



## STAKEHOLDER PERSPECTIVES ON CORPORATE SOCIAL RESPONSIBILITY INITIATIVES OF DANGOTE CEMENT PLC IN YEWA NORTH LOCAL GOVERNMENT AREA, OGUN STATE

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### ABSTRACT

This study, titled "Stakeholder Perspectives on Corporate Social Responsibility Initiatives of Dangote Cement PLC in Yewa North Local Government Area, Ogun State," aimed to examine the perceptions of stakeholders on the Corporate Social Responsibility (CSR) initiatives of Dangote Cement PLC, investigate the impact of these initiatives on community relations, and identify opportunities associated with the implementation of CSR initiatives. The study's objectives were achieved through the application of Social Responsibility Theory (SRT), which emphasizes that businesses have obligations beyond profit generation and should actively contribute to societal well-being. A qualitative research design was employed, utilizing semi-structured interviews with 30 stakeholders, including public relations personnel from Dangote Cement PLC, community heads and leaders, local government officials, and representatives from non-governmental organisations (NGOs). The findings revealed mixed perceptions among stakeholders, with public relations personnel highlighting the company's commitment to sustainable development, while community leaders expressed a desire for greater involvement in CSR initiatives. The study also found that CSR initiatives have positively impacted community relations, but there is a need for more comprehensive strategies to address systemic issues. Furthermore, stakeholders recognised opportunities for economic development and job creation linked to CSR initiatives. In conclusion, the study underscores the importance of stakeholder engagement, inclusive CSR strategies, and addressing systemic issues to foster sustainable relationships and long-term benefits. Recommendations include adopting a more inclusive approach to stakeholder engagement, collaborating with community leaders to address systemic issues, and investing in programmes that promote economic development and job creation.

**Keywords:** Corporate Social Responsibility, Stakeholder Engagement, Community Relations, Sustainable Development, Economic Development.

### Introduction

Corporate Social Responsibility (CSR) has emerged as a vital component within the framework of modern organisational practices, particularly in how companies interact with their stakeholders and the communities in which they operate. Stakeholder perspectives on CSR initiatives are increasingly recognised as essential for understanding the effectiveness and impact of these efforts.

Community relations, as a strategic discipline within communication, focuses on managing relationships between organisations and their various publics, including local communities, stakeholders, and the general public (Bamidele, 2023). This discipline encompasses the establishment and maintenance of mutually beneficial connections by engaging with and addressing the needs and concerns of these diverse groups (Bamidele, 2023).

The primary goal of community relations is to foster positive relationships and facilitate understanding between an organisation and its surrounding community (Adegbite, 2022). This involves a

range of activities and strategies aimed at building trust, promoting goodwill, and enhancing an organisation's reputation. Such activities may include community outreach programmes, sponsorship of local events, partnerships with community organisations, and proactive communication efforts. Effective community relations necessitate a commitment to listening and responding to the concerns and expectations of the community (Eke, 2022), which is fundamental to building a favourable reputation, earning public trust, and mitigating potential conflicts.

Community relations play a critical role in the realm of CSR, encompassing the establishment and maintenance of positive relationships between organisations and their communities (Asemah, 2015). This goes beyond mere interactions and involves activities aimed at fostering mutual understanding, engagement, and collaboration with local stakeholders.

Through effective community relations, organisations can promote sustainable development, enhance their reputation, and minimize potential conflicts or negative impacts on the community (Asemah, 2015). This study seeks to explore these dynamics specifically in the context of Dangote Cement PLC, a leading Nigerian multinational corporation with significant operations in Ogun State.

Dangote Cement recognizes the importance of stakeholder engagement in its CSR initiatives, aiming to align corporate goals with community needs. The stakeholders involved include local communities, government agencies, regulatory bodies, non-governmental organisations, and other relevant entities. Each of these groups has a vested interest in the company's activities and impacts, and their perspectives are crucial for shaping effective community relations strategies. By actively engaging stakeholders in decision-making processes, Dangote Cement demonstrates a commitment to inclusivity and transparency, which are foundational to successful CSR initiatives.

Furthermore, the integration of technology and digital media has enhanced community engagement and communication, enabling organisations to reach a wider audience and gather feedback efficiently (Swan & Shih, 2017). This capability is particularly relevant for Dangote Cement as it seeks to establish a more inclusive and efficient community relations framework. Through the effective use of digital platforms, the company can disseminate information, engage with stakeholders, and foster a sense of ownership and collective responsibility within the community (Ibrahim, 2020).

Despite the efforts made by Dangote Cement in Ogun State, there are indications of community discontent regarding perceived inadequacies in its CSR initiatives. Issues such as lack of basic amenities, environmental concerns, and limited economic opportunities have been reported, suggesting a disconnect between the company's operations and the community's needs.

This study investigates stakeholder perspectives on the CSR initiatives of Dangote Cement PLC, seeking to understand their effectiveness and the ways in which these initiatives align with the expectations of local communities.

### **Statement of the Problem**

Despite the recognition of corporate social responsibility (CSR) as a fundamental aspect of modern business practices, there is growing concern regarding the effectiveness of CSR initiatives implemented by Dangote Cement PLC in Ogun State, Nigeria. While the company has established various community relations activities aimed at engaging local stakeholders, reports indicate a disconnect between these efforts and the actual needs and expectations of the host communities.

Moreover, several studies have explored community relations and CSR in Nigeria, yet significant gaps remain. For instance, Adegoke (2019) emphasized the importance of community relations for sustainable development but did not specifically examine strategies employed by multinational companies like Dangote Cement PLC. Similarly, Ibrahim (2018) highlighted the significance of stakeholder engagement in CSR practices without extensively exploring community relations activities in the Nigerian context. Nwachukwu (2017) stressed the importance of positive community relationships for enhancing organisational reputation but did not investigate community perceptions of Dangote Cement's CSR

initiatives. Given these gaps, there is a pressing need to investigate the perceptions of key stakeholders regarding Dangote Cement's community relations and CSR activities, aiming to identify issues affecting stakeholder satisfaction and develop strategies to enhance the effectiveness of these initiatives in Ogun State.

## **Research Objectives**

The objectives of this study were to:

1. Examine the perceptions of stakeholders on the Corporate Social Responsibility (CSR) initiatives of Dangote Cement PLC in Yewa North LGA, Ogun State.
2. Investigate the impact of Dangote Cement PLC's CSR initiatives on community relations in Yewa North LGA, Ogun State.
3. Identify the opportunities associated with the implementation of CSR initiatives by Dangote Cement PLC in Yewa North LGA, Ogun State.

## **Review of Concepts**

### **Corporate Social Responsibility**

Corporate Social Responsibility (CSR) can be understood through various interpretations that reflect its multifaceted nature. One interpretation is provided by Asemah-Ibrahim, Nwaoboli, and Asemah (2022a; 2022b), who define CSR as the ethical obligation of businesses to contribute positively to society, especially in conflict zones.

This perspective emphasizes that companies have a moral duty to engage in practices that support community welfare and address social issues, particularly during crises. By fulfilling this ethical obligation, businesses not only enhance their legitimacy but also foster trust and loyalty among stakeholders, reinforcing the idea that responsible corporate behavior is essential for sustainable success.

Another interpretation of CSR is articulated by Nwachukwu (2017), who highlights the relationship between CSR and corporate reputation. In this view, CSR is seen as a strategic tool that organisations can use to build and maintain a positive image within their communities. Nwachukwu argues that effective CSR initiatives can significantly enhance a company's reputation by demonstrating its commitment to social responsibility and ethical practices. This interpretation suggests that businesses that actively engage in CSR are likely to cultivate goodwill among consumers and other stakeholders, which can lead to increased customer loyalty and a stronger market position.

Asemah and Edegoh (2014) provide a third interpretation by linking CSR to national development goals, particularly in the context of Nigeria's Vision 20:2020. They argue that CSR initiatives can align with broader societal objectives, allowing businesses to contribute to economic growth and social progress. This perspective posits that when companies integrate CSR into their strategic planning, they not only address community needs but also enhance their own operational sustainability. By aligning their corporate strategies with national development goals, businesses can play a pivotal role in fostering societal advancement while simultaneously achieving their own objectives.

### **History of Dangote Cement Nigeria PLC**

The Dangote Group is a prominent Nigerian multinational conglomerate founded by Aliko Dangote in 1981. Its origins can be traced back to the establishment of its flagship entity, Dangote Industries Limited, which initially focused on trading commodities such as cement, sugar, and flour (Akinyoade & Uche, 2018). Aliko Dangote began his business career as a commodities trader before expanding into manufacturing and diversifying into various sectors.

In the early 2000s, Dangote Industries Limited experienced significant growth and diversification, making substantial investments in manufacturing facilities throughout Nigeria. This included the establishment of cement plants, sugar refineries, and flour mills, all aimed at stimulating economic growth, creating jobs, and addressing the country's infrastructure challenges (Akinyoade & Uche, 2018).

A key player in this expansion is Dangote Cement, a subsidiary of Dangote Industries Limited, which has become one of Africa's largest cement producers with operations in multiple countries. The strategic investments made by Dangote Cement have significantly contributed to infrastructure development in Nigeria and across the African continent (Akinyoade & Uche, 2018).

Over the years, the Dangote Group has broadened its scope to include sectors such as agriculture, energy, real estate, and telecommunications. Notable projects include the establishment of a fertiliser plant, an oil refinery, and a petrochemical complex in Nigeria, all aimed at enhancing local production, reducing import dependency, and fostering economic development. The company's commitment to corporate social responsibility is reflected in its philanthropic efforts and community engagement initiatives. Through the Aliko Dangote Foundation, founded in 1994, the group has made substantial contributions to social development programmes in education, healthcare, and poverty alleviation (Teryima & Angahar, 1994).

In Ogun State, Nigeria, the Dangote Group has made a significant impact through its investments, particularly with the operation of the Ibese Cement Plant, located near Ilaro. This facility is one of the largest cement production plants in Nigeria and plays a crucial role in meeting the country's increasing demand for cement (Teryima & Angahar, 1994; Akinyoade & Uche, 2018).

## **Literature Review**

### **Role of Corporate Social Responsibility (CSR) in Organisational Management**

Corporate Social Responsibility (CSR) plays a vital and multifaceted role in the management of organisations, encompassing critical aspects that contribute to their overall success and sustainability (Asemah, 2020).

First and foremost, CSR acts as a strategic tool for crisis management, as highlighted by Eke (2022). By demonstrating a commitment to responsible practices and community engagement, organisations can build a foundation of trust and goodwill. Such relationships prove invaluable during times of crisis, enabling organisations to manage and mitigate adverse impacts effectively. The support and cooperation garnered from the community can significantly aid in navigating challenging situations (Egbulefu & Nwaoboli, 2023).

Moreover, CSR is essential for reputation and image building within organisations, as noted by Kolawole (2023). Engaging in CSR activities allows organisations to shape and enhance their reputation among stakeholders, including the local community. By actively participating in social and environmental initiatives, organisations can create a favourable perception of their values and contributions.

This positive image fosters increased trust and support from stakeholders, enhancing the organisation's overall reputation. Research conducted by Kolawole (2023) further supports the connection between CSR efforts and reputation management, illustrating the positive impact that effective CSR can have on an organisation's standing in the community.

In addition, CSR initiatives often encompass community development projects and philanthropic endeavours, reinforcing the commitment to addressing social and environmental concerns (Momoh, 2022). Organisations that prioritize CSR demonstrate their dedication to the well-being and development of the communities they serve. This involvement not only benefits the community but also strengthens the relationship between the organisation and its stakeholders. By actively addressing societal needs, organisations can solidify their position as responsible corporate citizens, further enhancing their reputation and generating goodwill.

Furthermore, CSR facilitates effective stakeholder engagement, as emphasised by Ogunsola(2023). Through CSR initiatives, organisations can listen to stakeholders' needs and concerns, incorporating their perspectives into decision-making processes. This inclusive approach enhances stakeholder satisfaction, promotes mutual understanding, and builds long-term relationships. The research by Uwadia (2022) underscores the importance of stakeholder engagement in CSR activities, highlighting its positive impact on organisational success.

Another significant aspect of CSR is its contribution to economic development and partnership-building. CSR professionals collaborate with local businesses, government agencies, educational institutions, and non-profit organisations to stimulate economic growth, job creation, and community development initiatives. These partnerships can yield mutual benefits, such as attracting investments and improving the socio-economic well-being of the community (Asemah et al., 2013).

### **Corporate Social Responsibility (CSR) Initiatives' influence on Company Reputation and Brand Image**

Corporate Social Responsibility (CSR) initiatives undertaken by companies like Dangote Cement PLC significantly shape their reputation and brand image. Research from Anatusi et al., (2014), along with findings by Yusuf (2020), Uwadia (2022), Ogunsola(2023), Momoh (2022), and Kolawole (2023), highlight the various ways CSR impacts these areas. To begin with, CSR efforts can greatly enhance a company's brand perception. Yusuf(2020) points out that cause-related marketing can create a positive brand image.

By associating their brand with important social or environmental issues, companies showcase their commitment to positive change, fostering a favourable view among stakeholders, including customers, employees, and investors. In addition, corporate philanthropy is crucial for influencing how stakeholders perceive a company, as noted by Uwadia (2022) and Ogunsola (2023).

By investing in community projects, supporting charitable causes, and contributing to social initiatives, companies emphasize their social responsibility. These actions not only aid the communities involved but also bolster the company's image as a compassionate and responsible corporate entity. Stakeholders are more inclined to view companies engaged in philanthropy positively, which can lead to enhanced trust, loyalty, and favorable word-of-mouth.

Moreover, sponsoring community events and initiatives plays a significant role in increasing brand visibility and recognition. Ogunsola (2023), highlights the effect of community sponsorships on brand perception, indicating that aligning a brand with local activities or events can generate positive exposure within the community. This increased visibility contributes to a favorable brand image and strengthens the company's reputation among local audiences.

Additionally, employee volunteerism, discussed by Momoh (2022), can further enhance a company's reputation. When employees engage in community service, it not only benefits the community but also boosts employee morale and job satisfaction. Companies that encourage such volunteerism create a positive work culture, which often translates into better interactions with customers and stakeholders, thereby elevating the overall brand image.

### **Empirical Review**

The empirical review section provides a detailed analysis of existing studies and empirical research related to corporate social responsibility (CSR) within multinational companies. Ibrahim (2018) examined "Corporate Social Responsibility and Stakeholder Engagement in Nigeria," focusing on the relationship between CSR and stakeholder engagement. Utilizing stakeholder theory and social exchange theory as theoretical frameworks, the study employed a qualitative research design that included in-depth interviews with key stakeholders.

The findings indicated that effective CSR initiatives positively influence stakeholder engagement, leading to enhanced organisational performance and reputation. Ibrahim concluded that companies should adopt a strategic and inclusive approach to CSR, actively involving stakeholders in decision-making processes.

The author recommended establishing transparent communication channels, engaging in dialogue with stakeholders, and aligning CSR initiatives with stakeholder expectations to bolster engagement and improve reputation. While Ibrahim's study does not focus specifically on Dangote Cement PLC or the cement industry, it offers valuable insights into the positive effects of CSR on stakeholder engagement and organisational reputation, which can inform the assessment of Dangote Cement PLC's community relations activities. However, it differs in focus and scope, as Ibrahim's research addresses CSR in a broader context.

Ojo (2017) conducted a study titled "Corporate Community Relations for Sustainable Development in Nigeria," which explored the role of corporate community relations in promoting sustainable development. Drawing on the concepts of CSR and sustainable development, the study utilised a quantitative research design, gathering data through structured questionnaires directed at company representatives and community members.

The findings revealed a positive correlation between effective corporate community relations and sustainable development outcomes across economic, social, and environmental dimensions. Ojo concluded that companies should prioritize community engagement, develop mutually beneficial partnerships, and integrate sustainable practices into their operations.

Although not centered specifically on Dangote Cement PLC, this study highlights the importance of community engagement and sustainable practices. Ojo's research is relevant to the current study as it provides insights into community relations and sustainability, but it differs in industry focus, as it does not specifically examine the cement sector. Additionally, Ojo's study relied solely on questionnaires, whereas the current study employs interviews and focuses on stakeholder perspectives.

Umar (2023) investigated the community relations strategies of Pepsi Cola in Abeokuta State, assessing their effectiveness in fostering positive relationships with the local community. Utilizing stakeholder theory, the research employed a mixed-methods approach that combined qualitative and quantitative methodologies. Semi-structured interviews with key stakeholders—including local community representatives, Pepsi Cola's management, employees, and government officials—provided in-depth insights into perceptions and experiences of the community relations initiatives.

A structured questionnaire was also distributed to a representative sample of stakeholders, gauging their awareness, perceptions, and satisfaction with Pepsi Cola's efforts. The findings indicated that Pepsi Cola's activities primarily focused on educational sponsorships, environmental sustainability, and health and wellness programmes. Based on these results, several recommendations were proposed to enhance Pepsi Cola's community relations, such as strengthening communication channels and conducting periodic stakeholder assessments.

While this study shares a focus on community relations and employs mixed research methods, it differs from the current study, which focuses specifically on Dangote Cement PLC and utilises only interviews guided by CSR theory to explore stakeholder perspectives on CSR initiatives in Ogun State.

## **Theoretical Framework**

### **Corporate Social Responsibility (CSR) Theory**

Corporate Social Responsibility (CSR) Theory emphasizes that businesses have obligations beyond profit generation and should actively contribute to societal well-being. This theory does not stem from a single origin or proponent; rather, it has evolved over time through the contributions of various scholars and practitioners. The concept has been shaped by numerous individuals and organisations throughout history, reflecting a growing recognition of the social responsibilities of businesses.

One key figure in the evolution of CSR is Archie Carroll, who, in 1979, introduced the CSR pyramid. This framework delineates four levels of corporate responsibility: economic, legal, ethical, and philanthropic. Carroll's work has been instrumental in providing a structured understanding of the diverse responsibilities that businesses have toward society (Yaroson & Asemah, 2008). It's noteworthy that the notion of social responsibility predates Carroll, with early thinkers such as Howard R. Bowen laying foundational ideas in his 1953 book, "Social Responsibilities of the Businessman," which emphasized the ethical obligations of businesses (Swan & Shih, 2017).

Over the years, many scholars have further refined CSR Theory, exploring its various dimensions and applications. CSR Theory encompasses several essential principles, including the idea that businesses have social and environmental responsibilities that transcend mere legal and economic obligations. Carroll's pyramid, as discussed by Asemah et al., (2017), illustrates that businesses should strive to fulfill these responsibilities to varying extents.

Despite its contributions, CSR Theory is not without criticism. Some detractors argue that CSR initiatives can sometimes serve as superficial public relations efforts or "greenwashing," aimed more at enhancing corporate image than addressing genuine social issues. Others contend that CSR should be viewed as a strategic business decision rather than a moral obligation, highlighting the complexities involved in implementing effective CSR initiatives.

Nonetheless, CSR Theory has been widely applied across various contexts. For instance, Asemah, Ekharefo and Ogwo (2021) underscore the significance of community and media relations, reinforcing the role of CSR in fostering positive organisational-community relationships.

In this study, the application of CSR Theory focused specifically on stakeholder perspectives regarding the CSR initiatives of Dangote Cement PLC in Ogun State. By employing social responsibility theory, the research examined how stakeholders perceive the company's CSR efforts and their impact on community relations and organisational reputation. This approach provided valuable insights into the effectiveness of Dangote Cement's CSR strategies and their alignment with stakeholder expectations.

## **Methodology**

This study employed a qualitative research design, utilising in-depth interviews to gather insights into stakeholder perspectives on the Corporate Social Responsibility (CSR) initiatives of Dangote Cement PLC in Ogun State. The target population for this study consisted of Dangote stakeholders from Yewa North Local Government Area, Ogun State, totalling 98,559 (National Population Commission, 2022). The selection of participants was based on their involvement and influence regarding the company's CSR efforts.

To determine the sample size for the interviews, a purposive sampling method was applied. Thirty stakeholders were interviewed ensuring a diverse representation that included: Public relations personnel from Dangote Cement PLC; community heads and leaders; local government officials; and representatives from non-governmental organisations (NGOs) engaged in community development.

The sample size of 30 was chosen through a purposive sampling method, selecting participants based on their involvement and influence regarding Dangote Cement PLC's CSR efforts, ensuring a diverse representation of stakeholders. The size was considered sufficient to reach data saturation, allowing for in-depth exploration of stakeholder perspectives while managing a feasible number of interviews.

The primary data collection instrument was an interview guide, which allowed for in-depth exploration of participants' perceptions, experiences, and opinions regarding Dangote Cement's CSR activities. The interviews were conducted in a conversational manner, enabling respondents to express their views freely while ensuring that key topics related to CSR were covered. To ensure the validity and reliability of the findings, the researchers employed triangulation by comparing data from different stakeholders.

This approach helped to enrich the data and provide a comprehensive understanding of the community's perspectives. To test the dependability of the interview guide, the researcher conducted a pilot test with a small group of stakeholders (n=10) to refine the questions and ensure clarity. Feedback from the pilot test was used to make necessary adjustments to the instrument.

The final interview guide was reviewed by experts in the field to ensure content validity. Data analysis involved thematic analysis, where responses were coded and categorized into key themes related to CSR perceptions, community engagement, and the overall impact of Dangote Cement's initiatives. The findings were presented in a descriptive format, supported by direct quotes from participants to illustrate key points.

## **Data Presentation**

### **Perceptions of Stakeholders on CSR Initiatives**

Stakeholders expressed varied perceptions of Dangote Cement's CSR initiatives. Public relations personnel from the company highlighted the organisation's commitment to sustainable development, citing numerous projects aimed at community welfare, such as educational sponsorships and healthcare initiatives. One PR representative noted, "Our CSR efforts are designed to empower the community and foster positive relationships. We believe that by investing in education and health, we are contributing to a brighter future for the youth in Yewa North."

In contrast, community leaders expressed mixed feelings. While they acknowledged the benefits of certain programmes, some felt that the engagement was not as comprehensive as it could be. A community head remarked, "We appreciate the efforts, but there are areas where we feel more involvement and consultation are needed. It is crucial that the community's voice is heard in these initiatives." This sentiment indicates a desire for a more inclusive approach to CSR, where community input shapes the company's actions.

### **Impact of CSR Initiatives on Community Relations**

The impact of Dangote Cement's CSR initiatives on community relations was also a focal point of the discussions. Local government representatives noted that the company's initiatives have contributed to improved relations between the business and the community. One local official stated, "Dangote Cement has made significant strides in enhancing community relations. The health clinics and educational programmes have not only provided support but have also built trust between the company and residents."

However, some stakeholders indicated that while the initiatives have fostered goodwill, there are still underlying issues that need to be addressed. A representative from a local NGO commented, "While the CSR programmes are commendable, they sometimes feel like band-aid solutions. There are systemic challenges that require deeper engagement and collaborative efforts to resolve." This perspective suggests that while the CSR initiatives have had a positive effect, there is a need for more strategic approaches that address broader community concerns.

### **Opportunities Associated with CSR Initiatives**

When discussing the opportunities linked to CSR initiatives, stakeholders recognized several potential benefits that could arise from enhanced community engagement. PR personnel from Dangote Cement emphasized that effective CSR could lead to increased brand loyalty and customer support. They noted, "By actively participating in community development, we not only fulfill our corporate responsibilities but also strengthen our brand reputation. This creates a win-win situation for both the company and the community."



Community leaders also identified opportunities for economic development and job creation. One community head observed, “If Dangote commits to more local partnerships and training programmes, it could significantly enhance employment opportunities for our youth, which is crucial for the region’s development.” This highlights the potential for CSR initiatives to drive not just social benefits but also economic growth.

### **Discussion of Findings**

The findings of this study have significant implications for the understanding and implementation of Corporate Social Responsibility (CSR) initiatives by Dangote Cement PLC in Yewa North LGA, Ogun State. By examining stakeholder perceptions, the impact on community relations, and the opportunities presented by these initiatives, the study aligns closely with existing literature and the broader CSR Theory.

One key implication is the need for enhanced stakeholder engagement in the design and implementation of CSR initiatives. The mixed perceptions among stakeholders, particularly community leaders expressing a desire for greater involvement, underscore the importance of aligning CSR strategies with local needs and expectations. This finding echoes the work of Ibrahim (2018), who emphasized the positive influence of stakeholder engagement on CSR effectiveness. By adopting a more inclusive approach, Dangote Cement can strengthen its reputation and build trust, which are essential components of CSR Theory as articulated by Carroll’s CSR pyramid, which includes ethical responsibilities that go beyond mere compliance (Asemah et al., 2017).

The study's findings also highlight the necessity of addressing systemic issues within the community, rather than solely implementing isolated initiatives. Local NGO representatives pointed out that while CSR efforts are beneficial, they often serve as temporary solutions to deeper social challenges. This aligns with the critiques of CSR Theory, where some scholars argue that CSR should not merely be a public relations tactic but must involve genuine commitment to social change (Babalola, 2012). Therefore, Dangote Cement should consider integrating more comprehensive strategies that address root causes of community issues, fostering long-term sustainable development.

The recognition of economic development opportunities linked to CSR initiatives presents a significant avenue for Dangote Cement. Community leaders highlighted the potential for job creation and local partnerships, which aligns with the findings of Ojo (2017) regarding the role of corporate community relations in promoting sustainable development. By investing in training and employment programmes, the company can not only enhance its social responsibility but also contribute to economic resilience in the region. This aligns well with the economic dimension of Carroll’s CSR pyramid, where fulfilling economic responsibilities is essential for a company's long-term viability.

The findings suggest that strategic CSR can serve as a competitive advantage for Dangote Cement. As noted by stakeholders, effective CSR initiatives can enhance brand loyalty and customer support. This is consistent with the perspectives of Chukwuma & Umeh (2009), who argue that CSR can enhance public relations and marketing strategies. By proactively engaging with the community and aligning CSR efforts with stakeholder expectations, Dangote Cement can differentiate itself in the market, thereby reinforcing its commitment to social responsibility.

### **Conclusion and Recommendations**

Based on the findings of this study, it is concluded that while Dangote Cement PLC's Corporate Social Responsibility (CSR) initiatives have positively impacted stakeholder perceptions and community relations in Yewa North LGA, there is significant room for improvement. Stakeholders expressed a desire for increased engagement, more comprehensive strategies to address systemic issues, and enhanced opportunities for economic development. These insights highlight the importance of aligning CSR efforts with community needs and expectations to foster sustainable relationships and long-term benefits. It is therefore recommended that:

1. To improve the effectiveness of its CSR initiatives, Dangote Cement PLC should adopt a more inclusive approach to stakeholder engagement. This includes establishing regular forums for dialogue with community leaders, local government representatives, and other stakeholders to gather input on CSR strategies.
2. Community leaders should work collaboratively with Dangote Cement to identify and address systemic issues affecting their communities. This includes advocating for the establishment of joint initiatives that tackle root causes of social challenges, such as poverty and unemployment.
3. Local government officials should encourage Dangote Cement to invest in programmes that promote economic development and job creation within the community. This can be achieved by facilitating partnerships between the company and local educational institutions or vocational training centres to provide skills development programmes.

### Study's Limitation and Policy Implications

The study has certain limitations that should be acknowledged. One limitation is the focus on qualitative data collected through interviews with a relatively small sample of stakeholders, which may not fully represent the diverse views of the entire community. Additionally, the study's scope is limited to a specific geographic area, potentially restricting the generalizability of the findings to other regions or contexts where Dangote Cement operates.

In terms of policy implications, the findings suggest that Dangote Cement should prioritize enhanced stakeholder engagement and inclusivity in its CSR initiatives to better align with community needs. This approach could foster greater trust and collaboration, ultimately improving the effectiveness of its programmes.

Practically, the study stresses the need for the company to adopt comprehensive strategies that address systemic issues affecting the community, rather than relying solely on isolated initiatives. Through this, Dangote Cement can not only fulfill its CSR obligations but also contribute to sustainable community development and strengthen its reputation as a responsible corporate citizen.

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