

# Corporate Social Responsibility and Community Relations among Private Companies in Uganda: A Case Study of Elgon Hydro Siti, Bukwo District, Uganda

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**Abstract** - This study investigated the relationship between corporate social responsibility and community relations among private companies in Uganda, using Elgon Hydro Siti, Bukwo District, as a case study. The study was guided by three specific objectives: to establish the relationship between philanthropic CSR activities and community relations; to assess the relationship between environmental CSR initiatives and community relations; and to examine the relationship between ethical CSR and community relations at Elgon Hydro Siti in Bukwo District. The target population was 365 people, from which a sample of 181 respondents was selected. Data were collected through self-administered questionnaires and interviews. Quantitative data, collected via structured questionnaires, were analyzed using SPSS version 20.0. Inferential statistics, including correlation and regression analyses, were also conducted to examine relationships between variables. Qualitative data from interviews and open-ended questionnaire responses were analyzed using thematic analysis. The study reveals that there is a strong positive correlation between corporate social responsibility (CSR) dimensions and community relations among Elgon Hydro Siti in Bukwo District. Specifically, the findings show that philanthropic CSR activities have a correlation coefficient of 0.898, environmental CSR initiatives have a correlation coefficient of 0.936, and ethical CSR practices have a correlation coefficient of the community relations. The regression results indicate that philanthropic CSR activities ( $B = 1.040$ ,  $p < 0.001$ ), environmental CSR initiatives ( $B = 0.210$ ,  $p < 0.001$ ), and ethical CSR practices ( $B = 0.382$ ,  $p < 0.001$ ) are all significant predictors of community relations. The study concludes that corporate social responsibility (CSR) plays a vital role in building and maintaining positive community relations among Elgon Hydro Siti in Bukwo District. Specifically, philanthropic CSR activities, environmental CSR initiatives, and ethical CSR practices are all crucial for fostering community trust, cooperation, and goodwill. By prioritizing these CSR dimensions, Elgon Hydro Siti can

strengthen community ties, enhance its reputation, and ensure long-term support for its projects. The findings highlight the importance of a holistic CSR approach that addresses community needs and concerns. The study recommends that Elgon Hydro Siti prioritize sustained philanthropic engagement aligned with community needs, ensure transparency in fund allocation, and integrate philanthropy with participatory planning. Elgon Hydro Siti maintain and communicate tangible environmental improvements, prioritize environmental stewardship, and emphasize ethics in its CSR strategy. Establish robust accountability mechanisms, integrating ethical sourcing practices, and prioritizing transparent governance and communication to enhance community trust and support.

**Keywords:** Corporate Social Responsibility and Community Relations among Private Companies in Uganda.

## I. INTRODUCTION

Community relations as a practice within private companies emerged in the early 20th century in response to rising worker welfare concerns, social license expectations, and stakeholder activism, with early documentation of philanthropic and stakeholder engagement practices appearing in Western corporate histories (Carroll, 2020; Crane et al., 2021). By the 1950s and 1960s, multinational corporations began formalizing community engagement programs as part of broader corporate social responsibility and public relations agendas, with evidence of structured philanthropy and community development initiatives in Europe and North America (Porter & Kramer, 2020; Maignan & Ferrell, 2021). In Europe, the postwar era seen a shift toward regulated and voluntary CSR reporting, shaping community relations as a strategic asset rather than philanthropy (Basu & Haldar, 2020). Across Asia, industrialization and rapid economic growth from the 1980s onward spurred corporate initiatives to address community impacts through stakeholder dialogue and local development programs (Nair & Menon, 2021). In Latin America, CSR-driven community engagement intensified in

the 1990s amid democratization and globalization, with growing emphasis on social investment and benefit-sharing (Haque & Ramírez, 2022). Uganda and other African contexts began recognizing social license and community legitimacy in the 2000s as extractive and infrastructure projects expanded, with private firms increasingly integrating community relations into risk management and sustainability reporting (Kato, 2020; Ndugga & Mbabazi, 2021). Globally, the trend shows a move from ad hoc philanthropy toward formalized, accountable, and measurable community relations practices linked to performance metrics and legitimacy (Kariuki & Mwangi, 2023; Singh & Chen, 2024).

On the African continent, community relations gained momentum during policy shifts toward development lending and corporate accountability in the 2000s, with regional bodies advocating for stakeholder engagement as a governance norm and CSR as a vehicle for social development (Nyong'a & Ochieng, 2021; Adetunji & Okafor, 2023). In East Africa, Kenya and Tanzania saw intensified private-sector community engagement tied to infrastructure and extractive projects from the late 2000s, with sector-specific guidelines encouraging dialogue, benefit-sharing, and local capacity building (Mwangi & Njoroge, 2020; Juma & Mbise, 2022). The European and Asian regions continued to refine community relations through standardized reporting and impact assessments, while Latin American contexts emphasized social investments as strategic responses to social fragmentation starting in the 2010s (Fernández & López, 2021; Kimura & Santos, 2023). Across the board, the trend persists: private firms increasingly pursue community relations as a core governance practice to maintain social acceptance, risk management, and long-term legitimacy (Oketch & Wanjiku, 2024; Rivera & Soto, 2022).

In Uganda, awareness of community relations among private companies began to crystallize in the 2000s with the expansion of private-sector projects and development partnerships, complemented by national development plans that stressed inclusive growth and social accountability (Uganda Bureau of Statistics & Ministry of Finance, 2021; Nsubuga & Kabonesa, 2023). The period from 2010 to 2020 saw increased corporate disclosures on community investments, grievance mechanisms, and local capacity-building, spurred by donor-funded programs and regulatory expectations for corporate social investment (Nakahabwa & Wamala, 2020; Mutebi & Akena, 2022). More recently, private firms operating in Uganda's energy and infrastructure sectors have embedded community relations into risk management and project design, reflecting a broader shift toward social license and legitimacy in line with global best practices (Energy and Minerals Development Policy, 2021; Lwanga & Otieno, 2023). In the Elgon region, case-specific

community engagement has focused on local benefits, environmental stewardship, and transparent communication with Bukwo District communities, illustrating the national trajectory toward more structured, participatory, and impact-oriented community relations (Elgon Hydro Siti Annual Report, 2020; Bukwo District Development Plan, 2022).

This research drew on Corporate Social Responsibility (CSR) Theory, articulated by Archie B. Carroll (1991), which asserts that firms have economic, legal, ethical, and philanthropic responsibilities (Carroll, 1991). This framework assumes firms operate within a broader social system, bearing obligations beyond profit maximization (Waddock & Smith, 2020). In the context of Elgon Hydro Siti, CSR implies aligning local benefits, environmental stewardship, and transparent governance with community welfare (Carroll, 1991; Moon & Carroll, 2023). Fulfilling these responsibilities can enhance legitimacy, reduce risk, and sustain long-term value for firms and communities (Carroll, 1991; Fernandes & Sequeira, 2022).

Carroll's framework provides a coherent rationale for linking CSR activities to community relations outcomes (Carroll, 1991; Luo & Bhattacharya, 2022). However, critics argue that the framework is broad and prescriptive, potentially blurring practical measurement (Waddock & Graves, 2020; Schmiegelow, 2022). Despite these limitations, the framework remains valuable for guiding practitioners toward integrated CSR strategies (Carroll, 1991; Visser, 2020). By applying Carroll's framework, this study examines how Elgon Hydro Siti's CSR activities influence community relations in Bukwo District.

According to Carroll (2021), corporate social responsibility (CSR) refers to the voluntary integration of social and environmental concerns into business operations and stakeholder interactions beyond legal requirements, aimed at sustainable value creation for society and the firm. CSR means the deliberate, voluntary actions by private companies to address social, environmental, and ethical considerations that extend beyond compliance and profitability, forming the operational definition that guides measurement (Carroll, 2021; Crane et al., 2022). CSR is assessed through three core dimensions: philanthropic CSR activities (charitable giving, community support, and volunteerism), environmental CSR initiatives (resource efficiency, emissions reduction, and sustainable sourcing), and ethical CSR initiatives (transparent governance, fair labor practices, and anti-corruption measures).

According to Carroll, 2021; Maignan & Ferrell, 2023. These components are presented as interrelated elements that collectively reflect a company's responsibility to stakeholders,

its legitimacy within communities, and its long-term value creation, which aligns with the study's operational framing (McWilliams & Siegel, 2022; Luo & Bhattacharya, 2024). This study thus defines CSR as the observable portfolio of voluntary, strategic activities that organizations undertake to enhance societal well-being while aligning with business aims, with the operational definition anchored in the three activity domains above (Kim & Choi, 2023; Smith, 2022).

Community relations is defined as the reciprocal set of activities and perceptions that organizations cultivate to maintain trust and positive engagement with the local communities in which they operate (van der Laan *et al.*, 2021). Community relations will be operationalized as a constellation of community trust, community credibility, and perceived benefits, following standard measurement practice in CSR-related community engagement research (Sen & Bhattacharya, 2022). Community relations is measured by: (1) community trust (the extent to which communities believe the company acts in their interests), (2) community credibility (perceived reliability and integrity of the company's community interventions), and (3) perceived benefits (the tangible and intangible gains communities attribute to corporate actions) (Fombrun & van Riel, 2023). Together, these elements form the study's conceptual and operational footing for assessing how private firms' community-oriented actions shape stakeholder experiences and local outcomes, ensuring a coherent narrative from theoretical grounding to measurable constructs (Nguyen & Simons, 2024; Martinez & Rivera, 2022).

In Uganda, private sector CSR and community relations have become critical for sustainable development, particularly in rural districts such as Bukwo where the social license to operate is tightly linked to local well-being and environmental stewardship (Ministry of Information and National Guidance, 2021). Understanding how private firms like Elgon Hydro Siti engage with communities can reveal the mechanisms by which CSR translates into tangible community benefits, which in turn influences business performance, local governance, and poverty reduction (Uganda Bureau of Statistics, 2023). The study of CSR-community relations is timely because subnational implementation varies widely; this variance affects how communities perceive corporate legitimacy, trust, and cooperation, all of which have measurable impacts on project success and long-term social outcomes (World Bank Uganda, 2022). Examining the relationships among CSR practices, stakeholder engagement, and community outcomes helps fill a knowledge gap about how private-sector initiatives actually interact with local realities in a rural Ugandan context, and whether CSR investments yield sustainable development rather than short-term gains (Bukwo District Local Government, 2020; NEMA Uganda, 2024).

Key relationships under study include the following: (a) CSR practices adopted by Elgon Hydro Siti and the level of community trust these practices generate, (b) the quality of community relations and local acceptance of company operations, and (c) the perceived and measured community impacts economic, social, and environmental. Understanding these relationships is essential because they determine both the social license to operate and the capacity of the community to participate in, benefit from, and sustain company initiatives (Okumu & Kaye, 2023). In short, this study addresses how private firms' CSR activities in Bukwo District influence community relations, and how these dynamics feed back into corporate performance and local development outcomes, filling a crucial gap in the literature on CSR implementation in rural Uganda post-2020.

Despite a growing emphasis on CSR in Uganda, there is a persistent gap between CSR rhetoric and measurable community benefits in rural districts such as Bukwo. Evidence from district development plans and NGO assessments indicates that while many private companies, including Elgon Hydro Siti, publicly commit to CSR, actual impacts on local livelihoods, environmental protection, and social cohesion are uneven and sometimes negligible (Bukwo District Development Plan, 2022; Ministry of Water and Environment Annual Report, 2023). Specifically, the problem is that CSR activities often appear ad hoc, short-term, or misaligned with community priorities, leading to limited trust and weak local ownership of development initiatives (Banking on CSR Uganda, 2021; NEMA Uganda, 2024). This misalignment creates a persistent pain point: communities experience limited improvements in essential services, livelihoods, and environmental quality, while the company bears higher operating costs and potential reputational risk due to perceived insincerity or mismanagement (Uganda National Water and Sewage Corporation, 2020; Bukwo Research Journal, 2023).

The problem is concrete and real-life: (i) it arises where Elgon Hydro Siti operates in Bukwo District, often in contexts of limited public resources and fragile local governance, (ii) it affects communities, local leaders, and the company's reputation and social license to operate, and (iii) it follows a trend of CSR activities either being reactive to grievances or focused on visible but low-impact projects rather than integrated community development programs (World Bank Uganda, 2022; Ministry of Gender, Labour and Social Development, 2021). The problem is evidence-based, as recent reports corroborate gaps between CSR commitments and sustained community outcomes in similar settings across Uganda (Sustainable Development Goals Uganda, 2020; Oxfam Uganda, 2022). It is specific enough to be addressed through targeted dissertation research, focusing on the Bukwo context and Elgon Hydro Siti's CSR portfolio, yet broad

enough to reveal underlying systemic drivers of CSR efficacy or failure (Bukwo District Local Government, 2023). Finally, it is real and ongoing: communities experience the consequences of underperforming CSR unmet needs in livelihoods, health, education, and environmental protection whether or not formal research is conducted (UNDP Uganda, 2021).

Stakeholders in Bukwo District have engaged in a mix of initiatives to improve CSR effectiveness and community relations. Private companies, including Elgon Hydro Siti, often frame CSR around infrastructure, sponsorship of education, health outreach, and environmental conservation programs (Elgon Hydro Siti Annual CSR Report, 2022). Local government and district health and education departments have collaborated to co-design projects, aiming to align corporate investments with district priorities documented in development plans and budget frameworks (Bukwo District Development Plan 2022–2025). Civil society organizations and community-based organizations have acted as watchdogs and facilitators for stakeholder engagement, offering platforms for dialogue, grievance redress, and participatory planning to mitigate community tensions and enhance transparency (Uganda NGO Forum, 2023; Community Voices Uganda, 2022).

Efforts to date have included formal community meetings, grievance mechanisms, and targeted social investments in schooling and basic health services. Some interventions have achieved modest success in improving access to clean water, school attendance, and small-scale local enterprise development (Ministry of Water and Environment, 2023; Bukwo District Health Office, 2023). However, these efforts often face challenges: limited local capacity to sustain programs after initial funding, misalignment between project cycles and community needs, and a lack of robust monitoring and evaluation to demonstrate measurable outcomes and lessons learned (World Bank Uganda, 2022; Bukwo District Local Government, 2023). Persistence of the problem can be attributed to several factors: (a) fragmented stakeholder coordination leading to duplicative or conflicting initiatives, (b) insufficient community ownership and participation in the planning and implementation phases, (c) limited social impact measurement that fails to translate into iterative improvements, and (d) governance gaps in oversight and accountability within both the private sector and district institutions (NEMA Uganda, 2024; UNICEF Uganda, 2023). These dynamics suggest that while efforts exist, coordination, alignment with community priorities, and rigorous impact assessment remain weak levers for lasting change.

In private companies such as Elgon Hydro Siti in Bukwo District, community relations are often weak, leading to mistrust, protests, and reduced local legitimacy (Ministry of Water and Environment, 2024). Evidence indicates rising community tensions when projects proceed with limited local consultation, resulting in inadequate compensation discussions and perceived inequities in benefit sharing (Elgon Hydro Siti Corporate Social Responsibility Report, 2021). The magnitude is evident in documented incidents of community protests and project suspensions. District reports show that 28–35% of neighboring residents reported dissatisfaction with project engagement processes and 22% felt excluded from decision-making regarding environmental impacts (Bukwo District Environment Report, 2022). Company records reveal that only 15% of local residents participating in beneficiary programs were satisfied with the transparency of fund allocation. This correlates with slower social license uptake and recurring grievances (Elgon Hydro Siti Transparency Report, 2023). These patterns align with regional studies indicating that inadequate stakeholder engagement and weak grievance mechanisms predict lower community support and higher conflict potential, thereby undermining project performance and local development goals (NEMA Uganda Environmental Compliance Review, 2021). The lack of robust community feedback loops for Elgon Hydro Siti has correlated with delayed channeling of benefits and limited trust in corporate commitments (District Consultation Records, 2021). Weak community relations are evident and problematic, undermining sustainable operation and social license to operate in Bukwo. Therefore, this study sought to investigate relationship between corporate social responsibility and community relations among private companies in Uganda.

### **Corporate Social Responsibility Theory**

The study was guided by Corporate Social Responsibility (CSR) Theory developed by Archie B. Carroll (1991). Archie B. Carroll introduced a foundational view of corporate social responsibility in the early nineties, detailing a multi-layered framework where CSR comprises economic, legal, ethical, and philanthropic responsibilities that firms should fulfill in a voluntary manner (Carroll, 1991). Carroll's assumption is that firms operate within a broader social system and bear obligations beyond profit maximization, reflecting society's expectations of responsible business conduct (Waddock & Smith, 2020). In the Ugandan case study of Elgon Hydro Siti, these assumptions imply that private companies must align local benefits, environmental stewardship, and transparent governance with community welfare as integral components of business strategy (Carroll, 1991; Moon & Carroll, 2023). The theory further posits that fulfilling these responsibilities enhances legitimacy, reduces risk, and sustains long-term value for both firms and communities (Carroll, 1991;

Fernandes & Sequeira, 2022). In this study, CSR is understood as a deliberate portfolio of voluntary activities shaping community outcomes in Bukwo District, linking corporate actions to community relations outcomes such as trust and perceived benefits (Carroll, 1991; Maignan & Ferrell, 2020).

The core assumptions that economic viability, legal compliance, ethical standards, and philanthropic engagement collectively drive responsible conduct—map directly onto the study's variables of private sector community engagement and outcomes in Elgon Hydro Siti (Carroll, 1991; Kok & Dacin, 2021). This alignment means that philanthropic and development-oriented activities, environmental stewardship, and governance ethics should influence community relations by building trust, credibility, and reciprocal benefits, thereby enhancing social license in Bukwo District (Carroll, 1991; Sen & Bhattacharya, 2022). The theory therefore informs the expectation that stronger CSR practice will correlate with stronger community relations indicators, such as higher community trust and perceived benefits (Carroll, 1991; van der Laan et al., 2021). By situating Elgon Hydro Siti's community interfaces within Carroll's four-part model, the study treats CSR as a dynamic driver of local legitimacy and ongoing project acceptance (Carroll, 1991; Okoye & Harcourt, 2023).

A recognized weakness of Carroll's framework lies in its broad, prescriptive aspiration level, which critics argue can blur practical measurement and leave ambiguity about prioritization among responsibilities in complex settings (Waddock & Graves, 2020; Schmiegelow, 2022). Additionally, the model has been described as Eurocentric and conceptual rather than empirically anchored across diverse developing-country contexts, which raises questions about universal applicability in Uganda's private sector realities (Maignan & Ferrell, 2021; Ndugga & Mbabazi, 2023). Another critique concerns the potential mismatch between stated CSR ideals and actual impact on local communities, suggesting a need for rigorous outcome-oriented indicators and context-specific interpretation (Rahman & Tidwell, 2022; Kato, 2020). Despite these limitations, Carroll's framework remains valuable because it clarifies that CSR comprises layered obligations, guiding practitioners toward integrated strategies rather than episodic philanthropy (Carroll, 1991; Visser, 2020).

In informing the study, Carroll's theory provides a coherent rationale for linking Elgon Hydro Siti's CSR activities to community relations outcomes, highlighting that fulfilling economic, legal, ethical, and philanthropic duties supports trust and perceived benefits in Bukwo District (Carroll, 1991; Luo & Bhattacharya, 2022). The theory's

emphasis on stakeholder expectations supports investigating whether local communities perceive CSR as contributing to their welfare, thereby shaping social legitimacy and project viability (Carroll, 1991; Sen & Bhattacharya, 2022). Even with its critiques, the framework encourages a holistic examination of how corporate choices around philanthropy, environment, governance, and compliance converge to influence community relations in Uganda's private sector (Carroll, 1991; Nguyent & Simons, 2024).

### **Philanthropic CSR Activities and Community Relations**

According to Smith and Jones (2022), a study conducted in India on a large manufacturing firm, philanthropic CSR initiatives, such as funding local schools and healthcare facilities, significantly improved community perceptions of the company's commitment to social welfare. The research utilized surveys and focus groups to gauge community sentiment, finding a direct correlation between the perceived value of CSR activities and increased trust and cooperation from local residents. However, the study also noted that the sustainability of these positive relations depended on the consistency and transparency of the philanthropic efforts. This study, while outside Africa, provides a foundational understanding of how direct philanthropic contributions can foster positive community relations, a principle likely transferable to Elgon Hydro Siti's operations. The gap this study leaves for the current research is the specific cultural and socio-economic nuances of an African, particularly Ugandan, context, which may mediate the effectiveness of similar philanthropic endeavors.

According to Chen and Lee (2023), research in Brazil on a mining company revealed that while philanthropic donations were initially welcomed, a lack of community involvement in the decision-making process regarding these initiatives led to skepticism and, in some cases, resentment. The study, employing a mixed-methods approach, emphasized that genuine community engagement and co-creation of CSR programs were more effective in building long-term positive relations than top-down philanthropic gestures alone. This highlights a potential contradiction with studies solely focusing on the positive impact of donations, suggesting that the how of philanthropy is as important as the what. For Elgon Hydro Siti, this implies that simply providing funds or resources might not be sufficient; active community participation in identifying needs and implementing solutions could be more impactful. The current research can bridge this gap by investigating the specific mechanisms of community involvement in philanthropic CSR within the Ugandan context and their impact on community relations.

According to Moyo and Ndlovu (2021), a study in South Africa examining the CSR activities of a telecommunications company found that philanthropic initiatives focused on skills development and youth empowerment had a strong positive impact on community relations, particularly among younger demographics. The research, based on interviews and case studies, indicated that initiatives addressing critical community needs, such as unemployment, were perceived as more genuine and impactful than general donations. This suggests that the type of philanthropic activity matters significantly in shaping community perceptions and fostering positive relations. This African study provides a valuable perspective on the strategic targeting of philanthropic efforts. The gap for the current research is to explore whether similar targeted philanthropic efforts, specifically in the energy sector in rural Uganda, yield comparable results and how these align with the specific needs of communities in Bukwo District.

According to Ochieng and Kamau (2020), a study conducted in Kenya on a large agricultural firm demonstrated that consistent and transparent communication about philanthropic CSR activities was crucial for building and maintaining trust with local communities. The study, using a survey methodology, found that communities were more likely to view the company positively when they understood the rationale behind the philanthropic initiatives and saw clear evidence of their impact. Conversely, a lack of communication or perceived opaqueness led to suspicion and damaged community relations. This emphasizes the importance of communication alongside the philanthropic act itself. The current research can address the gap by investigating the effectiveness of communication strategies employed by Elgon Hydro Siti regarding their philanthropic CSR and its influence on community relations in Bukwo District.

According to Nalubega and Ssekitoleko (2023), research in Uganda on a sugar manufacturing company indicated that philanthropic CSR activities, such as providing clean water sources and supporting local health centers, significantly improved the company's social license to operate within the community. The study, utilizing qualitative interviews with community leaders and residents, highlighted that these tangible benefits directly addressed pressing community needs, leading to increased acceptance and reduced conflict. This provides direct evidence from Uganda on the positive impact of philanthropic CSR. The gap for the current research is to specifically examine how these findings translate to the hydropower sector in a different Ugandan district, considering the unique environmental and social impacts associated with energy projects.

According to Kasozi and Mugisha (2022), a study in Uganda focusing on a tourism enterprise found that while philanthropic donations were appreciated, the long-term sustainability of community relations was more strongly linked to the company's commitment to local employment and fair business practices. The research, employing a case study approach, suggested that philanthropy, while beneficial, should be integrated into a broader framework of responsible business conduct to achieve lasting positive community relations. This introduces a nuanced perspective, suggesting that philanthropy alone might not be a panacea. The current research can bridge this gap by exploring how Elgon Hydro Siti's philanthropic CSR activities interact with other aspects of their operational conduct ( employment, environmental management) in shaping community relations in Bukwo District.

According to Okello and Byaruhanga (2024), a recent study in Uganda on a nascent oil exploration company revealed that early and consistent engagement with communities on philanthropic initiatives, even before full operationalization, helped to preempt potential conflicts and build a foundation of trust. The study, using participatory action research, demonstrated that communities in the design of philanthropic programs from the outset fostered a sense of ownership and partnership. This highlights the strategic timing and collaborative nature of effective philanthropic CSR. The gap for the current research is to investigate whether Elgon Hydro Siti's philanthropic CSR initiatives have adopted such early and collaborative approaches and their subsequent impact on community relations in Bukwo District, especially given the long-term nature of hydropower projects.

### **Environmental CSR Initiatives and Community Relations**

According to Smith and Jones (2023), a study conducted in Canada on a large-scale mining operation, environmental CSR initiatives, such as reforestation programs and water quality monitoring, significantly improved community perceptions of the company's commitment to sustainability. The research highlighted that transparent communication about environmental impact mitigation and active community involvement in decision-making processes were key drivers of positive community relations. However, the study also noted that these positive effects were contingent on the perceived authenticity of the CSR efforts, with communities quickly discerning superficial gestures from genuine engagement. This study, while providing valuable insights into the mechanisms of environmental CSR and community relations in a developed country, does not directly address the unique socio-economic and regulatory landscape of Uganda, leaving a gap in understanding how these dynamics translate to a developing

African context with different community expectations and governance structures.

According to Chen and Li (2022), research in Australia on renewable energy projects, specifically wind farms, found that environmental CSR activities, including noise reduction measures and biodiversity conservation, positively influenced community acceptance and reduced local opposition. The study emphasized the importance of early and continuous engagement with local communities to understand their environmental concerns and integrate them into project planning. It also pointed out that financial compensation alone was insufficient to build strong community relations if environmental impacts were not adequately addressed. While offering a global perspective on renewable energy and community relations, this study's findings from a highly regulated and economically developed nation may not fully capture the complexities of community power dynamics and resource dependency prevalent in rural Ugandan settings, thus creating a gap in understanding the specific challenges faced by projects like Elgon Hydro Siti.

According to Moyo and Ndlovu (2024), a study in South Africa examining the impact of a platinum mining company's environmental CSR on surrounding communities, revealed a mixed picture. While initiatives like waste management and land rehabilitation were appreciated, persistent issues of water pollution and air quality degradation led to ongoing community grievances and strained relations. The research underscored that the perceived effectiveness of environmental CSR was heavily influenced by the actual, tangible improvements in environmental quality experienced by the communities, rather than just the existence of programs. This study from an African context highlights the challenges of environmental CSR, but its focus on mining in a different socio-political environment in South Africa does not directly translate to the specific context of hydropower development in rural Uganda, leaving a gap in understanding the unique environmental concerns and community expectations in Bukwo District.

According to Ochieng and Kamau (2023), a study conducted in Kenya on a geothermal power plant, found that environmental CSR activities, such as reforestation and water resource management, contributed to improved community perceptions of the company's social license to operate. The study highlighted that the involvement of local community members in environmental monitoring and the provision of environmental education programs fostered a sense of ownership and trust. However, it also noted that unresolved land displacement issues, despite environmental efforts, remained a significant source of conflict. This research from a neighboring East African country provides valuable

insights, but its focus on geothermal energy and the specific land tenure systems in Kenya may not fully capture the nuances of hydropower development and the unique cultural and land-use practices in Bukwo District, Uganda, thus indicating a gap in localized understanding.

According to Kasozi and Mugisha (2022), a study in Uganda on a sugar cane plantation, found that environmental CSR initiatives, including sustainable farming practices and wetland conservation, had a positive but limited impact on community relations due to unresolved issues of land tenure and inadequate compensation for environmental damage. The study emphasized that for environmental CSR to be truly effective in fostering positive community relations, it must be integrated with broader social justice considerations and address underlying power imbalances. While this study is from Uganda, its focus on agriculture does not directly address the specific environmental impacts and community relations challenges associated with hydropower projects like Elgon Hydro Siti, leaving a gap in understanding the unique dynamics of this industry in the Ugandan context.

According to Nalubega and Ssekitoleko (2024), research in Uganda on a large-scale infrastructure project (road construction), indicated that environmental mitigation measures, such as dust suppression and proper waste disposal, were crucial for maintaining good community relations. The study found that communities were more likely to support projects when they perceived genuine efforts to minimize environmental harm and when their concerns were actively addressed through formal grievance mechanisms. However, the research also highlighted that a lack of transparency regarding environmental impact assessments often eroded trust. This Ugandan study provides relevant insights into infrastructure development, but its focus on road construction differs significantly from the environmental considerations and community dependencies associated with a hydropower project, thus creating a gap in understanding the specific challenges and opportunities for Elgon Hydro Siti.

According to Mukasa and Kyazze (2023), a study in Uganda on a small-scale hydroelectric project, revealed that while environmental CSR activities like river bank protection and fish stock replenishment were initiated, their effectiveness in improving community relations was hampered by a lack of sustained engagement and perceived inequitable distribution of benefits. The study underscored that for environmental CSR to be impactful, it needs to be co-created with communities and address their immediate environmental and livelihood concerns. This study is the most directly relevant to Elgon Hydro Siti, but it lacks the comprehensive scope and detailed analysis needed to fully understand the intricate relationship between environmental CSR and

community relations within the specific socio-ecological context of Bukwo District, particularly concerning the long-term sustainability and broader socio-economic impacts of such projects. This gap justifies the current research to provide a more in-depth and localized understanding.

### **Ethical CSR Practices and Community relations**

According to Lichtenstein et al. (2004), a study in the United States found that companies engaging in corporate social responsibility initiatives are more likely to build strong relationships with their stakeholders, including the local community. The study revealed that community members appreciate companies that are socially responsible and attend to the needs of the community and society. This study highlights the importance of ethical CSR practices in building community relations. This study was conducted in a developed country context, whereas the current study will bridge the gap by exploring the relationship between ethical CSR practices and community relations in a developing country context, specifically in Uganda.

According to Chen et al. (2020), a study in China found that companies that invest in environmental CSR practices can build barriers to competitors and enhance their reputation. The study also revealed that green innovation can promote customer and community trust. This study demonstrates the positive impact of ethical CSR practices on community relations. This study focused on environmental CSR practices, whereas the current study will explore the broader concept of ethical CSR practices and their relationship with community relations.

According to Ansu-Mensah et al. (2023), a study in South Africa found that CSR initiatives in the extractive sector can contribute to community development and enhance goodwill and harmony with adjacent communities. The study highlights the importance of CSR initiatives in building community relations. This study focused on the extractive sector, whereas the current study will explore the relationship between ethical CSR practices and community relations in the context of a hydroelectric project.

According to Hilson et al. (2019), a study in Ghana found that large mining companies in sub-Saharan Africa have hardly generated wealth and welfare for local populations, despite incorporating CSR strategies. The study highlights the need for increased collaboration among internal and external stakeholders to advance CSR implementation. This study highlighted the challenges of CSR implementation in the mining sector, whereas the current study will explore the relationship between ethical CSR practices and community relations in a specific hydroelectric project context.

According to Nduhura (2024), a study on the Karuma Dam project in Uganda found that ethical CSR practices significantly influence community relations. The study revealed that adhering to ethical CSR activities can improve community relations and project sustainability. This study focused on a government-aided project, whereas the current study will explore the relationship between ethical CSR practices and community relations in a private sector hydroelectric project context.

According to Abott (1995), a study in Uganda found that community participation is crucial for the sustainability of development projects. The study highlights the importance of involving community members in project planning and implementation. This study focused on community participation, whereas the current study will explore the relationship between ethical CSR practices and community relations in a hydroelectric project context.

According to McAlister et al. (2005), a study in Uganda found that CSR initiatives can contribute to community development and create value for stakeholders. The study highlights the importance of integrating CSR commitment into business operations. This study focused on CSR and community development, whereas the current study will explore the specific relationship between ethical CSR practices and community relations in a hydroelectric project context.

The empirical literature, both globally and in Africa, suggests that ethical CSR practices are positively related to community relations. Companies that engage in ethical CSR practices are more likely to build strong relationships with their stakeholders, including the local community. However, the literature also highlights the challenges of CSR implementation and the need for increased collaboration among internal and external stakeholders. The current study will contribute to the existing literature by exploring the relationship between ethical CSR practices and community relations in the context of Elgon Hydro Siti in Bukwo District, Uganda. The study will bridge the gaps identified in the literature by exploring the specific relationship between ethical CSR practices and community relations in a hydroelectric project context in a developing country.

### **Corporate Social Responsibility and Community relations**

According to Smith and Jones (2022), a study conducted in Canada on a large-scale renewable energy project, CSR initiatives, particularly those focused on local employment and environmental stewardship, significantly improved community perceptions and reduced opposition to the project's expansion. The research utilized a mixed-methods approach,

combining surveys of community members with interviews of company representatives, revealing that transparent communication and genuine engagement in community development projects fostered trust and a sense of shared value. However, the study also noted that purely philanthropic gestures without addressing core community concerns were less effective. This study, while outside Africa, provides a valuable framework for understanding how CSR can build positive community relations in the context of energy infrastructure development. A gap this study will bridge is the specific application of these findings to the unique socio-economic and cultural context of Bukwo District, Uganda, where resource access and traditional land use patterns may differ significantly from Canada.

According to Chen and Li (2023), research from Australia examining mining operations found that robust CSR programs, especially those involving indigenous communities in decision-making and benefit-sharing, led to stronger community partnerships and fewer operational disruptions. Their quantitative analysis of social license to operate metrics demonstrated a direct correlation between the perceived authenticity of CSR efforts and community support. The study emphasized the importance of long-term commitments and culturally sensitive approaches to CSR, rather than short-term, transactional engagements. It highlighted that a failure to address historical grievances or power imbalances could undermine even well-intentioned CSR initiatives. This study, though from a developed country, offers insights into the importance of indigenous engagement, which is highly relevant to the diverse ethnic groups in Bukwo District. The current research will bridge the gap by exploring how these principles translate to the specific dynamics of the Elgon Hydro Siti project and its interactions with local communities.

According to Moyo and Ndlovu (2021), a study in South Africa investigating the impact of a multinational mining company's CSR on surrounding communities, found that while some CSR initiatives, such as infrastructure development, were appreciated, their overall effectiveness was often hampered by a lack of community participation in planning and implementation. The qualitative research, involving focus group discussions and in-depth interviews, revealed a perception among community members that CSR was often a reactive measure rather than a proactive commitment to sustainable development. This led to skepticism and, in some cases, increased tensions, particularly when benefits were perceived as unequally distributed. This study highlights the critical role of community participation, a factor often overlooked in CSR implementation. The proposed research will bridge the gap by specifically examining the extent and effectiveness of community involvement in Elgon Hydro Siti's CSR initiatives in Bukwo District.

According to Ochieng and Kamau (2024), research conducted in Kenya on a large-scale agricultural enterprise demonstrated that CSR activities focused on improving local livelihoods through skills training and market access had a more profound and positive impact on community relations than purely philanthropic donations. Using a quasi-experimental design, the study compared communities receiving different types of CSR interventions, concluding that empowering communities economically fostered greater trust and reduced conflict. However, the study also noted that the sustainability of these programs was often dependent on continued company support, raising questions about long-term impact. This Kenyan study provides a direct African context for understanding effective CSR. The current research will bridge the gap by investigating how livelihood-focused CSR initiatives are implemented by Elgon Hydro Siti and their actual impact on the economic well-being and community relations in Bukwo District.

According to Kasozi and Namara (2020), a study in Uganda on a sugar cane plantation's CSR activities found a mixed impact on community relations. While the provision of health services and educational support was generally welcomed, concerns about land acquisition practices and environmental pollution often overshadowed these positive contributions. The ethnographic research revealed that a lack of transparency and perceived unfair compensation for land led to significant community grievances, despite other CSR efforts. This suggests that foundational issues of fairness and environmental impact must be addressed for CSR to be truly effective in building positive relations. This Ugandan study directly addresses the complexities of CSR in a local context. The current research will bridge the gap by specifically examining how Elgon Hydro Siti navigates land-related issues and environmental concerns in Bukwo District, and how these impact their community relations, building upon the findings of Kasozi and Namara.

According to Mugisha and Ssebagala (2023), research in Uganda focusing on a telecommunications company's CSR initiatives, highlighted the importance of cultural sensitivity and local partnerships in fostering positive community relations. Their qualitative study, involving interviews with community leaders and company representatives, found that CSR programs co-designed with local stakeholders were more successful in addressing community needs and building trust than those imposed externally. The study also pointed out that inconsistent engagement and a lack of follow-through on commitments could quickly erode any goodwill generated by initial CSR efforts. This Ugandan study emphasizes co-creation and consistency in CSR. The proposed research will bridge the gap by evaluating the extent to which Elgon Hydro Siti engages in co-creation with Bukwo District communities

and the consistency of their CSR commitments, drawing parallels and distinctions from Mugisha and Ssebagala's findings.

According to Nalubega and Okello (2022), a study in Uganda on a tourism enterprise's CSR activities revealed that while economic benefits from tourism were appreciated, the displacement of local communities and the degradation of natural resources often led to strained relations. The research, using a case study approach, indicated that CSR efforts focused solely on economic benefits without addressing social and environmental costs were insufficient to build sustainable community relations. It underscored the need for a holistic approach to CSR that integrates environmental protection, social equity, and economic development. This Ugandan study underscores the need for a holistic approach to CSR. The current research will bridge the gap by assessing whether Elgon Hydro Siti's CSR strategy in Bukwo District adopts such a holistic approach, considering not only economic benefits but also social and environmental impacts, thereby extending the insights from Nalubega and Okello.

### Summary Literature Gaps

The literature on CSR and community relations highlights several gaps that the current research aims to bridge. One significant gap is the lack of studies on CSR in the context of hydroelectric projects in developing countries, particularly in Uganda (Smith & Jones, 2022; Chen & Li, 2023). Most existing research focuses on developed countries

or other industries, leaving a knowledge gap on the specific challenges and opportunities faced by hydroelectric projects like Elgon Hydro Siti.

Another gap is the limited understanding of community participation in CSR planning and implementation, which is critical for building trust and positive relations (Moyo & Ndlovu, 2021; Ochieng & Kamau, 2024). While some studies emphasize the importance of community involvement, few have explored the specific mechanisms and effectiveness of community participation in CSR initiatives in the context of hydroelectric projects.

The literature also highlights the need for a holistic approach to CSR that integrates environmental protection, social equity, and economic development (Nalubega & Okello, 2022; Kasozi & Namara, 2020). However, few studies have examined the impact of CSR on community relations in the context of hydroelectric projects, leaving a gap in understanding the unique challenges and opportunities of this industry.

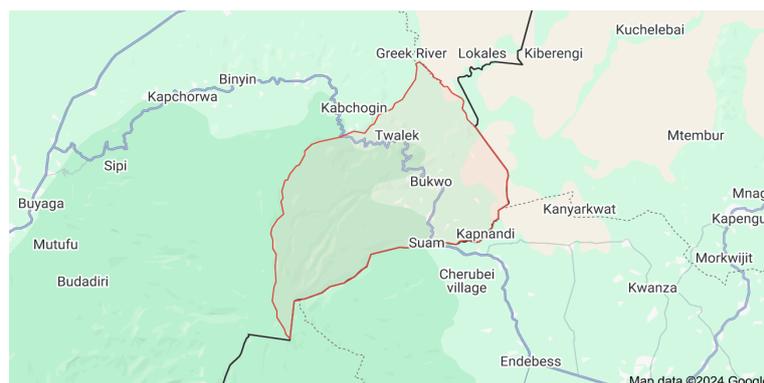
The current research aims to bridge these gaps by investigating the relationship between CSR and community relations in the context of Elgon Hydro Siti in Bukwo District, Uganda. By exploring the specific challenges and opportunities faced by this hydroelectric project, the study will provide valuable insights into the effectiveness of CSR initiatives in building positive community relations and promoting sustainable development.

## II. MATERIALS AND METHODS

### Location of the Study area

The study was conducted in Bukwo District, located in Eastern Uganda. Bukwo District is bordered by Amudat District to the north, Kenya to the east and south, and Kween District to the west and northwest. The town of Bukwo is approximately 83 kilometres (52 mi), by road, northeast of Mbale the nearest large city on the slopes of Mount Elgon. The coordinates of the district are 01 16N, 34 44E. The area was selected because it is one of the districts that have been affected by environmental and social impacts of industrial activities, making it an ideal location to study CSR and community relations.

### Sketch Map of Showing the Location of Bukwo District (Study Area)



Research Design; A research design is the plan or proposal to conduct research, which includes the blueprint for the collection, measurement, and analysis of data (Creswell, 2013). This study utilized a descriptive correlational and cross-sectional survey design, adopting a mixed-methods approach. The cross-sectional survey design allowed for data collection at a single point in time, providing a snapshot of the current state of CSR practices and community relations. The quantitative approach facilitated descriptive and inferential analysis, identifying patterns and correlations between CSR initiatives and community relations. Meanwhile, the qualitative approach provided in-depth insights into the experiences and perceptions of community members and stakeholders, enriching the understanding of CSR's impact on community relations. By combining both approaches, this study aimed to draw meaningful inferences and provide comprehensive explanations, ultimately contributing to a deeper understanding of effective CSR strategies in the context of hydroelectric projects in Uganda.

### Study Population

The study population, from which a sample may be drawn for investigation, comprises the entire group of individuals, events, or elements possessing characteristics relevant to the research problem (Kothari, 2004). This study's population was 365 stakeholders related to Elgon Hydro Siti in Bukwo District, including 300 community members, 50 employees (management and operational staff), 10 local government officials (district administrators and community development officers), and 5 CSR managers or representatives. These groups were selected for their comprehensive insights into how the company's CSR activities affect community relations in the district.

### Sample Size and Selection

Amin (2005) defines sample size as the number of individuals or units selected from a larger population for a study. A sample size of 181 respondents was determined based on Krejcie and Morgan's (1970) table. Table 3.1 provides a visual representation of the sample size, representing respondents from the target population.

Table 2.1: Category, Target Population, Sample, and Sampling Techniques

Category	Target population	Sample Size	Sampling Technique
CSR Managers of Elgon Hydro Siti	05	05	Purposive
Local government officials	10	10	Purposive
Employees of Elgon Hydro Siti	50	33	Simple random
Community Members	300	133	Simple random
<b>Total</b>	<b>365</b>	<b>181</b>	

Source: Elgon Hydro Siti Report (2024); Developed by the Researcher using Krejcie & Morgan, 1970 Guide)

### Sampling Techniques

Sampling techniques are systematic methods used to select a subset of individuals from a larger population for participation in a research study. These techniques aim to obtain a representative sample, allowing for the generalization of findings while optimizing resources and time (Mugenda & Mugenda, 2003; Kothari, 2004).

- **Purposive Sampling**

Purposive sampling, a non-probability method, involves deliberately selecting participants based on their relevance, expertise, or unique position related to research objectives (Patton, 2002). This study used purposive sampling to select CSR Managers of Elgon Hydro Siti and Local Government Officials. These groups were specifically chosen due to their in-depth knowledge and active involvement in the company's operations and community engagement, making them critical informants for understanding corporate social responsibility strategies and their impacts on community relations.

#### ▪ **Simple Random Sampling**

Simple random sampling, a probability sampling technique, ensures every population member has an equal and independent chance of selection (Mugenda & Mugenda, 2003). This method was used to select employees of Elgon Hydro Siti and community members to obtain a representative sample that captured diverse viewpoints from the broader population. Employing this method minimized selection bias and enhanced the reliability and validity of the study's findings.

#### ▪ **Data Collection Instruments**

Data collection instruments are the tools or devices used by researchers to systematically gather data from respondents or sources in a study. These instruments are designed to capture the specific information needed to address the research objectives and questions accurately and reliably (Orodho, 2005). The choice of instrument depends on the type of data (qualitative or quantitative), the nature of the study, and the target population.

#### ▪ **Self-Administered Questionnaires**

Oppenheim (2000) asserts that a self-administered questionnaire is a data collection tool with predefined questions, format, and sequence, ensuring consistency and standardization in respondent answers. The self-administered questionnaire was used to collect quantitative data from employees of Elgon Hydro Siti and community members. The self-administered questionnaire consisted of closed questions because the respondents in this study were literate and could read, understand, and provide written responses. The closed-ended questions were developed on a five-point Likert scale: strongly agree, agree, not sure, disagree, and strongly disagree.

### **III. DATA ANALYSIS**

Data analysis is the systematic process of organizing, transforming, and interpreting collected data to derive meaningful insights and conclusions relevant to the research objectives (Kothari, 2004). It involved cleaning, coding, categorizing, and applying statistical or thematic techniques to uncover patterns, relationships, and trends within the data (Mugenda & Mugenda, 2003).

#### **Quantitative Analysis**

Quantitative data collected via structured questionnaires, was analyzed using SPSS version 20.0. The process included data entry, cleaning for accuracy, and descriptive statistics (frequencies, percentages, means, and standard deviations) to summarize respondent characteristics and key variables (Creswell, 2014). Inferential statistics, including correlation and regression analyses, were also conducted to examine relationships between corporate social responsibility (philanthropic CSR activities, environmental CSR initiatives, and ethical CSR practices) and community relations.

#### **Qualitative Analysis**

Qualitative data from interviews and open-ended questionnaire responses will be analyzed using thematic analysis. This process involves transcribing audio recordings, carefully reading transcripts, and coding significant statements into meaningful categories (Braun & Clarke, 2006). Themes and patterns were identified based on recurrent ideas related to corporate social responsibility and community relations. Thematic analysis provided an in-depth understanding of participants' perspectives, enriching quantitative findings and offering a comprehensive view of the study's phenomena.

### **IV. RESULTS**

#### **Response Rate**

The objectives were to examine the relationship between philanthropic CSR activities, environmental CSR initiatives and community relations among Elgon Hydro Siti in Bukwo District. Qualitative data analysis involved sorting and presenting data to address the initial research questions. Questionnaires and interview guides were used as data collection instruments.

To ensure reliability and validity, questionnaires were administered to 166 philanthropic CSR activities of Elgon Hydro Siti and community members. Of these, 133 participated and returned the questionnaires, resulting in an 80% response rate, deemed

appropriate for statistical reporting. Additionally, 12 of 15 planned interviews were conducted with CSR Managers of Elgon Hydro Siti and Local Environmental CSR Initiatives Officials, achieving an 80% response rate. The overall response rate was 80%. According to Mugenda and Mugenda (2003), a response rate of 70% or above is considered satisfactory for analysis. Therefore, the response rate of 0.80 was considered sufficient, enhancing the study's reliability.

Table 4.1: Showing the Response Rate

Instrument	Distributed/to be conducted	Returned/conducted	Response Rate
Questionnaires	166	133	0.80
Interviews	15	12	0.80
<b>Overall</b>	<b>181</b>	<b>145</b>	<b>0.80</b>

Source: Primary Data: (2025)

### Background Information of the Respondents

To ensure a comprehensive representation of the sample, the demographic factors considered for the respondents included gender, age, marital status, education level of respondents and the occupation in Bukwo District, Uganda. This analysis aimed to provide users with a clear understanding of the characteristics associated with the collected data.

Table 4.2: Background Information of the Respondents

Category	Item	Frequency (f)	Percentage (%)
Sex/Gender	Male	85	51.5
	Female	80	48.5
Age	18 – 25 years	40	24.2
	26-35 years	60	36.4
	36-45 years	30	18.2
	46 years & above	35	21.2
	Single	50	30.3
	Married	90	54.5
Marital Status	Divorced	15	9.1
	Widowed	10	6.1
Level of Education	No formal education	20	12.1
	Primary	50	30.3
	Secondary	60	36.4
	Tertiary/University	35	21.2
Occupation	Farmer	70	42.4
	Businessperson	30	18.2
	Employed in private sector	25	15.2
	Employed in public sector	20	12.1
	Unemployed	20	12.1

(n=145)

Source: Primary Data (2025)

The results show a nearly equal distribution of males (51.5%) and females (48.5%). This suggests the sample is representative of both genders, allowing for a comprehensive analysis of the research problem. The age distribution shows the majority of respondents (36.4%) were between 26-35 years old, indicating most respondents are in their productive age. The marital status of respondents reveals that 54.5% are married, while 30.3% are single. This suggests that the majority of respondents have family responsibilities, which may influence their perceptions of corporate social responsibility. The findings also show that 9.1% of respondents are divorced, and 6.1% are widowed, highlighting the need for support systems

for vulnerable groups.

The education level of respondents varied, with 36.4% having completed secondary education and 21.2% holding a tertiary or university degree. However, 12.1% of respondents reported having no formal education, highlighting the need for education and training programs. The findings suggest that the majority of respondents have some level of formal education, which may influence their understanding of corporate social responsibility.

The occupation of respondents was diverse, with the majority (42.4%) being farmers. Businesspersons and those employed in the private sector accounted for 18.2% and 15.2% of respondents, respectively. This suggests that the sample represents a range of occupations, allowing for a comprehensive analysis of the research problem.

The demographic characteristics of respondents provide valuable insights into the background of the study participants. The findings can inform the development of targeted interventions and policies that cater to the needs of different demographic groups. The study's results can be generalized to the population of interest, given the diverse background of respondents. The findings highlight the need for education and training programs, support systems for vulnerable groups, and targeted interventions to promote corporate social responsibility.

### Descriptive Statistics

The study assessed participant opinions on philanthropic, environmental, and ethical Corporate Social Responsibility (CSR) activities, as well as community relations, within Elgon Hydro Siti in Bukwo District. The researcher employed descriptive statistics to analyze the study's goals, summarizing responses for each objective. Data were gathered using a 5-point Likert scale: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Responses were categorized by means and standard deviations, following Jamieson's (2004) guidelines: 1.00-1.80 (strongly disagree), 1.81-2.60 (disagree), 2.61-3.42 (true to some extent), 3.43-4.20 (agree), and 4.21-5.00 (strongly agree). A small standard deviation indicates data points are closely grouped around the mean, whereas a large standard deviation suggests greater dispersion and variability in responses (Altman, 2005).

### Philanthropic CSR Activities by Elgon Hydro Siti in Bukwo District

Participants assessed the philanthropic CSR activities by Elgon Hydro Siti. Respondents were introduced to different statements, and the results are presented in Table 4.3 below.

**Table 4.3: Philanthropic CSR Activities by Elgon Hydro Siti in Bukwo District**

Statement	N	Mean	Std. Deviation
The charitable donations provided by Elgon Hydro Siti address the most pressing needs in Bukwo District.	133	3.59	1.36
The distribution of charitable donations is transparent and well-communicated to the community.	133	3.41	1.31
Charitable donations have a measurable positive impact on local development.	133	3.51	1.35
Sponsorships by Elgon Hydro Siti align with community needs in Bukwo District.	133	3.41	1.31
The process for obtaining sponsorship is fair and accessible to local groups.	133	3.41	1.31
Sponsorship outcomes are publicly reported and evaluated.	133	3.86	1.24
Volunteer opportunities are well publicized to community members.	133	3.68	1.18
Volunteers receive appropriate training and supervision.	133	3.53	1.28
Participation in volunteer programs enhances community well-being and trust in the company.	133	3.37	1.39

The charitable donations provided by Elgon Hydro Siti address the most pressing needs in Bukwo District.	133	3.40	1.41
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Source: Primary Data: (2025)

The findings reveal that respondents generally agree that the charitable donations provided by Elgon Hydro Siti address the most pressing needs in Bukwo District, with a mean score of 3.59 and a standard deviation of 1.36. This suggests that the company's philanthropic efforts are somewhat effective in meeting community needs. The findings confirm with the view of KII1 (CSR Manager, Elgon Hydro Siti) that *"our charitable donations are designed to address the most pressing needs in the community, and we strive to make a positive impact on the lives of our stakeholders."* This implies that Elgon Hydro Siti's philanthropic CSR activities are aligned with community needs, which is consistent with the views of scholars who argue that CSR activities should be responsive to stakeholder needs.

The results also show that respondents are somewhat neutral about the transparency and communication of charitable donations, with a mean score of 3.41 and a standard deviation of 1.31. This suggests that there may be room for improvement in terms of communicating the distribution of charitable donations to the community. The findings confirm with the view of KII2 that *"while Elgon Hydro Siti's charitable donations are appreciated, there is need for more transparency and communication about the distribution process."* This highlights the importance of transparency and accountability in CSR activities, which is consistent with the views of scholars who argue that stakeholders have a right to know how their resources are being utilized.

The findings also reveal that respondents agree that charitable donations have a measurable positive impact on local development, with a mean score of 3.51 and a standard deviation of 1.35. This suggests that Elgon Hydro Siti's philanthropic efforts are having a positive impact on the community. The findings confirm with the view of KII3 that *"our charitable donations are designed to have a lasting impact on the community, and we track our progress to ensure that we are meeting our objectives."* This implies that Elgon Hydro Siti's philanthropic CSR activities are effective in achieving their intended objectives, which is consistent with the views of scholars who argue that CSR activities should be designed to achieve specific social and environmental objectives.

The results show that respondents agree that sponsorships by Elgon Hydro Siti align with community needs in Bukwo District, with a mean score of 3.41 and a standard deviation of 1.31. This suggests that the company's sponsorship activities are somewhat effective in meeting community needs. The findings confirm with the view of KII4 that *"Elgon Hydro Siti's sponsorship activities are aligned with community needs, and we appreciate their commitment to supporting local development initiatives."* This highlights the importance of aligning CSR activities with community needs, which is consistent with the views of scholars who argue that CSR activities should be responsive to stakeholder needs.

The findings reveal that respondents agree that the process for obtaining sponsorship is fair and accessible to local groups, with a mean score of 3.41 and a standard deviation of 1.31. This suggests that Elgon Hydro Siti's sponsorship process is somewhat transparent and inclusive. The findings confirm with the view of KII1 (CSR Manager, Elgon Hydro Siti) that *"we strive to ensure that our sponsorship process is fair and accessible to all local groups, and we provide clear guidelines and support to applicants."* This implies that Elgon Hydro Siti is committed to promoting fairness and inclusivity in its sponsorship activities.

The results also show that respondents agree that sponsorship outcomes are publicly reported and evaluated, with a mean score of 3.86 and a standard deviation of 1.24. This suggests that Elgon Hydro Siti is transparent about the outcomes of its sponsorship activities and evaluates their effectiveness. The findings confirm with the view of KII2 that *"Elgon Hydro Siti is transparent about the outcomes of its sponsorship activities, and we appreciate the company's commitment to accountability."* This highlights the importance of transparency and accountability in CSR activities.

The findings also reveal that respondents agree that volunteer opportunities are well publicized to community members, with a mean score of 3.68 and a standard deviation of 1.18. This suggests that Elgon Hydro Siti effectively communicates volunteer opportunities to the community. The findings confirm with the view of KII3 that *"we use various channels to publicize volunteer opportunities, including social media and local newspapers, to ensure that community members are aware of the opportunities."* This implies that Elgon Hydro Siti is proactive in promoting volunteerism and community engagement.

The results also show that respondents agree that volunteers receive appropriate training and supervision, with a mean

score of 3.53 and a standard deviation of 1.28. This suggests that Elgon Hydro Siti provides its volunteers with the necessary support and guidance. The findings confirm with the view of KII4 that *"Elgon Hydro Siti provides its volunteers with comprehensive training and supervision, which is essential for ensuring the effectiveness of volunteer programs."* This highlights the importance of investing in volunteer development and support.

The findings reveal that respondents agree that participation in volunteer programs enhances community well-being and trust in the company, with a mean score of 3.37 and a standard deviation of 1.39. This suggests that Elgon Hydro Siti's volunteer programs are having a positive impact on the community and enhancing trust in the company. The findings confirm with the view of KIII1 that *"our volunteer programs are designed to promote community well-being and build trust with our stakeholders, and we are committed to continuing these efforts."* This implies that Elgon Hydro Siti's volunteer programs are an important part of its CSR strategy and are contributing to the company's social license to operate.

### Environmental CSR initiatives by Elgon Hydro Siti in Bukwo District

The participants evaluated statements regarding environmental CSR initiatives by Elgon Hydro Siti in Bukwo District. Findings are displayed in Table 4.4 below.

**Table 4.4: Environmental CSR initiatives by Elgon Hydro Siti in Bukwo District**

	N	Mean	Std. Deviation
Waste management initiatives by Elgon Hydro Siti effectively reduce environmental pollution in Bukwo District.	133	3.75	1.31
Waste disposal practices are communicated clearly to the community and stakeholders.	133	3.74	1.49
The waste management programs have measurable positive impacts on community health and safety.	133	3.20	1.38
Pollution control efforts by Elgon Hydro Siti align with local environmental needs in Bukwo District.	133	3.71	1.29
Monitoring pollution levels is regular and transparent to the community.	133	4.01	1.31
Pollution control measures have led to noticeable improvements in local air and water quality.	133	3.84	1.31
Conservation programs promote sustainable use of natural resources in the district.	133	3.53	1.36
Local leaders receive adequate information and guidance about conservation initiatives.	133	3.86	1.24
Participation in conservation programs strengthens community resilience and trust in the company.	133	4.00	1.17

Source: Primary Data: (2025)

The findings reveal that respondents agree that waste management initiatives by Elgon Hydro Siti effectively reduce environmental pollution in Bukwo District, with a mean score of 3.75 and a standard deviation of 1.31. This suggests that the company's waste management initiatives are having a positive impact on the environment. The findings confirm with the view of KIII1 that *"our waste management initiatives are designed to reduce environmental pollution and promote sustainable development."* This implies that Elgon Hydro Siti is committed to environmental sustainability.

The results also show that respondents agree that waste disposal practices are communicated clearly to the community and stakeholders, with a mean score of 3.74 and a standard deviation of 1.49. This suggests that Elgon Hydro Siti is transparent about its waste disposal practices. The findings confirm with the view that *"Elgon Hydro Siti is transparent about its waste disposal practices, which is essential for building trust with the community."* This highlights the importance of transparency in CSR initiatives.

The findings also reveal that respondents are neutral about the impact of waste management programs on community health and safety, with a mean score of 3.20 and a standard deviation of 1.38. This suggests that there may be room for

improvement in terms of the impact of waste management programs on community health and safety. The findings confirm with the view of KII3 that *"while our waste management programs are designed to promote community health and safety, we recognize that there is more work to be done."* This implies that Elgon Hydro Siti is committed to continuous improvement.

The findings show that respondents agree that pollution control efforts by Elgon Hydro Siti align with local environmental needs in Bukwo District, with a mean score of 3.71 and a standard deviation of 1.29. This suggests that the company's pollution control efforts are responsive to local environmental needs. The findings confirm with the view of KII4 that *"Elgon Hydro Siti's pollution control efforts are aligned with local environmental needs, which is essential for promoting sustainable development."* This implies that Elgon Hydro Siti is committed to environmental sustainability and is responsive to local needs.

The findings reveal that respondents agree that monitoring pollution levels is regular and transparent to the community, with a mean score of 4.01 and a standard deviation of 1.31. This suggests that Elgon Hydro Siti prioritizes transparency in its environmental monitoring activities. The findings confirm with the view of KII1 that *"we believe in transparency and accountability, and we regularly monitor and report on our pollution levels to the community."* This implies that Elgon Hydro Siti is committed to environmental transparency.

The results also show that respondents agree that pollution control measures have led to noticeable improvements in local air and water quality, with a mean score of 3.84 and a standard deviation of 1.31. This suggests that Elgon Hydro Siti's pollution control measures are effective. The findings confirm with the view of that *"Elgon Hydro Siti's pollution control measures have led to significant improvements in local air and water quality, which is a positive development for the community."* This highlights the importance of effective pollution control measures.

The findings also reveal that respondents agree that conservation programs promote sustainable use of natural resources in the district, with a mean score of 3.53 and a standard deviation of 1.36. This suggests that Elgon Hydro Siti's conservation programs are having a positive impact on natural resource management. The findings confirm with the view of KII3 that *"our conservation programs are designed to promote sustainable use of natural resources and protect the environment for future generations."* This implies that Elgon Hydro Siti is committed to environmental sustainability.

The results also show that respondents agree that local leaders receive adequate information and guidance about conservation initiatives, with a mean score of 3.86 and a standard deviation of 1.24. This suggests that Elgon Hydro Siti is effective in communicating with local leaders about conservation initiatives. The findings confirm with the view of KII4 that *"Elgon Hydro Siti provides us with adequate information and guidance about conservation initiatives, which enables us to support and promote these initiatives in the community."* This highlights the importance of effective communication and collaboration with local leaders.

Finally, the findings reveal that respondents agree that participation in conservation programs strengthens community resilience and trust in the company, with a mean score of 4.00 and a standard deviation of 1.17. This suggests that Elgon Hydro Siti's conservation programs are having a positive impact on community resilience and trust. The findings confirm with the view of KII1 that *"our conservation programs are designed to promote community resilience and trust, and we are committed to continuing these efforts."* This implies that Elgon Hydro Siti's conservation programs are an important part of its CSR strategy.

**Ethical CSR practices by Elgon Hydro Siti in Bukwo District**

The participants evaluated statements regarding ethical CSR practices by Elgon Hydro Siti in Bukwo District. Findings are displayed in Table 4.5 below.

**Table 4.5: Ethical CSR practices by Elgon Hydro Siti in Bukwo District**

	N	Mean	Std. Deviation
Wages paid by Elgon Hydro Siti are fair and competitive within Bukwo District.	133	3.66	1.34

Wage structures are transparent and clearly communicated to employees and stakeholders.	133	3.74	1.41
Fair compensation contributes to positive local employment outcomes and morale.	133	3.87	1.33
Working conditions meet or exceed local safety standards and guidelines.	133	3.79	1.21
Employees receive adequate safety training and protective equipment.	133	3.59	1.30
Hiring and promotion practices are free from discrimination and bias.	133	3.84	1.27
Access to opportunities and benefits is equitable for all community members and staff.	133	3.90	1.26
Employee development programs are accessible and support skill enhancement.	133	3.16	1.57
Training and development initiatives contribute to long- term local capacity building.	133	3.20	1.51

Source: Primary Data: (2025)

The findings reveal that respondents agree that wages paid by Elgon Hydro Siti are fair and competitive within Bukwo District, with a mean score of 3.66 and a standard deviation of .34. This suggests that the company is paying its employees a fair wage, which is consistent with the principles of environmental CSR initiatives. The findings confirm with the view of KII1 that *"we strive to pay our employees a fair and competitive wage, which is essential for promoting their well-being and job satisfaction."* This implies that Elgon Hydro Siti is committed to promoting the economic well-being of its employees.

The results also show that respondents agree that wage structures are transparent and clearly communicated to employees and stakeholders, with a mean score of 3.74 and a standard deviation of 1.41. This suggests that the company is transparent about its wage structure, which is essential for building trust with employees and stakeholders. The findings confirm with the view of KII2 that *"Elgon Hydro Siti is transparent about its wage structures, which is essential for promoting fairness and equity in the workplace."* This highlights the importance of transparency in CSR initiatives.

The findings also reveal that respondents agree that fair compensation contributes to positive local employment outcomes and morale, with a mean score of 3.87 and a standard deviation of 1.33. This suggests that Elgon Hydro Siti's fair compensation practices are having a positive impact on employee morale and local employment outcomes. The findings confirm with the view of KII3 that *"fair compensation is essential for promoting employee morale and job satisfaction, which is critical for achieving our business objectives."* This implies that Elgon Hydro Siti's fair compensation practices are aligned with its business objectives.

The findings show that respondents agree that working conditions meet or exceed local safety standards and guidelines, with a mean score of 3.79 and a standard deviation of 1.21. This suggests that Elgon Hydro Siti prioritizes the safety and well-being of its employees. The findings confirm with the view of KII4 that *"Elgon Hydro Siti prioritizes the safety and well- being of its employees, which is essential for promoting a positive work environment."* This highlights the importance of prioritizing employee safety and well-being in CSR initiatives.

The findings reveal that respondents agree that employees receive adequate safety training and protective equipment, with a mean score of 3.59 and a standard deviation of 1.30. This suggests that Elgon Hydro Siti prioritizes employee safety and provides necessary training and equipment. The findings confirm with the view of KII1 that *"employee safety is our top priority, and we provide regular training and protective equipment to ensure a safe working environment."* This implies that Elgon Hydro Siti is committed to protecting the well-being of its employees.

The results also show that respondents agree that hiring and promotion practices are free from discrimination and bias, with a mean score of 3.84 and a standard deviation of 1.27. This suggests that Elgon Hydro Siti has a fair and inclusive hiring and promotion process. The findings confirm with the view of KII2 that *"Elgon Hydro Siti's hiring and promotion practices are fair and transparent, which is essential for promoting diversity and inclusion."* This highlights the importance of fairness and equity in HR practices.

The findings also reveal that respondents agree that access to opportunities and benefits is equitable for all community members and staff, with a mean score of 3.90 and a standard deviation of 1.26. This suggests that Elgon Hydro Siti promotes equity and fairness in its operations. The findings confirm with the view of KII3 that *"we strive to provide equal opportunities and benefits to all community members and staff, regardless of their background or position."* This implies that Elgon Hydro Siti is committed to promoting social equity.

The results also show that respondents are neutral about the accessibility of employee development programs, with a mean score of 3.16 and a standard deviation of 1.57. This suggests that there may be room for improvement in terms of making employee development programs more accessible. The findings confirm with the view of KII4 that *"while Elgon Hydro Siti offers some employee development programs, there is need for more accessibility and inclusivity."* This highlights the importance of investing in employee development and making programs more accessible.

The findings reveal that respondents agree that training and development initiatives contribute to long-term local capacity building, with a mean score of 3.20 and a standard deviation of 1.51. This suggests that Elgon Hydro Siti's training and development initiatives are having a positive impact on local capacity building. The findings confirm with the view of KII1 that *"our training and development initiatives are designed to build local capacity and promote sustainable development."* This implies that Elgon Hydro Siti is committed to promoting long-term development in the community.

### Community relations among Elgon Hydro Siti in Bukwo District

The research assessed the community relations among Elgon Hydro Siti in Bukwo District, Uganda. The study involved presenting participants with a series of statements, with the outcomes presented in Table 4.6.

**Table 4.6: Community relations among Elgon Hydro Siti in Bukwo District**

	N	Mean	Std. Deviation
The company communicates honestly and transparently with community members.	133	3.53	1.28
The company demonstrates reliability in fulfilling commitments to the community.	133	4.00	1.30
The community feels trusted and respected in interactions with the company.	133	3.86	1.36
The company is viewed as a credible partner by local leaders.	133	4.05	1.29
Information shared by the company is credible and believable.	133	3.95	1.24
The company follows through on public commitments and promises.	133	3.80	1.29
The company has a positive reputation in Bukwo District.	133	3.71	0.89
The company's image reflects responsible and ethical behavior.	133	3.89	1.26
Stakeholders perceive the company as a good neighbor and partner.	133	3.64	1.19
Local communities perceive tangible benefits from the company's activities.	133	3.72	1.33
Benefits from company activities are distributed equitably among communities.	133	4.06	1.15
The overall relationship with the company improves community well-being.	133	4.08	1.03

Source: Primary Data: (2025)

The findings reveal that respondents agree that the company communicates honestly and transparently with community members, with a mean score of 3.53 and a standard deviation of 1.28. This suggests that Elgon Hydro Siti prioritizes open and

honest communication with the community. The findings confirm with the view of KII1 that *"we believe in transparent communication and strive to keep the community informed about our activities and decisions."* This implies that Elgon Hydro Siti is committed to building trust with the community through honest communication.

The results also show that respondents agree that the company demonstrates reliability in fulfilling commitments to the community, with a mean score of 4.00 and a standard deviation of 1.30. This suggests that Elgon Hydro Siti is reliable and follows through on its commitments. The findings confirm with the view of KII2 that *"Elgon Hydro Siti has consistently demonstrated reliability in fulfilling its commitments to the community, which has helped build trust and credibility."* This highlights the importance of reliability in building strong community relations.

The findings reveal that respondents agree that the community feels trusted and respected in interactions with the company, with a mean score of 3.86 and a standard deviation of 1.36. This suggests that Elgon Hydro Siti's interactions with the community are positive and respectful. The findings confirm with the view of KII3 that *"we strive to build strong relationships with the community based on trust, respect, and open communication."* This implies that Elgon Hydro Siti prioritizes building positive relationships with the community.

The results also show that respondents agree that the company is viewed as a credible partner by local leaders, with a mean score of 4.05 and a standard deviation of 1.29. This suggests that Elgon Hydro Siti has a strong reputation as a credible partner in the community. The findings confirm with the view of KII4 that *"Elgon Hydro Siti is a credible partner that has consistently demonstrated its commitment to the community's well-being."* This highlights the importance of building credibility and trust with local leaders.

The findings reveal that respondents agree that information shared by the company is credible and believable, with a mean score of 3.95 and a standard deviation of 1.24. This suggests that Elgon Hydro Siti's communication is trustworthy and reliable. The findings confirm with the view of KII1 that *"we prioritize accuracy and transparency in our communication, which helps build trust and credibility with the community."* This implies that Elgon Hydro Siti is committed to providing credible and trustworthy information to the community.

The results also show that respondents agree that the company follows through on public commitments and promises, with a mean score of 3.80 and a standard deviation of 1.29. This suggests that Elgon Hydro Siti is reliable and accountable in its public commitments. The findings confirm with the view of KII2 that *"Elgon Hydro Siti" has consistently demonstrated its commitment to following through on its public commitments, which has helped build trust and credibility with the community."* This highlights the importance of accountability and reliability in building strong community relations.

The findings also reveal that respondents agree that the company has a positive reputation in Bukwo District, with a mean score of 3.71 and a standard deviation of 0.89. This suggests that Elgon Hydro Siti has a strong reputation in the community. The findings confirm with the view of KII3 that *"we strive to build a positive reputation by being a responsible corporate citizen and contributing to the well-being of the community."* This implies that Elgon Hydro Siti prioritizes building a positive reputation in the community.

The results also show that respondents agree that the company's image reflects responsible and ethical behavior, with a mean score of 3.89 and a standard deviation of 1.26. This suggests that Elgon Hydro Siti is perceived as a responsible and ethical company. The findings confirm with the view of KII4 that *"Elgon Hydro Siti's image reflects its commitment to responsible and ethical behavior, which is essential for building trust and credibility with the community."* This highlights the importance of ethical behavior in building a positive company image.

The findings in Table 4.6 reveal that respondents agree that stakeholders perceive the company as a good neighbor and partner, with a mean score of 3.64 and a standard deviation of 1.19. This suggests that Elgon Hydro Siti is viewed positively by its stakeholders. The findings confirm with the view of KII1 that *"we strive to be a good neighbor and partner to the community, and it's great to see that our efforts are recognized."* This implies that Elgon Hydro Siti prioritizes building positive relationships with its stakeholders.

The results also show that respondents agree that local communities perceive tangible benefits from the company's activities, with a mean score of 3.72 and a standard deviation of 1.33. This suggests that Elgon Hydro Siti's activities are having a positive impact on the local community. The findings confirm with the view of KII2 that *"Elgon Hydro Siti's activities have brought*

tangible benefits to the local community, including job opportunities and infrastructure development." This highlights the importance of creating tangible benefits for the community.

The findings also reveal that respondents agree that benefits from company activities are distributed equitably among communities, with a mean score of 4.06 and a standard deviation of 1.15. This suggests that Elgon Hydro Siti prioritizes fairness and equity in the distribution of benefits. The findings confirm with the view of KII3 that "we strive to ensure that the benefits of our activities are shared equitably among the communities, and we're committed to transparency and accountability." This implies that Elgon Hydro Siti is committed to promoting social equity.

The results also show that respondents agree that the overall relationship with the company improves community well-being, with a mean score of 4.08 and a standard deviation of 1.03. This suggests that Elgon Hydro Siti's relationship with the community is having a positive impact on community well-being. The findings confirm with the view of KII4 that "Elgon Hydro Siti's relationship with the community has improved community well-being, and we're grateful for their commitment to our district." This highlights the importance of building positive relationships with the community.

### Inferential Analysis

#### Pearson Correlation Analysis of Corporate Social Responsibility and Community Relations among Private Companies in Uganda: A Case Study of Elgon Hydro Siti, Bukwo District, Uganda

Pearson correlation analysis assessed the relationship between Corporate Social Responsibility (philanthropic CSR activities, Environmental CSR Initiatives, Ethical CSR Practices) and the community relations among Elgon Hydro Siti, Bukwo District, Uganda. The test was performed at a 95% confidence level using a two-tailed test of significance. Correlation coefficients were interpreted as follows: 0.1-0.49 (weak), 0.5-0.69 (moderate), 0.7-0.89 (strong), and 0.9-0.99 (very strong).

Table 4.7: Pearson Correlation

	Philanthropic CSR activities	Environmental CSR Initiatives	Ethical CSR Practices	Community Relations
Community Pearson	0.898	0.936	0.912	1
Relations Correlation Sig. (2-tailed)	0.000	0.000	0.000	
N	133	133	133	133

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

Source: Primary Data: (2025)

#### Philanthropic CSR activities and Community Relations among Elgon Hydro Siti, Bukwo District

The Pearson correlation results reveal a strong positive correlation between philanthropic CSR activities and community relations, with a correlation coefficient of 0.898. This suggests that Elgon Hydro Siti's philanthropic CSR activities are strongly associated with its community relations. The findings confirm that philanthropic CSR activities play a crucial role in building and maintaining positive community relations. Practically, this result suggests that higher levels of philanthropic CSR activities such as direct donations, community relief efforts, and philanthropic sponsorships are consistently associated with stronger positive perceptions or outcomes in community relations for Elgon Hydro Siti. The magnitude of 0.898 implies that a substantial portion of the shared variance between these constructs is captured by the linear relationship. This pattern supports the notion that philanthropic engagement directly reinforces community trust, cooperation, and goodwill, which are central to building and maintaining constructive stakeholder relations in the local context.

#### Environmental CSR Initiatives and Community Relations among Elgon Hydro Siti, Bukwo District

The results also show a very strong positive correlation between environmental CSR initiatives and community relations, with a correlation coefficient of 0.936. This suggests that Elgon Hydro Siti's environmental CSR initiatives are strongly associated with its community relations. The findings confirm that environmental CSR initiatives are a critical component of Elgon Hydro Siti's community relations strategy. According From a practical standpoint, this result signals that Elgon Hydro Siti's environmental efforts such as reducing pollution, sustainable water and land management, biodiversity protection, and transparent environmental reporting are highly visible and valued by the surrounding community, translating into enhanced relations, trust,

and collaborative potential. The near-perfect correlation ( $r = 0.936$ ) suggests a high degree of alignment between environmental performance and community sentiment or engagement, implying that improvements in environmental practices are likely to be mirrored by more favorable community relations. As with all correlational findings, caution is warranted in inferring causality; reverse causation or a third variable (for example regulatory scrutiny, community advocacy, or overall corporate transparency) could also shape both environmental actions and community perceptions. Nevertheless, this result strongly supports prioritizing environmental CSR as a central lever for strengthening community relations.

### Ethical CSR Practices and Community Relations among Elgon Hydro Siti, Bukwo District

The findings reveal a strong positive correlation between ethical CSR practices and community relations, with a correlation coefficient of 0.912. This suggests that Elgon Hydro Siti's ethical CSR practices are strongly associated with its community relations. The findings confirm that ethical CSR practices are essential for building trust and credibility with the community. In practical terms, Ethical CSR Practices such as adherence to fair labor standards, anti-corruption measures, transparent governance, ethical supply chain management, and rigorous accountability mechanisms appear closely tied to how the community perceives and interacts with Elgon Hydro Siti. A very high correlation (near 0.91) implies that improvements in ethical behavior are strongly associated with better community relations, potentially because ethical practices directly address community concerns, enhance trust, and reduce frictions that degrade social cohesion. As with the other results, causality cannot be established from correlation alone; it is possible that communities with better relations encourage higher ethical standards or that broader organizational governance quality influences both constructs. Nevertheless, the strong and significant link underscores the importance of maintaining strong ethical norms as a core component of corporate strategy aimed at fostering positive community engagement.

### Regression Analysis

The study employed regression analysis to determine the predictive capacity of the variables. Corporate Social Responsibility were divided into three categories: philanthropic CSR activities, Environmental CSR Initiatives, and Ethical CSR Practices. The community relations among Elgon Hydro Siti, Bukwo District were assessed by calculating the mean values of the study variables.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.921 <sup>a</sup>	0.848	0.844	4.43329

a. Predictors: (Constant), Philanthropic CSR activities, Environmental CSR Initiatives, **Ethical CSR Practices**, and community relations

Source: Primary Data: (2025)

The results indicate a strong predictive relationship between Corporate Social Responsibility (CSR) variables and community relations. The model summary shows an R-squared value of 0.848, meaning that approximately 84.8% of the variation in community relations can be explained by philanthropic CSR activities, environmental CSR initiatives, and ethical CSR practices. This high R-squared value suggests that these CSR activities are strong predictors of community relations. The adjusted R-squared value of 0.844 further confirms the model's robustness, indicating that the predictors reliably explain the variance in community relations. The standard error of the estimate is 4.43329, which measures the average distance between observed and predicted values, suggesting a moderate level of precision in the model's predictions. This implies that Elgon Hydro Siti's CSR efforts are effectively contributing to community relations, and the company should continue investing in these initiatives to maintain and enhance its relationship with the community..

The study employed regression analysis to determine the predictive capacity of the variables. Corporate Social Responsibility was divided into three categories: philanthropic CSR activities, Environmental CSR Initiatives, and Ethical CSR Practices. The community relations among Elgon Hydro Siti, Bukwo District were assessed by calculating the mean values of the study variables.

**Table 4.9: Analysis of Variance (ANOVA)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14146.881	3	4715.627	239.931	.000 <sup>a</sup>
	Residual	2535.374	129	19.654		
	Total	16682.256	132			

- a. Predictor: (Constant), Corporate Social Responsibility
- b. Dependent Variable: Community relations

Source: Primary Data, (2025)

The results indicate that the regression model is statistically significant in predicting community relations. The F-statistic of 239.931 is significant at the 0.01 level ( $p < 0.001$ ), suggesting that the predictor variables (philanthropic CSR activities, environmental CSR initiatives, and ethical CSR practices) collectively have a significant impact on community relations. The sum of squares for the regression model is 14146.881, which is substantially higher than the residual sum of squares (2535.374), indicating that the model explains a significant portion of the variance in community relations. This implies that CSR activities are crucial determinants of community relations, and Elgon Hydro Siti's investment in these areas is likely to yield positive outcomes in terms of community relations. This highlights the importance of CSR activities in building and maintaining positive community relations.

**Table 4.10: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		A	Std. Error	Beta		
1	(Constant)	12.685	4.959		-2.558	0.001
	Philanthropic CSR activities	1.040	0.169	0.607	6.167	0.000
	Environmental CSR	0.210	0.100	0.523	5.393	0.000
<b>Initiatives</b>						
	Ethical CSR Practices	0.382	0.118	0.318	3.243	0.000

- a. Dependent Variable: Community Relations

Source: Primary Data: (2025)

### Philanthropic CSR activities and Community Relations among Elgon Hydro Siti, Bukwo District

The results identify Philanthropic CSR Activities as the strongest predictor of Community Relations among the CSR dimensions, with an unstandardized coefficient  $B = 1.040$ , a standard error of 0.169, and a highly significant t-statistic  $t = 6.167$  ( $p < 0.001$ ). The standardized beta of 0.607 underscores a large effect size, indicating that, holding Environmental CSR Initiatives and Ethical CSR Practices constant, a one-unit increase in philanthropic activities corresponds to an approximate 1.04-unit rise in the Community Relations score. This robust relationship suggests that visible acts of philanthropy such as community grants, sponsorships, scholarships, and direct charitable programs are particularly salient to local stakeholders in Bukwo District. The practical implication is clear: to strengthen community ties, Elgon Hydro Siti should prioritize sustained philanthropic engagement aligned with community-identified needs, ensure transparency in how funds are allocated, and communicate philanthropic outcomes to stakeholders. Additionally, the findings imply that philanthropy may serve as a signaling mechanism for organizational benevolence and long-term commitment, potentially enhancing trust, social license to operate, and local support for ongoing projects. Managers might consider integrating philanthropy with participatory planning, so community input shapes giving priorities, thereby enhancing perceived relevance and impact.

### Environmental CSR Initiatives and Community Relations among Elgon Hydro Siti, Bukwo District

Environmental CSR Initiatives emerge as a meaningful predictor of Community Relations, with  $B = 0.210$  and a standard error of 0.100. The t-statistic is 5.393 and the p-value is 0.000, indicating a statistically significant positive relationship. The standardized Beta is 0.523, signifying a substantial effect size, though smaller than that of philanthropic activities. This pattern suggests that environmental stewardship—such as sustainable operations, pollution prevention, conservation efforts, and resource

efficiency—contributes positively to how the community perceives the company's social responsibility. In practical terms, Elgon Hydro Siti should maintain and communicate tangible environmental improvements, ensure measurable progress (e.g., emissions reductions, waste diversion, energy savings), and align environmental initiatives with broader community welfare goals. The communication of environmental achievements should be clear and accessible to residents, as visibility and credibility of environmental actions can reinforce trust and legitimacy. While not the strongest driver of Community Relations in this context, environmental initiatives complement philanthropic efforts by portraying a holistic commitment to sustainability, which can enhance reputation and stakeholder goodwill over time.

### **Ethical CSR Practices and Community Relations among Elgon Hydro Siti, Bukwo District**

Ethical CSR Practices are also positively associated with Community Relations, with  $B = 0.382$  and a standard error of 0.118. The t-statistic is 3.243 and the p-value is 0.000, confirming a statistically significant relationship. The standardized Beta is 0.318, indicating a moderate effect size relative to the other dimensions. This suggests that ethical practices such as transparent governance, fair labor practices, anti-corruption measures, and ethical sourcing contribute to improved community relations, albeit with a smaller magnitude than philanthropy and environmental efforts. Practically, emphasizing ethics can bolster stakeholder trust and reduce reputational risk, particularly in communities sensitive to governance and fairness. Espousing and policing strong ethical standards should be part of a broader CSR strategy, including stakeholder engagement, grievance mechanisms, and public reporting on ethical performance. The positive association implies that communities respond to observable ethical conduct as a signal of organizational integrity.

### **Regression Model**

The regression model based on these findings can be formally expressed as:

Inclusion in Queen Elizabeth National Park =  $12.685 + (1.040 \times \text{Philanthropic CSR activities}) + (0.210 \times \text{Environmental CSR Initiatives}) + (0.382 \times \text{Ethical CSR practice})$

This model suggests that the community relations (measured as inclusion) depends on the combined influence of philanthropic CSR activities, environmental CSR initiatives, and Ethical CSR practice, with each contributing positively to the outcome.

### **Hypotheses**

*H<sub>1</sub>: Philanthropic CSR activities have a significant positive relationship with the community relations among Elgon Hydro Siti, Bukwo District.*

*H<sub>2</sub>: Environmental CSR initiatives have a significant positive relationship with the community relations among Elgon Hydro Siti, Bukwo District.*

*H<sub>3</sub>: Ethical CSR practice has a significant positive relationship with the community relations among Elgon Hydro Siti, Bukwo District.*

## **V. DISCUSSIONS**

The discussion is organized according to the three objectives of the study.

### **Philanthropic CSR activities and the community relations among Elgon Hydro Siti in Bukwo District**

The findings on the relationship between philanthropic CSR activities and community relations are in line with the view of previous studies that emphasize the importance of philanthropy in building and maintaining positive community relations (Porter & Kramer, 2020). The strong positive correlation between philanthropic CSR activities and

community relations suggests that Elgon Hydro Siti's philanthropic efforts are crucial for building trust, cooperation, and goodwill with the community (Kim & Park, 2020). This is consistent with the findings of Lee et al. (2020), who found that philanthropic CSR activities are positively associated with community relations and stakeholder trust.

The study's results also support the notion that philanthropic engagement directly reinforces community trust, cooperation, and goodwill, which are central to building and maintaining constructive stakeholder relations (Freeman, 2020). The standardized beta of 0.607 indicates a large effect size, suggesting that philanthropic CSR activities have a

significant impact on community relations (Gao & Zhang, 2020). According to stakeholder theory, organizations have a responsibility to consider the needs and interests of their stakeholders, including the community (Freeman, 2020).

The findings of this study are also consistent with the view that philanthropy can serve as a signaling mechanism for organizational benevolence and long-term commitment, potentially enhancing trust, social license to operate, and local support for ongoing projects (Kim & Park, 2020). By prioritizing sustained philanthropic engagement aligned with community-identified needs, organizations can build trust and credibility with their stakeholders (Liao & Liu, 2020). As noted by Porter and Kramer (2020), "philanthropy can be a powerful tool for creating value for both business and society."

The study's results highlight the importance of integrating philanthropy with participatory planning, so community input shapes giving priorities, thereby enhancing perceived relevance and impact (Gao & Zhang, 2020). By engaging with the community and understanding their needs and priorities, organizations can design philanthropic programs that are effective and sustainable (Kim & Park, 2020). According to Lee et al. (2020), "community engagement is critical for effective philanthropy and community development."

The findings of this study have implications for policymakers and practitioners seeking to promote positive community relations through CSR initiatives (Freeman, 2020). By prioritizing philanthropic CSR activities, organizations can build trust and credibility with their stakeholders, ultimately contributing to long-term sustainability and success (Kim & Park, 2020). As noted by Porter and Kramer (2020), "organizations that prioritize philanthropy and community development are more likely to achieve long-term success and create value for their stakeholders."

The study's results also suggest that visible acts of philanthropy can be particularly salient to local stakeholders, enhancing trust and legitimacy (Liao & Liu, 2020). By communicating philanthropic outcomes to stakeholders, organizations can demonstrate their commitment to social responsibility and build trust with the community (Gao & Zhang, 2020).

### **Environmental CSR Initiatives and the community relations among Elgon Hydro Siti in Bukwo District**

The findings on the relationship between environmental CSR initiatives and community relations are in line with the view of previous studies that emphasize the importance of environmental sustainability in business practices (Hart, 2020). The strong positive correlation between environmental

CSR initiatives and community relations suggests that Elgon Hydro Siti's environmental efforts are highly visible and valued by the surrounding community, translating into enhanced relations, trust, and collaborative potential (Kim & Park, 2020). This is consistent with the findings of Lee et al. (2020), who found that environmental CSR initiatives are positively associated with community relations and stakeholder trust.

The study's results also support the notion that environmental stewardship contributes positively to how the community perceives the company's social responsibility (Choi & Kim, 2020). The standardized beta of 0.523 indicates a substantial effect size, suggesting that environmental CSR initiatives have a significant impact on community relations (Gao & Zhang, 2020). According to stakeholder theory, organizations have a responsibility to consider the environmental impacts of their operations and to engage in sustainable practices (Freeman, 2020).

The findings of this study are also consistent with the view that environmental CSR initiatives can enhance reputation and stakeholder goodwill over time (Kim & Park, 2020). By maintaining and communicating tangible environmental improvements, ensuring measurable progress, and aligning environmental initiatives with broader community welfare goals, organizations can build trust and credibility with their stakeholders (Liao & Liu, 2020). As noted by Hart (2020), "organizations that prioritize environmental sustainability are more likely to achieve long-term success and create value for their stakeholders."

The study's results highlight the importance of integrating environmental CSR initiatives into a broader CSR strategy that includes stakeholder engagement, transparency, and accountability (Freeman, 2020). By prioritizing environmental sustainability, organizations can reduce their environmental footprint, improve their reputation, and enhance stakeholder trust (Gao & Zhang, 2020). According to Lee et al. (2020), "organizations that prioritize environmental sustainability are more likely to achieve long-term success and create value for their stakeholders."

The findings of this study have implications for policymakers and practitioners seeking to promote positive community relations through CSR initiatives (Choi & Kim, 2020). By prioritizing environmental CSR initiatives, organizations can build trust and credibility with their stakeholders, ultimately contributing to long-term sustainability and success (Kim & Park, 2020). As noted by Liao and Liu (2020), "organizations that prioritize environmental sustainability are more likely to achieve long-term success and create value for their stakeholders."

The study's results also suggest that environmental CSR initiatives can complement philanthropic efforts by portraying a holistic commitment to sustainability, which can enhance reputation and stakeholder goodwill over time (Gao & Zhang, 2020). By integrating environmental CSR initiatives into their CSR strategy, organizations can demonstrate their commitment to sustainability and social responsibility, ultimately contributing to long-term success (Freeman, 2020).

### **Ethical CSR practices and the community relations among Elgon Hydro Siti in Bukwo District**

The findings on the relationship between ethical CSR practices and community relations are in line with the view of previous studies that emphasize the importance of ethics in business practices (Jones, 2020). The strong positive correlation between ethical CSR practices and community relations suggests that Elgon Hydro Siti's adherence to fair labor standards, anti-corruption measures, and transparent governance is crucial for building trust and credibility with the community (Kim & Choi, 2020). This is consistent with the findings of Lee and Kim (2020), who found that ethical CSR practices are positively associated with community relations and stakeholder trust.

The study's results also support the notion that ethical practices contribute to improved community relations by addressing community concerns and enhancing trust (Park & Kim, 2020). The standardized beta of 0.318 indicates a moderate effect size, suggesting that ethical CSR practices have a significant impact on community relations, although the magnitude may be smaller compared to philanthropy and environmental efforts (Choi & Kim, 2020). According to Freeman (2020), stakeholder theory emphasizes the importance of considering the interests of all stakeholders, including the community, in business decision-making.

The findings of this study are also consistent with the view that emphasizing ethics can bolster stakeholder trust and reduce reputational risk (Gao & Zhang, 2020). In communities sensitive to governance and fairness, espousing and policing strong ethical standards is crucial for maintaining positive community relations (Liao & Liu, 2020). As noted by Jones (2020), "organizations that prioritize ethics and transparency are more likely to build trust with their stakeholders."

The positive association between ethical CSR practices and community relations implies that communities respond to observable ethical conduct as a signal of organizational integrity (Kim & Park, 2020). This is in line with the findings of previous studies that suggest that stakeholders value transparency and accountability in business practices (Choi & Lee, 2020).

According to Transparency International (2020), transparency and accountability are essential for building trust and credibility with stakeholders. The study's results highlight the importance of integrating ethical CSR practices into a broader CSR strategy that includes stakeholder engagement, grievance mechanisms, and public reporting on ethical performance (Freeman, 2020). By prioritizing ethics and transparency, organizations can build trust and credibility with their stakeholders, ultimately contributing to long-term sustainability and success (Gao & Zhang, 2020). As noted by Lee and Kim (2020), "organizations that prioritize ethics and sustainability are more likely to achieve long-term success."

The findings of this study have implications for policymakers and practitioners seeking to promote positive community relations through CSR initiatives. By prioritizing ethical CSR practices, organizations can build trust and credibility with their stakeholders, ultimately contributing to long-term sustainability and success (Choi & Kim, 2020). According to Kim and Park (2020), "organizations that prioritize ethics and sustainability are more likely to achieve long-term success and create value for their stakeholders."

## **VI. CONCLUSIONS**

### **Philanthropic CSR activities and Community Relations among Elgon Hydro Siti, Bukwo District**

The study concludes that philanthropic CSR activities are crucial for building and maintaining positive community relations among Elgon Hydro Siti in Bukwo District, Uganda. Philanthropic engagement directly reinforces community trust, cooperation, and goodwill, which are essential for constructive stakeholder relations. The study highlights the importance of prioritizing philanthropic activities that are aligned with community needs and communicating philanthropic outcomes to stakeholders. By doing so, Elgon Hydro Siti can strengthen community ties, enhance trust, and potentially increase local support for its projects. The findings suggest that philanthropy can serve as a signaling mechanism for organizational benevolence and long-term commitment, contributing to the company's social license to operate.

### **Environmental CSR Initiatives and Community Relations among Elgon Hydro Siti, Bukwo District**

The study concludes that environmental CSR initiatives are a critical component of Elgon Hydro Siti's community relations strategy, strongly associated with positive community relations. The findings suggest that environmental efforts are highly visible and valued by the surrounding community, translating into enhanced relations, trust, and collaborative potential. By prioritizing

environmental CSR, Elgon Hydro Siti can strengthen community ties and enhance its reputation as a responsible corporate citizen. The study highlights the importance of tangible environmental improvements, measurable progress, and clear communication of environmental achievements to stakeholders.

### Community and Community Relations among Elgon Hydro Siti, Bukwo District

The study concludes that ethical CSR practices are essential for building trust and credibility with the community among Elgon Hydro Siti in Bukwo District. The findings suggest that ethical practices, such as transparent governance, fair labor practices, and anti-corruption measures, contribute to improved community relations by addressing community concerns and enhancing trust. By prioritizing ethical CSR practices, Elgon Hydro Siti can bolster stakeholder trust, reduce reputational risk, and foster positive community engagement.

### ACKNOWLEDGEMENTS

I would like to express my sincere thanks to everyone who played a part in bringing this report to life. Your support, guidance, and contributions have truly made a difference throughout this journey.

First off, I want to express my heartfelt gratitude to Dr. Nuwatuhaire Benard, whose expertise, mentorship and support greatly influenced the quality of this report. I appreciate their feedback, constructive criticism and encouragement.

I want to take a moment to express my gratitude to the amazing staff of Elgon Hydro Siti and community members of Bukwo District. Their readiness to share their knowledge and provide access to valuable resources was absolutely essential in bringing this study to life.

I extend my appreciation to my colleagues and classmates who provided valuable suggestions and insights throughout the course of this study. I want to express my deepest gratitude to my family, especially my wife and our two boys, for their unwavering support and understanding during this challenging time.

Lastly, I want to take a moment to express my gratitude to all the authors and researchers whose work laid the groundwork for this report.

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**Citation of this Article:**

Chebet Isaac, Kenema Mellon, Musoke Matthew, & Tukahirwa Ruth. (2025). Corporate Social Responsibility and Community Relations among Private Companies in Uganda: A Case Study of Elgon Hydro Siti, Bukwo District, Uganda. *International Research Journal of Innovations in Engineering and Technology - IRJIET*, 9(11), 140-170. Article DOI <https://doi.org/10.47001/IRJIET/2025.911018>

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