significantly influencing community positions towards multinational on business social responsibility Amole, Adebisi and Awolaja (2012) state that Clash of interest and public Opinion leaders influences execution of social responsibility.

For our hypothesis three, discovered that there were means of reconciling multinationals and community positions on business social responsibility issues. In this case, Iya, Badiya, and Faiza (2015) opined that environmental impact analysis, joint discussion and public relation are means of settling issues between organizations and community.

5. Conclusion

The problem of social responsibility seems to emanate from misunderstanding of multinationals and their host communities- of lack of trust resulting from many years of unfulfilled promises from both parties. While multinationals are not willing to carry out any social responsibility to their host communities because in their thinking, they are in business for economics purposes. The host communities believe that multinational has the financial capability to take up all the social responsibility issues in their environment not minding their competitive position in the market. The purpose of the research creates a meeting point between the interest of the multinationals and that of their host community in other achieve harmonious business environment. This of course is the starting point of success of any business since no organization can operate successfully in a trouble environment. The findings of the research were that there are factors like philosophy of creating the multinationals, government regulations, business realities, activities of environmental activists and changing societal values that influence the stand of multinational position on social responsibility. The study discovered that community position on social responsibility were influenced by their perception/ expectations, ignorance, clash of interest, attitudes of opinion leaders and lack of trust. To reconcile the stand of these two parts involve selecting specific projects, taking environmental impact analysis, taken up projects that have direct impact on the host communities, sincerity of community leaders, appointment of public relations officer and government taking their responsibility.

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