

AN INVESTIGATION OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN ADDRESSING THE ENVIRONMENTAL ISSUES IN THE NIGER DELTA REGION OF NIGERIA: THE CASE OF MULTINATIONAL OIL COMPANIES (MNOCs).

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ABSTRACT

This study interrogates the effectiveness of social and economic (philanthropic) aspects of CSR activities in addressing the issues of the Niger Delta region of Nigeria. It also explores the attitude of the multi-national oil companies (MNOCs) towards the environmental protection and preservation activities in the Niger Delta region. To succeed in its aim, the dissertation employs a quantitative research method and draws on a non-probability convenience sampling approach. Its analysis is based on 80 responses from the various stakeholders with a response rate of 80%. The study shows that MNOCs' CSR efforts were mainly philanthropic activities with no bearing to redressing the environmental degradation in the region. The findings also indicate that those CSR efforts were at divergent with the aspirations of the host communities and failed to satisfy their expectations. The dissertation reveals that MNOCs environmental activities are confined within the legal limits and failed to go beyond them.

Keywords: Corporate Social Responsibility, Multi-National Oil Companies, Environmental CSR activities, Host Communities.

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DEDICATION

To Elohim, the Most High, without whom this study would not have been possible.

To Leslie, Dinah and Neady for the love, kindness and understanding.

To the memories of Late Madam Dinah Ejibe and Late Ephraim Kalu Ejibe Esq., the winds beneath my wings.

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CHAPTER ONE

INTRODUCTION

This chapter will elucidate the reason for the choice of the topic, the nature of the challenges in the Niger Delta and the CSR efforts of the MNOCs employed to address them. The context and overview of the studies are also provided.

1.1 BACKGROUND TO THE STUDY

This dissertation seeks to explore and interrogate the use of the social and economic (philanthropic) aspect of CSR in redressing the environmental degradation in the Niger Delta region of Nigeria. It examines the philanthropic and voluntary self-regulatory aspects of the concept as adopted and practised in the region by the MNOCs and interrogate their viability in mitigating the environmental challenges evidenced in the region. It also explores the notion of context specificity in the adoption and practices of CSR activities particularly, in the Niger Delta.

The choice of Niger Delta as the case study is due to several factors which include the sensitive nature of the environment; well-publicised impacts of the MNOCs' activities and the fact that CSR activities can be easily identified and assessed in the region.

The oil and gas sector forms the bedrock of the Nigerian economy. The International Monetary Fund (IMF) found that 95% of Nigerian foreign earnings come from the oil and gas sector and about 65% of the Nigerian government revenue (IMF, 2013). There have been incessant conflicts between the MNOCs and the Niger Delta communities due to divergent of interest. Most of the oil and gas extraction activities in Nigeria are done in the region, a country which is the 7th exporter of oil in the world and some of the industry's onshore activities are located in the rural communities where the people's main source of livelihood is subsistence fishing and farming.

While the firms and the government amass billions of dollars every day from those resources, the effect is not felt by the host communities as there are remarkably underdevelopment and high rate of poverty in those areas (Ashton-Jones, 1998; Oyebamiyi and Mba, 2013; Kotingo and Amuyou, 2015). Although emphasis has been on the visible forms of pollution such as oil spills and gas flaring, there are several negative impacts in every stage of activities in the oil industry.

There were high rate and volume of spills in the region as research carried out before 1990 showed, these affected the environment, economic, and health of the communities (Asuno, 1982; Adeniyi, 1983; Powell et al., 1985; Snowden and Ekweozor, 1987). Most of these spills, the studies of (Awobajo, 1981; Fekumoh, 1998; Human Rights Watch, 1999; Akinbami et al., 1996) revealed, came from unethical environmental and operational management practices of MNOCs, such as equipment failure and corrosion from old worn-out pipelines. World Bank, (1995) and Ashton-Jones, (1998) discovered that Nigeria flared the most gas of any oil-producing country, with several flares situated close to local communities. There was an indication that flame temperatures were low, thereby resulting in partial combustion of gaseous components with more severe environmental implications. The basis for communities' agitation and international condemnation has been the environmental depredation of the region.

The concept of CSR gained attention in the region after the Ogoni crisis in the 1990s. The crisis was as a result of the killing of Ken Saro-Wiwa and 8 other members of the Movement for the Survival of the Ogoni People (MOSOP) by the Nigerian government for highlighting the adverse effects of oil operations on the environment, social and economic lives of the communities. The alleged involvement of Shell in the crisis made the situation worse and put doubt on its human right protection policy in the region (Idowu, 1999). The condemnation that followed after the crisis led companies, especially Shell, to stride towards a more proactive way to deal with its ecological, human rights, and social commitments (Royal Dutch/Shell Group of Companies, 1997; Amuyou et al., 2016).

However, many firms are now seen in CSR literature, as a source of solutions to most of the pressing challenges faced by communities in developing countries through their CSR activities (Muthuri, et al, 2012). The MNOCs' CSR initiatives in Nigeria are predominantly philanthropic in nature and include the building of hospitals, schools, markets, and provision of pipe-borne water amongst others (Amaeshi et al, 2006). Their activities are self-regulated through the auspice of the Global Memorandum of Understanding (GMOU) initiated by the Shell Petroleum Development Company (SPDC) due to absence of effective and enforceable environmental legal and regulatory regime (Rexler, 2010).

Enuoh and Eneh (2015) observed that the MNOCs' greatest challenge was choosing the right form of CSR activities and successfully implementing it. Despite the CSR efforts of the MNOCs in the Niger Delta, their activities are still impacting adversely on the environment (Emeseh, 2006) and this puts doubt on the effectiveness of their CSR initiatives in addressing the environmental and socio-economic challenges posed in the region (Ogbuagu and Akubue, 2016).

In Nigeria, it has been argued by academics that the CSR process is not extensive, or deeply rooted, they contended that some of these CSR initiatives are not carried out on a consistent and meaningful basis which questioned their sustainability (Amaeshi et al, 2006). The CSR initiatives failed to improve on the conditions of the communities as they gain less compared to the high cost of the extractive activities on their social and environmental lives (Lisk et al, 2013).

Despite the CSR efforts, the communities still suffer from the effects of gas flaring, oil spillage and violence amongst others. Blowfield and Frynas, (2005) observed that CSR activities seem not a valuable tool to alleviate poverty and other developmental goals as evidenced in MNOCs' CSR approaches.

The issue today is not whether the MNOCs have a social responsibility, the debates appear to be the actual meaning of social responsibilities in practice, how they can be justified, what they consist of and how these obligations are to be executed (Idemudia, 2014). Such CSR initiatives could be directed towards resolving the peculiarity of the socio-economic and environmental development challenges of the country and could be informed by the socio-cultural or location influences (Milenko, 2013; Klitgaard, 1998; Ewoye and Bissar, 2014).

Past literature on the topic was mainly concerned with the social and economic (philanthropic) aspect of the CSR activities of the MNOCs and research was conducted on ways of improving them like engaging the local communities and expanding the community developmental projects (Muthuri, et al, 2012; Amaeshi et al, 2006; Amuyou et al., 2016; Lisk et al, 2013). None of the existing literature considered the environmental aspect of the CSR activities and the need for their incorporation in the CSR activities of the MNOCs in the Niger Delta. This

dissertation, therefore, aims to explore that aspect of environmental CSR activities and the attitude of the MNOCs toward them.

1.2 RATIONALE FOR THE RESEARCH

The choice of Nigeria was motivated by several considerations:

(a) Most CSR literature has been greatly enriched by the prolific contributions of its concept, notions and applications to the Western European countries and the USA. There have been calls by researchers for exploration of CSR concepts and practices in other institutional contexts like Nigeria to help increase understanding on the topic (Lee, 2008; Lindgreen and Swaen, 2010) and also from Magolis and Walsh (2003) to explore contextual influences that lead organisations to be socially responsible-focusing specifically on corporate environmental responsibility. This dissertation intends to respond to such calls as CSR concepts and practices are relatively unexplored in terms of the institutionalised context of Nigeria.

(b) Nigeria represents a dynamic oil and gas economy and a good example of the impact of the negative activities of the industry in the legal, social, economic, and environmental aspect of the lives of the host communities.

(c) Where the concept of CSR is adopted and applied, its activities are predominantly economic and philanthropic in nature rather than legal, ethical, and environmental responsibilities (Visser, 2007); and

(d) The presence of an institutionalised system of weak, corrupt, non-responsive government coupled with the dearth of an effective and efficient regulatory framework and monitoring system in the oil and gas industry.

Previous literature in this area examined different challenges faced by the host communities as a result of the activities of the MNOCs such as the effect of oil spillage, gas flaring and other health consequences (Olawoyin et al., 2012; Best and Seiyefa, 2013; Obi and Rustad, 2011; Udihi and Okolo-Obasi, 2017); the ensuing economy of conflicts between the host communities and the MNOCs (Frynas, 2000; Nwajiaku-Dahou, 2012); the actions of the government and MNOCs in addressing the situation (Osagie et al., 2011; Aminu, 2013) and the focus on the industry-wide diffusion and spread of CSR (Musa et al., 2013).

In a sense, any future work interrogating the adverse effect of the activities of the MNOCs, the effect of such activities on the host communities and the application of the concept of CSR in the region cannot be said to be treading on a completely unmarked territory, as such work will surely be enriched by these pre-existing (and related) literature. Instead of focusing on MNOCs' specific CSR activities as done by (Jamali and Neville, 2011; Idemudia, 2011; Gugler and Shi, 2009), reactions from host communities, government agencies and NGOs as having previously been done, this dissertation seeks to go further to explore the notion of the environmental aspect of CSR activities, the contextual application of CSR and the communities' perception of the MNOCs CSR initiatives employed in the region as none of the foregoing literature considered them in the Niger Delta context.

Previous scholars on the topic confined environmental activities within the provisions of the law in their studies, environmental activities were not envisaged as part of CSR initiatives. Confining those activities within the legal minimum only increased the impunity of the MNOCs especially in Nigeria with the inefficient and unenforceable environmental legal

regime. This dissertation aims to cover that gap and investigate the reasons why the MNOCs CSR efforts did not include those environmental activities.

The existing literature also falls short of providing satisfactory guidance to the practice of CSR in developing countries like Nigeria as it suffers from the use of:

(a) context-specific and limited in scope approaches, and

(b) a focus on rhetoric at the expense of concrete action (Muller and Kolk, 2010) as evidenced in the application of the social and economic (philanthropic) aspect of CSR to solving environmental issues. This research aims at providing such guidance to the practice of environmental CSR in the Niger Delta region.

1.3 AIMS AND OBJECTIVES OF THE RESEARCH

This research intends to address the CSR literature gap evidenced in the context of developing countries by contributing to it and most importantly contribute to the necessity of incorporating environmental activities into the MNOCs CSR initiatives in Nigeria.

The following research questions and hypotheses are formulated for the study:

RQ1: What are the nature and contents of CSR activities adopted and practised by MNOCs in the Niger Delta region?

H1: CSR activities practised in the Niger Delta consist mainly of philanthropic activities.

RQ2: Does the environmental protection and restoration obligations fall under the CSR or legal agenda of the MNOCs operating in the Niger Delta region?

H2: MNOCs environmental protection and restoration obligations do not go beyond the legal minimum.

RQ3: To what extent does the CSR activities adopted and practised in the Niger Delta satisfied the expectations of the host communities?

H3: CSR activities adopted in the Niger Delta neither fulfilled the aspirations of the host communities nor improved on the relationship between the host communities and MNOCs operating in the region.

RQ4: To what extent does context specificity influence the adoption and application of the concept of CSR in the Niger Delta?

H4: The form of CSR activities practised in the Niger Delta was influenced by the western philosophy and the failure of the government to provide basic amenities to its citizens and did not consider the peculiar nature of the environmental degradation in the region.

1.4 METHODOLOGY

In attempting the research questions and hypotheses, the research draws from both primary and secondary sources of information in the form of questionnaires from the various stakeholders

and other secondary sources such as textbooks, journals, e-books, e-journals, working papers, research reports and other printed and electronic materials on the subject.

The research gathered data using a quantitative approach through the instrument of a survey by questionnaire. This is because the survey is a tool deployed in management and organisational research when the data to be used in the analysis relate to human attributes such as outlooks, viewpoints, perception, behaviour, and action (Saunders et al; 2016).

Due to constraints posed by the outbreak of COVID-19 and restrictions put in place by governments, both in Ireland and Nigeria coupled with time and cost involved, interviews and collecting primary data in local settings were not used (Johnston, 2014; Haradhan, 2017), which could have possibly given a more balanced analysis (Saunders et al., 2016).

1.5 RESEARCH DESIGN AND CONTENTS

In this research, quantitative data on the nature and contents of the CSR activities adopted and applied by the MNOCs in the Niger Delta was gathered using questionnaire conducted on selected various stakeholders in the region consisting of some staff of selected MNOCs (Addax, Shell, Sinopec and ExxonMobil), some residents of the host communities in (Abia, Akwa Ibom, Delta and Rivers States), selected environmental activists and staff of selected NGOs. The data was analysed using SPSS version 26. The samples selected from the population are those saddled with the formulation, implementation, recipients, analysts, and critics of CSR activities as practised in the Niger Delta.

The research consists of six chapters. The first chapter introduces the background history, the rationale, aims and objectives of the research, methodology and research design, the second chapter reviews the literature on CSR in the light of the environment, developing countries and the Niger Delta region by offering an assessment on those areas, highlighting the existing gaps and the contribution of this research to filling those gaps.

Chapter three focused on the methodology employed in this research. It analyses and explains the different methods and approaches adopted and the rationale for adopting them, the research design, setting and data collection methods. It also discussed issues on the sample's selection and ethical consideration and limitations of the research.

Chapter four discussed the method of data presentation, analysis, and the overview of the results of the research and their implications, while chapter five concludes on the outcome of the research and offered recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter aims to provide analysis on the existing literature available on the topic of CSR that will enlighten the researcher on the background to CSR and in particular the impact of CSR in addressing the environmental issues in the Niger Delta region of Nigeria.

The examination of the dissertation questions and hypotheses necessitates a considerable understanding of CSR and practices associated with CSR to better analyse their contributions towards redressing the Niger Delta issues.

To do this, the following will be discussed, firstly, the general concept of CSR (its definition, the philanthropic and voluntary self-regulatory aspect), this will follow by examination of the environmental aspect of CSR, after that will be the analysis of CSR and its application to developing countries, followed by an examination of CSR practices in the Niger Delta (which includes background history, activities of the MNOCs, the nature of CSR practices and the contextual application of CSR).

2.2 GENERAL CONCEPT OF CSR

The concept of CSR emerged as part of business ethics imploring firms to be responsible in their dealings with their stakeholders and help in addressing important social and environmental issues (Farrell et al., 2010; Crane and Matten, 2007). Since the call from Bowen (1953) urging the managers to be socially conscious of their activities, the concept has grown and expanded to many areas like social, environmental and sustainability and shifted attention from managers to firms (Valor, 2005; Carroll, 1979).

The negative impacts of the activities of businesses on the society and the environment and the desperate need by businesses to regain public confidence coupled with the inability on the part of the government to address those pressing issues lend a voice to the clarion call on the business for assistance in tackling those concerns and thus increased their CSR efforts (Beck, 1992; Nelson & Prescott, 2003; Shaw, 1988; Weiss et al., 2008; Prior et al., 2008, Chen et al., 2008).

The concept is highly a debated one, and the question of what actually should be the role and function of business took the centre stage as proponents of CSR is of the view that to be responsible and ethical, firms should go beyond the legal minimum is addressing those social and environmental issues (Farrell, 2010; Crane and Matten, 2007; Carroll, 1979; Davies 1973; Valor, 2005). Others relying on the business case of CSR opined that CSR activities will be beneficial to firms in the long run, prominent was the stakeholder theory put forward by (Freeman, 1984). They contended that CSR activities will increase the satisfaction of the stakeholders and thus improved on the firm's corporate image and patronage (Frooman, 1999). Similarly, the institutional theory posits that firms are motivated to be ethical because the benefit to such behaviour is high (Jones, 1995; McWilliams, et al., 2006). Likewise, the resource-based-view-of-the-firm theory (Hart, 1995; McWilliams & Siegel, 2001; Russo & Fouts, 1997) claims that CSR practices can give a firm a competitive advantage over their competitors.

Other writers tried to link CSR activities to the firms' financial performance and concluded that they have a positive outcome (Khan et al., 2012; Farrell et al., 2010; Crane & Matten, 2007). Some findings from other writers are to the effect that CSR activities also lead to improvement on corporate reputation (Brown & Dacin, 1997; Fombrun & Shanley, 1990); an improvement on market value (Aupperle, et al., 1985; McWilliams & Siegel, 2000); boost on firm's attractiveness to employees (Marin & Ruiz, 2007; Walton, 2010; Farrell et al., 2010); reduce costs and risks to the firm (Carroll & Shabana, 2010); enhance the firm's operational efficiency (Corporate-Watch, 2006) and increase customers satisfaction (Freeman et al., 2004; Lee, 2008; Baron, 2005; Margolis & Walsh, 2003).

On the other side of the debate are writers that believed the business has no such added responsibility and that social and environmental problems are for the government to address. They posit that the concept of CSR amounts to outsourcing government functions to firms (Amadi and Abdullah, 2012; Nelson & Prescott, 2003; Levitt, 1979; Friedman, 1970; Shaw, 1988; Weiss et al., 2008). The most vocal is Friedman (1970) who posits that CSR is an attempt to decimate the income of stockholders without their approval. It is his opinion that business is established to make a profit in so far as it pays taxes and abides by the regulations. Levitt (1979) feared that CSR amounts to outsourcing government functions which firms do not have the competence to perform, they see CSR as a stumbling block to free trade and firms' progress.

Other writers believed firms used the concept of CSR for several reasons, mostly, as a cover-up activity and PR stunt to greenwash their battered and damaged images (Doanne, 2004); as cover-up strategy to dodge being regulated by pretending to be CSR compliant (Harjoto & Jo, 2007; Prior et al., 2008, Chen et al., 2008); as cheaper ways to advertise themselves (Wang et al., 2008; Fisman et al., 2007).

Some literature disputed the link between CSR activities to firms' financial performance on the ground that they lacked empirical evidence and inability to link specific CSR activities to firm's financial performance (Deutsch, 2005; Ahrens, 2004; Barringer, 2005; Reich, 2008; Margolis et al., 2007; McWilliams & Siegel, 2001; Olitzky et al., 2003). They opined that CSR has no ascertainable impact on the firm's value and resources (Geczy et al., 2005; Reneboog et al., 2007a, 2007b; Statman, 2007; Entine, 2009). Recent studies are to the effect that most customers are not aware of the social responsibilities of firms when making purchases and therefore could not have been influenced by them (Pomeroy & Dolnicer, 2009; O'Rourke, 2005; Makower, 2000).

The concept of CSR, therefore, is a broad idea and is liable to several ideas, descriptions, and explanations. Different people perceived CSR in different ways (Freeman and Hasnaoui, 2011). At the evolution stage of CSR, it was differentiated as the firms' duty to extend its financial obligations to ethical, social, legal, and philanthropic responsibilities (Bravo et al., 2011). Wartick and Cochran (1985) reviewed Carroll's (1979) model of CSR and their effort led to the use of 'principles', 'processes' and 'policies' as terms that define an ethical framework for the corporation. 'Principles', 'processes' and 'policies' were reframed and categorised by Wood (1991) into components of CSR, which now include environmental issues and stakeholders' interest.

2.2.1 DEFINITION OF CSR

There are no acceptable definition, principles, or core areas of CSR among scholars and practitioners (Khan et al., 2012). Identifying an agreeable and meaningful definition and scope from the flustering number of definitions and concepts proffered in the literature constitute a challenge in examining the concept of CSR (Reinhardt et al., 2008). Various attempts have been made to define CSR but scholars define it to suit their purposes so that there exists no clear definition and consensus on what CSR means or constitute which makes it's theoretical and measurement challenging (Hopkins, 2004; McWilliams et al., 2005; Sriramesh et al., 2007; Ismail, 2011; Khan et al., 2012).

(Devi et al., 2011) agreed with (Carroll & Buchholtz, 2003; Carroll, 1979: 500, 1991) who defined CSR as 'the social responsibility of business which encompasses the economic, legal, ethical and discretionary expectations the society has on the firms at any given point in time'. Calderon (2011) believes that among the definitions offered by both the academia and practitioners in the field, that the one offered by the Commission of the European Communities (2006: 2) seems more acceptable when it defined corporate responsibility thus: '[CR] is a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders voluntarily. It is about enterprises deciding to go beyond minimum legal requirements and obligations stemming from collective agreements to address societal needs.' CSR is also defined as firms engaging in voluntary social efforts that go beyond legal regulations (McWilliams and Siegel, 2001; Davis, 1973).

Two noticeable notions emerged from various definitions of CSR concept, the notion of philanthropy (Carroll, 1979; Davis, 1973; McWilliams & Siegel, 2001) and voluntary self-regulation (Albareda, 2008; Crane, et al., 2008; Zadek, 2001). These concepts are important as they dominate the nature and contents of the application of CSR in developing countries like Nigeria.

(a). Philanthropic nature of CSR activities:

The main concern of CSR initially was to nurture and improve on the wellbeing and resources of the host communities by firms (Bowen, 1953; Simon et al., 1972; Burke and Logsdon, 1996; Carroll, 1999). The stress was on giving back something to the communities on the compassionate (charity) ground through philanthropic acts aimed at installing lasting acceptability and legitimacy of firms and the impacts of their operations (Musa et al., 2013).

In the Niger Delta at present, most of the MNOCs CSR initiatives are underlined by this philosophy of community development projects (Shell, 2019; George et al., 2012). Little attention is paid to preserving the environment and correcting the damage impacted on it because of the oil and gas production in the region. This philanthropic philosophy orchestrated a dependent mentality where the entire communities must depend and rely on the MNOCs for survival and funding (Rexler, 2010; Idemudia and Ite, 2006).

SPDC in 2017 claimed to have spent the sum of \$228 million since 2007 for community development projects in the region through its Global Memorandum of Understanding (GMoU) on the construction of roads, classrooms, healthcare facilities and oversees sponsorships and \$19.2 million on social investment projects in 2017 (Shell, 2019; Lugard, 2014). ExxonMobil also claimed to have spent \$31.6 million on CSR in Africa and failed to break it down showing countries, areas and amount spent on each project. Failure on its part to

do so cast doubt on its commitment to executing effective and meaningful CSR in the host communities (Amuyou et al., 2016).

In Akwa Ibom state, a study by Uwaji et al., (2012) reported that ExxonMobil contributed to the building of an airport, classroom blocks, electrification projects, seaports, hospitals, and roads in its' CSR efforts. Another study by Amuyou et al., (2016) shows that MNOCs are interested in showing how much they have spent to develop the region but are not interested to find out if those expenditures have a positive effect on the lives of the communities and the environment. The study further buttressed that no effort was made to measure the performance of the CSR activities adopted in the host communities as MNOCs only inundated the media with information on how much they spent on the philanthropic activities in the form of CSR and the number of local participants in executing the projects but do not provide information on the efficiency of those activities and whether the desired aims in executing them were achieved. The fact that there is no system put in place to measure the effectiveness of the concept questioned its credibility and commitment to meaningful community development prospects.

In effect, none of the MNOCs systematically measure the efficacy of its developmental interventions either in terms of scientific measure (like changes in the social indicator related to social spending) or in terms of value-for-money analysis. They seem to be satisfied that they have spent money on 'development' and less concern on the extent their community investments have yielded tangible benefits to the locals (Amuyou et al., 2016; Uwaji et al., 2012). There seems, therefore, to be a lack of emphasis on actively measuring if those CSR activities initiated are effective and of use to the targeted communities (Nwachukwu, 2019).

Ogula et al., (2010) expressed the view that CSR should be shaped by the perspective of the need of the communities, the level of poverty, loss of traditional values and the destruction of the environment and should be directed in improving on these conditions, for instance, it was reported that Shell's interest in CSR is to buy off the host communities rather than improving their environmental condition (The Economist, 2011).

The Social and economic (philanthropic) aspects of CSR is also seen as a ploy to market firm's image and increase its profit and acceptance in the communities (Bowen, 1953; Simon et al., 1972; Freeman, 1984; Miles, 2012), the reason being that firms perform those philanthropic activities to fulfil the normative expectations of the community and also as a license to operate or economic rent. Any activity directed at minimising conflicts between communities and the MNOCs is construed as reducing business risk and hence increased the firm's profit (Ogula, 2012; Musa et al., 2013).

In opposition therefore to scholars who linked CSR with philanthropy (Atkinson & Galaskiewicz, 1998; Brammer & Millington, 2005; Porter & Kramer, 2002), this research contends that CSR goes beyond charitable gifts or donations. Philanthropic activities being corporate gifts should be treated as such (Latridis, 2011). Although CSR was linked with philanthropic activities in the past (Heald, 1970), it has recently evolved into a business practice increasingly treated as a core element of modern strategic management (Kuznetsova & Kuznetsova, 2010).

This research, therefore, perceives CSR as a concept that enables firms to continue in their efforts beyond the minimum legal requirement and charity to alleviate the negative impacts their activities have in the society especially in the areas of environmental pollution.

b) The voluntary self-regulatory nature of CSR:

Due to government's inability to deal with the social and environmental issues arising from industrial revolution and globalisation, the resort was made to firms and as a trade-off, the state loses the power of control over the firms and sort of outsourced its functions to them (Miyoshi, 1996; Strange, 1996; Levitt, 1979; Shaw, 1988) and left only with establishing minimum legal framework (Bauman, 2007; De La Cuesta Gonzalez & Martinez, 2004; Kotler & Lee, 2005). Self-regulatory tools thus, become effective avenue for controlling corporate social and environmental impacts (Utting, 2005).

Some writers are of the view that allowing firms to self-regulate their activities based on the voluntary standard of conduct will be counter-productive as firms will pick and choose which CSR activities to engage on and the extent it will do so (Burchell, 2008; Haufler, 2001; Rexler, 2010); they contended that the driving force behind the idea is the possible increase in profits and not the intention to improving on the firm's social and environmental performance (Zadak, 2011; Doane, 2004b; Vogel, 2005; Waddock, 2007); that voluntary self-regulation serves the same purpose as mandatory legal framework and never touched areas seen as fundamental to vital economic activities (Latridis, 2011); that it is an attempt to shift the public scrutiny of firm's behaviour and put it in the hands of firms who are driven by personal interest and gain (Cragg, 2005); that it allow firms to manipulate the concept to serve their interests by hiding their bad practices under the activities of CSR (Adebayor, 2019; Rexler, 2010); that it has not succeeded in curbing the impunity of MNOCs as the oil spillages and gas flaring are still going on (Idemudia, 2009) and corrupt practices still thrived as the probe going on in Milan, Italy incriminated Shell and Eni (MNOCs) in a \$6bn controversial transactions in Nigeria (Admore, 2018; Jack, 2017).

In the same manner, others contended that voluntary self-regulatory CSR processes are an oxymoron as possible polluter will not enact regulations and order sanctions that are in opposition to its self-interest (Gleckman and Krut cited in Burchell, 2008). In the words of Bakan (2004), businesses are in 'a pathological pursuit of profit and power' and they use CSR practices as an avenue to satisfy those ends.

This dissertation flowing from the literature aims to investigate the factors that led firms to self-regulate their CSR activities especially in the developing countries where such practices are prevalent and in so doing, will enrich and add to CSR literature in Africa.

In conclusion, therefore, lack of understanding of what CSR means and what it constitutes despite the extensive volume of literature on the concept is a big blow to its relevance and application to firms (Reich, 2008; Devinney, 2009). CSR definition, content and application are malleable (Aguilera et al., 2007; Dahlsrud, 2008), the proliferation of CSR concepts and reporting are used to improve firm's public image rather than engagement in the formulation and implementation of CSR practices (Doane, 2004b). It is claimed by Moskowitz, (2002) that CSR has burgeoned as a thinking however, not as a practice. To overcome this challenge, scholars urged researchers on CSR to deflect its attention and rather than proving that the adoption of CSR practices may be rewarding to a firm, to instead focus on the business attitude of the firm (Pettigrew, 2009). In answer to the above call, this research sets its focus on the business attitude of the MNOCs operating in the Niger Delta towards environmental activities.

2.3 CSR AND THE ENVIRONMENT

Initially, CSR activities do not include environmental activities even though there was recognition of the need for firms to limit their resource use and its effect on the environment. (Krumwiede et al., 2012). Environmental aspects of CSR were probably first introduced by Backman (1975) and have recently constituted an essential aspect of CSR, they include activities such as waste recycling, pollution prevention and control, green initiatives, and the efficient use of energy and resources (Krumwiede et al., 2012).

Coelho et al., (2011) expressed the view that support for the environment is an essential aspect of the business strategy and should not be voluntary. Acceptance of such, they stated is the accomplishment of CSR in acknowledging environmental activities and their sustainability effects. It is therefore imperative, they advised, that firms meticulously evaluate each stage of their decision-making process and the effects of their decisions on their host communities and the environment.

Ali and O'Faircheallaing, (2007) study reveal that the activities of the oil and gas industry often commence and expose a series of environmental issues. Another study finds that the oil and gas industry occupy a vital place in CSR debate and how it could be actualized. It also discovered that many oil and gas firms as a regular practice, incorporated environmental reporting as an aspect of their CSR activities to show their proactivity in encouraging sustainable development (Guenther et al., 2007). It is the view of Hilson and Basu, (2003) that CSR stresses the protection of the environment, a mindset that has resulted in the extensive acceptance of the need for viable and progressive environmental management strategies. Conventionally, they stated, that approaches to CSR must include, as the least precondition, the assessment of environmental performance using appropriate indicators. Beard et al. (2011) agreed that the protection of the environment should be uppermost in priority and higher in moral plinth than profit-making. It is their view that the environment is impacted in different ways by activities of firms which disrupts ecosystem, depletion of natural resources and emission of waste and pollutants.

Lo, et al., (2010) suggested that the oil and gas industry is likely to be in the forefront in implementing environmental protection activities as they are more likely to be persuaded to do so by their stakeholders considering the nature of their business. Akindele, (2011) is of the view that MNOCs are reluctant in executing meaningful environmental CSR activities because of the cost involved. This view as agreed by Mihajlovic and Schulte, (2016) who found that environmental CSR activities are an additional expense to firms and financial benefits from them are not immediately visible or easily measurable. They further contended that firms are often not willing to make environmental improvements without government or NGOs pressures and that none will be made if the government is weak and nonchalant. Frynas, (2009) contended that even the most responsible oil firms most times put commercial interest above ecological concerns, Wagner et al., (2002) agreed that firms do not sacrifice profit on environmental protection voluntarily as they do not help the bottom line.

Montiel, (2008) study reveals several variables used to discover, check and measure environmental responsibility and they include the existence of pollution control mechanism, the extent to which the firm preserves natural resources, engagement in voluntary environmental restoration, eco-design practices or the systematic reduction of waste and emissions from the operation. Fredrick, (1990) opined that environmental protection practices should go beyond the legal requirement and that certain harm to the environment should be avoided even when such harm did not offend environmental law. This agrees with the opinion

of Des Jardins and McCall, (2000) when they stated that firms are to be responsible for proper clean-up of the environment beyond the standards stipulated by law because they caused them.

In Nigeria like most other developing countries, the emphasis and preoccupation of the CSR activities have been on the social and economic (philanthropic) aspect. The attitude of MNOCs to the environmental issues in the region and the reasons for their action or inaction toward environmental protection and preservation is what this dissertation is set to investigate through primary research.

2.4 CSR AND DEVELOPING COUNTRIES:

The literature on CSR seems to generally agree that while there are saturated studies on the topic in developed countries, that the study is still limited in the developing countries (Visser, 2009; Frynas, 2006). Torrico et al., (2018) revealed in their study that developing countries are characterised by a high level of poverty, corrupt practices, inequality, social exploitation, and environmental pollution and, consequently, are good places for the implementation and practices of CSR. Social issues as study from Schmidheiny, (2006) shows are generally given more political, economic and media attention in developing countries than their ecological, ethics or stakeholders' counterparts. Frynas, (2006) was of the view, which was supported by Visser, (2006) that there is strong attention on the philanthropic traditions in developing countries which often focused on community development unlike in the developed countries.

Most of the CSR literature concentrated mostly on the impacts of the concept in advanced countries and only a few explore its effects in the less developed countries. According to Pisani et al., (2017), not more than 10% of the CSR literature focused on developing countries, mainly due to lack of CSR reporting practices on the part of the firms as they are not been pressurised by stakeholders to do so, thereby limiting the availability of CSR data for scholarly research. Frynas, (2006) opined that most studies on CSR in less developed countries either generalised about all developing countries or focused at a national rather than regional level.

Blowfield and Murray, (2014) and other scholars discovered an increasing interest in CSR literature with a growing number of articles and chapters in the books written on the subject, they also found the contents far-reaching as CSR is considered as a medium by which business can assist in alleviating the socio-economic, and environmental impacts occasioned by some of their activities in the area. A surge in the interest among scholars in understanding the dynamics and peculiarities of CSR in developing countries and revealing the interplay of specific antecedents and the resultant effect of CSR that are relevant across these contexts was discovered by (Blowfield and Frynas, 2005; Newell and Frynas, 2007; Idemudia, 2011; Jamali and Neville, 2011; Jamali and Sidani, 2012). Some literature, however, seem to suggest that CSR in developing countries is fashioned by the institutional pattern of these specific contexts and that there is noticeable context-dependence of CSR in recent years as study of Jamali and Neville, (2011) shows.

Visser, (2005a) observed that the research on CSR in Africa is largely dominated by South Africa while other small literature exists for Nigeria (e.g. Amaeshi et al., 2006) where little research is centred on high impact industry sectors like oil and gas. It was observed that few researchers whose work focused on CSR in Africa were under-developed (Visser et al., 2005). This is in tandem with the review of the CSR studies on Africa for the period between 1995 and 2005 done by Visser, (2006a), which discovered that out of 53 countries only 12 have had research published in main CSR journals, with South Africa having 57% and Nigeria 16%. The latter partly centred on the high media publications generated around socio-environmental

issues and the petrochemical sector, especially the activities of Shell and its involvement in the killing of MOSOP frontiers as expressed by Ite, (2004).

The review found that 42% of CSR publications in Africa over the past decade were on business ethics in contrast to the socially oriented focus of the literature on CSR in developing countries. This, according to the review, partly portrays the predominance of the ethics-focused journals in the study and also because CSR discourses in Africa have historically been formulated in terms of the ethics of colonialism and apartheid and the prevalence of corruption and fraud on the continent. Ekhatior, (2014) study shows that the notion of non-interference and philanthropy forms the hallmarks of Addax CSR foray into Nigeria.

In practice, however, Visser, (2007) expressed that owing to the perceptions of MNOCs especially in Nigeria, the economic and philanthropic aspects of CSR (rather than the legal, environmental, and ethical responsibilities) continue to dominate CSR conceptualization and practice in Africa.

The aim of this research emanating from the literature is to contribute and enrich CSR literature in Africa by examining through primary research the institutional (government, legal, traditional) influences on the adoption and practice of CSR activities, especially in the developing countries. In doing so, it will act as a response to the calls by some researchers like Lee, (2008) and Lindgreen and Swaen, (2010) for investigation of CSR concepts and practices in other institutional contexts like Nigeria to help enrich knowledge on the topic.

2.5 CSR AND THE NIGER DELTA REGION

2.5.1 BACKGROUND HISTORY

The Niger Delta region is made up of nine states which geographically include, Akwa Ibom, Bayelsa, Cross River, Delta, Edo, Rivers and extends politically to the neighbouring oil-producing states of Abia, Imo and Ondo, (Odoemene, 2014; Nseabasi, 2005). Amnesty International, (2009) reveals that the region which is rich in oil and gas has produced the estimated US \$600 billion worth of hydrocarbons since the resource was first discovered in that area in the 1950s.

Ekhatior, (2014) noted that the major MNOCs operating in the oil and gas sector of Nigeria include Shell, ExxonMobil, Chevron, Total, Eni, Addax, among others. Ite et al, (2013) discovered that the MNOCs are either in joint-venture (JV) or production-sharing arrangements (PSA) with the Nigeria National Petroleum Corporation (NNPC). Shell, it was noted, operates through its local 'affiliates' Shell Petroleum Development Company of Nigeria (SPDC) and the Shell Nigeria Exploration and Production Company Limited (SNEPco). However, Chinese companies are also investing heavily in the oil and gas sector in Nigeria. Edoho, (2008) noted that the China Petroleum and Chemical Group (Sinopec) which is a state-owned Chinese MNOC and the largest in Asia, and third largest in the world, recently acquired Addax Petroleum (a Canadian MNOC) operating in the oil and gas sector in Nigeria. These firms are legally bound to contribute a certain percentage of their profits to the NNDC as part of their efforts to help in developing the region.

The literature on the topic agrees the communities in the Niger Delta are predominantly farmers who earned their living through fishery and other agricultural activities and also rely on their

environment and natural resources such as aquatic and terrestrial creatures for survival (Udiji and Okolo-Obasi, 2017; Nwachukwu, 2018; Ogbuagu and Akubue, 2016).

2.5.2 ACTIVITIES OF THE MNOCs IN THE REGION

Mehlum, Moene and Torvik, (2006) in their study discovered that the MNOCs' extractive activities in the region caused hardship to the people as their means of livelihoods are destroyed leading to high rate of unemployment, poverty, insecurity, human rights violations, and health hazards. Bhattacharyya and Hodler, (2010) viewed pollution as a chronic problem related to the oil business in Nigeria while Obi, (2010) and Tsui, (2011) are of the view that the negative effects of natural resources on economic development, corruption and democratic institutions seem to be strongest in weakly institutionalised countries where the political elites are not accountable to their citizens and state often unable or unwilling to keep transactional extractive firms accountable. In these countries like Nigeria as stated by Bruederle and Hodler, (2019) the extraction of oil and gas typically bring a host of negative side effects at the local level, including irreversible environmental damage and health problems.

A recent study conducted by Chinedu and Chukwuemeka, (2018) shows that 40 million litres of crude oil is spilt annually in the Niger Delta resulting in human death and damage to the local ecosystem. The study revealed that more than 12,000 oil spill incidents have occurred in the region from 1976 to 2014. Akpofure et al., (2000) in their research found that Shell, a major player in the oil and gas extraction industry in the Niger Delta reported that 50,200 and 123,377 barrels of oil were spilt in 1998 and 1999. Vaughan, (2011) reported admission by Shell to have spilt 14,000 tons of crude oil in the creeks of Niger Delta in 2009, double in 2008 and quadruple in 2007, this report was confirmed by Oil Price, (2015). In the like manner, Environmental Action Right, (2001) reported that ExxonMobil in 1998 spewed 40,000 barrels of crude oil into rivers, creeks, and farmlands at Idaho platform in Akwa Ibom state.

A study conducted in 2007 shows the analysis of oil spills in Nigeria from 1976 - 1996. It shows the reasons for the increasing number of spills and reveals the unsuccessful recovery attempt after spills as most of the oil are left in the environment. The study shows that a total of 4,647 spills occurred between 1976 and 1999 spilling over 2,369,470 barrels of oil out of which 549,060.38 barrels were recovered and 1,820,410.5 were lost to the environment (Uyigwe and Agho, 2007 cited in Nwachukwu, 2019).

Scholars discovered oil spills as common events in Niger Delta (Nwilo and Badejo, 2008; Ahmadu and Egbodion, 2013). They also observed that half of all spills occur due to pipeline and tanker accidents (50%); other causes as discovered include sabotage (28%) and oil production operation (2 %), with 1% of the spills being accounted for by inadequate or non-functional production equipment. Campbell, (2001) observed that while MNOCs especially Shell claimed to adhere to the highest standards of practice in cleaning oil spills, study shows that those standards are far lower than those in other countries.

Another form of pollution in the Niger Delta is through gas flaring. Raji and Abejide (2013) study reveal the devastating effect of gas flaring on the environment. Niger Delta region, the study reveals constitute the second-largest flare site globally, burning about 150 million cubic meters yearly, equal to about 25% and 30% of gas consumed by the United States and European Union, respectively.

2.5.3 IMPACTS ON THE HOST COMMUNITIES

Most literature on the subject agreed that the extraction of natural resources in the Niger Delta in the past sixty years or so left an indelible imprint on the social, economic, and environmental life of the communities. Some of the consequences include loss of lives due to ensuing conflicts (Oyebamiyi and Mba, 2013); destruction of means of livelihood (farming and fishery (Idemudia, 2007; Kotingo & Amuyou, 2015), a pristine environment made unwholesomely (Nwosu, 2013), adverse environmental challenges to the lives of the people, plants and animals in the region (Ayuba, 2012).

These challenges occasioned series of environmental and socioeconomic crisis in the region leading to desertion of some of the communities (Abosode, 2010; Iwejingi, 2013) and impoverishing most of them (Aluko, 1999; Ite, 2007). The impact of oil exploration on agriculture, the mainstay occupation of the communities depicts a grim future of food insecurity (Idumah and Okunmadewa, 2013).

Several studies linked oil exploration, environmental pollution, gas flaring to productivity decline in agriculture in the Niger Delta (Ite and Ibok, 2013; Eweje, 2006b; Ndu and Agbonifoh, 2014; Nweke et al., 1997; Ogutade and Mafimisebi, 2011; Alibi and Ntukepo, 2012; Inoni et al., 2006).

Other studies linked gas flaring to carcinogenic, respiratory, and skin diseases due to exposure to its radioactive contents (Oshwofasa et al., 2012; Jike, 2004). Human Rights Watch, (1999) and Omofonmon and Odia, (2009) studies revealed that exploration, exploitation and transportation of crude oil have likely intractable adverse effects in the different ecological medium and that, the firms that occasioned the damage are reluctant to timeously step in to remedy the situation.

Obi and Rustad, (2011) study show that the externalities of oil which resulted in the devastation of the Niger Delta region lead to the unrest in the region accounting for the struggle for resource control and self-determination. Other studies revealed that the under-developed state of the region coupled with lack of genuine concerns and positive interventions by the government and MNOCs form the main drivers of the conflict in the region (Ikelegbe, 2001, 2005; Osaghae et al., 2011; Yusufu et al., 2011; Nwajiaku-Dahou, 2012). The negative effect of the oil economy which creates dependent mentality, conflict within the communities, inequality, deceits were observed to have contributed to the crisis in the region by studies conducted by Vreÿ, (2012), George et al., (2012), Aminu, (2013) and Ugor, (2013). The challenge of the primary research emanating from the literature is to investigate the extent MNOCs' CSR activities alleviated these impacts of their activities on the host communities.

2.5.4 THE NATURE OF CSR PRACTICES IN THE NIGER DELTA

Some literature was of the view that the concept of CSR was envisaged as a mechanism to address the challenges in the Niger Delta (Udiji and Okolo-Obasi, 2017; Nwachukwu, 2018; Ogbuagu and Akubue, 2016). It was believed that the concept will bring sustainable development and alleviate the suffering of the communities as a result of pollution and other nefarious activities of the MNOCs in the region (Ewoye and Bisser, 2014; Mehlum et al., 2006; Bhattacharyya and Hodler, 2010; Tsui, 2011; Obi, 2010).

Nwachukwu, (2019) believes the concept emerged after the 1990 unrest in Ogoni land where Shell was indicted after 9 environmental activists were executed. Some scholars (Amaeshi et

al., 2006; Amuyou et al., 2016) argued that philanthropic activities as CSR by companies are predominant in Nigeria and consists mostly in road construction, rural electrification, scholarships, grants etc. Thus, in less advanced countries, Frynas, (2009) believed the inability on the part of the government to live up to its expectations in providing essential services accentuates the MNOCs philanthropic CSR initiative.

The philanthropic CSR initiatives were seen by many scholars to have failed to resolve the Niger Delta issues or improved on them. Studies revealed that the philanthropic activities were politically designed to pacify the restive communities, a form of economic rent or license to operate and not directed to rectify the damage to the environment (Olawari and Fidelis, 2011; The Economist, 2001). Scholars viewed philanthropic CSR activities in the region as constituting palliative remedy which also created a dependent mentality among the communities as those gestures have no bearing or linkage to remedying the damaged environment (Rexler, 2010; Idemudia and Ite, (2006; Eweje, 2007; Ogbuagu and Akubue, 2016). They observed that while the philanthropic CSR activities were going on, more damage was inflicted on the environment so that the philanthropic CSR activities were incapable of ameliorating or remedying environmental degradation.

Blowfield and Frynas, (2005: 499) believed the MNOCs CSR activities failed to address both the social and environmental problems of the region. It is their observation that "the region want employment for their youths, reduction on environmental damage to their farmlands which directly affects their livelihood and economic and social development of the entire region." Eweje, (2006) agreed that the MNOCs CSR initiatives have not improved on the living standards of the communities or tackled the issue of environmental pollution in the region.

Commenting on the CSR efforts of the MNOCs in the region, Idemudia, (2007) opined that MNOCs have not been advocates of CSR initiatives that meet the community's needs. Other scholars observed the existence of a gap between the CSR activities of MNOCs and the expectations of the communities (Rexler, 2010; Nwachukwu, 2019; Olawari and Fidelis, 2011; Jike, 2004; Ogula, 2012; Idemudia, 2007). Idemudia and Ite, (2006) in their study discovered that MNOCs CSR initiatives did not improve on the relationship between the parties as evidence by the continuous agitations and protests by the host communities. This was also expressed by Jike, (2004), who stated that those agitations are evidence of unmet expectations. Marchant, (2014) observed that the complex nature of the conflict and other social and environmental problems in the Niger Delta is beyond the scope of the MNOCs' CSR activities adopted in the region to address.

An aim of the primary research emerging from the literature review is to investigate the viability of the MNOCs CSR activities employed in the region in meeting the environmental, social, and economic demands and expectations of the communities and other stakeholders.

2.5.5 CONTEXTUAL SPECIFICITY APPLICATION OF CSR: THE NIGER DELTA EXPERIENCE.

Idemudia and Ite, (2006) contended that CSR in Nigeria is culture-specific and is affected by the local context being a product of historical and cultural influences (Idemudia and Ite, 2006). Frynas, (2009) observed that the nature of the industry determines the form of CSR activities to be adopted, and in the context of the Niger Delta, Milenko, (2013) stated the need to prioritise CSR activities to improve on the environment and wellbeing of the impacted communities by

adjusting its applications and concepts to the particular environment to achieve the desired result.

The study of Ako et al., (2009) discovered that CSR and its concepts are seen from the western (the USA and Europe) influenced perspective and do not seem to take into account the unique cultural, socio-economic and political differences in the developing countries. Amaeshi et al., (2006) in their study, highlighted the need to adjust the western version of the imported CSR activities to fit the locality in which it is applied. The emphasis on the necessity for such an adjustment was made by Ogula et al., (2012) when they suggested that CSR activities should be shaped by the perspective of the need of the communities, the level of poverty, loss of traditional values and the destruction of the environment and should be directed to improve on those conditions.

In support of the above, the study of Bu, (2010) revealed that most MNOCs CSR practices are ethnocentric in nature as they are accentuated by their cultural and regulatory backgrounds. This agrees with the research done by Whelan and Muthuri, (2014) which showed that Addax Petroleum in Nigeria, promotes CSR activities with Chinese (home country) characteristics.

The inability to implement CSR activities congruent with the needs of the host communities and also with due regard to the peculiarity of the environmental issues in the Niger Delta was attributed by many scholars as a major reason for its failure in the region (George, 2012; Rexler, 2010; Ogula, 2012; Olawari and Fidelis, 2011).

Emerging from the above, another objective of the primary research is to explore the contextual adoption of MNOCs' CSR initiatives in the face of the adverse environmental situation in the region and investigate on the factors that might have influenced such adoption. In doing so, it will answer a call by Margolis and Walsh (2003) to explore contextual influences that lead organizations to be socially responsible – focusing specifically on corporate environmental responsibility.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter will identify and outline the research methods used in this dissertation. The research is based on the information gathered in the previous chapters. It will discuss the methodology underlying this research and data collection methods. The reason and the philosophical assumptions that guide research is methodology according to White, (2000), while the technique for collecting data under those assumptions is referred to as a method (White, 2000).

What researchers do and how they comprehend the phenomenon under investigation are shaped by their choice of methodology. The choice of methodology also influenced the way data will be collected to enable the research to meet its aims and objectives (Gill & Johnson, 2010). In this way, the methodology forms an essential part of the research.

Methodology, thus, discusses the research objectives, design and setting of the study, data collection issues, the variables used for the empirical analysis of the quantitative data and the limitations of the research (White, 2000). This chapter finally, will examine the ethical issues and considerations relating to this study.

3.2 RESEARCH AIMS/OBJECTIVES

In addressing the issues on the dearth of CSR literature in developing countries and investigating the propriety of philanthropic CSR activities in solving the Niger Delta challenges, this research intends to increase the knowledge of the contextual application of CSR activities especially in developing countries and highlight the essence and relevance of incorporating environmental activities into CSR practices using the case of the Niger Delta Nigeria. This seems to be the first such empirical study on incorporating environmental activities into MNOCs CSR initiatives in the region.

When designing a research method, it is essential to know that the most vital component of research design is the research questions (Saunders et al; 2016). The research structure and methods are to be framed in such a way as to answer the research questions and achieve the research objectives. This dissertation, however, sets out to answer and test the following research questions and hypotheses:

RQ1: What are the nature and contents of CSR activities adopted and practised by MNOCs in the Niger Delta region?

H1: CSR activities practised in the Niger Delta consist mainly of philanthropic activities.

RQ2: Does the environmental protection and restoration obligations fall under the CSR or legal agenda of the MNOCs operating in the Niger Delta region?

H2: MNOCs environmental protection and restoration obligations do not go beyond the legal minimum.

RQ3: To what extent does the CSR activities adopted and practised in the Niger Delta satisfied the expectations of the host communities?

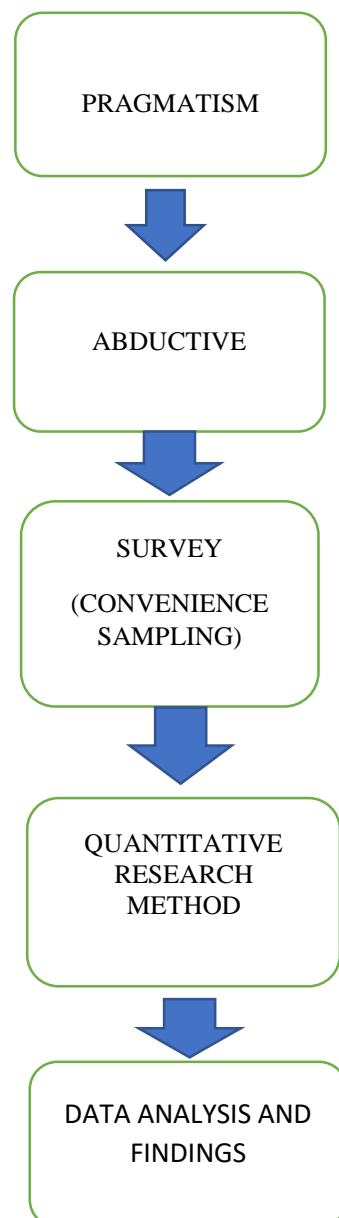
H3: CSR activities adopted in the Niger Delta neither fulfilled the aspirations of the host communities nor improved on the relationship between the host communities and MNOs operating in the region

RQ4: To what extent does context specificity influence the adoption and application of the concept of CSR in the Niger Delta?

H4: The form of CSR activities practised in the Niger Delta was influenced by the western philosophy and the failure of the government to provide basic amenities to its citizens and did not consider the peculiar nature of the environmental degradation in the region.

3.3 RESEARCH FRAMEWORK

Figure 01: Research framework, own figure.



3.4 RESEARCH PHILOSOPHY

In business and management research, five major philosophies are recognised: positivism, critical realism, interpretivism, postmodernism, and pragmatism (Saunders et al., 2016). These philosophies consist of themselves and no one is the best approach (Tsoukas and Knudsen, 2003). The best approach will be one that will enable a researcher to answer the research questions (Saunders et al., 2016). To answer the research questions posed in this dissertation, pragmatism was considered the appropriate approach.

Saunders et al., (2016) states that pragmatism aims at making difference to organisational behaviour and exploring different contextual experiences. Kelemen and Rumens, (2008) agreed that the concepts for pragmatism are only relevant where they support action and not in a vacuum. The pragmatic approach aims to reconcile both objectivism and subjectivism, facts and values, accuracy and rigorous knowledge and different contextual experiences (Saunders et al., 2016). This dissertation aims at making a difference to organisational approach by influencing ways CSR activities are practised in the Niger Delta and exploring different contextual experiences on the concept of CSR. In further tandem with pragmatic approach, a research problem was identified (the environmental challenges in the Niger Delta) which the dissertation sets out to address by examining theories, concepts, ideas, hypotheses and research findings on the practice of the CSR in the Niger Delta not in the abstract form but in terms of the roles they play as instruments of thought and action and also in terms of their practical consequences in the specific region of the Niger Delta.

Saunders et al., (2006) noted that pragmatists begin research with a challenge and strive to contribute practical solution that will inform future practice. This is apposite to the structure and objectives of this dissertation as it highlights the challenges faced by the people of Niger Delta as a result of the activities of the MNOCs, examined the ways (CSR) were employed to tackling the problems, explored the effectiveness of the adopted strategies and made suggestions that will inform future practice. The nature of pragmatic research which is echoed in this dissertation is that of a reflexive process of inquiry initiated by doubt and a sense of the existence of wrongdoing or practice and recreation of belief when the problem is addressed (Elkjaer and Simpson 2011). Pragmatists believe in adopting different ways of viewing things and do not believe the single point of view can represent the entire picture as there may be multiple realities, thus, this dissertation intended to employ the primary (questionnaire) and secondary (archival) data, a multi-method approach to quantitative data collection and analysis in answering the research questions but due to onerous demands by the firms in releasing some documents that will enable it to achieve that objective and considering the time involved in meeting those demands, quantitative data only was used to answer the research questions.

3.5 RESEARCH METHODS

A research method is employed when presenting the methodological approaches used to answer the research questions and test the hypotheses. It informs the reader on the methodology applied and used in the research design. Where there are many works of literature from which theoretical framework and hypotheses are defined as the concept of CSR, deductive approach is likely to be used; with research on a new topic, exciting, much debated and with little literature like CSR practices in the developing countries especially in the Niger Delta region, the inductive approach will likely to be used (Saunders et al., 2016). Since both approaches are relevant to this research, it was decided that the abductive approach will be apposite to this research. Instead of navigating from theory to data (deduction) or data to theory (induction),

an abductive approach moves back and forth, in effect, combining deduction and induction approaches (Suddaby, 2006; Saunders et al., 2016).

Abductive approach entails collecting data to explore a phenomenon, to identify themes and explain patterns, to generate a new or modify an existing theory which is subsequently tested through additional data collection (Saunders et al., 2016). It can be used from within several different philosophies and starts with the observation of a 'surprising fact or event' (Saunders et al., 2016) such as the use of the social and economic (philanthropic) aspect of CSR in addressing environmental issues and works out a plausible theory of how this could have occurred like employing the Western approach to CSR activities to the Niger Delta region of Nigeria as envisaged in this dissertation.

Where there is enough literature about a topic in one hand, like the general concept of CSR but few in the other, in which the research is focused as in this research, application of the concept in the Niger Delta, Nigeria, a developing country with relatively unexplored CSR research, an abductive approach is considered appropriate, allowing the researcher to vary existing theory (Saunders et al., 2016).

Abductive approach is therefore appropriate to this research and as suggested by Saunders et al., (2016), a well-built abductive approach, is more likely to be grounded by pragmatism.

This research is evaluative in that it seeks to find how well the social and economic (philanthropic) aspect of CSR activities work in the Niger Delta. Saunders et al. (2016) suggested that research questions that seek to evaluate answers are likely, to begin with, 'how' or include 'what' in the form of 'to what extent' (Saunders et al., 2016) as contained in the dissertation's research questions. Evaluative research is also likely to be centred on assessing the effectiveness of a firm or its strategies, policies, programmes, initiatives, or processes (Saunders et al., 2016) as in this dissertation, the adoption and practice of CSR activities by MNOCs.

Saunders et al., (2016) asserted that evaluative research intends to make a comparison between events, situations, groups, places or periods and that such comparison will assist in determining, for instance, the effectiveness of policy or strategy in a different location and enable the researcher to assess performance to enable the comparison. This assertion is in tandem with this dissertation as it aims at comparing the practice of CSR activities in the developing country with those of the advanced countries and attempt to assess the effectiveness of the application of the Western concept of CSR in Nigeria without the necessary modifications to suit the environment. In this way, as postulated by Saunders et al., (2016), evaluative research may produce a theoretical contribution where the emphasis is placed on understanding not only 'how effective' something is, but also 'why' and then comparing the explanation to existing theory. The above is the task this dissertation sets for itself and intends to accomplish.

3.6 DATA COLLECTION APPROACH

Pragmatists valued both quantitative and qualitative research approaches and the exact choice is dependent on the nature of the research (Saunders et al., 2016). Thus, pragmatism postulates the use of methods that will enable credible, well-founded, reliable and relevant data to be collected to advance the research (Kalemen and Rumens, 2008), it advocates a more flexible approach by letting the research question to guide the choice of theories and methods as envisaged in this dissertation.

Nastasi et al., (2010) are of the view that pragmatists are driven by the research question, context, and likely consequences of the research in deciding the methodology appropriate to the research. Although qualitative data gives more robust data for research seeking to get insight in a novel topic, there is no standardized tool to quantify data collection, sampling, and analysis for the generated data (Robson, 2011). It is also time-consuming in analysis and resource-intensive (Punch, 2000). In contrast, quantitative data gives measurable attributes by assigning number of variables with the use of an instrument such as questionnaire which helps in minimizing subjectivity from the assigning of these numbers (Sim and Wright, 2000).

For this research, data was gathered using a quantitative approach. A survey by questionnaire was the main instrument employed. The outbreak of COVID-19 and restrictions put in place by governments, both in Ireland and Nigeria coupled with time and cost involved, made it not possible to use interviews (Johnston, 2014; Haradhan, 2017).

3.7 DATA COLLECTION METHODS

This research used survey method through an adapted questionnaire in collecting primary data. A questionnaire was chosen as it allows the identification of certain characteristics of the subject of research (Czaja & Blair, 2005); in this study, these characteristics related to the nature and contents of CSR practices of MNOCs in the Niger Delta. Also, due to its anonymity, self-administered questionnaires facilitate data collection on possibly embarrassing and sensitive topics as respondents are likely to give accurate answers as the anonymity of the questionnaire excused them from any social sanctions (Czaja & Blair, 2005). As a result, a survey may present an accurate representation of reality.

The survey enables the researcher to collect a sizeable amount of data from a large sample of the population more cheaply. In this research, the questionnaire was self-administered via email and google form to selected members of a community activist in (Abia, Akwa Ibom, Delta and Rivers States), selected environmental activists, senior members of selected NGOs and selected staff of MNOCs (consisting SPDC, Sinopec-Addax Petroleum and ExxonMobil) who are concerned with the adoption, implementation and supervising the CSR activities of their respective companies. The aim of using email and google form was to improve the response rate, given the Covid-19 effect which may impede delivery by hand.

The questionnaire was designed based on similar research and adjusted to this research. It was based on a standardized questionnaire that is designed using Linkert scale which is established and well-validated allowing the researcher to provide the contents and dispensed the need for the use of a panel of experts (Sim and Wright, 2000). Likert scale questionnaire was chosen because it is easy to create to cover a lot of topics (Robertson and Dearling, 2004). It is also used to test the strengths of attitudes as respondents are asked to indicate the level of their agreement or disagreement. The forced-choice layout appropriately limited the respondents' social desirability bias as observed by (Saunders et al., 2016).

The adapted questionnaire used consists of 26 questions, most of which were taken from the empirical studies conducted by (Musa et al., 2013). Renovated structure of the questionnaire is the result of the authors' original approach, following the research questions and objectives. As suggested by Saunders et al., (2016), the questions were put in a particular order, the questionnaire of 26 questions was divided into 5 sections, the first section (questions 1-4) deals with the general concept of CSR and how the MNOCs viewed it; the second section (questions 5-7) explores the contents of CSR practised by the MNOCs in the Niger Delta; the third (questions 8-14; 25) examines the attitudes and activities of the MNOCs to the environmental

protection and restoration in the Niger Delta; section 4 (questions 15-17) examines the contextual application of CSR activities by the MNOCs in the Niger Delta while the last section (questions 18-22; 26) explores the effectiveness of CSR activities adopted in the Niger Delta and the influence of government in their application.

The respondents answered based on the degree of agreement or disagreement with the statements, using a five-point Likert scale. The questionnaire explores the nature of the CSR activities adopted by MNOCs, the attitude of the MNOCs towards environmental protection, the assessment of the MNOCs philanthropic CSR initiatives, the contextual application of the CSR initiatives and the reason for adopting the CSR activities implemented in the Niger Delta.

The cover letter to participants explaining the purpose of the survey was included as an introductory part of the questionnaire (See Appendix A).

3.8 (a) SAMPLE SELECTION

Data sampling is an important aspect of research. It is the extent to which what is found in a situation at a period is applied generally to similar situations (Robson, 2011). It helps researchers to make a generalisation about their findings, which is known as the representativeness of the sample (Brink and Wood, 2001). There are two methods of data sampling, the probability and non-probability samplings.

Survey research strategies are associated with probability sampling where inferences are made about the sample population to answer research questions and meet the researcher's objectives. According to Saunders et al., (2016), it is based on the assumption that sample will be selected at random from a sampling frame and possibly to specify the chances that any case will be included in a large number of samples. Non-probability sampling offers a myriad of alternative ways of selecting samples, most of which consist of individual judgement. A non-probability sample may be more practical in pilot testing a questionnaire although it may not allow the extent of the problem to be determined (Saunders et al., 2016). It involves a thorough study that is directed on a smaller number of samples chosen for a specific purpose as samples are quickly obtained (Saunders et al., 2016).

In choosing an appropriate sample selection method, the limitation of time available and the accessibility of participants are considered by the researcher (Saunders et al., 2016). As a result of these limitations, this research used a non-probability sample selection method in collecting the samples as it does not involve random selection which made it suitable for the research. The non-probability sample does not necessarily mean that it is more representative, though the probabilistic method is more rigorous (Saunders et al., 2016).

Where the intention is not to generalise the result obtained to the whole population, Castillo (2009) posits that non-probability sample will be appropriate to such a situation. For this research, the convenience sampling method is considered appropriate as it is easy, cheaper, less time consuming and matches with the objective of the study. Sim and Wright, (2000) opined that it involves the drawing of samples in terms of the availability of the sample units and could possess theoretical representativeness. The sample selection according to Sim and Wright, (2000) is not entirely based on chance but are deliberately chosen to fulfil the researcher's purpose.

In line with the assertions made above, the population of interest in this research is the selections of MNOCs operating in the Niger Delta, the host communities' activists, NGOs, and

environmental activists residing in the region. Access to all the representatives of the firms engaged in the implementation of the CSR and all the activists engaged in the environmental issues in the region will not be realistic and it will be logical to draw a sample from the population that will be representative of the whole population. Samples are selected based on their ability to meet the requirements for the target population, which in this research, consists of selected samples of our above-mentioned population. Voluntary participation was needed to discharge self-selection bias that is inherent in researcher selected samples (Portney and Watkins, 1993). The selected population represents major stakeholders in the region.

While Bryman and Bell (2011) considered convenience sampling as the least reliable design method due to its generalizability shortfalls and impreciseness, they emphasised however that it can produce useful data. However, Blumberg, Cooper, and Schindler (2014) believe convenience sampling is still a useful strategy for examining philosophies about a topic of interest. In summary, the findings of this research though relevant to the samples selected, may not represent the entire population of the various stakeholders, as a non-probability sample cannot be generalised. The final sample population for the research ended up being a total of 80 participants which were analysed. From these participants, 28 represents Community activist, 12 from environmental activist, 28 from the staff of MNOCs and 12 represents NGOs (see Table 4.4).

3.8 (b) QUESTIONNAIRE PILOTING

It is good practice to pre-test and pilot the instrument to assess its validity (Robertson and Dearling, 2004; Sim and Wright, 2000). Pre-testing was done with 2 academic colleagues to seek their advice on the layout and construct of the questionnaire. In order to test the suitability of the questionnaire and identify any shortcomings or limitations that may negatively affect the result or compromise the neutrality and quality of the data obtained, the questionnaire was piloted using 4 convenience samples from the target population. Using a pilot questionnaire allowed the researcher to assess the content validity and reliability to ensure no problems are encountered when computing the data (Saunders et al., 2009). It was suggested that even previously used questions ought to be piloted to align the work within the context of the current study (de Vaus, 2014). It is also seen as the best practice to pilot-test the questionnaire on respondents who are as similar as possible to those in the main enquiry (Oppenheim, 1999; de Vaus, 2014).

Upon receipt of the responses and analysis of the data collected through the pilot survey, the draft questionnaire was easy for the respondents to understand and takes an average of 8-10 minutes to complete. A flaw was identified in the formatting of the questionnaire, and the issue was immediately addressed wherein the questionnaire was properly formatted for easy access.

3.8 (c) DATA PRESENTATION AND ANALYSIS

The data gathered was presented using the Statistical Package for Social Sciences (SPSS) version 26 which is recognised as most widely used for business students (Bryman & Bell, 2011; Burns & Burns, 2008). The analysis was made using descriptive statistics and presented with the aid of tables and graphs to aid understanding. Reliability test for the questions in the questionnaire was tested using Cronbach's alpha with .707 results (Table 4.2) which are accepted as evidence of the instrument's validity and reliability (Robinson, 2011). The hypotheses were tested using Chi-square which shows an average of less than .005 level of significant alpha (Table 4.3) to all the hypotheses, thus rejecting all the null hypotheses (Osisioma et al., 2015)

3.8 (d) ETHICAL CONSIDERATIONS

Ethical considerations are the morals adopted by the researcher and those that worked with the researcher to carry out the research work because it is the right thing to do (Robertson and Dearling, 2004). Various ethical guidelines from the National College of Ireland on how to proceed with this research that is in line with the professional disciplinary standards was being considered and fully complied with.

Complying with ethical standards helps in producing high-quality research. Ethics involves issues of confidentiality, offering a degree of privacy, ensuring the proper protection of all research participants from harm, and most of all emphasizing the voluntary nature of participation in the research (Robson, 2011).

The covering letter (see Appendix A) attached to the questionnaire informed the participants of the topic, the aim of the research, why their participation is needed and how long it will take them to complete the questionnaire (Sim and Wright, 2000). They were also informed about the confidentiality nature of their involvement, how the data will be analysed and the output of the research (Saunders et al., 2016). Most importantly the participants were informed that their participation is voluntary, and their identity is not required. Proof of consent was received from each of the participants by conduct (proceeding to partake in the survey). This was stated before proceeding to answer the questions.

3.9 LIMITATIONS

The sample in this study consists of a selected representative of four MNOCs operating in the Niger delta, four states out of nine in the Niger delta, representatives of environmental activists and NGOs, therefore the result cannot be generalised without caution to the entire Niger Delta region even though understanding of their CSR activities being pacesetters is adequate to explore the activities of the remaining companies in the region.

A good number of stakeholders were needed to balance the data analysis, the researcher was unable to reach most of them due to the rigorous demands and complexity of the procedures made by some of MNOCs before allowing access to their staff. The facts that some respondents delayed in returning their questionnaire while some did not completely answer the questions confined the researcher with limited sample and abandoning the initial multi-method quantitative approach intended, which could have greatly enriched the dissertation by given it a balanced result.

The researcher is also constrained by the restrictions posed by the outbreak of Covid-19 and its attendant consequences which couple with the time and cost involved, interviews and collecting primary data at local settings was not feasible (Johnston, 2014; Haradhan, 2017), which could have led to getting detailed insight into the research questions and possibly given a more balanced analysis (Saunders et al., 2016).

CHAPTER 4:

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS.

4.1 INTRODUCTION

This chapter summarizes and illustrates the data collected by the survey questionnaires and outline the main findings and results of the research objectives. To facilitate the analysis of the results, tables and graphs were employed to display the findings. The chapter presents the introduction, the testing of the instrument's reliability and consistency of the questions contained therein using the Cronbach's Alpha, the testing of the hypotheses which was done using Chi-square, the frequency and descriptive analysis of the responses from the respondents which were employed to testing the research hypotheses and finally, the discussion of the findings.

This research investigates the impact of the social and economic (philanthropic) aspect of the CSR in addressing the environmental issues in the Niger Delta Nigeria. To carry out the investigation, a quantitative research approach was employed where primary data was collected by a survey questionnaire through convenience sampling.

The quantitative data through questionnaire were gathered from respondents who are major stakeholders in the Niger Delta issues and are knowledgeable in the adoption and implementation of the CSR in the region. They comprise of selected staff of MNOCs (From Shell, Addax, Sinopec and Mobile), selected community activists from 4 Niger Delta States (Comprising Abia, Akwa Ibom, Delta and Rivers), selected environmental activists whose objectives are predominantly focused in the Niger Delta issues and selected NGOs whose activities are centred in the Region.

A total of hundred questionnaires were distributed to four different sets of the sample used for the study. Eighty of the figures were correctly filled and successfully retrieved from the sample as shown in Table 4.1. Data were analysed using SPSS version 26 and tables and graphs were used to display the findings to facilitate the analysis of the results.

Table 4.1 Questionnaire distribution and retrieval

Stakeholders	Total no. sent	No. retrieved	Response rate
Community Activist	35	28	0.8
Environmental Activist	15	12	0.8
NGO	15	12	0.8
Staff MNOCs	35	28	0.8
Total	100	80	

As our response rate is 80% which is well above 50%, there will, therefore, be no need for the assessment of non-response bias which could have been done if it were otherwise. The purpose would have been to help determine whether the views of those that did not respond

fundamentally vary from those of the respondents and whether the outcome of the investigation could be generalised across the entire area of study (Flynn et al., 1990).

4.2 RELIABILITY AND VALIDITY TEST

Validity explains the extent the data collected covers the main area of investigation (Gjauri and Gronhang, 2005). It simply means 'measure what is intended to be measured' (Field, 2013). Reliability deals with the extent to which a measure of the phenomenon provides a stable and consistent result (Carmines and Zeller, 1979). A scale is said to be reliable if repeat measurement made by it under constant conditions will give the same result (Moser and Kalton, 1989). Internal consistency is the extent to which items on the instrument measure the same construct (Bolarinwa, 2015). Reliability test is vital as it relates to the consistency across the parts of a measuring instrument (Huck, 2007).

High internal consistency reliability of a scale is obtained if the items of a scale 'hang together' and measure the same construct (Huck, 2007; Robinson, 2011). Cronbach Alpha coefficient is considered the appropriate measure of reliability when making use of Likert Scales and is the commonly used internal consistency measure (Whitley, 2002; Robinson, 2011). There is no absolute rule for internal consistency, however, most literature agrees on a minimum interval consistency coefficient of 0.70 (Whitley, 2002; Robinson, 2011; Burns and Burns, 2008). In this study, Likert 5 scales and SPSS 26 were used to provide the Cronbach's Alpha as shown in Table 4.2. It is clear in Table 4.2 that Cronbach Alfa for all the questions in the questionnaire is accepted. Table 4.2 thus confirms the validity of all the construct in the questionnaire.

Table 4.2 SPSS 26 Reliability Test Result

Reliability Statistics	
Cronbach's Alpha	N of Items
.707	26

From the result, .707 is accepted as reliable (Robinson, 2011).

4.3 TEST FOR HYPOTHESES

Hypothesis or significance testing involves comparing data collected with what theoretically would be expected to happen. It helps to rule out the possibility that the result obtained could be due to random variation in the sample (Saunders et al., 2016).

Chi-square test was used to test the hypotheses using SPSS 26 and the decision based on the 0.005 level of significance. A null hypothesis (H_0) will be accepted if probability value (i.e. P-value or Sig.) calculated is greater than stated 0.005 level of significance alpha (α); otherwise, the null hypothesis will be rejected and alternate hypothesis accepted (H_a) if (p-value or sig) calculated is less than and equals to 0.005 level of significance (Osioma, Egbunike & Jesuwunmi, 2015). Table 4.3 shows that all null hypotheses were rejected, and alternate hypotheses accepted.

Table 4.3 Chi-square test for hypotheses

Hypotheses hypothesis	1: Rejects nullQ6	Q7	Q10	Q25
Means values of responses	4.29	3.39	3.86	2.51
Chi-square	35.23	37.92	55.33	43.10
Df	12	12	12	12
P-value	.000	.000	.000	.000

Hypotheses hypothesis	2: Rejects nullQ9	Q13	Q14	Q21
Means values of responses	4.29	3.7	3.33	3.61
Chi-square	21.84	25.84	30.41	46.40
Df	12	12	9	12
P-value	.039	.011	.000	.000

Hypotheses hypothesis	3: Rejects nullQ17	Q19	Q20	Q22
Means value of responses	3.39	1.99	3.18	4.01
Chi-square	28.10	24.78	61.62	36.82
Df	12	12	12	12
P-value	.005	.016	.000	.000

Hypotheses hypothesis	4: Rejects nullQ15	Q16	Q23	Q24
Means value of responses	3.38	3.18	4.01	3.69
Chi-square	42.97	29.85	32.34	26.07
Df	12	12	12	12
P-value	.000	.003	.004	.10

Mean value of responses are given on 5-point Likert scale.
Df=degree of freedom.

4.4 FREQUENCY ANALYSIS OF RESPONSES

Table 4.4 shows the percentage categories of the respondents. The community activists represent the activists selected from the host communities while staff from MNOCs represents selected senior staff from the oil and gas companies operating in the region. The environmental activists are selected members of academia, legal practitioners and journalists devoted to the Niger Delta cause and selected senior staff of Non-Governmental Organisations.

Table 4.4 Categories of the respondents

Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Community Activist	28	35.0	35.0	35.0
	Environmental Activist	12	15.0	15.0	50.0
	NGO	12	15.0	15.0	65.0
	Staff MNOC	28	35.0	35.0	100.0
	Total	80	100.0	100.0	

Table 4.5 (See Appendix B) shows the frequency of responses from various nature and characteristics of CSR practised in the Niger Delta. The statements in Table 4.5 derived from the hypotheses in chapter 2 and responses to them were used to test the hypotheses. Several interesting outcomes and implications emerged from Table 4.5, for instance, the table shows that MNOCs operating in the Niger Delta understand the essence and importance of the concept of CSR but whether the concept was taken seriously were highly contested.

Another important outcome shown by the Table is that the nature and contents of CSR adopted and practised in the region was predominantly philanthropic and that the environmental policies and practices of the MNOCs did not go beyond the legal limits, these findings are in agreement with most studies on the subject (Uwaji et al., 2012; George et al., 2012).

It is clear from the Table that the inability of the government in providing amenities for the citizens influenced the nature and activities of CSR employed, this is consistent with the views of many scholars on the issue (Rexler, 2010; Frynas, 2009).

The Table further shows that the nature of the CSR activities adopted was import and did not suit the challenges faced in the region as agreed by many scholars (Visser, 2009; Amuyou et al., 2016). It also reveals, consistent with many studies, that the CSR activities adopted did not satisfy the overall expectations of the host communities (Amuyou et al 2016; Uwaji et al; 2012; Idemudia, 2009; George, 2012). There is an overwhelming believe from the Table that investment in environmental protection and restoration will help address the challenges faced in the region which agrees with some scholars (Milenko, 2013; Lugard, 2014; Ogbuagu and Akugbue. 2016).

4.5 ANALYSES OF HYPOTHESES

H1: CSR activities practised in the Niger Delta consist mainly of philanthropic activities.

As evidenced in Table 4.3, the null hypothesis was rejected, and the alternate hypothesis accepted to the effect that philanthropic activities dominated the CSR activities implemented in the Niger Delta region. Suggestions were put across to the respondents through questions 6 and 7 which were the same construct but worded differently to achieve a reliable and consistent result on the issue. The responses from the questions as evidenced in Table 4.6 affirmed the assertion as a higher percentage of the respondents above 80% agreed to the assertion as shown in figures 1 and 2, respectively.

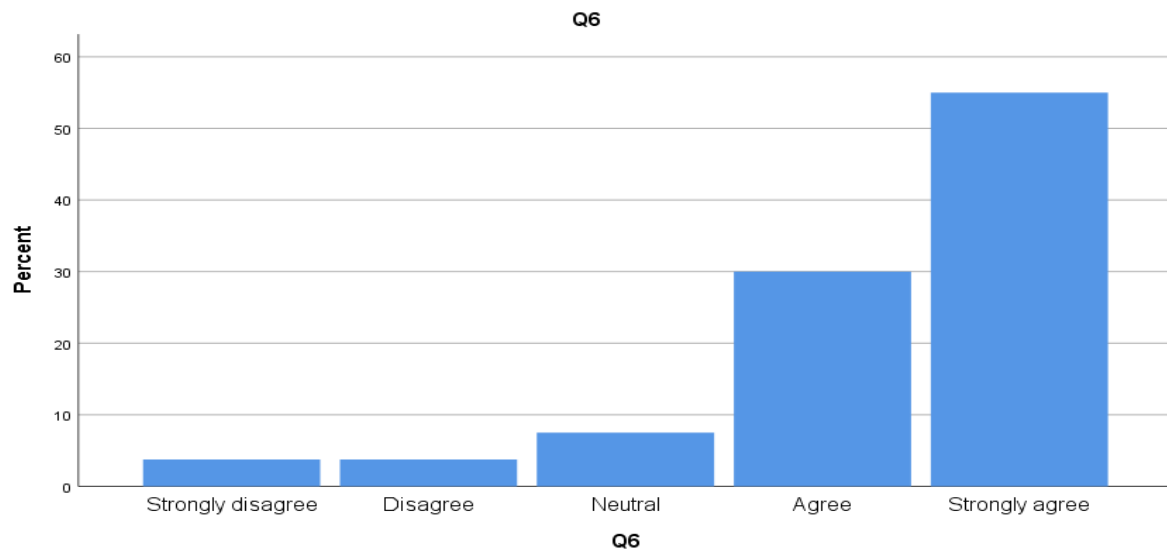
It is clear from table 4.6 and figures 1 and 2 that 85% agreed, 7.6% disagreed and 7.4% were neutral to question 6 while 57% agreed, 25% disagreed while 18% were neutral to question 7.

In further test to H1, respondents were asked if MNOCs investment in environmental activities were more than those of social and economic (Philanthropic) activities. The outcome is that most respondents disagreed 56.5% and 25% were neutral that they invested more in environmental activities than philanthropic activities as shown in figure 3.

Table 4.6 Frequency and percentage table for Qs 6 and 7.

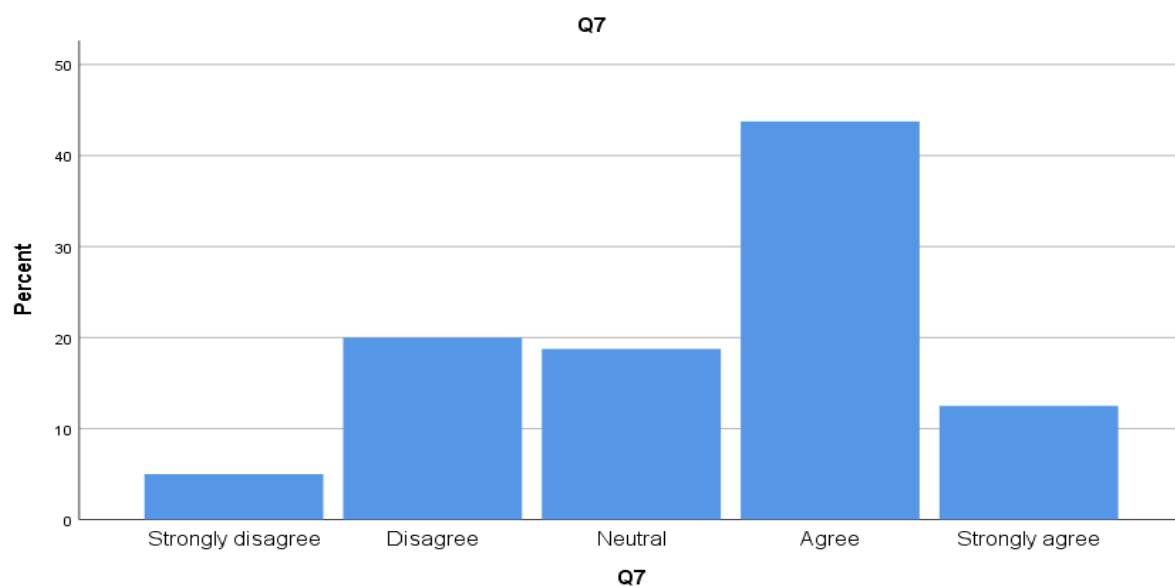
Question 6			Question 7	
	Frequency	Percentage	Frequency	Percentage
Strongly disagree	3	3.8	4	5
Disagree	3	3.8	16	20
Neutral	6	7.4	15	18.7
Agree	24	30	35	43.8
Strongly agree	44	55	10	12.5
Total	80	100	80	100

Figure 1 Responses to question 6: MNOCs' CSR in the Niger Delta are predominantly social and economic like road construction, scholarships, the building of schools etc.



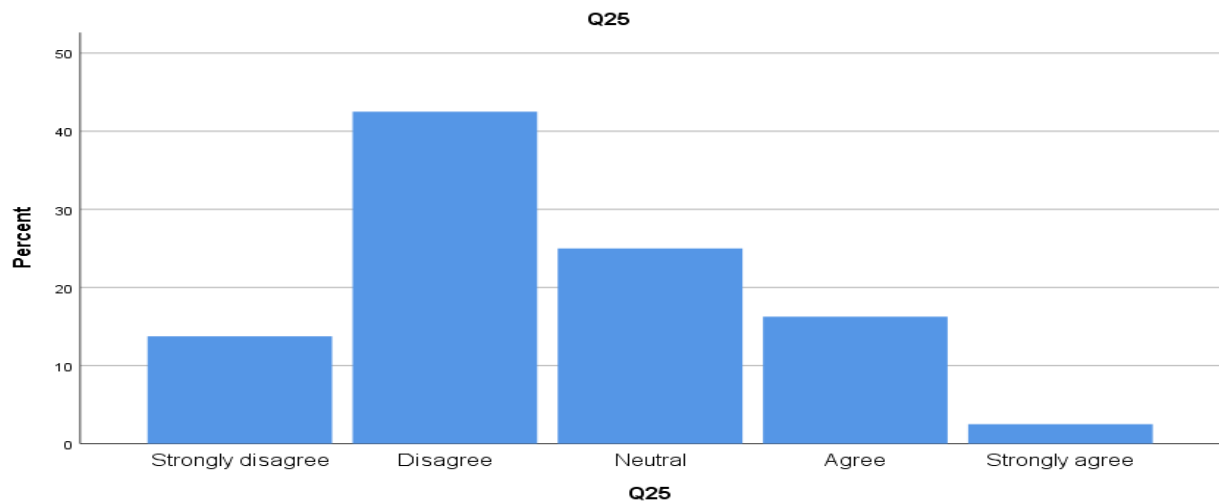
3.8% strongly disagreed, 3.8% disagreed, 7.4% were neutral, 30% agreed and 55% strongly agreed to question 6.

Figure 2 Responses to question 7: CSR activities of the MNOCs in the Niger Delta are philanthropic and seen as a charity by the host communities.



5% strongly disagreed, 20% disagreed, 18% neutral, 43.5% agreed and 13.5% strongly agreed to question 7.

Figure 3 Responses to question 25: MNOCs invested more in the protection and restoration of the environment than the provision of infrastructures like roads and schools' constructions, if you agree or strongly agree, please provide information on how this is done.



13.8% strongly disagreed, 42.7% disagreed, 25% neutral, 16% agree and 2.5% strongly agreed.

The above analysis, therefore, answered our research question 1 and accepts hypothesis 1.

H2: MNOCs environmental protection and restoration obligations do not go beyond the legal minimum.

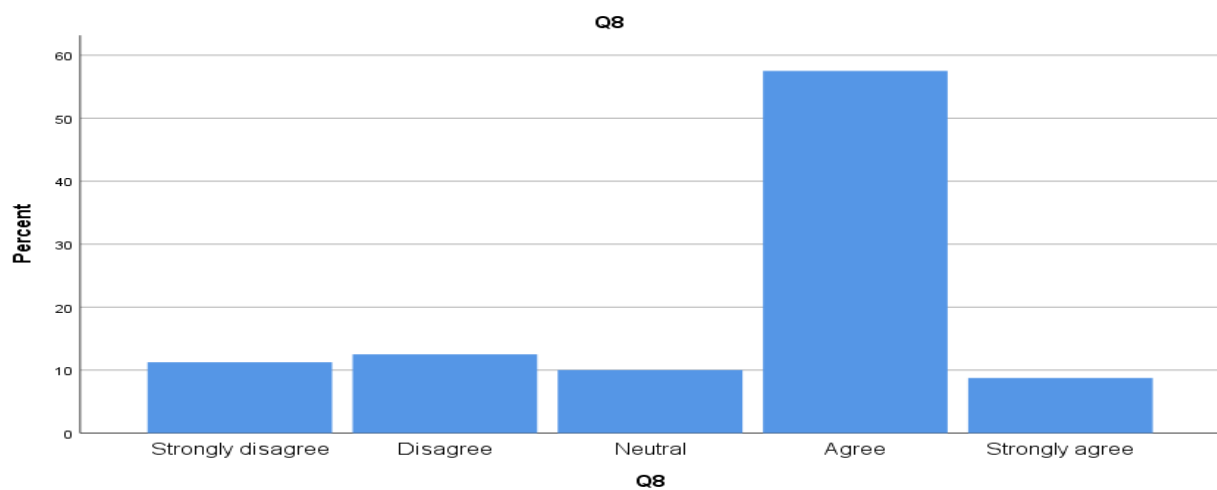
In answering research question 2, whether environmental protection and restoration of the MNOCs policies and activities fall within the legal or CSR agenda in the Niger Delta, questions 8 and 9 measuring the same construct were framed differently for emphasis and reliability for the answers given, the same was the case for questions 10 and 13. In the question whether environmental issues are treated within the confine of the law by MNOCs, table 4.7 was to the effect that the environmental activities of MNOCs in the Niger Delta are strictly confined to the legal minimum and did not go beyond it. Figures 4 and 5 show overwhelming response in acceptance to H2 and agreement to research question 2 as 66.3% agreed, 23.7% disagreed and about 10% were neutral to question 8 while 91.1% agreed, 5.1% disagreed and about 3.8% were neutral to question 9.

The effect of the above finding is that MNOCs CSR activities in the Niger Delta do not consist of environmental activities, those activities are strictly observed within the legal boundaries.

Table 4.7 Frequency and percentage table for Qs 8 and 9.

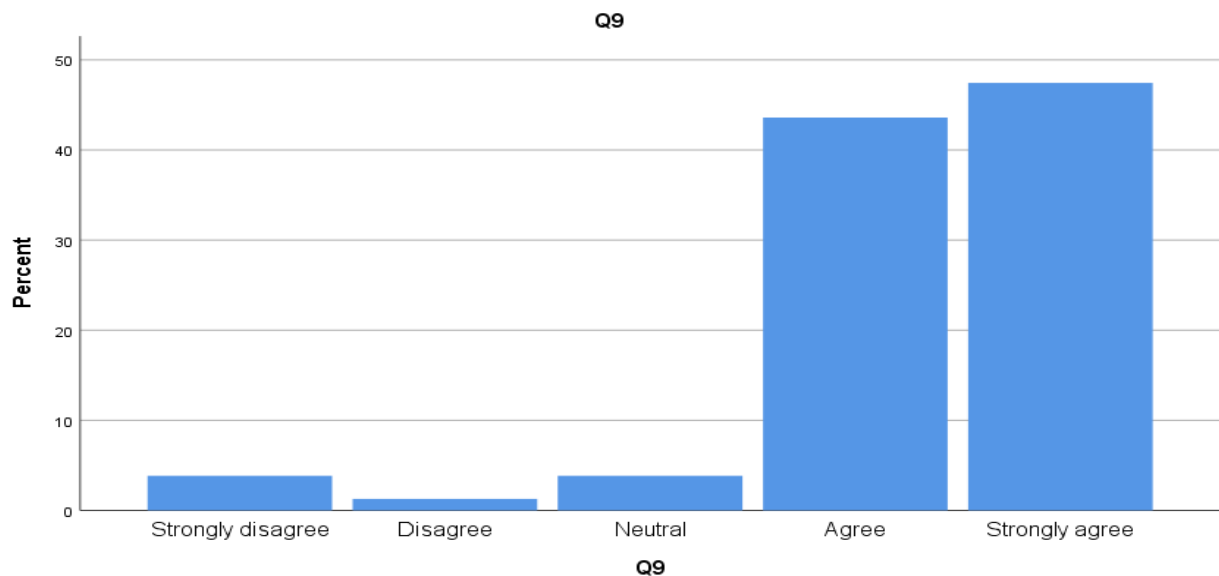
Question 8			Question 9	
	Frequency	Percentage	Frequency	Percentage
Strongly disagree	9	11.2	3	3.8
Disagree	10	12.5	1	1.3
Neutral	8	10	3	3.8
Agree	46	57.5	36	44.8
Strongly agree	7	8.8	37	46.3
Total	80	100	80	100

Figure 4 Response to question 8: Environmental issues are treated by MNOCs within the confine of the law.



11.2% strongly disagreed, 12.5% disagreed, 10% neutral, 57.5% agreed and 8.8% strongly agreed.

Figure 5 **Response to question 9: Environmental protection and restoration (cleaning up of spills and application of safety precautions) form part of the legal obligations of MNOCs.**



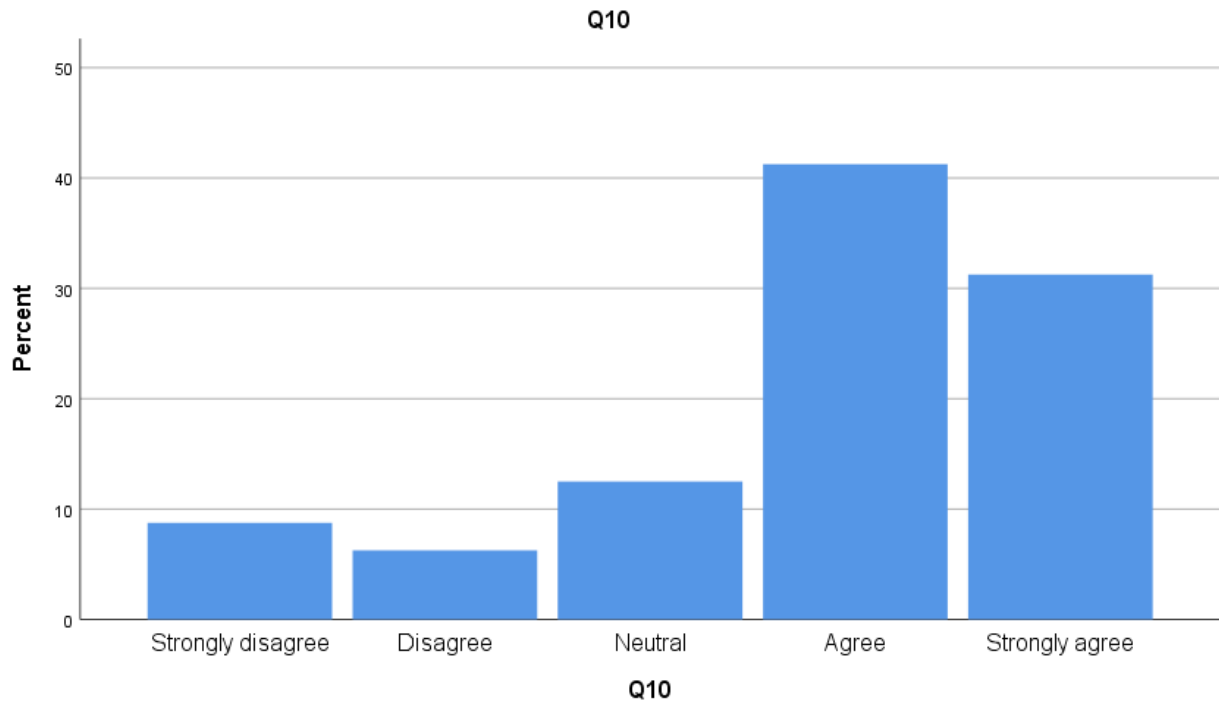
3.8% strongly disagreed, 1.3% disagreed, 3.8% neutral, 44.8% agreed and 46.3% strongly agreed.

Further testing H2 and seeking a consistent answer to research question 2, questions 10 and 13 consists of suggestions put to respondents eliciting their opinions whether environmental activities of MNOCs goes beyond the legal minimum although they are covered by legislation and if CSR activities of MNOCs contain environmental activities for the protection and restoration of the damaged environment, respondents were asked to give a reason if strongly disagreed or disagreed to question 10. Table 4.8 and figures 6 and 7 show that 72.6% agreed, 15.1% disagreed and provided no reason and 12.3% were neutral to question 10 while 76.3% agreed, 10.1% disagreed and 13.6% were neutral to question 13.

Table 4.8 Frequency and percentage table for Qs 10 and 13.

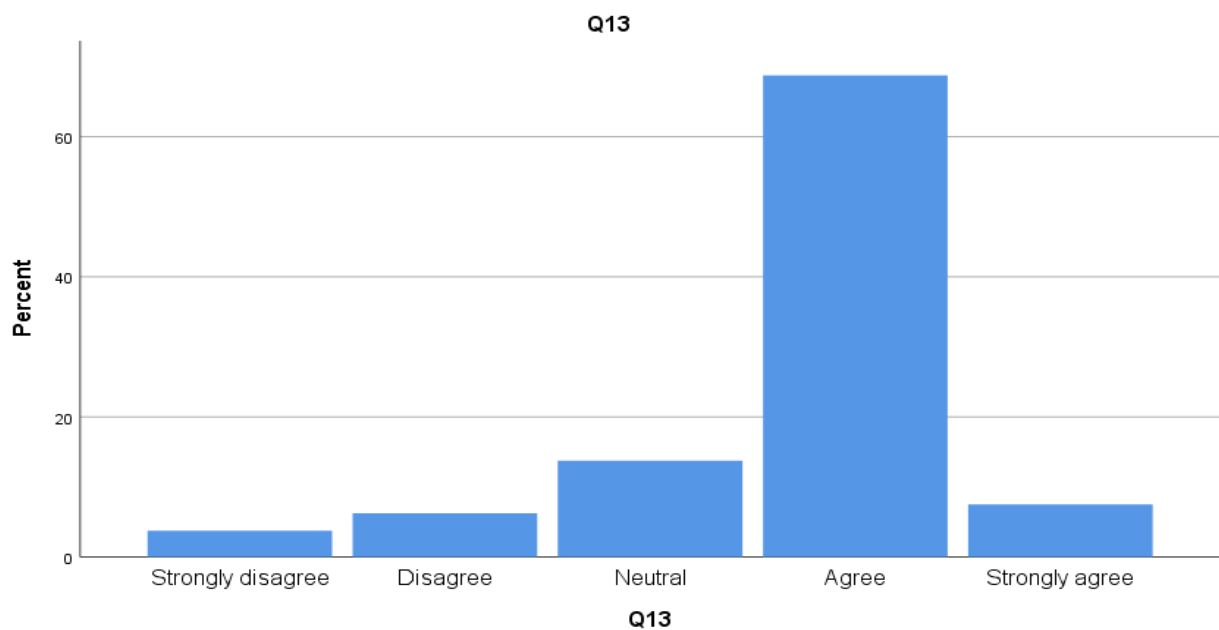
Question 10			Question 13	
	Frequency	Percentage	Frequency	percentage
Strongly disagree	7	8.8	3	3.8
Disagree	5	6.3	5	6.3
Neutral	10	12.3	11	13.6
Agree	33	41.3	55	68.8
Strongly agree	25	31.3	6	7.5
Total	80	100	80	100

Figure 6 Responses to question 10: Environmental protection and restoration activities (cleaning up of spills and application of safety precautions) are not part of the CSR activities of MNOCs as they are covered by legislation and regulations if you strongly disagree or disagree please, provide details.



8.8% strongly disagreed, 6.3% disagreed, 12.3% neutral, 41.3% agreed and 31.3% strongly agreed.

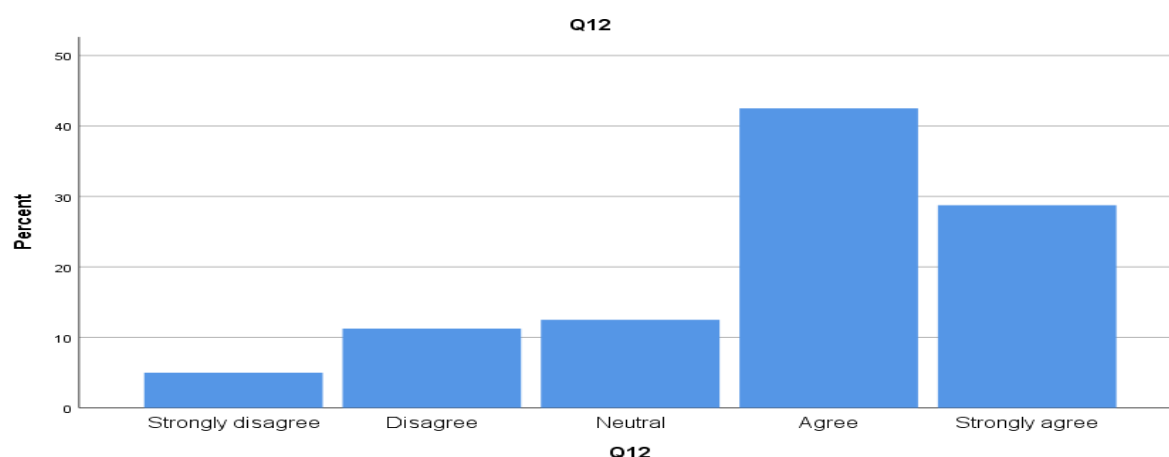
Figure 7 Responses to question 13: MNOCs' environmental protection and restoration activities do not go beyond the law.



3.8% strongly disagreed, 6.3% disagreed, 13.6% neutral, 68.8% agreed and 7.5% strongly agreed.

On the suggestion, if environmental CSR activities involved huge cost to MNOCs, 71.2% agreed, 16.3% disagreed while 12.5% were neutral as figure 8 depicts.

Figure 8 Responses to question 12: Environmental protection activities involve a huge cost to MNOCs



5% strongly disagreed, 11.3% disagreed, 12.5% were neutral, 42.5% agreed and 28.7% strongly agreed.

The result answered our research question 2 and confirmed our hypothesis 2.

Hypothesis 3: CSR activities adopted in the Niger Delta neither fulfilled the aspirations of the host communities nor improved on the relationship between the host communities and MNOCs operating in the region.

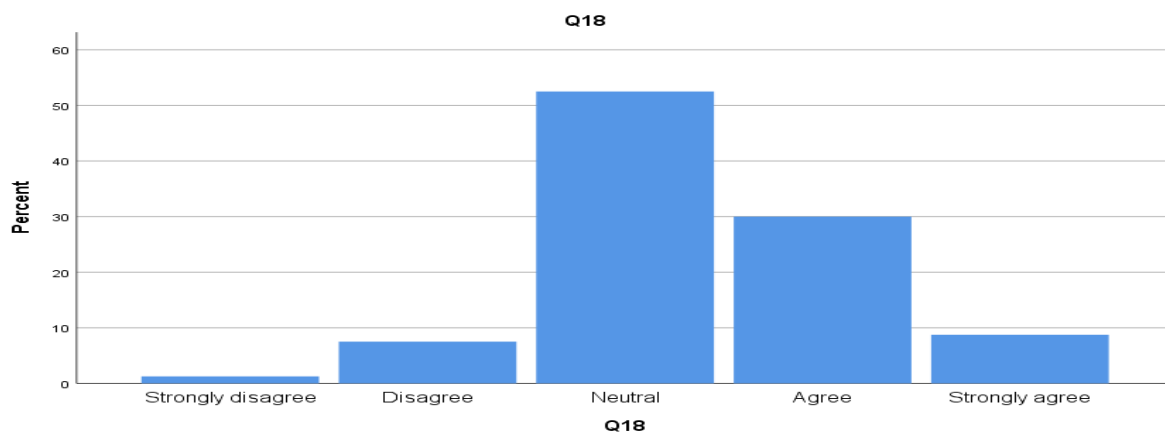
Whether the host communities' expectations were met by the CSR activities adopted in the region were asked by the respondents, it was obvious from table 4.9 that the CSR activities adopted did not satisfy the expectations of the communities as shown in figure 9. Table 4.9.1 indicates that a wide gap exists between the communities' expectations and the CSR activities adopted and that such CSR activities did not improve on the relationship between the parties.

Figure 9 shows that 38.8% agreed, 8.7% disagreed and 52.5% were neutral to the suggestion that MNOCs' CSR activities were merely fulfilling normative expectations of the host communities while in figure 9, 80% disagreed, 12.5% agreed and 7.5% were neutral to the suggestion that the host communities' expectations were met by the CSR activities adopted.

Table 4.9 Frequency and percentage table for Qs 18 and 19.

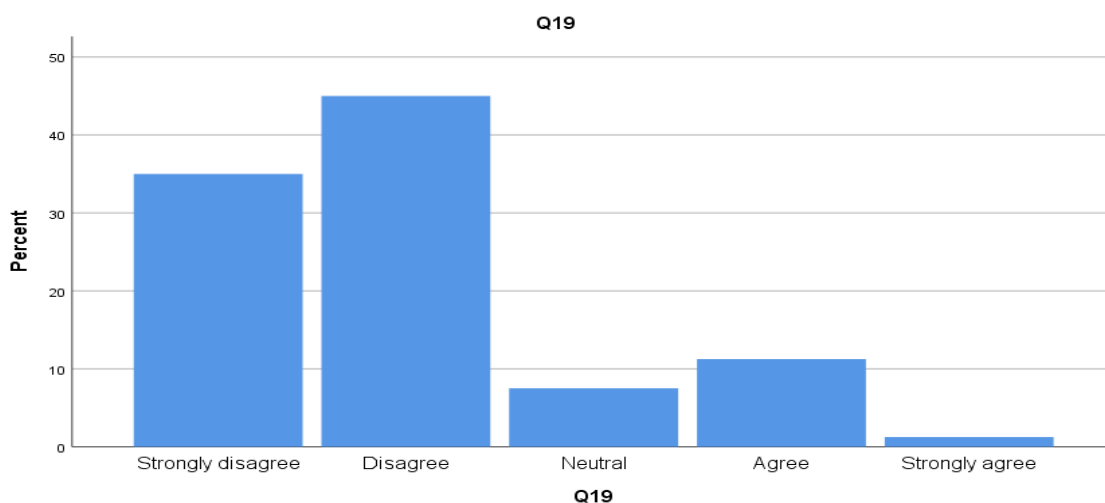
Question 18			Question 19	
	Frequency	Percentage	Frequency	percentage
Strongly disagree	1	1.2	28	35
Disagree	6	7.5	36	45
Neutral	42	52.5	6	7.4
Agree	24	30	9	11.3
Strongly agree	7	8.8	1	1.3
Total	80	100	80	100

Figure 9 Responses to question 18: Survival and continuous occupation of MNOCs in the Niger Delta are partly dependent upon satisfying the normative expectations of the host communities.



1.3% strongly disagreed, 7.5% disagreed, 52.5% neutral, 30% agreed and 8.8% strongly agreed.

Figure 10 Responses to question 19: The host communities' expectations are met by the CSR activities of the MNOCs.



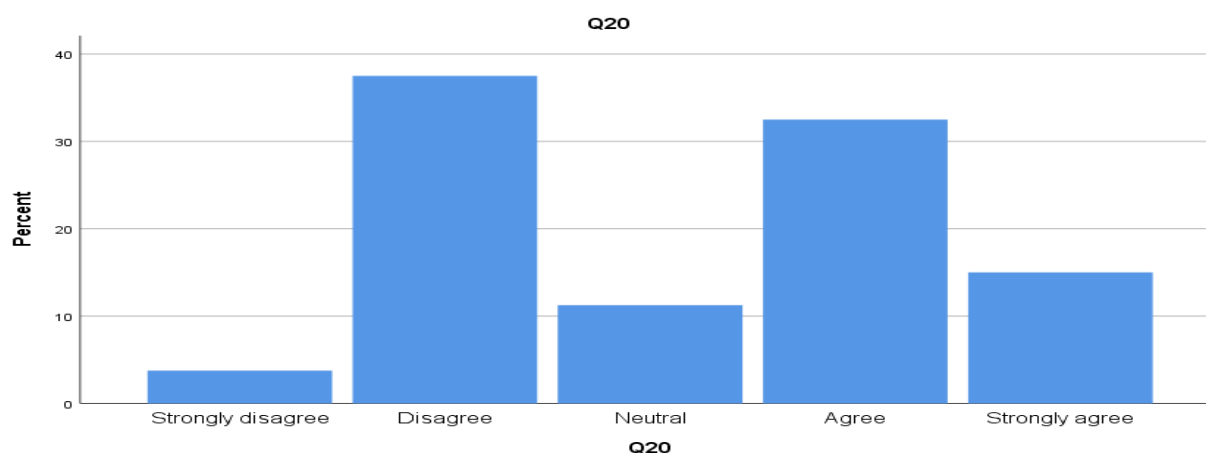
35% strongly disagreed, 45% disagreed, 7.4% neutral, 11.3% agreed and 1.3% strongly agreed.

Table 4.9.1 Frequency and percentage table for Qs 20 and 22.

Question 20			Question 22	
	Frequency	Percentage	Frequency	percentage
Strongly disagree	3	3.7	2	2.5
Disagree	30	37.5	7	8.8
Neutral	9	11.3	6	7.4
Agree	26	32.5	38	47.5
Strongly agree	12	15	27	33.8
Total	80	100	80	100

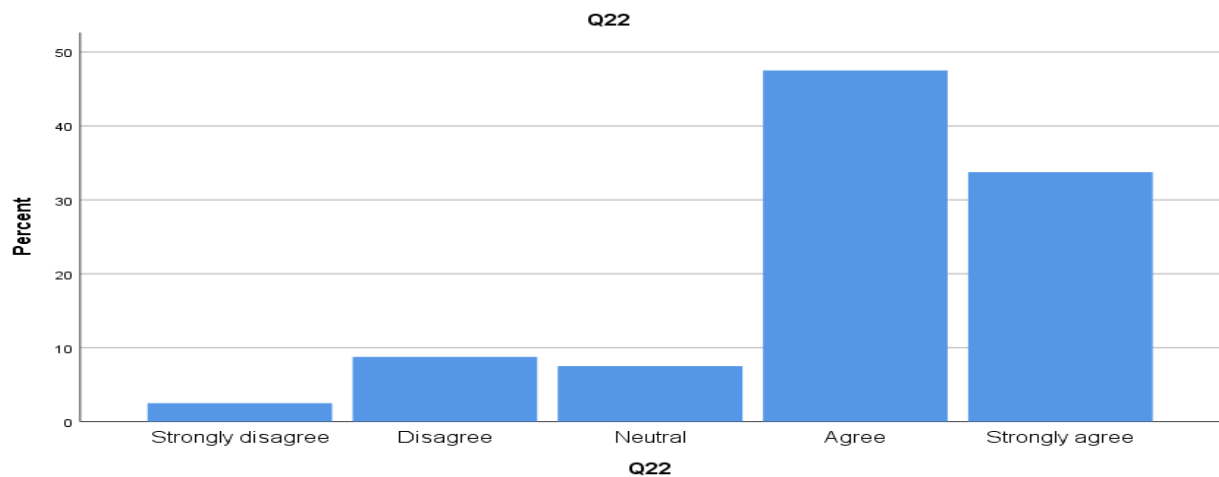
Figure 11 shows that 47.5% agreed, 41.2% disagreed and 11.3 were neutral to the suggestion that CSR adopted did not enhance the relationship between the MNOCs and host communities while in figure 12, 81.3% agreed, 11.3% disagreed while 7.4% were neutral to the suggestion that a wide gap existed between the CSR adopted and communities' expectations.

Figure 11 Responses to question 20: The implementation of the CSR activities in the Niger Delta did not enhance the relationship between the host communities and the MNOCs.



3.8% strongly disagreed, 37.5% disagreed, 11.2% neutral, 32.5% agreed and 15% strongly agreed.

Figure 12 Responses to question 22: There were appreciable gaps between the expectations of the host communities and the CSR activities adopted and implemented by MNOCs in the Niger Delta.

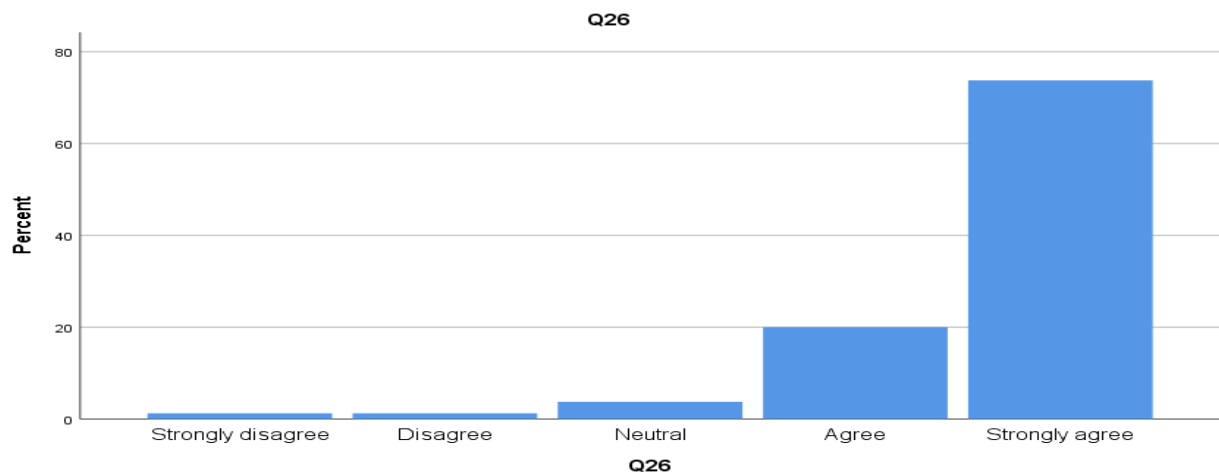


2.5% strongly disagreed, 8.8% disagreed, 7.4% neutral, 47.5% agreed and 33.8% strongly agreed.

On the suggestion, if meaningful investment in environmental CSR activities will help solve the Niger Delta environmental issues, figure 13 reveals that 93.7% agreed, 2.6% disagreed while 3.7% were neutral.

Figure 13 Responses to question 26: Investment in environmental protection and will help address most of the challenges in the Niger Delta.

1.3%



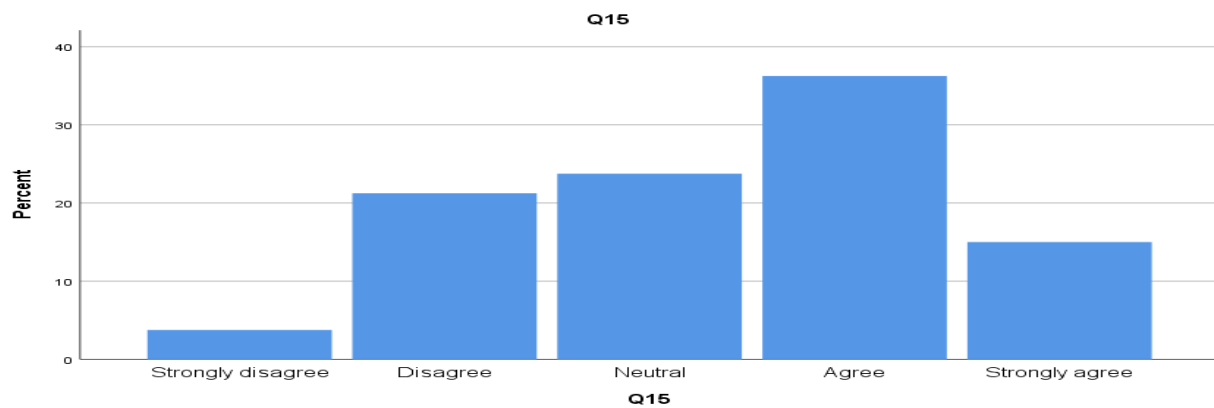
1.3% strongly disagreed, 1.3% disagreed, 3.6% neutral, 20% agreed and 73.8% agreed.

From the analysis above, research question 3 was answered in the affirmative and hypothesis 3 affirmed.

Hypothesis 4 The form of CSR activities practised in the Niger Delta was influenced by the western philosophy and the failure of the government to provide basic amenities to its citizens and did not consider the peculiar nature of the environmental degradation in the region.

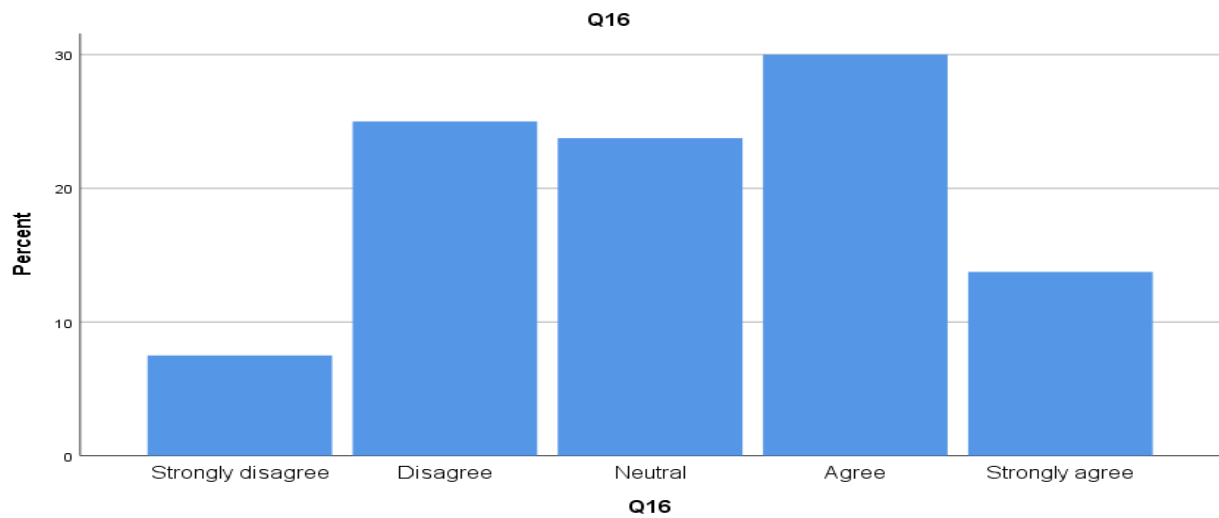
The nature and contents of CSR adopted were investigated and the result was to the effect that it was inconsistent with the social, economic and environmental challenges in the region as 51.3% agreed, 25.1% disagreed and 23.6 neutral as shown in figure 14. It was close contest whether the CSR employed was impacted negatively by the culture of the communities as figure 15 shows that 48.8% agreed, 32.5% disagreed while 23.7% were neutral. Of interest is the suggestion that the CSR employed did not consider the peculiarity of the region as it was imported from the western countries without necessary adjustments to fit the region, 53.8% agreed to it, 28.7% did not agree while 17.5 were neutral as figure 16 shows.

Figure 14 Responses to question 15: CSR activities adopted in the Niger Delta is inconsistent with the social, economic, and environmental challenges in the region.



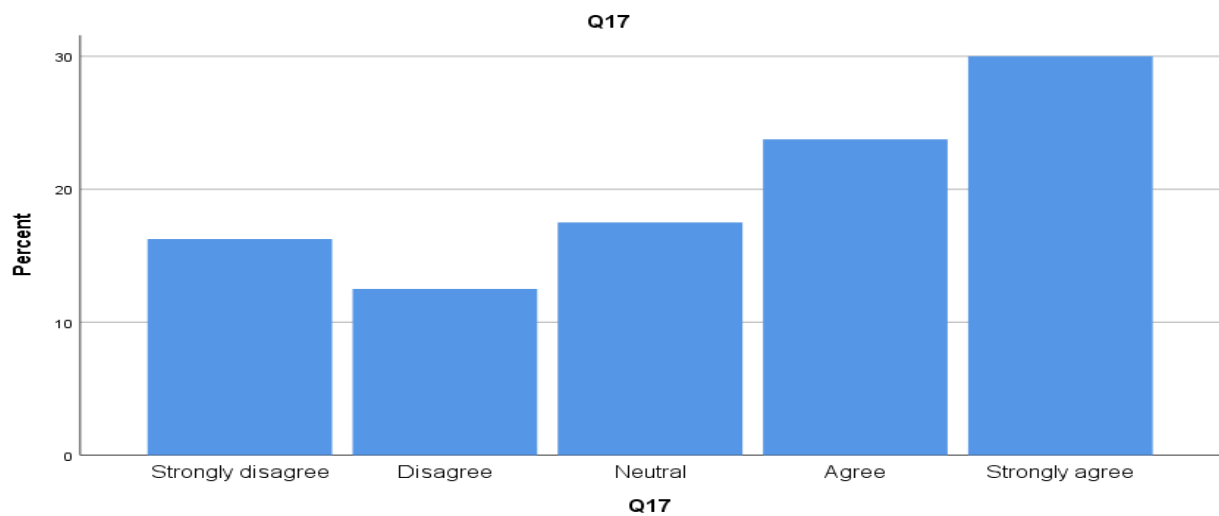
3.8% strongly disagreed, 21.3% disagreed, 23.6% neutral, 20% agreed and 15% strongly agreed.

Figure 15 Responses to question 16: The cultural, social, economic, environmental influence of the host communities impacted negatively on the practice of CSR in the Niger Delta.



7.5% strongly disagreed, 25% disagreed, 23.7% neutral, 30% agreed and 13.8% strongly agreed.

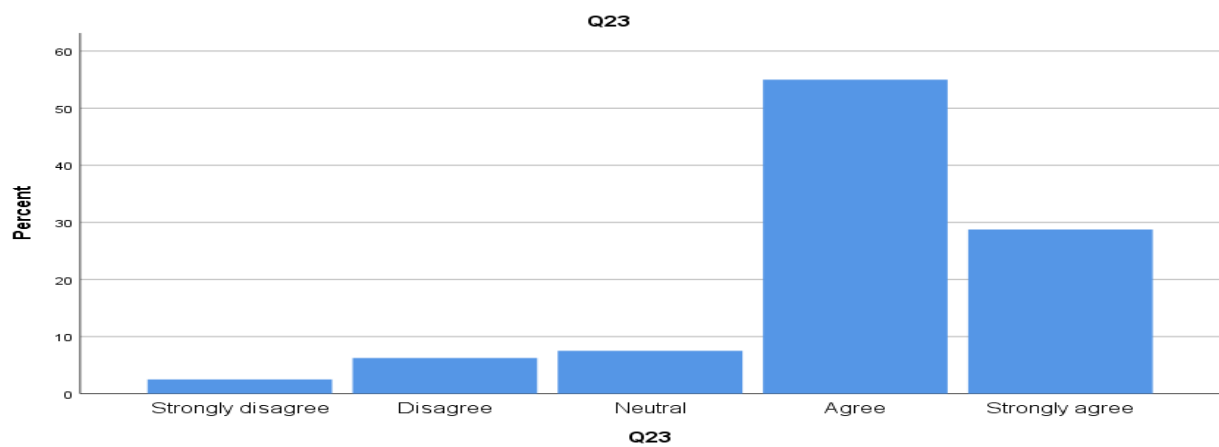
Figure 16 Responses to question 17: CSR activities adopted are mainly foreign based in contents and do not consider the peculiarity of the Niger Delta situation.



16.2% strongly disagreed, 12.5% disagreed, 17.5% neutral, 23.8% agreed and 30% strongly agreed.

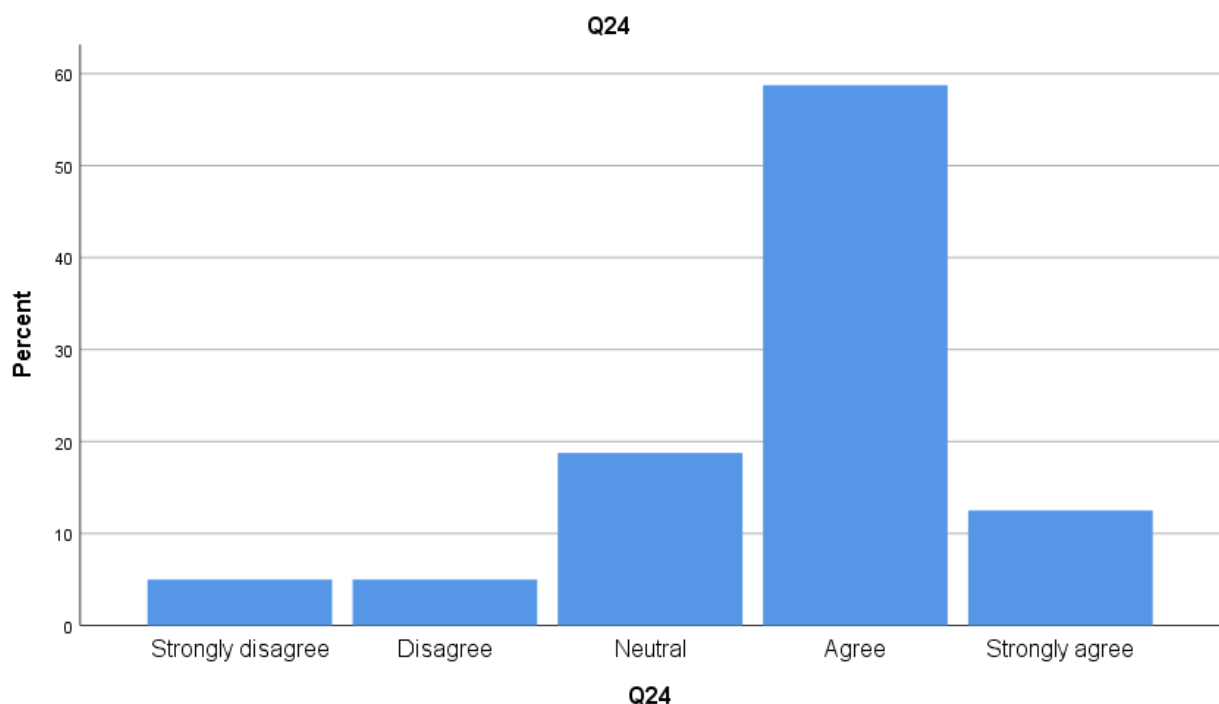
In further bid to answer research question 4, respondents were asked for their opinion if the nature of CSR adopted was influenced by lack of basic amenities due to failure of the government to provide same, 83.7% agreed, 8.8% disagreed and 7.5% were neutral as figure 17 shows. It was shown also that 71.3% agreed, 10% disagreed and 18.7% were neutral to the suggestion that the CSR adopted was influenced by the existence of weak government and lack of effective and enforceable legal mechanism as shown in figure 18.

Figure 17: Responses to question 23: The nature and contents of the CSR adopted by the MNOCs are influenced by the inability of the state government to fulfil its obligations in providing essential services to the Niger Delta people.



2.5% strongly disagreed, 6.3% disagreed, 7.5% neutral, 55% agreed and 28.7% strongly agreed.

Figure 18 Responses to question 24: The lack of enabling environment in terms of effective and enforceable legal regimes influenced the nature of the CSR adopted and applied in the Niger Delta by MNOCs.



5% strongly disagreed, 5% disagreed, 18.7% neutral, 58.8% agreed and 12.5% strongly agreed.

From the analysis, research question 4 was answered to the effect that the CSR employed neither considered the contextual differences between the western culture and that of the Niger Delta nor the extent of environmental degradation occasioned by their activities in the application. The analysis affirmed hypothesis 4.

4.6 DISCUSSION OF FINDINGS

The outcome from the analysis shows that philanthropic (Social and economic) CSR activities consisting road construction, scholarship grants and other community development projects dominated the CSR activities of MNOCs in the Niger Delta as Table 4.6 and figures 1, 2 and 3 revealed. This finding is consistent with the findings of several scholars who posit that in practice the economic and philanthropic aspects of CSR (rather than legal, environmental and ethical responsibilities) continue to dominate the CSR conceptualization and practice in Africa (Visser, 2007; Frynas, 2006; George et al, 2012). The studies of (Amuyou et al., 2016; George et al., 2012; Uwaji et al., 2012) also revealed that such philanthropic activities consist mainly of community development projects such as road construction etc. The study of Ekhaton, (2014) discovered that philanthropic activities were considered the hallmark of Addax Petroleum CSR foray into Nigeria, implying as observed by George et al., (2012) that MNOCs in the region are not taking the issue of CSR seriously, rather, they are involved in 'corporate philanthropy.' The result answered our research question 1 and affirmed our H1. Philanthropic CSR activities were therefore employed to solve the environmental issues in the Niger Delta.

It was demonstrated by the finding that environmental activities were not part of the MNOCs CSR activities in the Niger Delta as evidenced in Tables 4.7 and 4.8 and figure 4, 5, 6 and 7. This is in line with the finding from the study conducted by Akindele, (2011) that MNOCs are not willing to implement environmental CSR activities because they involved huge cost. Figure 8 revealed that implementation of environmental CSR activities will involve huge cost as was discovered in the study conducted by Mikhailovich and Schulte, (2016) that environmental activities are considered as an additional expense to firms and are not carried beyond the legal minimum as it will decimate their profit. The result also confirms Frynas, (2009) stance that even the most responsible oil company most times put commercial interest above ecological concerns and contradicts Beard et al., (2011) findings that the protection of the environment should occupy a high moral pedestal than profit-making. MNOCs as indicated, are not prepared to sacrifice the bottom line for ecological concerns. Our research question 2 was answered and H2 affirmed by the result.

Hypothesis 3 reveals that the CSR activities adopted in the region failed to satisfy the communities' aspirations and did not improve on their relationship with MNOCs as shown in Tables 4.9 and 4.9.1 and figures 9, 10, 11 and 12. In essence, the CSR activities practised in the area failed to achieve its purpose. This is in tandem to the discovery of Idemudia, (2007) that MNOCs have not been proponents of CSR activities that meet the needs of the host communities.

The findings of Idemudia and Ite (2006) revealed that MNOCs CSR activities have not improved the relationship between them and the host communities. Most scholars agreed that the CSR activities employed were not having the desired effect as there was a gap between the CSR activities and the expectations of the communities (Olawari and Fidelis, 2011; Ogula, 2012; Jike, 2004). Rexler, (2010) revealed that the goals of MNOCs and those of the host communities are fundamentally divergent. The findings thus answered our research question 3 and affirmed our hypothesis 3.

Finally, as evidenced in figures 14, 15, 16, 17 and 18 the results of the respondent's responses revealed that the CSR practices adopted were imported from the western countries and was not adjusted to accommodate the cultural and social differences and also failed to take into consideration the devastating environmental conditions of the Niger Delta. It was also shown that the philanthropic CSR activities employed was orchestrated by the failure of the

government to provide basic amenities to the communities and existence of a weak, ineffective, and unenforceable environmental legal regime.

This finding supports the discovery of Whelan and Muthuri, (2014) that MNOCs especially Addax petroleum promotes CSR activities with Chinese (Home country) characteristics. A study by Bu, (2010) revealed that CSR activities espoused by Chinese firms in Africa are accentuated by its cultural and regulatory background. Ako et al., (2009) study discovered that the CSR and its ideal were seen from the western (the USA and Europe) influenced perspective and do not seem to take into account of the unique cultural, socio-economic and political differences in the developing countries. The result agrees with (Frynas, 2009; Rexler, 2010; Adebayor, 2019) findings that absence of government action in providing basic amenities accentuates the roles of MNOCs philanthropic CSR activities in the Niger Delta. The result answered our research question 4 and affirmed our hypothesis 4.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

This research investigated the philanthropic CSR activities of MNOCs in solving the Niger Delta issues and the attitude of MNOCs towards environmental restoration activities in the region. The findings of the research lead to the following conclusions:

The philanthropic CSR activities employed by MNOCs in solving the Niger Delta issues were unsuccessful as tension is still mounting in the area due to the unmet needs of the communities. Those efforts were considered as palliative remedies which have no bearing to the environmental degradation of the region, the ultimate concern of the communities.

The environmental activities of the MNOCs are restricted to the legal minimum and do not form part of the MNOCs CSR efforts in the region.

The MNOCs are reluctant to incorporating those environmental activities into CSR efforts as they involved huge cost and are not willing to sacrifice their bottom line for ecological concerns.

The standard applied in environmental protection, restoration and safety measures are considerably below the international standards unlike those applied in advanced countries especially in the areas of clean-up of spills as UNEP, (2011) report and the study of Nwankwo (2017) revealed.

The philanthropic CSR efforts of MNOCs failed to satisfy the expectations of the communities notwithstanding the huge fund invested in it as those efforts were pole apart to the wishes of the communities, at best, they inculcated dependency mentality among the people.

The failure of government in providing basic amenities to the communities and existence of a weak, ineffective and unenforceable laws and regulations informed the philanthropic choice of MNOCs CSR initiatives as they were able to pick and choose CSR activities convenient for them irrespective of its unresponsiveness to the problems it sets to address.

The CSR initiatives are ethnocentric as they were imported from their home countries without due consideration to the differences in culture, expectations, and environment.

Finally, there was a lack of assessment on the needs of the communities and the dire challenges in the area before the implementation of the CSR efforts. Even after their implementation, there was no measure put in place to assess the sustainability of those CSR efforts or to assess if they were achieving the desired results.

5.2 RECOMMENDATIONS

Following from the foregoing conclusions, the following recommendations are made:

The study reveals that major challenges facing the people of Niger Delta are that of environmental degradation in the area which has caused untold hardship to their very existence. It, therefore, follows that any effort put in addressing the Niger Delta problems that failed to advert its attention towards that direction will be an effort in futility. MNOCs are seen to be

much in the breach than compliance to the environmental laws and regulations and most time prefers to pay fines for the breach which said fines are infinitesimal considering the damage such omission occasioned to the environment.

To be environmentally responsible and assist in ameliorating or resolving the Niger Delta issues, it will be recommended as follows:

1. MNOCs should embrace and incorporate environmental activities into their CSR efforts by going beyond the legal minimum in implementation and adoption of environmental policies and practices. To be environmentally responsible as firms, Montiel, (2008) laid out variables for assessment which include involvement in voluntary environmental restoration, ecological practices or systematic reduction of waste and emissions from the operation. Beard et al., (2011) recommended that such efforts should occupy a high moral pedestal than profit-making. In the case of clean-up of oil spills, MNOCs should not only apply an acceptable international standard but should go beyond it in reclaiming the environment.

Engaging in environmental improvement CSR activities may lead to a win-win outcome within the context of the business case of CSR and Porter and Kramer's (2011) notion of shared values. Such practice will: help reduce environmental degradation while safeguarding the bottom line; reduce the environmental impacts of the firms' activities; reduce the firms operating costs; provide for better equipment and innovations and foster good rapport with their stakeholders by improving on their corporate images. The amount of money spent by MNOCs in paying compensations for spills due to equipment failure and fines for violating environmental and safety laws are estimated to be around \$850m per annum. Investing in environmental CSR activities will cost about \$1.1b per annum less than the amount spent on philanthropic CSR activities in 3 years. Environmental activities are cost-intensive, to be sustainable, there has to be a 5-year investment planning that will cost about \$1.1b per year which the firms can provide from part of their profits to cover fitting most recent equipment, investment in environmental health and safety and proper clean-up measures. They can apply for tax exemptions for these investments that will cost about \$5.5b in 5 years.

2. MNOCs should assess the needs of the communities and the nature of challenges before embarking or adopting any intervention measure. There is a need to actively engage the host communities before carrying out any CSR activities to achieve an enduring result. Matten and Moon (2008) stated that different countries will have different priorities, and values related to CSR that will shape how businesses act. Porter and Kramer (2006) argue that there is a need for strategic CSR and claims that the CSR efforts have not been as productive as they could be and that companies think of CSR in generic ways instead of the most appropriate to the firm's strategy. The nature of the environment and industry as advised by Frynas, (2009) determines the form of CSR activities to be adopted.

Strategically, considering the environmental situations and the extractive activities of MNOCs in the region, environmental and not philanthropic CSR activities ought to be apposite to the situation, which MNOCs will be encouraged to adapt if seeking a lasting solution to the problems in the region is their concern. Such an assessment might involve outsourcing the department to professionals which will be estimated to cost \$250,000 yearly from the budgets of the firms.

3. The MNOCs should consider contextual influences on CSR activities and how those influences will impact on the application of the concept in an area or locality. There is a need to adjust overseas policies to accommodate the local differences considering various factors.

In the Niger Delta context, Milenko, (2013) expressed the need to prioritise the CSR activities to improve on the environment and well-being of the impacted communities by adjusting its applications and concepts to the environment.

There is, therefore, the need for MNOCs to align their business interest with those of the communities in terms of CSR initiatives to avoid the incessant conflicts prevalent in the area. Ogula, (2012:2) report becomes instructive when he stated, 'Corporations that align business interests with community interests in terms of CSR objectives can minimize the risks and liabilities associated with operating in culturally different regions from their home countries.' He went further to state at p.3 that, 'An understanding of local community aspirations will aid companies operating in rural communities to integrate community expectations into CSR strategies and align company and community interests in developing countries' Adhering to the above instruction will cost MNOCs about \$2M annually compare to over \$30M spent annually on CSR activities that produce no tangible results.

4. To assist MNOCs in addressing the Niger Delta issues, there is the need for the government to show commitments by providing social and economic amenities to its citizens thereby allowing MNOCs to concentrate more on the environmental challenges. The government it is recommended should reform and strengthen its environmental legal regime to be able to monitor and control the excesses of the MNOCs' environmental activities. Such provision will take about \$1.5b out of the government's budget to cover those infrastructural development projects.

5. It is recommended that constant monitoring and frequent assessment of CSR activities be employed to measure its effectiveness in meeting its target. It is not enough to post billions of dollars spent on the activities without ensuring their effectiveness in meeting the desired goals and if they were aligned to communities' interests. Such feedback should surpass CSR reporting and go beyond it. The monitoring and feedback cost is estimated at \$2.5m per annum, which is fair considering the enormous amount that will be wasted on projects that have no bearings to the needs of the communities as was the case of MNOCs philanthropic CSR activities in the region.

The above cost no doubt will impact on the MNOCs finances, there will be the need on the part of the government to reconsider giving back the percentage of profits mandatorily paid to NDDC by MNOCs since the money is not being used for the purpose for which it was meant for as the recent probe of the commission portrays (Ebiri, Oyedika-Ugoeze and Gbonagun, 2020). This will equip the MNOCs with more than \$850m annually coupled with a tax incentive to carry out the above suggestions, within the next 5 years.

Philanthropic CSR efforts as shown by this study proved to be incapable of assuaging the people of the Niger Delta and addressing the major problems in the region. Engagement in environmental CSR though involved huge cost has a trade-off effect of a win-win outcome. A safe and clean environment in the region will no doubt satisfy the longing of the host communities and foster rapport among stakeholders. Any effort or attempt in addressing the Niger Delta issues that failed to take cognisance of the enormous environmental depredation of the region and its attendant consequences on the lives of the people in communities will not be answering the people of the Niger Delta.

5.3 SUGGESTION FOR FUTURE RESEARCH

Owing to the research limitations highlighted above, a small proportion of the sample was drawn from the population in conducting this research, the result might not be enough to generalize the findings and result. There may be the need to engage more stakeholders in future research for more generalised findings and outcome. This dissertation focused on an aspect of CSR in addressing the Niger Delta issues, future research on the topic can investigate on other aspects like the granting of amnesty to the militants in the region, the need for the truth and reconciliation tribunal and other conflict resolving mechanisms that will assist in resolving the issues in the region.

5.4 PERSONAL REFLECTION ON THE STUDY

The dissertation experience was both challenging and rewarding. The emergence of the Covid-19 exasperated the situation making data collection more challenging in Nigeria. Leveraging from legal background to management was not as easy as envisaged, of comfort was the Moodle and interacting style of learning which brought back confidence and academic poise. Not being conversant with statistics, Excel and SPSS software, an appreciable time was spent trying to embrace their rudiments to enable me to forge ahead with chapter 4. A lot of experience was gained by scaling every challenge posed in the journey to completing this research.

I regained my academic confidence and overcame stage freight syndrome that has marred my public appearances and presentations. I improved on my timing schedule and my writing skills, thanks to all the assignments written during the learning. I gained appreciable knowledge of Microsoft Excel and the SPSS software applications. I improved on my multi-tasking ability which was helped by juggling from part-time work, family matters and academic work especially the online learning that must be done at home. My organizational skills were not left out, the challenge posed by arranging the chapters, data, samples, research bits and pieces brought out an incredible skill I never knew I possessed.

If I have to do this again, I will have to start early in gathering the materials and will not have to change my topic as I did thrice herein which pushed me back and left me struggling with time. I will also read in advance all the materials relating to the topic and avoid being stalked at the literature review for a longer time as experienced in this work. I will also belong to peer review group which will help with fresh ideas. In all, it was such an awesome experience and rewarding too.

LIST OF ABBREVIATIONS

CSR- Corporate Social Responsibility

Covid-19- Corona Virus Disease

GMoU- Global Memorandum of Understanding

IMF- International Monetary Fund

JV-Joint Venture

MNOCs- Multi-National Oil Companies

MOSOP- Movement for the Survival of Ogoni People

NGO- Non-Governmental Organisation

NDDC- Niger Delta Development Commission

NNPC- Nigerian National Petroleum Corporation

PSA-Production Sharing Agreement

SNEPco- Shell Nigeria Exploration and Petroleum Company

SPDC- Shell Petroleum Development Company

SPSS- Statistical Package for Social Sciences.

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APPENDIX A

Covering Letter

Dear Sir/Madam.

This questionnaire is part of a research project to assess the nature and impact of the CSR activities adopted and practiced by the MNOCs in the Niger Delta region of Nigeria. Your response is important in enabling me to obtain as full an understanding as possible of this topical issue. However, your decision to take part is voluntary.

You may put the names of your organization and position in the space provided at the bottom of the cover page.

If you decide to take part, the questionnaire should take you approximately 10 minutes to complete. Please answer the questions by ticking to the options provided and if your answer required you to add additional comment and wish to do so, please do.

The information you provide will be treated in the strictest confidence. You will notice that you were not asked to include your name and address anywhere on the questionnaire.

The answers from your questionnaire and others will be used as the main data set for my research project in the National College of Ireland, Rep. of Ireland.

I hope that you will find completing the questionnaire enjoyable. Please return completed questionnaire to me through email-ngekalu@yahoo.co.uk. If you have any question or would like further information, please do not hesitate to email me at the email provided.

Thank you for your help.

Ngeagbaghakalu

Nge Agbagha Kalu.

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. Multinational Oil Companies (MNOCs) operating in the Niger Delta understands the concept and essence of Corporate Social Responsibility (CSR)					
2. CSR in the Niger Delta is taken seriously by MNOCs					
3. CSR enhances the reputation of MNOCs					
4. CRS shields MNOCs from media scrutiny and criticism					

5. MNOCs' CSR in the Niger Delta serves as a form of rent for the use of the environment					
6. MNOCs' CSR in the Niger Delta are predominantly social and economic like road construction, scholarships, the building of schools etc					
7. CSR activities of the MNOCs in the Niger Delta are philanthropic in nature and seen as a charity by the host communities					
8. Environmental issues are treated by MNOCs within the confine of the law					
9. Environmental protection and restoration (cleaning up of spills and application of safety precautions) form part of the legal obligations of MNOCs					
10. Environmental protection and restoration activities (cleaning up of spills and application of safety precautions) are not part of the CSR activities of MNOCs as they are covered by legislation and regulations if you strongly disagree or disagree please, provide details					
11. Environmental protection and restoration in the Niger Delta are taken seriously by MNOCs					
12. Environmental protection activities involve a huge cost to MNOCs					
13. MNOCs' environmental protection and restoration activities do not go beyond the law					
14. MNOCs endeavors to reduce oil spills and gas					

flaring in the Niger Delta, if you agree or strongly agree, please provide information about how this is done					
15. CSR activities adopted in the Niger Delta is inconsistent with the social, economic, and environmental challenges in the region					
16. The cultural, social, economic, environmental influence of the host communities impacted negatively on the practice of CSR in the Niger Delta					
17. CSR activities adopted are mainly foreign-based in contents and do not consider the peculiarity of the Niger Delta situation					
18. Survival and continuous occupation of MNOCs in the Niger Delta is partly dependent upon satisfying the normative expectations of the host communities					
19. The host communities' expectations are met by the CSR activities of the MNOCs					
20. The implementation of the CSR activities in the Niger Delta did not enhance the relationship between the host communities and the MNOCs					
21. CSR activities adopted and implemented by the MNOCs did not improve on the environmental challenges in the Niger Delta					
22. There were appreciable gaps between the expectations of the host communities and the CSR activities adopted and implemented by					

MNOCs in the Niger Delta					
23. The nature and contents of the CSR adopted by the MNOCs are influenced by the inability of the state government to fulfil its obligations in providing essential services to the Niger Delta people					
24. The lack of enabling environment in terms of effective and enforceable legal regimes influenced the nature of the CSR adopted and applied in the Niger Delta by MNOCs					
25. MNOCs invested more in the protection and restoration of the environment than the provision of infrastructures like roads and schools' constructions, if you agree or strongly agree, please provide information on how this is done					
26. Investment in environmental protection and restoration will help address most of the challenges in the Niger Delta					

APPENDIX B

Table 4.5 Frequency of responses to the nature and characteristics of CSR

N0	Nature and Characteristics of CSR	1	2	3	4	5
1	Multinational Oil Companies (MNOCs) operating in the Niger Delta understands the concept and essence of Corporate Social Responsibility (CSR)	8	3	7	39	23
2	CSR in the Niger Delta is taken seriously by MNOCs	3	31	5	32	9
3	CSR enhances the reputation of MNOCs	3	1	9	50	17
4	CRS shields MNOCs from media scrutiny and criticism	10	17	10	29	14
5	MNOCs' CSR in the Niger Delta serves as a form of rent for the use of the environment	3	15	28	31	3
6	MNOCs' CSR in the Niger Delta are predominantly social and economic like road construction, scholarships, the building of schools etc	3	3	6	24	44
7	CSR activities of the MNOCs in the Niger Delta are philanthropic in nature and seen as a charity by the host communities	4	16	15	35	10
8	Environmental issues are treated by MNOCs within the confine of the law	9	10	8	46	7
9	Environmental protection and restoration (cleaning up of spills and application of safety precautions) form part of the legal obligations of MNOCs	3	1	3	36	37
10	Environmental protection and restoration activities (cleaning up of spills and application of safety precautions) are not part of the CSR activities of MNOCs as they are covered by legislation and regulations if you strongly disagree or disagree please, provide details	7	5	10	33	25
11	Environmental protection and restoration in the Niger Delta are taken seriously by MNOCs	1	21	3	30	25
12	Environmental protection activities involve a huge cost to MNOCs	4	9	10	34	23
13	MNOCs' environmental protection and restoration activities do not go beyond the law	3	5	11	55	6
14	MNOCs endeavors to reduce oil spills and gas flaring in the Niger Delta, if you agree or strongly agree, please provide information about how this is done	0	28	10	28	14
15	CSR activities adopted in the Niger Delta is inconsistent with the social, economic, and environmental challenges in the region	3	17	19	29	12
16	The cultural, social, economic, environmental influence of the host communities impacted negatively on the practice of CSR in the Niger Delta	6	20	19	24	11
17	CSR activities adopted are mainly foreign-based in contents and do not consider the peculiarity of the Niger Delta situation	13	10	14	19	24

18	Survival and continuous occupation of MNOCs in the Niger Delta is partly dependent upon satisfying the normative expectations of the host communities	1	6	42	24	7
19	The host communities' expectations are met by the CSR activities of the MNOCs	28	36	6	9	1
20	The implementation of the CSR activities in the Niger Delta did not enhance the relationship between the host communities and the MNOCs	3	30	9	26	12
21	CSR activities adopted and implemented by the MNOCs did not improve on the environmental challenges in the Niger Delta	2	14	15	31	18
22	There were appreciable gaps between the expectations of the host communities and the CSR activities adopted and implemented by MNOCs in the Niger Delta	2	7	6	38	27
23	The nature and contents of the CSR adopted by the MNOCs are influenced by the inability of the state government to fulfil its obligations in providing essential services to the Niger Delta people	2	5	6	44	23
24	The lack of enabling environment in terms of effective and enforceable legal regimes influenced the nature of the CSR adopted and applied in the Niger Delta by MNOCs	4	4	15	47	10
25	MNOCs invested more in the protection and restoration of the environment than the provision of infrastructures like roads and schools' constructions, if you agree or strongly agree, please provide information on how this is done	11	34	20	13	2
26	Investment in environmental protection and restoration will help address most of the challenges in the Niger Delta	1	1	3	16	59

Note: Responses are percentages. Likert scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.