Bowen University Deployment of Corporate Social Responsibility and Crisis Management within Her Host Communities (2012 – 2015)

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Abstract

Crisis is a point of decision which if not handled in an appropriate manner may turn into a disaster or catastrophe. No organization is immune to crisis. Bowen University had its surfeiting dose of crisis with her host communities from 2012 - 2015. This study examined how Bowen University used corporate social responsibility (CSR) strategies as a crisis management tool to resolve the crisis. Survey method was adopted for the study and the populations Iwo and Olupona with a sample size of 203 respondents. Simple random, stratification and purposive sampling techniques were used to collect data for the study. The study answered four research questions: What are the grievances of the host communities? What are the natures of the crises? How did Bowen University resolve the crisis? How effective was the CSR strategies Bowen University used as a crisis management tool? Stakeholders' theory and the iron law of corporate social responsibility theory were used for the study. The study considered: the concept of CSR, CSR model, CSR in tertiary institutions, practicing University Corporate Social Responsibility (UCSR) as well as crisis management. Data gathered were analyzed using descriptive statistics and results were presented in tables and percentages. Three important findings emerged from this study. First, universities, particularly private ones should embrace CSR and cultivate the environment where they operate in order to be successful in a highly competitive educational industry. Second, Bowen University crisis from 2012 – 2015 was as a result of its inability to cultivate the environment where it operates. Thirdly, the CSR strategies used as a crisis management tool by the university to resolve the crisis were effective. The study concludes that tertiary institutions should cultivate the environment where they operate so as to enjoy the goodwill of the host community. The study recommends that tertiary institutions should corporatize to enable it meet the socio-political and economic challenges facing them, move away from depending on grants and subventions from its proprietors and become self-sustaining.

Key words: Corporate social responsibility, stakeholders, goodwill, university, crisis management
Word Count: 325

Introduction

According to Musa and Audu (2016), the activities of every organization significantly contribute to the well-being of its environment. Corroborating this assertion, Hashimu and Ango (2012) opine that the routine and administrative activities of organizations have direct or indirect impact to the stakeholders ranging from employees, customers, host communities, government and the general public. In a similar development, Igwe (2011) observes that the interactions between organization and its environment pose some social economic challenges that if not properly handled could adversely affect the smooth operations of the environment. Irrespective of these postulations, corporate social responsibility (CSR) has continued to face series of criticisms on the legitimacy or otherwise of its acceptance and subsequent application by organizations. Shehu (2013) confirmed this submission when he says that CSR like most concepts in the field of social and management sciences has been faced with controversies. He observes that the conceptual and theoretical dimensions of CSR have been viewed from economic, social, political, demographic and legal angels, resulting to perspective problems that lack uniformity in approach. It is the view of this researcher that this lack of uniformity in both perspective and approach led to the arguments and counter arguments on the appropriateness or otherwise of CSR. Deliberating on the genuineness of CSR as a means of achieving organizational objective is simply stating the obvious. Aligning with this submission, McWilliams (2006), cited in Aminu, Harashied and Azlam (2016) state that the transformation of CSR from an irrelevant or doubtful idea to an indispensable component in achieving organizational objectives has been recognized by managers and stakeholders. They state further that managers are using it as a tool to strategize, comply with regulations and maintain set standard, build corporate reputations and get more customer loyalty which all culminates in increasing profitability and overall attainment of organizational objective. The snag over the years had remained its subjection to legal compliance and equating it with philanthropic disposition.

The major problem of CSR had remained its definitional pluralism and conflictual conceptualization. Different scholars in different specialization defined CSR based on their professional and academic dimensions. Supporting this view, Amodu (2013) said that there is adefinitional problem in CSR discourse. He states further that everybody talks about CSR and yet, nobody has been able to give a generally acceptable definition of the phenomenon. CSR is multidisciplinary. It caught across many scholars and experts in many fields and disciplines, with each scholar offering his own perspective on the subject. Buttressing the submission of Amodu, Carroll and Shabana (2010), cited in Baric (2017) point out that the concept of CSR represents an encompassing framework of different concepts that study the relationship of companies and the community in which the company operates regardless of whether the community is local, national or global. Because the concept is highly complex, there is no unanimously accepted definition of the concept of CSR to this day, so it is interpreted differently within the global economic network, and often by different groups of stakeholders.

Not minding the divergent views of scholars, professionals and stakeholders on the concept of CSR, the fact is that the importance of CSR in an organization cannot be over emphasized. Indeed, it is an inevitable tool in organizational sustenance, growth and development. Nielsen and Thomson (2009) cited in Baric (2017) corroborated this views when they posit that "even though the concept of CSR is highly complex, it also undoubtedly possesses a clear strategic determinant and represents an inseparable part of the business model of modern global corporations throughout the world today". CSR supports the society as a way of compensation for the loss incurred as well as profit derived through organizational or business operations carried out in their environment. CSR as a tool of Public Relations is to create a favorable and conducive ambience for business to thrive. This is why Ajala (2005) observed that: "through corporate social responsibility, a company is able to provide a healthy business environment for its operations and contribute to the well-being of the community. Supporting Ajala's view, Asogwa and Onuh (2014) opine that a key indicator to determine the true worth and value of modern organizations is their ability to give back to the society part of what they earn through some mutually beneficial initiatives. They states that these initiatives are captured in the concept of CSR. Asogwa (2014) sees CSR as a necessary ingredient needed to improve corporate image and continued peaceful coexistence between an organization and its communities. It is a recognizable tool for promoting mutual understanding and goodwill between an organization and the community it is operating in and the society at large.

CSR is so important and crucial that organizations now believe there is need to constantly and critically look at its role globally with a view to reviewing, standardizing and sustaining it for efficiency, effectiveness as well as creating a good image for organization. Asemah, Okpanachi and Olumuji (2013) aligned with this opinion when they state that the goodwill and corporate image of organization requires the instrumentality of CSR. According to them, this will not only promote productivity and efficient service delivery but also ensure peaceful co-existence within and outside the immediate environment. They posit further that this also applies to tertiary institutions considering its pivotal role to the development of education on one hand and the socio-economic development of the society on the other hand.

In the words of Sukaina and Kamal (2015), universities nowadays are faced with new environment and challenges that necessitate the need to be independent from government and state support. They assert that universities are moving toward corporatization which calls for them to be a good corporate citizen and the best approach for universities to achieve that is by adapting the concept of CSR. Supporting this view, Dahan and Senol (2012) aver that universities, especially private ones are in need of strong corporate strategies in order to be successful in the highly competitive education industry. They said that CSR had become one of the highly preferred strategies by higher education institutions for gaining a good reputation and a competitive advantage. It is equally a strategic tool in the ambiance of crisis resolution between an organization and its host community.

The thrust of this paper is to examine CSR as a crisis management tool and how Bowen University used it to resolve the crisis with its host communities from 2012-2015.

Statement of the Problem

The survival and growth of any business organization is largely dependent on the community or environment of such organization which consists of the interacting factors that can either make or mar it. Before now, Universities are not seen as organizations that are established for business purposes and so they tend not to embrace CSR (Asemah et al 2013). Tertiary institutions represent a vital body of the society and need to cultivate the environment where they operate in order to enjoy the goodwill of their host communities. To do otherwise is invitation of crisis. Bowen University handled some of the crisis with host communities from 2012 – 2013. This study investigated how Bowen University used CSR strategies as a crisis management tool to resolve the crisis between it and her host communities during the year under review.

Research Objectives

The objective of this study is to investigate the CSR programmes that Bowen University used as a crisis management tool to resolve the crises between the university and its host communities from 2012 -2015. The study among other things, seeks to find out:

i.   the grievances of the host communities;
ii. the nature of the crises between Bowen University and its host communities from 2012 -2015;
iii. efforts made by Bowen University to arrest the crises; and the effectiveness of the CSR strategies used by Bowen University as a crisis management tool to resolve the crisis?

Research Questions

1. What are the grievances of the host communities?
2. What are the nature of the crises between Bowen University and her host communities from 2012 - 2015?
3. What are the strategies deployed by Bowen University to resolve the crisis?
4. How effective were the CSR strategies Bowen University used as a crisis management tool?

Theoretical Framework

The importance of theories in a research cannot be over emphasized. In the words of Lewis (1958), cited in Amodu (2012), good theories enable researchers to put facts in perspectives and to hypothesize what will happen even before they happen. In the same vein, Folarin (2005), cited in Amodu (2012) avers that theories help researchers to manage realities. CSR as a crisis management tool has theoretical foundations. It is on this premise that stakeholders and iron law of responsibility theories were adopted for this study.

AJARMCT | Open Access | ISSN 2811-3047 (Online)
Volume 1, Number 1; June, 2021 | ISSN 2811-3039 (Print)

African Journal of
Applied Research

Media and Communication
Technology (AJARMCT).

Stakeholders' Theory: The concept of stakeholders refers to groups whose support, the organization needs in order to remain in business. It was championed by Edward Freeman in the '80s. Asemah et al (2013) describes stakeholders' theory as a theory of organizational management and business ethics that addresses morals and values in managing an organization. Stakeholders' theory focuses on the principle of whom or what really counts in an organization. In the context of CSR, stakeholders' theory is based on the assumption that organizations have obligations to the groups that make up the environment where it operates. These constituents are referred to as stakeholders. They are individuals and groups that are critical to the existence of the organization.

They influence what the organization does and are also influenced by the actions of the organization. Stakeholders' theory is of the view that management has a moral duty to protect both the corporation and the legitimate interest of the stakeholders. It implies therefore that organization should invest in the society where it is situated. When this is done, the organization will reap in form of improved reputation and understanding when things go wrong. This theory is relevant to this study because it explains the constituent that organization should be responsible to. Alam (2015) in supporting this view affirms that companies that are socially responsible to the constituent groups will win their goodwill and this will in turn impact on the operations of the company positively.

Iron law of Social Responsibility Theory: W.C. Frederick propounded the theory of iron law of social responsibility in 1960. According to him, "social responsibilities of businessmen need to commensurate with their social power". The iron law of social responsibility theory explains the negative consequences of organizational failure to be socially responsible. It could be deduced from this theory that any organization that fails to cultivate the environment they operate will undoubtedly face the wrath of the environment by way of strike, protest, litigations, picketing, sanctions, willful destruction of properties and other related avoidable hostilities that will hamper their operations. This is possible because according Moon (2002) cited in Aminu et al (2016), CSR has gained an institutional status for regulators because of its legal linkage with compliance to law and ethical practices which empowers societies to take actions against organizations that refused to cultivate the environment where they operate. The iron law of social responsibility states that in the long run, those companies that do not use power in ways that society consider responsible will tend to lose. Companies are attached to the environment based on the iron low of social responsibility. Companies must be socially responsible to the people where they operate (Alam 2015). This theory is considered relevant to this study because it lays emphasis on the need for organizations to be socially responsible in order to be able to win the goodwill of stakeholders and avoid hostilities that brings disharmony between the organization and its host community.

Conceptual Framework

Ayandele (2002), cited in Abu Karim and Audu (2016) sees social responsibility (SR) as a form of self-regulation, conscious attempts and self-efforts carried out by organizations to sustain self-preservation and promotion of harmonious co-existence. Corroborating this view, Odetayo, Adeyemi and Sajuyigbe (2014) note that CSR also known as corporate conscience or social performance is seen as operational mechanism whereby organizational activities are carried out by responding positively to societal priorities and expectations with the commitment to meet the ethical standard of the society and the organization.
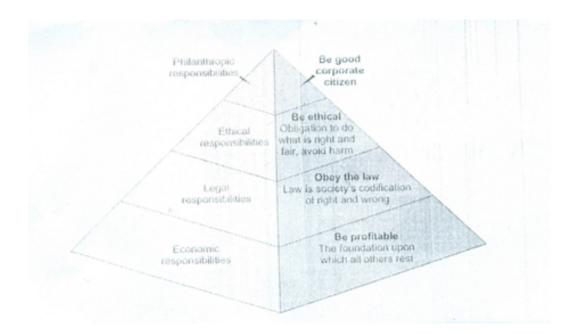
In the same vein, Ikporukpo (2001) states that environment is totally human surroundings. Reacting in the same direction, Osibanjo (1998), cited in Abu Karim et al (2016), views environment as man immediate surroundings. Because organizations cannot operate in a vacuum, it is right to say that their activities depend largely on interaction with the environment where they operate. As a result, harmonizing the interests of such organizations and that of the society can only be achieved through the mechanism of CSR. In line with this, that World Economic Forum (2003) argued that corporate citizenship which is synonymous with CSR is the contributions and other conscious efforts carried out by organizations through compliance to ethical business activities, social investment, philanthropic activities and other social or community efforts to improve the well-being of the citizens within the environment.

Analyzing a broader approach to the conceptualization of CSR, Justin and Wadike (2013), identified four distinctive dimensions which CSR should adopt such as: economic, legal, ethical and philanthropic. According to them, these dimensions must be fulfilled for the mutual benefits of organization and its immediate environment. CSR can only be successful if these dimensions are properly harnessed, analyzed and implemented within the framework of consciousness that will create a balance between the organization and its stakeholders. Supporting this opinion, Sun et al (2010) aver that within the concept of CSR, stakeholders are portrayed as groups of persons towards whom the company's activities are oriented. Today, according to them, it is almost impossible to discuss the concept of CSR without taking note of the stakeholders of the company.

CSR Model: A model is a physical representation that shows what something is, how it looks like and how it works. Therefore, corporate social responsibility model is a physical representation that shows what CSR is, how it looks like and how it works. Andy Carroll is one of the foremost theorists of CSR. He identified four different kinds of organizational responsibilities. They are economic, legal, ethical as well as philanthropic responsibilities. Carroll (1991) made a distinction between these organizational responsibilities according to their hierarchy of needs. This distinction in the context of CSR is referred to as firm's "pyramid of CSR.

Fig. 1 Pyramid of Corporate Social Responsibility (CSR)

Source: Carroll's (1991) CSR Pyramid

Carroll sees business as a basic economic unit in the society and has a responsibility that is economic in nature. According to him, economic responsibility is the most fundamental responsibility of an organization. This is because it reflects the essence of a firm as a profit making organization. Economic responsibility implies that society expects organization to produce goods and services as demanded by the society and make profit as a reward. The legal responsibility refers to expectations of legal compliance by the organization. It means playing by the rules of the game. Jamali (2008) puts it more succinctly when he states that "from legal perspective, society expects business to fulfill its economic mission within the framework set forth by the society's legal system". Aligning with this postulation, Crane and Matten (2007), cited in Baric (2017) further add that all companies attempting to be socially responsible are required to follow the law. In the same vein, Schwart (2001), cited in Sukaina and Kamal (2015) explain that the ethical responsibilities embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders and the community regard as fair, just in keeping with the respect or protection of the stakeholders' moral right. Philanthropic responsibilities represent the smallest layer of the pyramid. It involves the organization's willingness to enhance the quality of living of their stakeholders through charitable donations and organizational support that is entirely voluntary and serves as desirable by the society.

Based on these, it is expected of organizations, tertiary institutions inclusive to be economically responsible, play by the rules of the game and demonstrate an appreciable level of voluntariness to the society, particularly its host communities in order to ensure healthy competitiveness and lasting sustainability within local and global index. This is why

AJARMCT | **Open Access** | **ISSN 2811-3047 (Online)**
Volume 1, Number 1; June, 2021 | **ISSN 2811-3039 (Print)**

African Journal of
Applied Research
Media and Communication
Technology (AJARMCT).

Vasilesu, Barna, Epure and Baicu (2010), cited in Sukaina and Kamal (2015) say that "social responsibility (SR) has become an increasingly important concept globally and it has become part of the debate about competitiveness and sustainability in the context of globalization

CSR in Tertiary Institutions

Before now, CSR is seen as an activity that concern only organizations that operate solely on profit maximization and therefore had to cultivate their environment and win the goodwill of their stakeholders if they want to remain in business. Universities are not seen to be concerned with CSR. Scholars focused their CSR studies majorly on multi-national corporations with little or no studies on CSR of universities and other related tertiary institutions. Affirming this position, Asemah, Okpanachi and Olumuji (2013) say that universities are often not seen as organizations that are established for business purpose and so they tend not to embrace CSR. But contrary to this, however, present day socio-political and economic realities requires that universities and other tertiary institutions need to carry out CSR so as to win the goodwill of their stakeholders. Evidently, universities that cultivate their environment and live up to their corporate social responsibilities will as a matter of fact, enjoy the goodwill of their host communities. This is why university social responsible (USR) had become imperative in these days that universities are faced with daunting challenges of reputational building and socio-economic and educational sustainability. Corroborating this view Reiser, (2008), cited in Sukaina and Kamal (2015) define University Social Responsibility (USR) concept as a policy of ethical quality of the performance of the university community (students, faculty, and administrative employees) via the responsible management of the educational, cognitive, labour and environmental impacts produced by the university, in an interactive dialogue with society to promote a sustainable human development.

It should be observed from these submissions that tertiary institutions represent a vital body of any society and as such are faced with new environments and daunting challenges that call for independent from government and organizational support. Daxner and Ivosevic (2007), Felt (2003), and Eckstein (2003), cited in Sukaina (2015) supported this view when they identified the changing environment that universities function and the challenges that higher institutions face as follows: mass expansion, decrease of governmental/public expectations and support for universities, diversification of financial resources, internationalization, commercialization and increase in the entrepreneurial character of institutions, challenges brought by societal expectations etc. Felt 2003 and Vasilescu (2010) both agree that these issues will impact on the quality of education, university autonomy, academic freedom, the changing focus on academic and university's responsibilities towards society. It is their view that to meet these crucial and inevitably daunting challenges, universities should corporatize. University corporatization requires that they become socially responsible. University social responsibility (USR), according to Vasilescu et al, (2010) and Shawyun (2011) encompasses many different areas including the need to strengthen civil commitment and active citizenship to provide services to the community through community engagement and outreach, to promote economic and national development, to promote ethical

AJARMCT | Open Access | ISSN 2811-3047 (Online)
Volume 1, Number 1; June, 2021 | ISSN 2811-3039 (Print)

African Journal of
Applied Research
Media and Communication
Technology (AJARMCT).

approaches to issues, to develop a sense of civil citizenship by encouraging the students, academic and administrative staff to provide social services to their community, to promote ecological or environmental commitment for local and global sustainable knowledge through quality research and education for the nation and for humanity.

Similarly, Gumport (200) cited in Gresi and Isil (2012) state that following decades of world war II, higher educational institutions acknowledged that the activities regarded as the legitimate province of public higher education was changed such as educating the masses, advancing knowledge through research, contributing to economic development by employing workers and developing industrial application. The universal socio-political and economic meltdown has changed this narrative. It is obvious from these postulations that it is now more of survival of the fittest today in terms of tertiary institutions' development and sustainability. More reasons universities and other related tertiary institutions fast embracing the option of UCSR. Supporting this, Weymmas (2010), said "the message for the academia is clear: academia is not allowed to lock themselves up in the ivory tower anymore". The charge to tertiary institutions today for development and sustainability is clear without any iota of ambiguity.

Globalization has embraced tertiary institutions and universities had begun to experience a significant paradigm shift from government funding and organizational subventions. Gone are days when academic institutions were allowed to act in a self-contained manner and thrive in an environment of predictable funding with little overt competition among institutions. But now, due to the high globalization index, educational institutions are facing keen competition in order to attract high quality academic and non-academic staff with an encouraging student enrolment within national and international borders.

This is a clear indication that university administration and management has moved away from the old fashioned method of confining itself to the classroom waiting for grants or subventions from their proprietors to a dynamic, resourceful and result-oriented institutions that are both entrepreneurial and technologically driven with sound ethical and social responsibilities base-line. The only way out of this seemingly quagmire is for universities and related tertiary institutions to embrace this inevitable change and begin to operate in a business-like manner. This is why Weymmas (2010) said "since it is not possible to turn back the clock in this globalized post-national world, there is no alternative but to reform universities by making them more adapted to new economic realities". This adaption in the context of this study is to allow universities and other related tertiary institutions operate in a business-like manner. If universities and tertiary institutions start to behave in a business-like manner, it is imperative that they be managed in the same way. This will make implementation of UCSR a prerogative of universities and tertiary institutions to enable them gain a competitive advantage and positive reputation. Corroborating this view, Gresi and Isil (2012) aver that universities, especially private ones are in need of strong corporate strategies in order to be successful in the highly competitive educational industry. According to them,

in order to be ahead of their competitors, private universities are in search of sustainable differentiating strategies such as UCSR.

Practicing University Corporate Social Responsibility (UCSR)

University leadership determines how its corporate social responsibilities can be carried out. Sukaina and Kamal (2015) agree with this view when they aver that UCSR can be put into practice when university leaders emphasize on the importance of social responsibility to the public, ethical behavior and the need to practice good citizenship. According to them, it is expected that university leaders should be role models on ethics, protection of community health, safety and environment. In the context of this paper, university leaders are the policy makers of university. They include the visitor, pro-chancellor, members of the governing council, vice-chancellor, principal officers, senate, management and the congregation of the university. These are the policy makers and policy implementers of university. UCSR is a policy as well as managerial function of university. Its operational methodology is determined by these categories of people. It behooves on management therefore to come up with appropriate and acceptable CSR that the university will embark upon in line with the prevailing circumstances of her host community. It is this gesture that will create a conducive atmosphere and enabling environment for the university to operate with peace and harmony that will in turn, enhance productivity, goodwill and the reputation of the university.

To practice UCSR refers to supporting issues that are important to the public and contribute to the wellbeing of the society, though within the limits and resources of the university. Sukaina and Kamal (2015) identified those issues to include, improving education in the community, performing community services, conducting research to generate socio-economic development and providing guidelines for development and sustainability of the society. They opine that universities can also influence other organizations and institutes, whether private or public to form partnerships for addressing these issues and concerns. Furthermore, they gave example of Hashemite University Jordan (HUJ) which had motivated scholars and scientists with a shared dedication for the quest of knowledge, value of community services and the importance of dialogue for a stable flourishing society. In the same vein, Sokratis et al (2011), cited in Gresi and Isil (2012), state that Istanbul Bilgil University (IBU), Japan, starting from its establishment, committed itself to the propagation of democratic values and human rights, to critical thought and effective intervention in the social fabric of its multi-cultural environment. According to them, IBU sustainably continued to create a cultural and scientific environment that has strong ties with every part of the society, managed to apply a successful UCSR strategy and gained a good reputation as well as a strong competitive advantage. In a similar development, Abu Karim and Audu (2016) affirm that the Federal Polytechnic, Ida, Kogi state, over the years, has been committed to various stakeholders through CSR such as admission policy which considered mostly indigenes and candidates from the immediate community, provision of pipe-borne water, employment opportunities and award of contracts to the immediate community etc, has been able to promote mutual understanding in the institution with its host community. Practicing

AJARMCT | **Open Access** | **ISSN 2811-3047 (Online)**
Volume 1, Number 1; June, 2021 | ISSN 2811-3039 (Print)

African Journal of
Applied Research
Media and Communication
Technology (AJARMCT).

UCSR requires the approval of the policy makers while appropriate recommendations will be made by the university management. This calls for a proper and enhanced channel of communication between the authorities. To achieve this requires adequate CSR governance and cohesion between the university management and the policy makers. Du et al (2011), cited in Baric (2017) aligned with this assertion when he postulates that by adequate governance of the concept of CSR, the management can achieve better financial result and at the same time, improve the community in which it operates by increasing the standard of living of the company's internal and external stakeholders. From these explanations, it could be inferred that the application of UCSR paves way for harmonious relationship between tertiary institutions and its host communities which resultant effect is the creation of goodwill and reputation building. The opposite is an invitation of hostility with a corresponding crisis which needs to be properly managed by the university. UCSR can only be effective if the university understands the community where it operates.

Crisis Management

Academic and managers identified crisis as a critical event or a point of decision which if not handled in an appropriate and timely manner may turn into a disaster or catastrophe (Business Dictionary, 2015). The risks associated with these are real and the organizations facing a crisis are at stake. One significant point to note is that no organization is immune to crisis. What matters most is the ability to respond to it timely and appropriately. Regester and Larkin (2005), cited in Andrea (2015), in supporting this view note that "it is not important how organizations are well organized and established, rich of any applicable procedures and practices or over-controlled by experienced management, unwanted event may happened any time to jeopardize the organization itself and the business". It is therefore, important to define and articulate strategies and procedures to manage and limit crisis when it comes in the most effective and efficient manner. In this wise, leaders of organization play important role in the case of unforeseen event such as crises.

According to Vassilikopoulou, Lepeteos, Simkos and Chatzipanagiotu (2009), cited in Business Dictionarty (2015), there are four factors that contribute to the perception of crisis by management. They include but not limited to: company reputation and social responsibility, company response to the crisis, the magnitude of the crisis in terms of damage, external effect such as media coverage and communication strategy. Leaders and managers of organization are saddled with the responsibility to handle these factors. This is because they are the only ones that has the power and authority to: (a) provide policies and strategies that will promote company reputation through the development of organizational culture; (b) guide the response of the company to the crisis; (c) provide the necessary resources to prevent the loss or reduce its magnitude as low as reasonably possible; and (d) communicate efficiently and effectively inside and outside the organization. Leaders of organization use two critical tools to manage crisis: communication and CSR.

Communication is a key element that organizations use to control or limit the damage done to organization through crisis. Organization should focus more on communication in

AJARMCT | Open Access | ISSN 2811-3047 (Online)
Volume 1, Number 1; June, 2021 | ISSN 2811-3039 (Print)

African Journal of
Applied Research
Media and Communication
Technology (AJARMCT).

order to reduce the information asymmetry with the audience. Effective communication strategy will satisfy audience expectation and accelerate their recovery of broken trust which will in effect, protect organization's reputation and value. This requires that the media relations of the organization should be sound and nearly perfect. The importance of media in reputation building and crisis management in an organization cannot be over emphasized. Corroborating this assertion, Babaleye (2013) said "the media is the lamp and mirror through which organization can see itself and also get the reflection of how it is seen by its various publics". It therefore goes to say that the media can make or mar an organization. It can create crisis for an organization and can also help organization to resolve crisis. This ambivalent nature of the media puts it in a vantage position in any organization. The media is one of the important publics of organization. Crisis management can only be effective if there is a cordial relationship between the media and the organization. Crisis communication planning will help organization to deal effectively with those unexpected disaster, emergencies or unusual events that may cause unfavorable publicity. This is why Public Relations Society of America identified tactics and strategies of crisis management to include:

(i) Bringing the situation under control. Always protect people first and property second. Analyze the situation to judge its newsworthiness. Do not create a crisis by jumping the gun. Many times, the situation does not warrant media attention;

(ii) Gather the facts – who, what, where, when, why how and what next.

(iii) If necessary, activate your crisis management team. Act quickly, spare no expense to distribute the information, determine the media to use.

(iv) Give the media as much information as possible. They will get the information perhaps inaccurate from other sources.

(v) Do not speculate. If you do not know the facts, say so and promise to get back to the media as soon as possible and be sure you do.

(vi) Protect the integrity and reputation of the organization.

(vii) Report your own bad news. Do not allow other sources to inform the media first.

(viii) Perform an act of goodwill during or immediately after the crisis when appropriate and possible.

CSR is another critical element that organization uses to manage crisis. This is evidenced by Public Relations Society of America on point number 8 which states that "organization should perform an act of goodwill during or immediately after crisis when appropriate". Application of the appropriate CSR strategies will help organization to resolve crisis and rebuild broken relationship between organization and its publics, particularly the stakeholders. Timing of the reaction is crucial when organization is using CSR strategies to resolve crisis. These put together can only be possible if there is cordial relationship between the institutions and their host communities. Cordial relationship can only be practicable between tertiary institutions and their host communities when the community relations are properly cultivated and made functional through the application of appropriate corporate social responsibility tactics.

Research Methodology

This study adopted survey research design. This was to enable the researcher reach a sizeable of people within the target population. The method was thought to be appropriate because the research is people-oriented. The study population is made up of male and female residents of Iwo and Olupona communities in Iwo and Ayedire Local Government Areas of Osun state. The two communities are the host of Bowen University and the beneficiaries of its CSR. The sample size for this study is 203 respondents drawn from Iwo, Olupona and Bowen University respectively. The sample consists of 100 respondents each from Iwo and Olupona through questionnaire (200) and 1 respondent each from Iwo, Olupona and Bowen University through interview (3), making a total of 203 respondents. The study used three sampling techniques; simple random, stratification and purposive sampling techniques. Each of these techniques was used based on their attribute and relevance to the nature of the samples required from this population. 203 respondents from Iwo and Olupona communities were randomly selected for the study.

The two communities were stratified into two major strata based on the status of the members. Thus, we have opinion leaders/elders stratum and youths/matured adults' stratum. A simple random technique was used to select the respondents. Purposive sampling technique was used to select the structured interview subject. Purposive sampling technique was chosen because it will enable the researcher to select respondents that have adequate and informed knowledge of the phenomenon. Data collected for the study were analyzed using descriptive statistics with simple percentage. Results were discussed and presented in tables and percentages. The results were used to answer the research questions. Furthermore, the open ended questions in the interview schedules were analyzed through the identification of the respondent's views that are related to the research questions. They were explained based on their relevance and appropriateness to the research questions where necessary.

Results and Findings

Research Question One: What are the grievances of the host communities?

Table 1: Grievances of the Host Communities

No	Grievances	Frequently Aware		Rarely Aware	
		Frequency	Percentage	Frequency	Percentage
1	Inadequate monetary compensation for the acquisition of the land that belong to the indigenes of host communities by Bowen University.	120	60	80	40
2	Bowen University's insensitivity towards community development projects.	160	80	40	20
3	Failure of Bowen University to fulfill her promises to the host communities.	108	54	92	46
4	Delay of intervention when there is need by host communities	110	55	90	45
5	Demand for employment and award of contacts to indigenes of the host communities.	82	41	118	59

Source: Field work, 2019

Table 1 shows that 60% of the respondents were frequently aware of Bowen University's inadequate compensation to the land owners, 40% were rarely aware of it. 80% of the respondents were frequently aware of the insensitivity of Bowen University towards community development projects in her host communities while 20% were rarely aware of it. 54% were frequently aware of the failure of Bowen University to provide some basic social amenities to her host communities while 46% were rarely aware of it. 55% were frequently aware of Bowen University's delay to intervene when there is need by her host communities while 45% are rarely aware of it. 59% were frequently aware of the demand for employment and award of contracts to the indigenes of her host communities while 41% were rarely aware of it.

Research Question Two: What are the nature of the crises between Bowen University and her host communities from 2012 -2015?

Table 2: Nature of the Crises between Bowen University and her Host Communities (2012 -2015)

No	Crises	Frequently Aware		Rarely Aware	
		Frequency	Percentage	Frequency	Percentage
1	Litigation on land acquisition and compensation in 2012	136	68	64	32
2	The Press release and protest by host communities against the inadequate compensation on the acquisition of their land in 2013.	180	90	20	10
3	The demand for employment by Youths of the host communities community in 2014	130	65	70	35
4	The protest against step-down of electricity supply from Ejigbo in 2015	150	75	50	25
5	The demand for employment and award of contracts to indigenes by youths and elders of the host communities.	38	19	162	81

Source: Field work 2019

Table 2 shows that 68% of the respondents are frequently aware of the court litigation on land acquisition and   inadequate compensation by Bowen University in 2012 while 32% are rarely aware .90% of the respondents are frequently aware of press releases and protests by Iwo and Olupona communities against the inadequate compensation on the acquisition of their land by Bowen University in 2013 while 10% were rarely aware of it. 65% of respondents were frequently aware of the demand for employment by youths of the host communities in 2014 while 35% were rarely aware of it. 75% of the respondents were aware of the protest against the step-down of electricity supply from Ejigbo in 2015 while 25% were not aware of it. 81% of the respondents were frequently aware of the demand youths and elders of the host communities for the award of contracts and scholarship to indigenes by Bowen University while 19 % were rarely aware of it.

Research Question There: What are the strategies deployed by Bowen University to resolve the crisis?

Table 3: Crisis Management Strategies Deployed by Bowen University

No	Corporate Social Responsibilities	Frequently Aware		Rarely Aware	
		Frequency	Percentage	Frequency	Percentage
1	Award of Scholarship to the students of the host communities	110	55	90	45
2	Employment and award of contracts to indigenes of the host communities	184	92	16	8
3	Sinking of boreholes and electrification of Oloya Village	186	93	14	7
4	Construction of Yidi Oba culvert	120	60	80	40
5	Participated in the building of Police Community Relations Committee (PCRC) Hall at the Divisional Headquarters, Adeeke, Iwo.	70	35	130	65
6	Reconstruction of the School of the blind building at the New Garage, Adeeke, Iwo.	180	90	50	10
7	Participated in the reconstruction and renovation of Oluwo Palace	140	80	60	20
8	Sand-filling of roads in the host communities	110	55	90	45
9	Monetary donations towards community development project.	112	56	88	44
10	Others (specify)	116	58	84	42

Source: Field work, 2019

Table 3 shows that 55% of respondents were frequently aware of the scholarships awarded to students of host communities by Bowen University between 2012 -2015 while 45% were rarely aware of it. 92% of the respondents were frequently aware of employment and award of contracts to indigenes of host communities of Bowen University between the years under review while 8% of the respondents were rarely aware of it. 93% of the respondents were aware of sinking of boreholes and electrification of Olooya Village in Olupona in 2015 while 7% of the respondents were not aware. 60% of respondents were aware of the construction of Yidi Oba culvert in Iwo also in 2015 while 40% were not aware. 35% of respondents were aware of Bowen University's participation in the building of Police Community Relations Hall at the Police Divisional Headquarters, Adeke, Iwo, in 2014 while 65% were not aware. 90% o of respondents were aware of the reconstruction of the School of the Blind building at New Garage, Adeke, Iwo by Bowen University in 2013 while 10% of the respondents were not aware . 80% of the respondents were aware of the Bowen University participation in the reconstruction and renovation of Oluwo Place while 20% were not aware.55% were frequently aware of the sand filling of bad roads in the host communities by Bowen University during the years under review while 45% were not aware. 58% of the respondents were frequently aware of other specific projects done by Bowen University to its host communities while 42% were rarely aware.

Research Question Four: How effective were the CSR strategies Bowen University used as a crisis management tool to resolve the crisis?

Table 4: Effectiveness of CSR strategies deployed by Bowen University to Resolve the Crisis

No	Impact	Frequently Aware		Rarely Aware	
		Frequency	Percentage	Frequency	Percentage
1	Financial assistance/scholarship to students.	110	55	90	45
2	Contributing large sum of money to education tax fund	190	95	10	05
3	Construction of Yidi Oba culvert	180	90	20	10
4	Sinking of boreholes and electrification of Oloya Village	190	95	10	05
5	Cash donations in support of various community development efforts particularly in Iwo and Ayedire Local Government Areas	112	56	88	44

Source: Field work 2019

AJARMCT | **Open Access** | **ISSN 2811-3047 (Online)**
Volume 1, Number 1; June, 2021 | **ISSN 2811-3039 (Print)**

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Media and Communication
Technology (AJARMCT).

Table 4 shows that 55% of the respondents were frequently aware of financial assistance /scholarship to students of the host communities by Bowen University while 45% were rarely aware of it. 95% of respondents were frequently aware of contribution to educational tax fund by Bowen University while 5% were rarely aware of it. 90% of the respondents are aware of the construction of YidiObad Culvert by the University while 10% are not aware. 95% of the respondents are aware of the sinking of borehole and electrification of Olooya Village by the university while 5% of the respondents were not aware. 56% of the respondents are aware of the cash donations by the university to support the provision of some basic social amenities embarked upon by the host communities while 44% of the respondents are not aware.

Discussion of Findings

On the grievances of the host communities, respondents in table 1 shows that they were aggrieved because of inadequate monetary compensation for their land that Bowen University acquired, University's insensitivity towards community development, failure to provide some basic essential social amenities by the university, delay in intervention of the social needs of the host communities as well as non – employment, award of contracts and scholarships to indigenes of the host communities. 60%, 80%, 54%, 55% and 59% were frequently aware of the grievances while 40%, 20%, 46%, 45% and 41% were rarely aware. This shows that majority of the respondents are aware of the grievances of the host communities. These grievances are evidences that Bowen University did not cultivate the environment where they operate. This is contrary to the concept of CSR which established that organizations should cultivate the environment where they operate in order to enjoy the goodwill of the community. This tallied with the submission of Asemah et al (2013) which stipulates that universities that cultivate their environment and live up to their social responsibilities will as a matter of reciprocity, enjoy the goodwill of their host community.

Concerning the nature of the crisis table *2* shows that 68% of the respondents are aware of the litigation on land acquisition and inadequate monetary compensation by the university while 32% were not aware. 75% of the respondents were aware of the protest of host communities against the step-down of electricity supply from Ejigbo in 2015 while 25% were not aware. 65% of respondents were frequently aware of the demand from the university in 2014 for employment, award of contracts and scholarships to indigenes of the host communities by the youths while 35% were not aware. 90% of respondents were frequently aware of the several press releases and protests by youths of the host communities against the university from 2012 – 2015 on the inadequate monetary compensation of their acquired land by the university while 10% were not frequently aware. Reports from the structured interview also confirmed that there were litigations, protests and physical attacks to Bowen University from the host communities.

AJARMCT | Open Access | ISSN 2811-3047 (Online)
Volume 1, Number 1; June, 2021 | ISSN 2811-3039 (Print)

African Journal of
Applied Research
Media and Communication
Technology (AJARMCT).

Again, this shows that majority of the respondents are aware of the nature of the crisis between the university and her host communities. It also shows that the university is not socially responsible to her host communities. The crisis between Bowen University and her host communities are in tandem with the assumption of the iron law of corporate social responsibility theory by W.C. Frederick which explains the negative consequences of organizational failure to be socially responsible to include but not limited to:, physical attack, protest, litigation, picketing, sanction, among other punitive measures. Concerning, strategies deployed by Bowen University to resolved the crisis, 55%, 92%, 93%, 60%, 90%, 80%,55%, 56% and 58% of the respondents were frequently aware that Bowen University attended to the grievances of its host communities while 45%, 8%, 7%, 40%, 65%, 10%, 20%,45%, 44% and 42% were rarely aware.

Table 3 shows that majority of the respondents are aware that the university have attended to the grievances of her host communities such as award of scholarships, contracts and employment to indigenes of host communities, sinking of boreholes, electrification of Olooya village, construction of culvert at Yidi Oba, participation in the building of PCRC Hall at Divisional Police Headquarters, Adeke, Iwo, reconstruction of the school of the blind, participated in the reconstruction and renovation of Oluwo Palace, sand filling of major roads in the host communities, monetary donations towards community development project among others. It could be deduced from these explanations that Bowen University is a victim of the ignorance of university corporate social responsibility (UCSR); hence her inability to embrace CSR, cultivate its environment and become socially responsible.

This is corroborated by Asemah et al, (2013) that universities are often not seen as organizations that are established for business purpose and so they tend not to embrace CSR. They opined that universities and other tertiary institutions alike need to carry out CSR so as to win the goodwill of their stakeholders. Bowen University in the contrary, allowed the grievances of her host communities to degenerate into unwholesome pestilence which resulted to crisis. This corresponds with the opinions of the Chairmen of the two LGAs that host Bowen University and the University Public Relations Officer. The trio confirmed that the lackadaisical attitude of Bowen University concerning CSR to her host communities during interview which brought about the denial of the goodwill the University by the stakeholders and the resultant effect is crisis.

Considering the effectiveness of the CSR strategies that Bowen University used to resolve the crisis, table 4 shows that 55% of respondents knew about the award of scholarships to students of the host communities by the university while 45%are not aware. 92% of the respondents saw the reconstructed building of the school for the blind at Adeke while 8% had not seen it. 93% of respondents saw the borehole and electrification at Olooya village provided by the university while 7% did not see it. 60% of the respondents knew that Bowen University constructed a culvert at Yidi Oba while 40% did not know. 65% of respondents are aware that the university contributed funds for the reconstruction and renovation of Oluwo Palace while 35% are not aware. 90% saw the sand filling of the host communities' roads by Bowen University while 10% did not see it.   70% of respondents

AJARMCT | **Open Access** | **ISSN 2811-3047 (Online)**
Volume 1, Number 1; June, 2021 | **ISSN 2811-3039 (Print)**

African Journal of
Applied Research

Media and Communication
Technology (AJARMCT).

knew about the employment of indigenes of host communities by the university while 30% did not know about it. 55% of respondents are aware of the award of contracts to indigenes of the host communities by Bowen University while 45% did not know about it. 56% knew about the monetary donations towards community development project of the host communities by the university while 44% did not know about it.

These show that majority of the respondents agree that the CSR strategies used by the Bowen University as a crisis management tool to address the crises with her host communities were effective. Similarly, two of the three interviewees also confirmed that the strategies were effective. According to them, if Bowen University had done all these before now there will be no need for grievances and by extension, no crisis. This is in conformity with the assumption of the stakeholders' theory which stipulates that organization have obligations to the group that make up the environment where it operates and therefore should invest in the society. For example, Abu Karim and Audu (2016) said that the Federal Polytechnic Ida, Kogi state has been committed to various stakeholders through CSR such as admission policy that favours indigenes of the host community, provision of pipe born water, employment opportunities, and award of contracts to the immediate community. Dahan and Snol (2012) in the same vein aver that universities, especially private ones are in need of strong corporate strategies in order to be successful in the highly competitive educational industry. They said that CSR had become one of the highly preferred strategies by higher educational institutions for gaining a good reputation and competitive advantage. It is equally a strategic tool in the ambiance of crisis resolution between an organization and its host community.

Conclusion and Recommendations

Universities represent a vital part of any society and therefore should corporatize in order to enjoy the goodwill of the environment where it operates. CSR is not just legal compliance. It is also ethical, philanthropic and economic move to enhance sustainability, productivity and build harmonious co-existence between institution and its host community. It has been observed that before now, universities and other related tertiary institutions do not embrace CSR, Bowen University inclusive. They believe that CSR is meant for only organizations that are established solely for profit making. Today, globalization has embraced tertiary institutions and universities had begun to experience a significant paradigm shift from the old fashioned method of confining itself to classroom waiting for grants or subventions from its proprietors to dynamic, resourceful and result-oriented institutions that are both entrepreneurial and technological driven with sound ethical and social responsibilities. The reason is that host communities and stakeholders no longer allow themselves to be treated anyhow by the organizations that operate in their societies. They have become alive to their legitimate demands and aspirations.

This narrative has changed the environment in which organizations function. Universities and indeed tertiary institutions in Nigeria should adopt these new economic

realities in order to meet the changing dynamics and revolutionary trends that now exist between organizations and her host communities and Bowen University should not be exempted, having experienced crisis which came as a result of its inability to invest in the society where they operates. This study has demonstrated that CSR has become a proactive means to crisis resolution and Bowen University is not in isolation. This study concludes by asserting that CSR is not only a recognizable tool for crisis management but also for promoting mutual understanding and goodwill between an organization and her host community. It recommends that universities, especially private ones should embrace CSR strategies in order to be successful and self-sustaining in the highly competitive educational industry.

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