



Corporate Social Responsibility as an Employment Relations Strategy in Selected Oil Companies in Nigeria

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Abstract

Despite the vast volume of oil deposits in Nigeria, some segments of the Nigerian population have received an unfair share of the cost-benefit proceeds of petroleum because of the negative externalities of the activities of the oil companies. This study examined corporate social responsibility (CSR) as a possible employment relations strategy that could improve the understanding and harmony between selected oil companies and their various stakeholders. The research design was a survey involving quantitative data collection and analysis techniques. The choice of survey research design is premised on its value and feasibility in addressing the research questions raised in the study. The population for this study comprises managers of Total and Oando PLC. For convenience, a simple random technique was employed to administer one hundred and sixty (160) copies of the questionnaire, in which 80 copies were administered physically to each of the Total Upstream and Oando Upstream companies. It was found that the coefficient of the independent variable ($r^2=0.669$, $p<.05$) has a greater effect on the dimension of CSR reputation. Also, the correlation coefficient revealed that if oil companies continue to intensify efforts in using CSR programmes as a focus strategy, the better it will be able to improve and know more about the various ways these strategies can positively affect stakeholder engagement. Hence, governmental and corporate-level policymakers partner together to ensure that CSR activities are strategically targeted in supporting the capacity development of disadvantaged host communities.

Keywords: *Corporate Social Responsibility (CSR), Stakeholders' Engagement and Employment Relations Strategy.*

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Introduction

For many years, community development efforts were philanthropic and were seen as separate from business goals, not fundamental to them. The charity was rarely considered part of approaches of engaging stakeholder's corporate social responsibility; therefore, social and gratuitous actions must be measured vis-a-vis how companies benefit from them (Enegede & Chukwuma, 2018). One of the impacts of social actions and behaviours is settling or minimising industrial conflicts that may emanate from friction between companies and the host communities owing to the perceived neglect expressed by the people of the communities as well as public commentators and analysts (Danesi, 2014; Tilt, 2016).

In contrast, public perception of multinational companies (MNCs), particularly in developing economies like Nigeria, portray the oil companies (e.g., Shell, Chevron, Oando, Total) as insensitive profit-oriented and rent-seeking entities with absolute disregard for the impact of their activities on livelihoods, the environment, and the welfare of their immediate communities (Essien & Inyang, 2017). As a result, they are perceived as irresponsible, monopolistic monsters (Abugu, 2014; George, Kuye, & Onokala, 2012). Multinationals often face strong incentives to misbehave. For instance, those in the natural resource and mining business are quick to flirt with any government in power to protect their investment. As Bowen (2013) noted, business is coming under increasing moral and ethical pressure in the contemporary world (Sloan, 2009; Weiss, 2006).

Moreover, despite the huge deposits of crude oil and other natural resources in Nigeria, the Nigerian economy is characterised by poverty, corruption, oil theft, poor governance, incessant political unrest, environmental degradation, inadequate infrastructure, air pollution, oil spillage, water contamination, gas flaring and vandalism of government including oil pipelines (Weiss, 2006; United Nations Environment Programme (UNEP, 2011) report; Aghalino, 2011). Remarkably, people living in the communities where oil exploration takes place have been affected by other specific problems such as kidnapping, militancy, communal conflicts, abuse of human rights, displacement, unemployment, and loss of lives and properties.

Pathetically, however, despite the high volume of oil deposits in Nigeria, some segments of the Nigerian population, particularly those from the Niger-Delta area where oil exploration and exploitation take place, have received an unfair share of the cost-benefit proceeds of petroleum because of negative externalities of some of the activities of the operating companies (George *et al.*, 2012). Waste products, oil spillage and air/water pollution, are some of the negative externalities emanating from oil exploration and production. Paradoxically, the burden of waste and pollution is not directly and necessarily borne by those who benefit from the developments ushered in by the oil industry.

Consequently, the waste and pollution effect is borne mainly by the communities, not the oil companies that invariably caused the damage. Additionally, the proceeds from the oil sector are shared nationally among the thirty-six federation states, including the federal capital territory, Abuja, and used to develop other parts of the country where the negative

effects of exploration are not borne. This has stirred civil and industrial conflicts between the operating companies and the host communities. Apart from the degradation of the environment through oil spillage and gas flaring, several other issues have severed the relationship between the oil companies and their host communities. They include poverty and a high unemployment rate as a result of their inability to engage in farming and fishing, which hitherto was their main source of livelihood.

Indeed, the relationships between the oil companies and some of their host communities, particularly in the Niger Delta, have not been cordial in recent years owing to the perceptions of the roles which the oil companies are expected to play not only in mitigating the effects of the activities but also in the development process of their communities (Enefiok & Essien, 2019). The media are inundated with complaints and protests from the various observers and the host communities, which levelled an allegation of gross misconduct against the companies regarding their neglect of the welfare of the public members in the host community. The companies are accused of not doing enough considering the amount of oil wealth extracted from their lands (Abugu, 2014; George *et al.*, 2012).

On the other hand, oil companies have come up with conflicting claims regarding doing enough and going beyond their statutory requirements of adhering to safety measures to engaging in CSR (Ukaogo, 2017). They also claim to have been providing what the federal and state governments ought to provide for the indigenes of the region since they pay taxes and other statutory levies to the government. According to them, they have also been involved with the locals through dialogue to provide social amenities and other welfare programmes demanded by the affected people from time to time (Enuoh & Eneh, 2015).

Given these conflicting perceptions of the host communities and oil companies concerning legal and ethical requirements of being socially responsible corporate citizens, industrial conflicts and disputes have repeatedly erupted in the oil-producing region (Enefiok & Essien, 2019). What then are the responses of the oil industry to these situations? How can these companies successfully manage these conflicts and disputes? What role should the government play as a major stakeholder and beneficiary of this vital aspect of the economy? This paper is an attempt to examine how the corporate social responsibility of oil companies in Nigeria can be used as a strategic initiative to manage the present crisis and forestall future occurrences.

It was corroborated by Danesi (2014) that engaging in corporate citizenship behaviour is a veritable tool for averting conflicts, creating and sustaining industrial peace and harmony between the oil companies, members of the public in the host communities and the entire nation. It is also hoped that identifying CSR programmes and initiatives that are mutually acceptable by the two actors will guarantee peaceful coexistence. The paper will also identify the various CSR programmes in the two oil companies and examine the impact of the CSR budget in funding these initiatives.

Based on the noticeable gap in the literature, the need to examine whether the practice of CSR can help in managing the relationship between OCs and the host community is necessary. This is borne out of the need to extend the growing literature on CSR from the perspective of industrial relations (Danesi, 2014). This study specifically seeks to investigate whether the CSR practices of OCs have any influence on organisation-community relationships. The oil sector in Nigeria is chosen as the site of study for a few reasons. It is believed that the findings of this study would help fill a critical gap in CSR theorising, especially from the perspective of an employment relations practice. Second, the oil and gas industry is vital to the economy that employs millions globally. Third, this industry also provides raw materials for many industries, including plastic, fertiliser and pharmaceutical. In addition, it provides aviation fuel to the aviation sector, petroleum for vehicles to run and gas for generating power.

Consequently, the oil and gas industry can be said to feed most other industries. It is therefore very important for the industry to operate in a stable and conducive environment. Thus, industrial disputes can be drastically reduced if companies in the oil and gas industry display responsible, pro-community and citizenship behaviour. This will allow them to perform their operations without fear, intimidation, attacks or threats to life and properties. Therefore, activities will not be disturbed, leading to maximally production, profitability, growth and sustainability. In light of these, this study aims to examine the influence of CSR reputation on stakeholder engagement among oil companies in Nigeria and to determine the relationship between philanthropic CSR and employment relations strategies of the oil companies. The findings of this study will ensure that CSR activities are strategically targeted in supporting the capacity development of disadvantaged host communities.

Literature Review and Hypotheses

Corporate Social Responsibility (CSR)

Companies control two-thirds of world trade; some are more powerful than nation-states. Although companies can influence the fortunes of thousands of the world's poorest people through investment and trade, whether they should behave responsibly concerning their stakeholders, the environment and the immediate community has been controversial (Bowen, 2013). Companies have often pursued profit at the expense of people and the environment, thereby undermining development. There is a crucial need to ensure that managers behave with far greater consideration for the impact of corporate actions on other stakeholders (community). Companies need not only to share more information with stakeholder groups but also address these groups' concerns and grievances. There is a substantial groundswell of concern about the impact of business on vulnerable people's lives (Hassan & Kouhy, 2015; Lima & Greenwood, 2017; Liu, Feng & Li, 2015; Abugo, 2014).

CSR Reputation

According to Shumate and O'Conner (2010), it involves aligning CSR initiatives and programmes to the company's business strategies and budget, as well as to the host community's needs. It also involves designing goals with measurable impact. This includes conducting a need assessment, earning support from stakeholders by engaging them in

dialogue and meetings, seeking opportunities to build a reputation for now and the future, building trust among all stakeholders and stakeholders, and building strong, sustainable partnerships which will result in automatic success (Idemudia, 2014; Nikolova & Arsić, 2017).

Philanthropic CSR Programmes

These are laudable initiatives, projects, and safety measures executed by oil companies for the indigenes and host communities in the Niger Delta region (Abugu, 2014). For instance, the provision of potable water; health centres, hospital equipment and drugs; education, scholarships, and schools; social amenities such as access roads, bridges, power generation plants and power supply; orphanages and assistance to physically challenged people; involvement with Non-Governmental Organisations (NGOs) and charities to support philanthropy; supporting agriculture and fishing; product quality; SME's financing and empowerment; environmental protection; standard waste disposal; pollution control; oil spillage control; poverty reduction; employment opportunities and skill acquisition (Uduji & Okolo-Obasi, 2017).

Employment Relations Strategies

Employment relations (ER) studies an employment relationship, that is, the complex interrelations between employers and employees, trade unions and employers' associations (ILO, 2015; Yang & Rivers, 2019). ER in this study will focus on the relationship between managers and all the stakeholders, in particular, employees, host communities, Government and NGOs. Employment relations strategies for the study include collective negotiation, which is an aspect of collective bargaining, conflict management which involves dispute resolution and procedure, as well as employment practices of OCs for the indigenes (Uduji & Okolo-Obasi, 2017). It also refers to all interactions that affect the workplace. These interactions include other stakeholders such as the government, consumers, host communities, civil society organisations, and non-governmental organisations (Nikolava & Arsic, 2017).

Stakeholder Engagement

This communication technique (dialogue) involves organisations' stakeholders in the decision-making process and seeks to balance the triple bottom line, stakeholder and stakeholder inclusiveness (Yang & Rivers, 2019). Thus, the systematic process of identifying, analysing, planning, prioritising, and implementing actions designed to involve and influence stakeholders is known as stakeholder engagement. Its objectives are to make stakeholder communications easier to understand and to guarantee that communication resources are used efficiently and effectively (Liu et al., 2015).

CSR Reputation and Stakeholder Engagement

Studies have linked CSR with stakeholder engagement. For instance, Tekleab, Reagan, Do, Levi and Lichtam (2020) found that leaders' prosocial motivation was positively associated with employees' CSR motivation for employees who had high compliance traits. Moreover, employees' CSR motivation related positively to their CSR performance when

they had a high-quality relationship with their leaders and a high level of trait compliance. Unlike the study conducted by Anser, Yousaf, Majid and Yasir (2020) found that CSR commitment motivated and predicted CSR participation while CSR participation positively and significantly predicted environmental and social performance. Moreover, the study emphasised the manager's role as crucial. It provided in-depth understanding and internal factors essential for managers' participation in CSR reputation for enhancing the environmental and social performance of the organisation among the stakeholders. Studies (e.g., Gupta, 2019; Yang & Rivers, 2019) found volunteering, social entrepreneurship, and strategic CSR by the company have come up as new trends.

Similarly, the stakeholder theory stresses interconnectivity between a business and its stakeholders. The theory is based on legitimacy considerations and argues that an organisation should create value for all its stakeholders, not just shareholders. Thus, management must be concerned for the broader social welfare of all, not just profits. Notably, ST argues that companies are built on the foundations of the society, are part of the society, and therefore have to serve the society (Freeman, 1984). In response to serving society, Dare (2016) noted that stakeholders are highly committed to the participation and execution of CSR-related activities. Thus, the company's real success depends on satisfying not only the owners but in management of their relationships with key stakeholder groups of people directly or indirectly who are affected by the actions of the company (Husted & De Sousa-Filho, 2017). Hence the company's management should decide on the CSR agenda as it has direct implications on its financial results. Believing that CSR reputation has a significant impact on stakeholder's engagement, it, therefore, hypothesised that:

Hypothesis 1: CSR reputation has no significant influence on stakeholder engagement among oil companies

Philanthropic CSR Programmes and Employment Relations Strategies

Previous studies such as Ekwoaba, Odetunde and Adegbola (2018) have examined how CSR programme is associated with employment relations strategies. In their study on how the Niger-Delta communities perceived the performance of Multinational Oil Companies (MOCs) concerning employment practices and CSR, the researchers found that respondents perceived that MOCs have positive impacts on the oil-producing communities in terms of recruitment and selection practices of indigenes of the host communities, which is a form of CSR. These findings negated the general impression of employment discrimination against indigenes of Niger-Delta and failed CSR of MOCs in the communities. Odera, Scott and Gow (2016) identified five measurement methods of socio-environmental disclosures (SEDs) between local and foreign oil companies in relation to employment relations. It was found that local OCs provided more SEDs than foreign-based OCs. Thus, OCs attach more importance to economically dominant stakeholders and employees while ignoring the rights of other stakeholders and the natural environment.

In another report from Essien and Inyang (2017), it was found that oil companies operating in the Niger-Delta Region carried out some CSR activities and contributed to the

region's development. This is in tandem with the social contract theory, which explained the nature of CSR among oil companies and conceptualised democratic values in modern state systems. It is argued that a legally sound contract presupposes the presence of some authority and the sanction of that authority before the contract is entered into. Accordingly, the belief that men lived in a "state of nature" before creating political institutions based on a mutual agreement to produce order and security is false. As a result, the cultural shift is thought to have been from one status to another (Uduji & Okolo-Obasi, 2017). Thus, it is hypothesised that:

Hypothesis 2: There is a significant relationship between philanthropic CSR programmes and the employment relations strategy of oil companies

Research Method

Research Design

The research design was a survey involving quantitative data collection and analysis techniques. The choice of survey research design is premised on its value and feasibility in addressing the research questions raised in the study. This method allows data to be collected from diverse and heterogeneous samples of managers across units, sections and departments, including finance and accounts, administration and human resources, projects and production of Total and Oando oil companies, which constitute the population for this study.

Participants and Procedure

The two (2) oil companies were conveniently and purposively sampled. 160 copies of the questionnaire were targeted for this study, and more copies of the questionnaire were administered. Among the questionnaire retrieved, one hundred and sixty (160) copies were extracted and used for the analysis of this study. Table 1 (Appendix I) shows that 22.5% of the respondents were female, and 77.5% were male. Similarly, 20% of the respondents were within the age range of <30 years, 20% of the respondents were within the age range of 30-39 years, 20% of the respondents were within the age range of 40-49 years, and 40% of the respondents were within the age range of 50 years and above. 10% of the respondents were single, 75% of the respondents were married, and 15% of the respondents were separated/divorced/widowed. 35% of the respondents have been working for 0-5 years, 15% have been working for 6-9 years, 12.5% of the respondents have been working for 11-14 years and 37.5% of the respondents have been working for more than 15 years. A simple random sample technique was used in each of the two firms using the roll-calls of personnel given by the companies' heads of units. Employees whose numbers were drawn from a hat were chosen to ensure that every employee in the designated demographic had an equal and independent opportunity of participating in the study. This contributed to the study's external validity being maximized. Employees were given a data collecting instrument during their work-free and lunch hours, and the data-gathering exercise lasted roughly four weeks.

A simple random sampling technique was used to select 160 managers comprising 80 from Total Upstream and Oando Upstream. The questionnaires bearing the study measures were administered physically to managers of companies based on the researcher's

convenience (George, Kuye & Onokala, 2012). A multi-stage sampling technique was used to get the sample size. The stratified sampling of workers was done in various Departments, including Finance and Accounts, Administration and Human resources, Projects and Production. Out of the various Departments, there was a random selection of 160 workers (80 workers each) from the two oil companies.

Measures

CSR reputation: The CSR reputation measures of Gupta (2019) were adapted to measure the managers' perceptions of the degree to which the CSR initiatives and programmes align with the company's business strategies and budget and the needs of the host community. Sample items from CSRM include: Companies adopt CSR as a social investment for creating shared value with their host community. The items were rated on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Gupta (2019) recorded a Cronbach alpha of 0.87 for the scale.

Stakeholder engagement: The measure of stakeholder engagement was taken from the 12-items stakeholder engagement scale by Weiss (2006). Sample items on the scale include: Stakeholder engagement on CSR activities is driven by the oil companies' strategic business interests. A 5-point Likert response format (1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, and 5 = Strongly Agree) was adopted for the study. Weiss (2006) recorded a Cronbach alpha of 0.80 for the scale.

Philanthropic CSR programmes: Friedman and Miles's (2006) philanthropic CSR programmes scale was adapted to measure the extent to which the oil companies have in place laudable initiatives and projects as well as safety measures for the indigenes and host communities. The items were rated on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach alpha for the scale is 0.70 (Friedman & Miles, 2006).

Employment relations strategy: Freeman's (1984) scale was adopted to measure employment relations strategy. The scale measures oil companies' strategies for collective negotiation, conflict management and employment practices involving the indigenes of the oil-producing communities. Response to scale is a 5-point Likert format ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach alpha for the scale is 0.90.

Analysis and Results

Hypotheses Testing

Hypothesis 1

Hypothesis 1, which expected CSR to influence the stakeholders' engagement significantly, was tested by conducting a simple regression analysis. As the dependent variable, stakeholder engagement was regressed on CSR reputation, which is the independent variable. The result of the regression analysis is presented in Table 2. The table shows that CSR reputation significantly correlates with stakeholders' engagement ($r=.685, p<.001$). R^2 , the coefficient of determination used to estimate the influence of CSR reputation on

stakeholders' engagement, shows that CSR reputation accounts for a significant 46.9% of the variance in stakeholder engagement ($r^2 = .469, p < .001$). This implies that CSR reputation significantly influences stakeholders' engagement. Thus, the hypothesis is confirmed.

Table 2: Regression analysis for the influence of CSR reputation on stakeholders' engagement

Dependent Variable	Independent Variables	F	R	R ²	Adj-R ²
Stakeholder engagement	CSR Reputation	51.344**	.685**	.469**	.460**

** $p < .001$, N = 160

Hypothesis 2

Hypothesis 2, that there is a significant relationship between philanthropic CSR programmes and employment relations strategies, was tested by conducting a Pearson Product Moment correlation analysis among the variables. Table 3 shows the results of the correlation analyses among the study variables. As can be observed from the table, CSR ($r = .679, p < .001$), CES ($r = .699, p < .001$), SI ($r = .802, p < .001$), CSRA ($r = .507, p < .001$), FE ($r = .811, p < .001$), DC ($r = .609, p < .001$), and significantly correlate with ERS. This implies that all the philanthropic CSR programmes of the oil companies significantly correlate with their employment relations strategies. Table 3 shows the nature of the relationship that exists among the dimensions of philanthropic CSR programmes and employment relations strategies.

Table 3: Results of Correlation among variables

			CSR.	CES	SI	CSRA	FE	DC	ERS
Spearman's rho	CSR	Correlation Coefficient	1.000						
		Sig. (2-tailed)	.						
	CES	Correlation Coefficient	.679**	1.000					
		Sig. (2-tailed)	.000	.					
	SI	Correlation Coefficient	.699**	.724**	1.000				
		Sig. (2-tailed)	.000	.000	.				
	CSRA	Correlation Coefficient	.533**	.507**	.802**	1.000			
		Sig. (2-tailed)	.000	.001	.000	.			
	FE	Correlation Coefficient	.598**	.811**	.628**	.453**	1.000		
		Sig. (2-tailed)	.000	.000	.000	.003	.		

DC	Correlation Coefficient	.446**	.489**	.609**	.487**	.549**	1.000	
	Sig. (2-tailed)	.004	.001	.000	.001	.000	.	
ERS	Correlation Coefficient	.679**	1.000**	.724**	.507**	.811**	.489**	1.000
	Sig. (2-tailed)	.000	.	.000	.001	.000	.001	.

* $p < .01$, ** $p < .001$, $N = 160$

Notes: Educ (Education), Exp (Experience), CSR (Corporate social responsibility), CES (Compliance with environmental standard), SI (Social investment), CSRA (CSR Activities), FE (Funding entrepreneurship), DC (Deliberate commitment), and ERS (Employment relations strategies).

Discussion of Findings

This study set out to investigate the influence of CSR on employment relations strategies of oil companies in their host communities. Consistent with expectations, the study found (1) CSR to significantly influence stakeholders' engagement and (2) philanthropic CSR programmes of the oil companies to be significantly related to their employment relations strategies. Concerning the first finding, it can be deduced that the CSR reputation perceived by the oil industry stakeholders is a major determinant of their engagement. This aligns with the findings of earlier studies (e.g., Tekleab, Reagan, Do, Levi & Lichtam, 2020; Anser, Yousaf, Majid, & Yasir, 2020), which found CSR commitment positively motivated and predicted CSR participation, while CSR participation positively and significantly predicted environmental and social performance, as well as providing in-depth understanding and internal factors important for managers' participation in CSR reputation for enhancing the environmental and social performance of the organisation among the stakeholders.

The coefficient of the dimensions of CSR reputation indicated that OCs significantly invest in CSR has a more significant effect on the dimension of CSR reputation. This finding supported the work of Lima and Greenwood (2017) found that a positive engagement with stakeholders improved the public perception and battered reputation of the company. Similarly, to enhance the marketing focus, Tekleab et al. (2020) accentuated that the stakeholder engagement model is supposed to render grounds for corporate identity and reputation based on stakeholder norms and values. This finding supported the work of Odera, Scott & Gow (2016), who identified five measurement methods of socio-environmental disclosures (SEDs) between local and foreign oil companies in Nigeria and noted that OCs attach more importance to economically dominant stakeholders and employees when compared to the rights of other stakeholders and the natural environment.

Similarly, Anser, Yousaf, Majid and Yasir, (2020) found that CSR commitment is positively motivated and predicted CSR participation, while CSR participation positively and significantly predicted environmental and social performance. It is crucial to mention that this study did not cover an environmental aspect of CSR and as such cannot confirm the later claim of Anser et al (2020). The findings also support Li and Xia (2018), who noted that

controlling stakeholders significantly impact the relationship between the level of CSR and earnings quality.

The second finding shows that philanthropic CSR programmes are effective employment relations strategies. This is in tandem with Ekwoaba, Odetunde and Adegbola (2018) who provided evidence that CSR programme is associated with employment practices like recruitment and selection practices in the host communities. Essien and Inyang (2017) also found that oil companies operating in the Niger-Delta region carry out CSR activities that contribute to the development of the region. Some of the philanthropic CSR programmes adopted by the oil companies as their employment relations strategies found by other studies (e.g., Udeh & Nwadiolor, 2014). However, this study negates the findings of Liu, Feng and Li (2015) where managers paid more attention to stakeholders who demanded more profits and suspended discretionary responsibilities. Thus, lower importance was placed on stakeholders including employees and communities while CSR practices were threatened as a result of the economic downturn (Liu et al. 2015). The implication is that all stakeholders should be considered as important because they can influence and affect a company's decision making.

Conclusions and Recommendations

In conclusion, the study has discovered that the stakeholders' perception of CSR in the oil industry is largely a philanthropic perspective; which corroborates previous studies including Udeh and Nwadiolor (2014); while the perception of CSR reputation was not much pronounced. With regards to the philanthropic CSR programme, the study found that CSR could be effective means for funding entrepreneurship education; funding start-up businesses for unemployed graduates/trainees; funding business clusters and technology business incubation centres for the benefit of small businesses; funding purchase of equipment and tools for poor artisans, craftsmen and petty traders in disadvantaged host communities; and it could be beside, an effective instrument for political risk mitigation in hostile communities. The study has therefore provided the literature with an expanded measure of CSR reputation dimension, as opposed to viewing philanthropic CSR programme dimensions in terms of social, economic and environmental dimensions. There is a significant relationship between CSR reputation and stakeholder engagement among oil companies. Also, there is a significant relationship between philanthropic CSR programmes and the employment relations strategy of oil companies.

Following the practical implications above, the following recommendations are proposed.

- a) It is suggested that policymakers at governmental and corporate levels work together at ensuring that CSR activities are strategically targeted at supporting the capacity development of disadvantaged host communities, suppliers, distributors, small businesses and artisans.
- b) Related to the point above, the role of the government in the process of refocusing CSR as an entrepreneurship developmental mechanism should be strictly regulated. The government should encourage the voluntary participation of oil companies as opposed to coercive measures on CSR.

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Appendix I

Table 1: Demographic Characteristics of Respondents

Characteristics	Frequency	%	
Age	<25 years	29	
	26 to 29 years	37	16.5
	30 to 39 years	41	
	40 to 49 years	33	21.0
	>50 years	37	
			23.3
Gender	Male	48	
	Female	129	27.1 72.9
Marital Status	Married	69	39.0
	Single	107	60.5
	Separated/Divorced/Widowed	1	0.6
Education	ND/NCE	49	27.7
	HND/BSc/BA/BEd	93	52.5
	PG Diploma/Degree	35	19.8
	Others		
Experience	0-4years	62	35.6
	5-9 years	43	24.3
	10-14 years	25	14.1
	> 15years	46	26
Designation Managers	Supervisors/Lower Level		
	Middle Level Managers		
	Senior Managers		
Department/Section/Units Finance/Accounts			
	Admin/HR		
	Projects		
	Production		

Source: Primary data