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A CRITICAL ASSESSMENT OF CORPORATE COMMUNITY ENGAGEMENT (CCE) IN THE NIGER DELTA

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Abstract

This thesis makes a new contribution to the field of corporate social responsibility in the area of corporate community engagement (CCE) and public relations in the area of organization-public relationships (OPRs). The thesis focuses on the Nigerian oil and gas industry community relationship in the Niger Delta region. This study provides valuable insights into how CCE works for enhancing stakeholder relationship and other desirable outcomes and thereby contributes to the growing body of knowledge on CSR in public relations. For the practice of CCE, this study reinforces the importance of relationship management as a viable and robust strategy that can bring long-term benefits both to organizations and society in general. A qualitative approach was adopted as it is considered appropriate for the research, which focuses on assessing stakeholders' views regarding the relationship between oil and gas company and their host community in the Niger Delta region of Nigeria. Also, exploring how the stakeholders juxtapose their understanding of the relationship determinants between the oil and gas company and their host community. Semi-structured interviews served as the primary source of data collection from various stakeholders during fieldwork in Nigeria. Secondary methods served a crucial but minor role and were used primarily for the purpose of the researcher as a tool to double check the interview findings. Thirty-five respondents provided their views and opinions concerning the relationship between the oil and gas companies and communities in the region.

The study uncovered the importance of culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures as crucial predictors of relationship determinants for the oil and gas companies during engagement with their host communities. Moreover, this study explored the research on relationship success determinants key constructs (i.e. control mutuality, trust, commitment and satisfaction) to a qualitative assessment. Also, the developed framework emphasised the need for using these factors for assessing and building a successful long term relationship.

Another key finding was that there is a significant difference between how multinational oil companies (MNOCs) and indigenous oil companies (INOCs) engage with the community. This finding suggests that the INOCs have a better approach in the engagement of host communities.

Key Words: *corporate social responsibility, stakeholder, corporate community engagement; organization-public relationships, public relations, community, relationship, oil and gas Industry; Niger Delta; Nigeria*

Personal Statement

I am a male Nigerian citizen and come from the Kwara State in the middle belt of Nigeria in Sub-Saharan Africa. I was born in Lagos State, Nigeria, but grew up in Ajegunle, a popular area in the heart of Lagos, which is considered by many people as a slum because it is a relatively filthy environment. I am a native Yoruba speaker and English is my second language. From such a background, I attended public schools in Lagos. Despite coming from such a background, I was able to undergo a Master's of Science in Management Information Science from Coventry University. Having had a first-hand experience of what poverty is, I readily empathise with communities in the Niger Delta where I reside because they live in squalor. For this study, the stakeholder perspective (Freeman 1984) was chosen due to my experiences. Furthermore, when the opportunity presented itself for a Ph.D. degree, these experiences also informed the choice of corporate social responsibility as a research focus. I am convinced it would give me a chance to advance my career and contribute to the field of CCE development in my country.

The desire to research into issues of the Niger Delta started during the series of serious militant gun battles in the city of Port Harcourt, between 2004 and 2006. Every morning the sounds of machine guns woke us up. During this period, on one of those days of doing some work for one of my mentors, Late Sir Dr. George I. Ogan (JP) at the Church office of Christ Church, Port Harcourt, we got talking about his experience of visiting the Shetland Islands in Scotland, United Kingdom. He mentioned that the oil companies ensured that the environment, even to the seabed, is not impacted negatively by oil extraction activities. In line with the context of this research, it is noteworthy to mention that the late Dr. Ogan was a man of peace. He tirelessly laboured for the peace of the Niger Delta by holding several meetings with militants and warring groups to broker peace within the region. Dr. Ogan's Shetland Islands experience got me thinking about why then was the case of oil activities in Nigeria is different? Fortunately, in 2007, I had a first-hand experience of the living conditions of communities in the Niger Delta, when I was privileged to visit Oloibiri, where oil was discovered in commercial quantity in 1956. It was a pathetic and painful experience for me. Coinciding with my visit was the first construction of an internal road for this community from which oil has been exploited since 1956 to the extent that at this time of my visit the oil head had become only a tourist attraction (Figure 1).

Figure 1 First Oil Well in Oloibiri

Source: Oyadongha and Idio (2016)

I decided that if I had the opportunity of doing a Master's degree programme I would research the oil activities and host communities' issues. Unfortunately, my Master's degree programme dissertation was on Blended Learning which pertains to teaching a passion I hold dearly. When the opportunity came for a Ph.D. programme and choosing a topic, my ambition of researching into the relationship between oil companies and host communities presented itself. As mentioned earlier, personal experiences of poverty, living in a war like zone in Port Harcourt and seeing the neglect, poverty, and squalor that people in the Niger Delta region live despite the abundance of resources around them influenced this topic.

Dedication

This thesis is dedicated to the Almighty God, the source of all knowledge.

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Abbreviations List

CCE	Corporate community engagement
FGN	Federal government of Nigeria
NDRN	Niger delta region of Nigeria
CAQDAS	Computer aided qualitative data analysis system
MNOC	Multinational oil company
INOC	Indigenous oil company
ECCR	Ecumenical council for corporate responsibility
EGASPIN	Environmental Guidelines and standards for petroleum industries in Nigeria
COMM	Community
IAP2	International association for public participation
RNC	Royal Niger company
OML	Oil mining lease
NOGIC	Nigerian oil and gas industry act
OPR	Organisation public relationships
OPEC	Organization of the petroleum exporting countries
NDDB	Niger delta development board
NDDC	Niger delta development commission
PAIC	Presidential amnesty implementation committee
DDR	Disarmament demobilisation and rehabilitation
NNPC	Nigerian National Petroleum Corporation
SRI	Stanford research institute
BKDC	Bonny kingdom development committee
BCC	Bonny council of chiefs

CDC	Community development committee
BECC	Bonny environmental consultants’ committee
FME	Federal ministry of environment
NLNG	Nigeria liquefied natural gas company
NOSDRA	National oil spill detection and response agency
NPDC	Nigerian petroleum development company
IDSL	Integrated data services limited
FMPR	Federal ministry of petroleum resources
QDA	Qualitative data analysis training company

CSR	Corporate Social Responsibility
DPR	Department of Petroleum Resources
GMoU	Global Memorandum of Understanding
HC	Host community
RGU	Robert Gordon University
RQ 1	Research question one
RQ 2	Research question two
RQ 3	Research question three
RQ 4	Research question four

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CHAPTER ONE

RESEARCH OVERVIEW

"*If you want to determine the health status of a population, you first look at the water they drink, then the quality of air they breathe, and finally, where they live. From these factors you can know the quality of life of the people. Unfortunately, for most of our people in the Niger Delta where oil exploration has been going on for the past fifty years, the people have been suffering a lot. The air quality is very poor, polluted and then they lack good drinking water and may be people would say because of poverty they don't even have good residential houses, all these things put together would tell you that there is a problem there. That the people must have serious health problems. The air pollution is caused primarily by gas flaring.*"

- Dr. Adokiye Koko, Former Head of Department, Braithwaite Memorial Hospital, Port Harcourt, Rivers State, Nigeria

1.1 Chapter Introduction

This chapter provides an introduction and context for this study. It begins with a background to the need for this research, which examines the relationship determinants. After that, the research aims, objectives and questions, description of the research methodology, contributions to the research, research assumptions and scope, and the thesis structure are presented.

1.2 Research Rationale

Nigeria is the largest black nation on earth with a population of 180 million people and a key producer of crude oil in Africa. Crude oil is the key source of her income (Ikein 2016; Abdussalam 2016; Ogbimi 2013; Kadafa 2012; Ariweriokuma 2009; Oyefusi 2008; Okonta and Douglas 2003; Frynas 1993). Scholars (Obi 2010; Ikelegbe 2005, 2001; Watts 2004) argue that the Niger Delta region of Nigeria (NDRN) host the largest oil and gas industry exploration and production (EP) activities. Therefore, making the region a significant place of interest by the Federal Government of Nigeria (FGN).

Nigeria has earned ₦ 96.212 trillion from activities of oil exploration and production from the NDRN for the past 58 years (Ndujihe 2016). Nevertheless, these huge sums of revenue from the NDRN has not translated to development by solving the myriad of challenges still prevalent in the region. Some of these challenges are: environmental degradation (Ite et al. 2013; Obi 2010; Onduku 2001; Ukeje 2001; Watts 2001), water contamination (UNEP 2011; Opukri and Ibaba 2008), proliferation of deadly weapons (Davidheiser and Nyiayaana 2011; Badmus, 2010; Asuni 2009; Omotola 2006; Ojakorotu and Okeke-Uzodike

2006). Moreover, other critical issues faced in the region are: poor health facilities and high rate of diseases (Ordinioha and Brisibe 2013; UNEP 2011; Udonwa et al. 2004), high poverty rate (Eregha and Irughe 2009; Obi 2009; Chokor 2004), decrepit educational system (Okonofua 2011; McFerson 2009), prevalent social inequality (Lenssen and Wassenhove 2012; Ostby 2008; Stewart 2002; Jike 2004), unplanned coastal and community (Onu, Surendran and Price 2014; Watts 2008), lack of infrastructure (Amaraegbu 2011; Zalik 2004; Ukeje 2001). As a result of these on-going social ills, hostility between the oil and gas companies and host communities has become rife in the region (Oyefusi 2008; Idemudia 2007; Frynas 2005).

Host communities bear the brunt of these social ills the most. Ibaba (2010) attribute these problems and lack of sustainable development in the region to the activities of the oil and gas companies. Moreover, Watts (2007) argues that poverty, lack of employment and very minimal educational opportunities in the region cut across the entire region. Also, Ugochukwu and Ertel (2008) argue that exploration and production in the NDRN have impacted negatively on the biodiversity of the area. In fact, they assert that leakages of crude, gas flaring and the escape of other hazardous chemicals used in the production processes have destroyed flora and fauna of freshwater ecosystem. Furthermore, Ndujihe (2016) assert that the host communities have not benefited from the activities of oil and gas companies within the region. Likewise, Mahler (2010) attributed the continuous rise of social problems in the region to the lack of sustainable management on the part of the oil and gas companies.

The multiplicity of sophisticated arms within the region is rife. For example, in October 2009 when the amnesty period ended 20, 192 ex-militants surrendered their weapons (2,760 arms of various classes; 287, 445 ammunitions; 3,155 magazines; 1 090 dynamite caps; 763 explosives and stick dynamite and 18 gunboats) (Oluwaniyi 2011). Also, in November 2016, only in Rivers State, Nigeria a recent amnesty programme saw 22, 430 militants/cultist/kidnappers surrendering 911 assorted arm with 7661 assorted ammunitions and 147 explosives (Ubani 2016). Ukiwo (2009), Asuni (2009) and Ikelegbe (2006; 2005; 2001) argue that the region is rife with hostility between the oil and gas companies and their host communities because of the poverty in the midst of massive wealth. As such, an assessment of the relationship between the host communities and oil and gas companies is necessary (Eweje 2007; Stammler and Wilson 2006; Warhurst 2001).

According to Amaraegbu (2011), the relationship between oil and gas companies and host communities has worsened into hostility. Zalik (2004) argue that the oil companies are an integral part of the Niger Delta conflict because their actions create, breeds and aggravate conflict. As such, the communities perceive their relationship with the oil and gas companies as non-existent (Calvano 2008; Idemudia 2007), although, the oil and gas companies perceive the host communities as the problematic risk to be tamed (Ojakorotu and Gilbert 2010; Amao 2007). The lack of recognition of the host communities as stakeholders in the region has made the conflict continue (Idemudia and Ite 2006; Ibeanu 2000). Likewise, Okumagba (2011 p. 58) assert that "a visit to communities in the region will show the level of exploitation, marginalisation and neglect of the region." Scholars argue that oil and gas companies only give donations to host communities without building a long lasting relationship. The relationship between these companies and their host communities have been chaotic. Hence, Idemudia (2014a) argued for a further examination of the relationship determinants between the oil and gas companies and their host communities.

Organisation public relationships (OPRs) has its origins in the field of public relations (Grunig and Hung 2002; Hung 2002; Ferguson 1984). OPRs has been examined and tested in various research contexts (Jo 2003; Kim 2001, 2000; Huang 2001, 1997; Ledingham 2001; Grunig and Grunig 2001, 1996; Ledingham and Bruning 2000). For instance, Jahansoozi (2007) examined when the interests in a relationship between industry and community collide, Yang and Grunig (2005) examined reputation using behavioural organisation-public relationship outcomes of an organisation in the perspective of the public, while Bruning, Dials and Shirka (2008) examined the use of dialogue in building organisation-public relationships, engage publics and organisational outcomes. Therefore, the emergence of various definitions of relationship determinants gives rise to varied interpretations. Crosby et al. (1990) define relationship as a variable composed of trust and satisfaction. Also, Hewett, Money and Sharma (2002) describe relationship as trust and commitment. Moreover, Walter et al. (2003) define relationship as comprised of trust, commitment and satisfaction. This perspective suggests that trust, commitment and satisfaction are critical elements of a successful relationship.

1.3 Problem Statement

CCE research has gained favourable attention by scholars who have only focused on the global north (Margolis and Walsh 2003; Wood 2010). However, a gap exists for research on CCE in the global south (Muthuri and Gilbert 2011; Bowen et al. 2010; Jamali and Mirshak 2007). Likewise, Bowen et al. (2010) argue that no study clearly documents why and how host communities are engaged in developing countries and what benefits accrue to stakeholders. With regards to Nigeria as a developing nation, despite continued reform efforts on the part of the Federal Government of Nigeria (FGN) and companies operating within the oil and gas industry to stem the hydra-headed problem of poverty and ensure fiscal and physical development within the Niger Delta, the region has remained in a state of extreme underdevelopment (Frynas 2005). In fact, Jike (2004 p. 686) claims that:

> "Development is skewed in disfavour of the geographical zone of the Niger-Delta of Nigeria because of public policies that have consistently failed to improve the welfare of the people."

Aaron and Patrick (2008), Idemudia and Ite 2006 and Frynas (2005) all agree that the claim of transformation within the Niger Delta by oil and gas companies based on the increase in budgetary provisions spent on communities is false and the devastating effect of energy companies are severe. As such, the need to assess the extent and reasons for this persistent gap between rhetoric and reality.

Admittedly, the FGN and the oil and gas companies might argue about the investments in the region. Nevertheless, they do not understand the extent of and reasons for continued hostility, nor have they identified practical solutions to reduce these problems (Davis and Franks 2014; 2011). Studies on the Niger Delta have not accurately assessed the CCE as a key strategy in the NDRN for reducing continuous hostility in the region (Mordi et al. 2012; Ogula 2008; Fox, Ward and Howard 2002; Frynas 2006; Fox 2004), a gap this study addresses.

1.4 Conceptual framework

Business success is dependent on creating, maintaining and pursuing an effective relationships management with stakeholders (Freeman, Harrison and Wicks 2007; Maak 2007). Scholars (Hon and Grunig 1999) in the organisation-public relationships (OPRs) domain argue that effective public relations contribute value to an organisation when its communication activities result in quality long - term relationships with its stakeholders. OPRs is defined in this current study as the interdependence of an organisation and its stakeholders and the results of such interdependence and how it cultivates a successful relationship (Yang 2005). Hence, corporate organisations should endeavour to create and maintain a long-term relationship with their host communities. Moreover, the importance of relationship management to stakeholder relations has been advanced for the betterment of the society and which had an impact on the organisation's license to operate (Jahansoozi 2007; Cutlip, Center and Broom 2006; Ledingham and Bruning 2000b; Broom, Casey and Ritchey 2000; Grunig and Huang 2000). Nevertheless, Ledingham and Bruning (1998) argue that the efficacy of corporate organisation relationship with their stakeholders should be assessed. Grunig (2002) suggest that the effectiveness of such a relationship of corporate organisations with their stakeholder (e.g. the host community) could be assessed using sustainable relationship determinants: control mutuality, trust, commitment and satisfaction. Hence, it is crucial to explore and understand the relationship between the oil and gas companies and their host companies to uncover the persistence of hostility in that relationship.

The choice of using OPR as a lens for this study does not mean that the author equates CCE as mere public relations but to help advance relationship management theory. Doing this would help to fully understand and analyse why hostility continues in the relationship between the oil and gas companies and their host communities in NDRN. Also, this choice could further help mainstream public relations from an output-based activity (e.g., reports, press releases, event sponsorship, reputation management, etc.) to a management function that uses communication strategically not just to meet the organisation's objectives alone but that of its stakeholders (e.g. the host community) (Ledingham and Bruning 1998) as well as "emphasizes building, nurturing and maintaining organisational-public relationships" (Clark 2000 p. 368). Thereby, filling a gap because corporate organisations struggle to embed effective stakeholder relations into their strategic management function.

Existing studies in the field of OPRs have showed organization public relationships focus on key public members: personal, professional, and community (Bruning and Ledingham 1998). However, research on community as a member of the public has been neglected. As such, this current study adopts Grunig's (2002) conceptual framework (see Figure 2) for assessing sustainable stakeholder relationship determinants: control mutuality, trust, commitment and satisfaction. Moreover, most of the research in the literature on OPRs has always been biased towards the organisation by taking the corporate viewpoint (Jahansoozi 2007). Such a stance, perceive those stakeholders who do not support the company's goals as 'enemies' whereas these stakeholders are supposed to be wooed by the organisation and seen as collaborators to partner with rather than as troublemakers (Jahansoozi 2007). Also, McWilliams et al. (2006) assert that stakeholders are often confused as to how to assess the activities of corporate organisations as per their social responsibilities because of information bias leading to stakeholder mistrust. However, Feddersen and Gilligan (2001) argue that any corporate organisation's production/operating methods could impact a variety of stakeholders' opinions, because the lack of such a knowledge of the company's activities could make stakeholder actions impact adversely the operating decisions of the company. While Ni (2006) affirms that stakeholder relationships bequeath a competitive advantage and is a unique source of resource that helps organisations implement their business strategy. This conclusion suggests that it is necessary to understand and explore how host communities perceive the activities of companies operating in their neighbourhood because that could influence the organisation's bottom line.

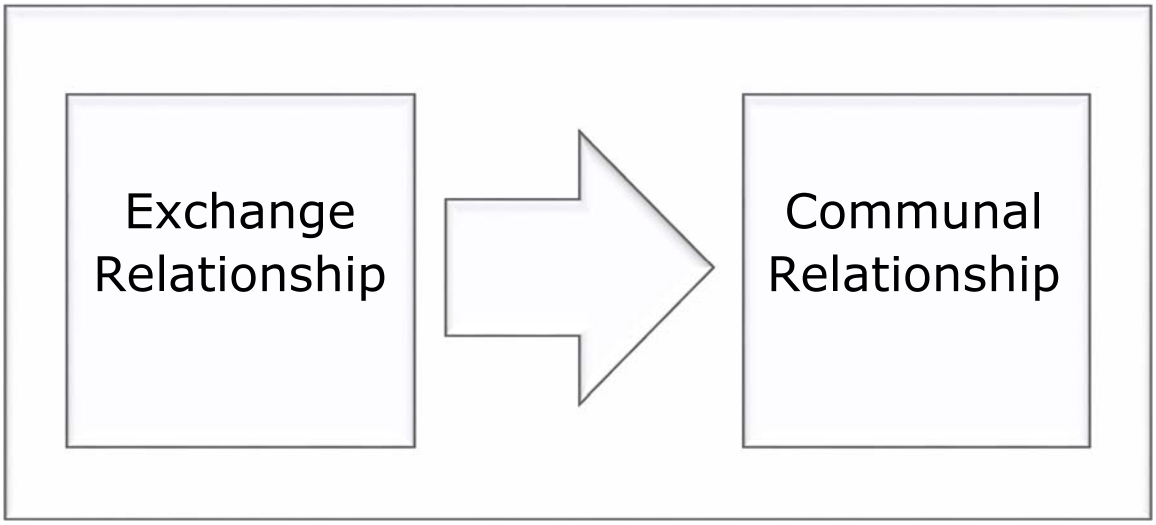


Figure 2: Research Study Basic Conceptual Framework

Source: Author generated based on Grunig (2002)

This research assumes that the stakeholders under study, viz: host communities and oil and gas companies want a peaceful long-term relationship that brings advantages and their negative actions or inactions would implode it (Rusbult and Buunk 1993). Therefore, this study views the peaceful long-term relationship as a process.

1.5 Research Aim

The aim of this research is:

> To critically evaluate CCE relationships between oil and gas companies (MNOCs and INOCs) and their host communities in the Niger Delta by assessing sustainable stakeholder relationship determinants (Grunig 2002) that would yield a peaceful long-term relationship between oil and gas companies and their host communities.

1.6 Research Objectives

To achieve the aim of the study, the following objectives have been identified:

a) To understand the nature of CCE relationship approaches of oil and gas companies (MNOCs and INOCs) in the Niger Delta region;
b) To evaluate the CCE relationship approaches of oil and gas companies (MNOCs and INOCs) in the Niger Delta;
c) To critically evaluate the perceptions of communities on CCE relationship approaches of the oil and gas companies (MNOCs and INOCs) in the Niger Delta;
d) To identify the key enablers or barriers of CCE relationship approaches within the Niger Delta; and
e) To develop a theoretical framework that would help oil and gas companies (MNOCs and INOCs) understand and relate well with host communities so as to sustain an effective relationship and thereby reduce or eliminate current hostility within the Niger Delta.

Table 1.1 below show sections of this thesis where these objectives were demonstrated.

Table 1: Research Objectives

Objective	Where Considered
A.) To understand the nature of CCE relationship approaches of oil and gas	Chapter 2 Chapter 3 Chapter 4

companies (MNOCs and INOCs) in the Niger Delta region	
B) To evaluate the CCE relationship approaches of oil and gas companies (MNOCs and INOCs) in the Niger Delta	Chapter 2 Chapter 3 Chapter 4
C) To critically evaluate the perceptions of communities on CCE relationship approaches of the oil and gas companies (MNOCs and INOCs) in the Niger Delta	Chapter 3 Chapter 6 Chapter 7
D) To identify the key enablers or barriers of CCE relationship approaches within the Niger Delta	Chapter 3 Chapter 6 Chapter 7
E) To develop a theoretical framework that would help oil and gas companies (MNOCs and INOCs) understand and relate well with host communities so as to sustain an effective relationship and thereby reduce or eliminate current hostility within the Niger Delta	Chapter 7
Source: Author Generated	

1.7 Research Questions

The key research question of this study is "why is there continuous hostility in CCE relationships between oil and gas companies (MNOCs and INOCs) and their host communities in the Niger Delta region despite huge investments by companies in the industry?"

In a bid to answer the research questions, the following issues are also explored:

1. What is the nature of CCE relationships approaches in the Niger Delta?

2. In comparison with MNOCs, do INOCs have a different CCE relationship approaches? If they do, what could be the reasons?

3. How do the communities assess the CCE relationships approaches of the oil and gas companies (MNOCs and INOCs)?

4. What are the key enablers or barriers to the CCE relationships approaches adopted by the oil and gas companies (MNOCs and INOCs)?

1.8 Research Methodology

Based on the purpose of this study, an interpretivist approach was the most appropriate because only through the subjective interpretation and intervention, in reality, can we gain understanding (Bryman and Bell 2007; Schwandt 2001; Klein and Myers 1999; Walsham 1993). Thus, the world is just as perceived by people (Burr 2015; Crotty 1998; Gergen 1995). Building upon existing studies (Jahansoozi 2009), a qualitative approach for data gathering was followed. This is because the qualitative method for data gathering focuses on understanding and explaining the views, experiences, beliefs and motivations of research participants in a particular context. In-depth semi-structured interviews (DiCicco-Bloom and Crabtree 2006; Whiting 2008) were conducted with different stakeholders. Such a process affords flexibility during the interview process that allows for follow-up of unexpected themes that emerged. Moreover, secondary sources were used in a minor role as a tool for fact checking the interview findings and as well as participant observation (Yin 2014).

Considering the stakeholder perspective of this research, different important groups were interviewed (for example, host communities (community leaders), oil and gas companies (community relations managers), government agencies (regulators of the oil industry) and non-governmental organisations) all involved in the context of the NDRN. Purposive sampling (Patton 1990) was chosen and those interviewed were key informants (Homburg et al. 2007; Phillips 1981) with privileged and much knowledge about the oil and gas companies and host communities relationship. The recommendations of Homburg et al. (2012), Kumar, Stern and Anderson (1993) and John and Reve (1982) were followed in this regard.

Data was managed through Computer Aided Qualitative Data Analysis System (CAQDAS) - “NVivo” – which allowed for efficient and transparent management of the data analysis process (Bazeley and Jackson 2013). Thematic analysis analytical framework (Braun and Clarke 2006; Boyatzis 1998) was used to analyse the data because the approach was consistent with the interpretative paradigm chosen for this research. Also, thematic analysis allowed the author to understand and explore respondents' viewpoints regarding why hostility persist in the relationship with the NDRN. Research findings were categorised and themes developed from the analysis that was interpreted and explained. Moreover, given that ontologically the research adopted a constructivist lens, individual views of the research respondents were fully taken into consideration and presented in the findings chapter.

1.9 Research Assumptions and Scope

Significant and erratic social and economic changes in communities where oil and gas companies operate calls for a study of relationships within such locations. According to Stammler and Wilson (2006 p. 6), "Large-scale oil and gas developments often result in net negative outcomes, including social disharmony and environmental impacts. Initial economic growth is often unsustainable, and revenues are not necessarily invested in a way to promote long-term sustainable development". Based on the general awareness of the positive and negative impact of corporate organisations on the environment and society, the CCE literature is increasing, and the term CCE is preferably associated with the role of business in developing countries and how they relate to host communities, nevertheless, there is a shortage of studies on CCE (Bowen et al. 2010; Visser 2008).

It is argued that the aim of eradicating social problems in developing nations turned the focus of corporate organisations and society to CCE. However, this expectation has been disappointed because the results of the desired sustainable development has not been met (Visser 2008), which has led Stammler and Wilson (2006 p. 17) to assert that "in today's market economy, oil companies are not 'total social institutions.'" Moreover, Slack (2012) contend that the rhetoric of oil and gas companies on CCE and the reality of execution of their CCE activities is dubious with regards to developing nations; even though Frynas (2005) asserts that oil and gas companies now "attach greater importance to their social and environmental impact and they engage more with local communities than they used to in the past" (p. 581).

Research with a specific focus on sectors within developing nations is scant (Visser 2008). Hence, this study fills this gap by focusing on the Niger Delta region where most of the companies within the oil and gas industry operate in Nigeria. Moreover, according to Stammler and Wilson (2006), a more critical analysis of stakeholders' relationships in the oil and gas industry is required. Thus, the oil and gas sector was chosen for the study. On the basis of the foregoing, the following assumptions were made regarding this study: a) organisations, as agents of social change, play an important part in development through CCE; b) CCE has become part of the rhetoric of corporate organisations in the Niger Delta as a means of demonstrating their social responsiveness; c) environmental, economic and social factors have forced corporate organisations to consider CCE; d) negative press and kidnapping of expatriates has made corporate organisations seek solutions to engagement problems. Moreover, communities are aggressive in making their demands known to corporate organisations, and the resurgence of the bombing of oil assets by militants since the inception of President Muhammadu Buhari's administration suggests that CCE within the Niger Delta has not worked. Therefore, stakeholders within the NDRN need to reassess their commitment to peace.

1.10 Significance of the Research

This research as an interdisciplinary study should be of interest to corporate community engagement academics, and public relations academics for the following five reasons. First, the study suggests a connection in research between the fields of corporate community engagement and public relations. Second, the research extends relationship management theory by applying it to a new context. Third, since the study used a purposive sampling technique, it suggests to authors from both fields how such a sampling strategy could be used because in the public relations field, for example, the quantitative methodology has always been the choice. Fourth, public relations scholars will value this study because it provides other constructs that could further extend public relations theory to another context. Finally, the study will suggest ways of joining public relations theory into CCE pedagogy.

1.11 Contributions of the Study to Knowledge

With regards to our understanding of stakeholders and their relationships, this study has revealed that amongst other factors culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures impacts the success OPRs with their stakeholders. A major contribution of this study is the development of a sustainable relationship determinants framework (see Figure 18) as presented in Section 7.4. The framework extends Grunig’s (2002) relationship success factors and highlights key issues that corporate organisations must give attention to in engaging their stakeholders.

Moreover, this study provides professionals working as community engagement officers of companies in the extractive sector with a framework to adopt when relating with host communities. It would help them understand and manage the expectations of the host communities as well as how to get their buy-in into projects outlined by the companies. Likewise, the study provides academics with variables to consider in the analyses of stakeholder relationships in the extractive sector. Furthermore, another key contribution is the demonstration of the approach used by INOCs in engaging host communities which have led to less hostility in their relations. This finding is significant considering that the literature on CCE in Nigeria has never demonstrated such, previous studies had only focused on MNOCs.

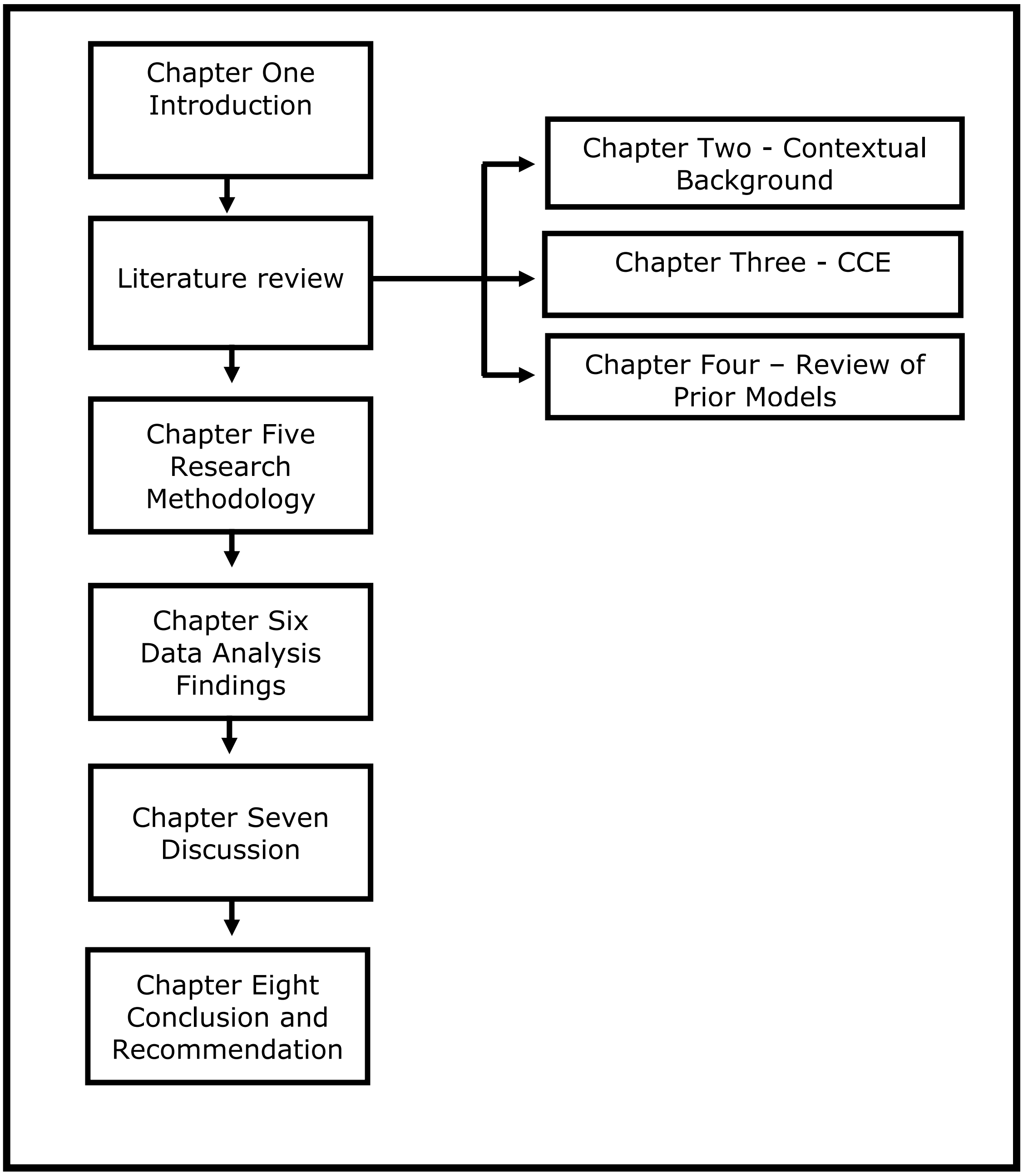
Also, the study has shown that relationship between oil and gas companies and host communities could be peaceful only when the community has a stake (shareholding) in the activities of the oil companies. Furthermore, it demonstrates how practical benefits accrue to the community and conversely the company as shown in Section 7.5. As such, this study has expanded on the work of Bowen et al. (2010) requesting empirical research on when and how CCE benefits stakeholder relationship participants. Lastly, regarding CCE as a subset of CSR (Bowen et al. 2010), the study demonstrates that CCE could be an effective, efficient and coherent strategy for corporate organisations in developing nations.

1.12 Outline of the Thesis

Figure 3 provides a detailed structure for this research. This current chapter provides a summation of the research background, the basis for this research (i.e. aims, objectives, research scope, assumptions, and research questions.

Chapter two is an exploration of the critical contextual background to the research through the assessment and evaluation of the literature on the research study providing a particular focus on the NDRN within the Nigerian oil and gas industry.

Chapter three provides an assessment and overview of CCE. The chapter also



explores the benefits and challenges of CCE.

Figure 3 Structure of the research study (author generated)

Chapter four started by examining prior models formulated regarding CCE and dovetailed into the theoretical background for the study. It considers literature within the organisation-public relations (OPRs) discipline with a particular focus on relationship theory.

Chapter five positions this study within the qualitative interpretive tradition describes the philosophical and methodological choices for the research and reasons for such choices. The chapter contextualizes the adoption of a qualitative interpretive approach and the basis for selecting the methods of data collection, and ethical issues are clarified. Steps of reducing biases that arose and ensuring that the research validity and reliability are explained.

Chapter six outlines the analysis and findings of the research. A detailed analysis of the outcomes of data collection and interpretation is presented in a contrast-compare manner. The findings regarding the research questions are substantiated.

Chapter seven presents the discussion of the findings from chapter six. The findings are compared with previous studies about the Niger Delta region. Also, a sustainable relationship determinants framework is presented for the assessment of relationship in any extractive industry context. Moreover, a transformational engagement case is highlighted as a typology of CCE in the Niger Delta as an exemplar for companies in the extractive sector.

Chapter eight presents the conclusion and the recommendations from this study. It provides a chance to review preceding chapters as well as tease out their various significance; limitations; and suggestions for future research. The chapter also provides recommendations to the FGN, oil and gas companies and host communities that could help create an enabling environment in the Niger Delta for development.

CHAPTER TWO

LITERATURE REVIEW:

CONTEXTUAL STUDY BACKGROUND

No man becomes rich unless he enriches others."
"The man who dies rich dies disgraced."
— Andrew Carnegie (1835 – 1919).

2.1. Introduction

This chapter provides an understanding of the geography of the context of this study. As such, the chapter starts by outlining an overview of Nigeria, its location within the West African region and the nature of the Nigerian oil and gas industry. Moreover, the chapter reviews the effects of oil and gas discovery, exploration and production on the economy of Nigeria and the Niger Delta region. Lastly, the chapter presents the major stakeholders within the Nigerians oil and gas industry.

2.2 Brief History of Nigeria

The expansion of the Kingdoms in Europe into other parts of the globe through land acquisition changed the way relationships were established and maintained. For example, before the incursion of Britain into West Africa, various kingdoms existed in the region. Empires like the Kanem Borno, Oyo and Benin, held sway until 1861 when the British annexed Lagos as a Crown Colony leading to the demise of these monolithic kingdoms (Falola 2008). After the amalgamation of the North and Southern protectorate in 1914, the geographical entity called Nigeria was established and ruled by the British as a colony until 1st October 1960 when she gained independence from Her Majesty, Queen Elizabeth II, and in 1963 became a republic (Geary 2013; Falola 2008).

Located in the Sub-Sahara African region, Nigeria is bordered in the north by Niger and Chad Republic, the Benin Republic to the west, Cameroon to the East and the Gulf of Guinea to the south (see Figure 4). The three major ethnic groups are Yoruba, Hausa/Fulani, and Igbo. Other ethnic groups which are a minority include tribes located in the Niger Delta region such as Ijaw, Itsekiri, Urhobo, Ogoni, Isoko, Ikwerre, and Ibibio, etc. With a population of over 183 million (OPEC 2016), and a land mass of with 923769 sq. km, the country is the most populous black nation on earth. The country is comprised of thirty-six states and a federal capital territory. NDRN is made up of nine states where nearly 95% of all the oil and gas activities take place (Odularu 2008).

With her volume of crude oil exploration and production activities, Nigeria is denoted as the giant of Africa. Moreover, Nigeria has the largest gas reserves in the world and seventh largest crude oil exporter in the continent (Watts 2016; Kadafa 2012; Nwilo and Badejo 2006). Implying that Nigeria is only dependent on oil for her survival (Ikein 2016; Ajayi and Ovharhe 2016).

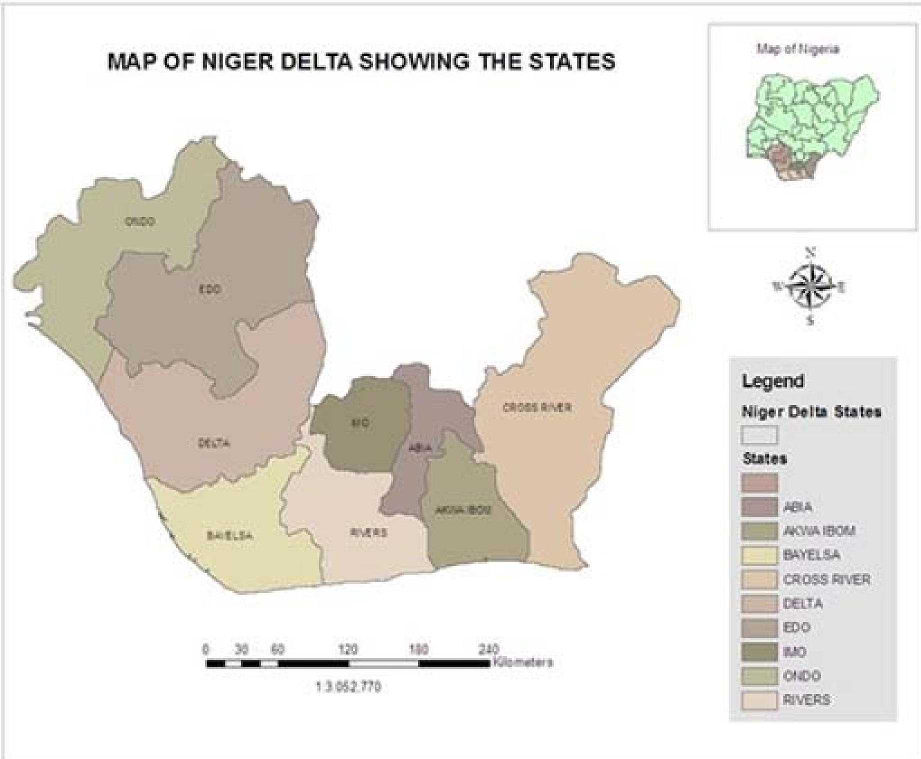


Figure 4: Map of the Niger Delta showing component states

Source: Nwankwo and Ogagarue (2012)

2.3 The Nigerian Oil Industry

The ordinance Proclamation No. 5 of 1902 on the ownership of minerals gave all rights to the colonial government to grant exclusive European concessionaires prospecting and mining of minerals privileges (Geary 1927). After that, exploration for crude oil began by a German company known as the Nigerian Bitumen Corporation in Araromi in the western part of the nation and found bituminous oil in 1912 (Abdussalam 2016; Ogbimi 2013; Steyn 2009; Frynas 1993). Since, the British government paid compensation to the Royal Niger Company who had control over the previous geographical location through conquest before 1900, all the minerals became the property of the British colonial government (Freund 1981). However, despite the search for oil from 1937 after the end of the first World War, it was not until 1956 when oil was discovered by Shell British Petroleum (now Royal Dutch Shell) in Oloibiri located in present day Bayelsa state and exportation started in 1958 (Kadafa 2012; Ariweriokuma 2009; Okonta and Douglas 2003; Frynas 1993).

The success of oil production by Shell British Petroleum led to the incursion of other oil giants into the nation. After that, in 1961, the government granted ten exploration licences to five companies: Shell British Petroleum, America Overseas (Amoseas), Mobil Exploration Nigeria Incorporated, Texaco and Nigerian Gulf oil. Similarly, the discussion on the prospect of establishing a refinery in Port Harcourt was started with Royal Dutch Shell Group and Shell – BP. The refinery was commissioned in 1965 and production peaked at 152 million bbl a year before the Nigerian Civil War in 1967 (Odularu 2008; Nwaobi 2005; Frynas 1993). After the civil war, Nigeria became a member of Organization of Petroleum Exporting Countries (OPEC) in 1971. Regarding reserves, Nigeria has the second largest oil reserve and the largest natural gas reserve in Africa and is the major oil producer on the continent. Daily oil production continues to increase. As at the first quarter 2012, 2.35 million barrels per day was produced (Agabeze, Udeh and Onwuka 2015). Average current oil production is 2.5 million bbl per day (Kadafa 2012; Nwaobi 2005).

2.4 The Niger Delta Region of Nigeria (NDRN)

Geographically, the NDRN is located in the South-East of Nigeria and covers an area of about 70,000 square kilometres, of which half is a wetland. It is also one of the largest in the world and certainly the largest in Africa (Omotola 2006). Moreover, the region is endowed with both renewable and non-renewable natural resources with proven 20 billion of Africa’s proven 66 billion barrels of oil reserves and more than 3 trillion cubic meters of gas reserves (Aaron 2005). Furthermore, according to Omotola (2006 p. 3), the area is “made up of 36,000 square kilometres of marshland, creeks, tributaries and lagoons, and is extremely rich in fish and wildlife resources, with a high biodiversity and many unique species of plants and animals.” Also, Oil and gas resources of the region account for over 85% of the nation’s gross domestic product (GDP), over 95% of the national budget, and over 80% of the nation’s wealth (Kadafa 2012; Ariweriokuma 2009;

Okonta and Douglas 2003). However, the region is the poorest in the nation because of the ecologically unfriendly exploitation of oil and gas and state (Aaron 2005). With an estimated population of 31 million people, the region is comprised of 8 states: Abia, Akwa Ibom, Bayelsa, Delta, Edo, Imo, Ondo and Rivers (Idemudia 2014; Rustad, 2010). There are a high rate conflict issues in the region. For example, Obi and Rustad (2010 p. 7) assert that:

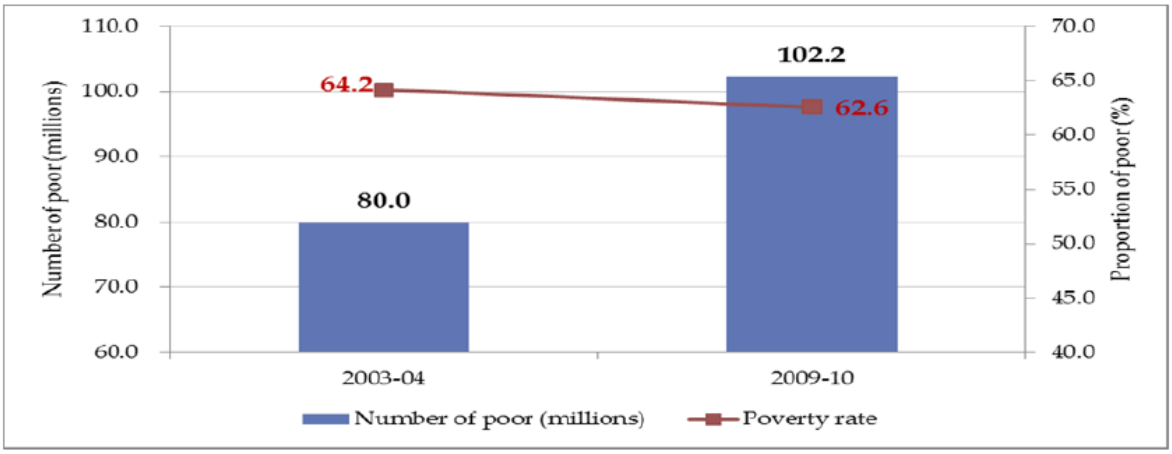
> "there is a strong feeling among the ethnic/oil minorities that the non-oil-producing ethnic majority groups that dominate the federal government also control the oil wealth, while they who produce the oil suffer (unjustly) from neglect, exploitation and pollution."

The Niger Delta region and its position as a marginalised area in Nigeria date back to the colonial period. According to Metz (1994) in 1958, the Willink's Commission of Inquiry by the British colonial administration based on the consultations with the minority groups before independence listened to and documented the fears of these groups. According to Nweke (2012 p. 203), "The Commission's Report revealed that the fears of marginalisation and domination expressed by the Niger Delta people were real, noting that the region was poor, backwards and neglected, and stated that the Niger Delta should be recognised a 'Special Area'". Consequently, in 1962, after independence, the Niger Delta Development Board (NDDB) was established based on the findings of the Commission as a solution to address the fears expressed before the independence to (or "intending to") addressing the pervasive geographical, environmental and developmental challenges prevalent in the region.

While endowed with these vast fossil fuel resources the NDRN has proven to be a very challenging environment for government, energy companies, and communities alike. Indeed, communities often report that they have failed to benefit adequately from the wealth created by oil and gas extraction and claims of corruption and nepotism amongst governmental and corporate players has soured relationships (Kemp 2010; Omeje 2004). In such a toxic environment, government-company-community relationships have often been characterised by significant levels of mistrust, antagonism and at times even considerable violence, which has received international coverage (Aghalino 2011; Frynas 2005; Livesey 2001)

Many persons in the region have lost their economic mainstay through the effect of oil spills. For example, just two Shell oil spills in 2008 and 2009 dumped thousands of barrels of crude into the creeks of Bodo, in Rivers State, Nigeria, eroding this fishing community’s main source of income. After litigation in London, Royal Dutch Shell agreed to pay out 55 million pounds ($83.4 million) to the affected community. While this cash relief will be shared by 15,000 people, there has been no evidence of a recovery of their fishing or agricultural activities (VOA, 2015). Also, NDRN is low on the human development index (HDI) score, a measure of well-being consisting the longevity of life, knowledge and a modest standard of living. The HPI for the Niger Delta currently stands at 0.564 (with 1 being the highest score), which suggests that the Niger Delta may not achieve the Sustainable Development Goals (SDG). Reasons advanced for this bleak picture in the Delta is an intricate web of economic, social, political and environmental factors. Furthermore, the high prevalence of social instability, poor local governance, competition for economic resources, environmental degradation and the difficult Niger Delta's terrain have all contributed to the lack of basic life amenities like electricity, clean drinking water, roads and health facilities (Okonta and Douglas 2003).

Poverty is on the rise in the region (Ikelegbe 2005a; 2005b). For example, in the context of Nigeria’s 183 million population, 102.2 million people are living under the poverty line. Approximately, 65 percent of the nation are classified as poor(see Figure 5) (NBS 2011). Moreover, the numbers of people living below the poverty line in the Niger Delta is increasing to a greater degree due to the environmental degradation mentioned earlier and the related increase in unemployment rates. Hence, the high rate of unrest in the Niger Delta region (Nigeria 2006).



Note:- Poverty declined by 2.4 percent
: Number of poor increased by 27 percent.
Poverty going down but number of poor increasing tremendously

Figure 5: Poverty Rate in Nigeria 2010

Source: NBS (2011)

The Niger Delta has proven to be a very challenging context for the government, oil and gas companies, and communities alike, with communities, often reporting that they have failed to adequately benefit from the wealth created (Kemp 2010; Omeje 2004; Watts 2004). Not surprisingly then relationships have often been characterised by significant levels of mistrust, antagonism and violence.

2.5 Overview of On-going Issues in the Niger Delta Region

The NDRN is rich in both renewable and non-renewable natural resources with proven 20 billion of Africa's proven 66 billion barrels of oil reserves and more than 3 trillion cubic meters of gas reserves (Aaron 2005). As such, oil and gas exploration and production go on in the region. According to the NNPC (2016), currently 606 oil fields exist in the region, and 355 are on-shore while the remaining 251 are offshore. The region is the most important part of the nation. For example, according to Ndujihe (2016), the ₦ 96.212 trillion earned from oil exploration and production from the NDRN for 58 years has not translated into any meaningful development in the region. Likewise, scholars (Ite et al. 2013; Obi 2010; Onduku 2001; Ukeje 2001; Watts 2001) argue that the region is underdeveloped. Moreover, UNEP (2011) assert that Shell's activities over the years left a serious environmental degradation that would take 50 years to clean up. The preceding scenario has led to series of conflict and violence between communities in the region and the oil and gas companies (Newsom 2011; Ikelegbe 2001; Ibeanu 2000). Similarly, Idemudia (2010) attributed conflict and violence in the region to the underdevelopment. Also, Hazen and Homer (2007) and Watts

(2007) argue that the proliferation of arms and dangerous weapons in the region is a great danger to the Nigerian state. These bleak picture has pressurised the oil and gas companies in attempting to solve some of the social problems in the region. According to Eweje (2007), the inability of the FGN to provide the needed infrastructural development is not helping the issues bedevilling the region. Hence, the important need to study how to reduce or obliterate hostility within the region.

Development cannot occur in a chaotic environment (Acemoglu and Robinson 2012; 2005). Within the region presently, conflict and violence have become normal. Oil bunkering has become a major occupation for youths in the region (Asuni 2009; Ukiwo 2007; Ikelegbe 2006; 2005). Also, Okonta and Douglas (2003) argue that the relationship between the oil and gas companies and host communities has broken down and unproductive. Attempts by the FGN or state governments or local government to mediate do not often pacify the parties (Obi and Rustad 2011). Likewise, further moves to use traditional rulers to stem the tide of violence and conflict is not yielding results (Blench, Longtau and Hassan 2006). The impact of the activities of the oil and gas companies is majorly felt by their host communities. Thus, these host communities become the principal focus of this research. The following section will briefly discuss some of these challenges in the region.

2.5.1 Militancy, Amnesty and its Resurgence

A militia is defined by English Oxford Dictionary as "a military force that is raised from the civil population to supplement a regular army in an emergency" (Oxford Dictionaries English 2016). However, the militia in the Niger Delta is civil persons who were radicalised and militarised through their struggle for resource control in the Niger Delta competing with the state over the government's monopoly on the instruments of force (Omotola 2006). Also, Oyefusi (2007) assert that these armed persons share the same ideology or belief and attack oil and gas companies and oil pipelines at intervals in the NDRN. Ibaba (2008) argue that poverty and unemployment turned these youths to vulnerable for militancy mobilisation. These persons turn their activities into an occupation. Activities of these group of persons have turned the NDRN into an arena for economic crimes, violence, wars and criminalisation of social life. Also, the region has become a battle zone between the Nigerian state and militias resulting in the FGN deploying the Nigerian Army and Navy into the region to protect oil and gas installations and respond to the attacks of these militias (Ikelegbe 2006). As such, Brereton (2002) argue that within the minerals industry, reduction of risks about current and planned business activities is a key driver for companies to improve their community engagement practices.

The late President Umar Musa Yar'Adua On June 25, 2009, granted amnesty to all persons directly or indirectly involved in militant activities in the region. Arms were to be laid down by these groups within a 60 days' window from the date indicated by the FGN. The amnesty offer quietened the region as thousands surrendered their weapons for state pardon. The region had gotten international attention due to some kidnappings and destruction of oil facilities resulting into a dip in oil production level from 2.4 million bpd to 1.73 million bpd (Kuku 2013; NNPC 2010). Government efforts through the re-organization of the NDDC, the Niger Delta Master Plan and the creation of a Niger Delta Ministry did not meet the demands or the aspirations of the people of the region. As such, Amnesty was the last option. The Presidential Amnesty Implementation Committee (PAIC) was set up to manage the amnesty process of the Disarmament Demobilization and Rehabilitation programmes (DDR) of the ex-militant back into the society. However, the amnesty had faced series of challenges, such as poor management, corruption and embezzlement of funds. The ₦ 50 billion was allegedly mismanaged by an official of the programme (Aghedo 2012).

There is no agreement on the performance of the programme. On the one hand, some scholars' asses the amnesty programme as a failure because some of the militants were being trained in a trade that is not in the supply chain of oil and gas which was the initial plan. Another issue raised was the fact that little progress has been made to end environmental degradation and human right abuse prevalent in the region (Francis 2012; Oluduro and Oluduro 2012; Oluwaniyi 2011; Ojo 2009) while on the other hand, some give the programme a pass mark (Ajaero 2010). Other are of the opinion that the real issues have been sidestepped (Mitee 2010).

The issues that flagged off the insurgency has not been addressed. As such, militancy has resurrected. For instance, the bombings of oil assets and kidnappings have re-emerged. A new group – Niger Delta Avengers – has virtually decimated Nigeria's oil production in a couple of months with a promise to wreck more havoc. Shell, Chevron, NNPC, NGC and NPDC assets have been destroyed (Bala-Gbogbo and Blas 2016). What the preceding suggest is that efforts to engage host communities in the region have failed to yield peace. It could be argued that the CCE as currently practised by oil companies has failed to nip the cancerous situation in the bud.

2.5.2 Land Issues

In Africa, the issue of land tenure has been part of history, inheritance and culture. But, colonialism brought a change. The problem of land began from the colonial masters who had two types of administration within the geographical location called Nigeria. On the one hand, there was the direct rule in the south with a freehold system allowing for a customary system of land ownership. The land was owned by communities', families and individuals in Freehold. This allowed for land acquisition by inheritance, the first settlement, conveyance, gift and outright purchase or long possession (Oseni 2013). On the other hand, in the north, there was the indirect rule, which allowed a land tenure under the Land Tenure Law of 1962 whereby the Governor held all land within the region in trust for the natives. The absolute right of ownership to land was abolished, and persons could only acquire land based on securing a Right of Occupancy (Rasak 2011). The Land Use Act is now incorporated in the Nigerian Constitution, but in reality, it has little relevance in most of the host communities in Nigeria, particularly in the Niger Delta since the land belongs to clans or people who have ancestral shrines on those lands. Moreover, Ojakorotu (2010) argued that the Land Use Act disinherited and disempowered the people of the Niger Delta. The issues about land in the Niger Delta is the crux of all the agitations because the host communities contend that the oil drilled from their land has not made their lives better but rather it has become a curse unto them.

2.6 Stakeholder defined

The motive for all endeavours of humans is their interest (Citrin and Green 1990) because the benefits accruable generate a passion that causes an action seeking gratification. Linkages are the key characteristic of stakeholders with any corporate organisation arising from consequences, or "stakes" (Coombs 2000; Clarkson 1991; Freeman 1984; Grunig and Repper 1992; Grunig and Grunig 2000; Wood 1991). Interests or linkages are stakes. It is not uncommon for stakeholders to assess the actions of corporate organisations in alignment with their interests (Peloza and Papania 2008). A stake is defined by Cambridge Dictionary as "share or a financial involvement in something such as a business." (Cambridge University Press 2016). This definition raises some critical issues. First, the fact that a stake connotes a share means that there is a *whole* of which one's *stake* or *share* is only a part. Second, that *part* should be something of *value* which could be exchanged for a monetary value. Third, the issue of *involvement* connotes partnership of which each partner come into with varied interest. Fourth, the reason(s) for the partnership, for example, a business could aim at generating a profit, as such, the association of that business would be *transactional* whereby they guard against running at a loss. Fifth, the definition also suggests that in determining their stake, partners must undertake a process of *decision-making*. The final implication is the element of risk that is involved in the partnership. These implications explain why the issues of the stake (holder) are becoming more relevant in any society even in the 21st century. Thus, value, involvement, partnership as a transaction, decision-making and level of risk are critical elements that stakeholders consider in assessing any relationship.

Stakeholder relationships are transactional in nature (Liu, Luo and Liu 2009). For instance, Rowley and Moldoveanu (2003 p. 206) argue that "stakeholders' CSR evaluations of the firm is interest-based and therefore will evaluate the initiative about their morals, values and priorities." They assert that stakeholders are defined regarding their interests and because mobilisation of stakeholders into groups is to take action when they perceive that their expected interests are not being met by the corporate organisation. As such, they contend that the firm must give close attention to these stakeholders. Moreover, Grunig and Repper (1992 p. 126) argue that stakeholders and a corporate organisation are linked because "they and the organization have consequences on each other." As such, Grunig and Grunig (2000 p. 312) defined stakeholders as "those who are affected by decisions of an organization, or those who affect the organization by their decisions". Likewise, Daft (2001 p. 30) define a stakeholder as "any group within or outside an organization that has a stake in the organization's performance." What these definitions suggest is that the impact arising from proximity could be either positive or negative and cannot be avoided.

Also, regarding the implications of stakeholders for the management of the organisation, Coombs (2000 p. 75) assert that "It is taken for granted in the management literature that organizations have stakeholders and that the management of these stakeholders affect the organization's viability." While Peloza and Papania (2008) argue that managerial interest is at the heart of social responsibility strategies developed by Managers' based on perceived stakeholder priorities. However, existing research suggests that management gives attention to stakeholders whose claims are perceived to be more salient regarding power, legitimacy and urgency (Aaltonen, Jaakko, Tuomas 2008).

Scholars (Jepsen and Eskerod 2009; Mitchell et al. 1997) argue that there is the need for more researchers using stakeholder theory in assessing the relationship between the community as a stakeholder and corporate organisations. Stakeholder theory provides a solid standing point for identifying, classifying and categorising stakeholders and understanding their behaviour to better manage them (Aaltonen, Jaakko, Tuomas 2008). The underlining assumption of the stakeholder theory is that "organizations should be managed in the interest of all their constituents, not only in the interest of shareholder" (Laplume et al. 2008 p. 1153). Freeman opined that there was a need for a more responsive framework for developing new frontiers for business. Although, the concept seems opposed to the economic word 'stockholder', nevertheless, 'stakeholder' grew out of the work of the Stanford Research Institute (SRI) in the 60's. The SRI argument was that 'managers needed to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, to develop objectives that stakeholders would support. This support was necessary for long-term success. Therefore, management should actively explore its relationships with all stakeholders to develop business strategies' (Freeman and Velamuri 2006 pg. 7), although, Sternberg (1997) contend that the original meaning of the word stakeholder as changed. Nevertheless, Freeman (1984) asserts that "if you want to manage effectively, then you must take your stakeholders into account on a systematic fashion" (p. 48). Following is a discussion and analysis of the concept and its various perspectives.

The stakeholder approach is characterised by, a) a single framework that would work for all time, b) it is a strategic management process determining a path for the firm and how its activities can affect the environment and be affected by it, c) survival of the firm is key to the stakeholder approach, d) it encourages an outlook from the firm identifying and investing in all associations that would ensure longevity for the firm, e) it combines economic, political, and moral analysis, f) it helps in affixing faces to the stakeholders of the firm rather than just highlighting their roles, and g) it ensures an all-round vital decision making that encompasses all interested party rather than single strategy for each interested party (Freeman and McVea 2001). Attention is now given to the definition of the concept.

2.6.1 The Debate on Stakeholder

Arising from the benefits and the theory's analytical ability, academics and professionals have taken a keen interest in studying the relationship of the firm with the society. As such, Evan and Freeman (1988), argue that corporations should take each person who is affected by their action (or inaction) into account in its decision making. Dunham et al. (2006) stated that the 'lack of specificity around stakeholder identity remains a serious obstacle to the further development of stakeholder theory and its adoption in actual practice by business managers. Nowhere is this shortcoming more evident than in stakeholder theory's treatment of the constituency known as "community"' (p. 23).

Notwithstanding the contributions of the theory, the debate about stakeholder theory persists (Laplume et al. 2008; Damak-Ayadi and Pesqueux 2005). Jones, (1995) and Sternberg (1997) argue that the idea Freeman (1984) postulated is not a theory. Nevertheless, other scholars who contend that it is worth the categorisation as a theory has helped to shape the stakeholder view into a theory. For instance, Donaldson and Preston (1995), Mitchell et al. (1997), Jones (1995), Jones et al. (2007), Friedman and Miles (2006), and Clarkson (1995) have helped to hone-in its applicability to business organisations in the 21st century. According to Mainardes et al. (2011 pg. 226), all these previous works has given 'both greater theoretical depth and development' to the theory.

Donaldson and Preston (1995) reinforced the stakeholder theory, suggesting that the theory could be viewed from three perspectives: instrumental ("it establishes a framework for examining the connections, if any, between the practice of stakeholder management and the achievement of various corporate performance goals" (pp. 66-67); descriptive ("it describes the corporation as a constellation of cooperative and competitive interests possessing intrinsic value" (p. 66); and normative ("Stakeholders are persons or groups with legitimate interests in procedural and /or substantive aspects of corporate activity" and "the interests of all stakeholders are of intrinsic value" (p. 67).

Cohen (1995) asserts that stakeholders only could best identify and gauge the impact of an organisation's action on their lives and their environment. Therefore, cognisance of their view is crucial. Faleti (2010 p. 8) noted further, that "Management researchers have argued that where a firm chooses to work with its stakeholders either for instrumental (self-serving) or normative (altruistic) reasons, there are positive outcomes." Similarly, Starik (1994) contend that stakeholders are those who 'are or might be influenced by or potentially are influencers of, some organization' (Starik 1994). Clarkson (1995) concluded that organisations forfeit their long-term existence when they overlook the concerns of primary stakeholders' within their strategy.

The American Law Institute Report (1992), highlighted further from both the philanthropic and community engagement perspectives, arguing that 'the modern corporation by its nature creates interdependencies with a variety of groups with whom the corporation has a legitimate concern, such as employees, customers, suppliers, and members of the communities in which the corporation operates' (cited in Donaldson and Preston 1995). Conversely, a major opponent to the stakeholder view was Friedman (1970), who advocated for the shareholder theory, which states that 'the only responsibility of managers is to serve the interests of shareholders in the best possible way, using corporate resources to increase the wealth of the latter by seeking profits' (Friedman 1970). Similarly, Fort and Cindy (2000), argue that taking the interest of all stakeholders into decision-making processes does not seem realistic (Fort and Cindy 2000). Furthermore, Sternberg (1997), argues that the stakeholder theory is not 'a model of, or even compatible with, business' (Sternberg 1997 p. 4). But, the appropriateness of this theory to underpin this research was reinforced by Carroll (1991 p. 43) who stated thus:

> *"There is a natural fit between the idea of corporate social responsibility and an organization's stakeholders. The word "social" in CSR has always been vague and lacking in specific direction as to whom the corporation is responsible. The concept of stakeholder personalizes social or societal responsibilities by delineating the specific groups or person's business should consider in its CSR orientation. Thus, the stakeholder nomenclature puts 'names and faces' on the societal members who are most urgent to business, and to whom it must be responsive."*

According to Kakabadse et al. (2005), those 'whom' the organisation should care for is defined by it. The very important aspect of discussing with these identified stakeholders about company decisions affecting them lacks in the literature (Noland and Phillips 2010). Thus, this research seeks to bridge this gap in the literature. Despite previous studies, the lack of clarity about the stakeholder identity persists which hinders the extension of the development of the stakeholder theory. Such, unclear specificity is most evident with regards to the community.

Frameworks have been advanced in management studies that could help identify stakeholders. For instance, Mitchell et al. (1997) postulated three attributes in stakeholder relations as:

1. The power possessed by stakeholder group which might influence the firm,
2. How legitimate are the stakeholder group's relationship and the firm, and
3. How urgency is the claim made by the stakeholder group on the firm.

Further works delineate these attributes into instrumental, definitive, dependent, dormant, discretionary, demanding stakeholders and non-stakeholders. As such, a debate ensues about the differences of stakeholder types. Mitchell et al.'s (1997) template provide managers with a relevancy toolbox of legitimacy, power and urgency with which to identify the stakeholder types.

2.7 Key Stakeholders in the Nigerian Oil and Gas Industry

In the Niger Delta region, there are various stakeholders. They are: a) the Federal Government of Nigeria (FGN), b) the Multinational Oil Companies (MNOCs), c) Indigenous Oil and Gas Companies (INOCs) and d) the Host Communities (HC).

2.7.3 Host Communities

Host communities are critical partners to socio-economic success in the Niger Delta. Although, the FGN and the oil companies perceive the communities as having nothing to contribute to the development of the region regarding assets. The communities think otherwise. Despite the fact that the FGN lay claims to the land from where oil and gas are explored and exploited, the community perceives themselves as critical to the success of the oil companies. A respondent asserts thus:

> *R30BONNYKINGDOM: "I must tell you community also contribute to these projects regarding land, you understand, and cheap manpower, cheap labour."*

There is a need to understand the administrative structure of a typical Niger Delta community. As such, the Bonny Kingdom is presented because of its historical significance even before the geographic contraption referred to as Nigeria. Before the colonial era, communities are ruled by traditional rulers who exercised the legislative, executive and judiciary powers within their kingdom (Wopara 2015).

According to Peter (2014, p. 138 cited in Wopara 2015), the British colonial government used these traditional hegemony as demonstrated in the Constitutions before Nigeria's independence. Although the colonial government used these structure, it divided the country into two types of administrations (direct rule in the Southern part of the country and indirect rule in the Northern part of the country). Nevertheless, the case of Bonny Kingdom is such that the traditional institution is strong and wield such enormous power when it comes to issues of CCE with oil and gas companies. Traditional rulers play a significant role in CCE within the Niger Delta, this fact is underscored by a respondent thus:

> *R18BRITU: "as the managing director, I personally go to all these communities to meet with the traditional rulers and groups. That shows how serious it is for us that I don't delegate the meeting with these stakeholders."*

The Bonny Kingdom is located 50 kilometers South East of Port Harcourt Rivers State in Nigeria. It has abundant natural resources and the Bonny River (Fentiman, 1996 p. 87 cited in Wopara 2015). In the late fifteenth century, it was the Portuguese who first arrived in this coastal town. In the Trans-Atlantic slave trade and after that in palm oil exports, the town played an active role as a seaport. Moreover, it was the first seat of British colonial administration. In 1897, a consulate was built with a district commissioner, a doctor, police officers, several offices of the Marine Department. Her strategic role during this period became important such that in 1905 a secondary school was established. (Nickson and Borys, 1974 cited in Owei 2004).

Bonny Kingdom serves as host to Shell Petroleum Development Company, Chevron Nigeria Limited, Mobil Producing Unlimited and Nigeria LNG Limited positioning the area as a very important region because of estimated investment to be about US $30 billion (Obinna and Emeruem 2003, cited in Owei 2004). The Bonny Kingdom has three major houses (the Duawari Houses, the Opuwari Houses and the Kalawari Houses). Thirty-four Houses or communities in all makeup the Bonny Kingdom. Chiefs from major and minor houses form the Bonny Council of Chiefs (BCC) headed by the King (Wopara 2015, p. 11). According to Akume (2013, p. 30 cited Wopara 2015) authority structure in the Bonny Kingdom is hierarchical in nature (see Figure 6 as an example). Ascendancy to the throne is by permanent and hereditary rights

There are several bodies set up to help the Kingdom benefit from the presence of the oil companies within the community such as the Community Development Committee (CDC) A.K.A Bonny Kingdom Development Committee (BKDC) which responsibility it is to relate to oil companies and any formal organisation regarding issues about development. The Committee set up by the Amayanabo (King) comprises of some chiefs, community group heads (women and youth groups) and other trusted community members. Similarly, the Bonny Kingdom Employment Agency and the Bonny Environment Consultants' Committee (BECC) were also established to help achieve the desired economic and environmental development (interview with R29BONNYKINGDOM).

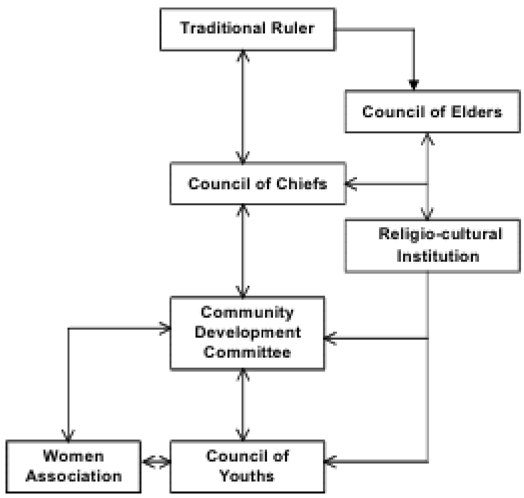


Figure 6: Structure of traditional authority and Information flow in oil producing communities

Source: Orubu et al. (2004 p. 210)

2.7.3.1 Host Communities Types

The HC are relegated to the background in the scheme of things in the oil and gas industry in Nigeria. Their views are not always taken into consideration by either the FGN or the MNOCs. According to Agim (1997 cited in Idemudia 2007), HC are into three categories; viz (a) producing communities – these are communities where onshore oil exploration or refining take place, for example, Emu Ebendo in Ndokwa West of Delta State, (b) Terminal communities – these are coastal communities with a port terminal to export the oil explored, for example, the Bonny Kingdom in Rivers State, (c) Transit communities – these are communities where oil pipeline passes through their communities. There is a fourth category of community in the Niger Delta. (d) Impacted communities – these are communities that do not have oil assets within their domain but are affected by the activities of the oil companies either nearby or far from the oil exploration activities.

2.8 Key Stakeholders Relationship(s) Structure in NDR

Relationship is the involvement or association between two or more entities (Wand, Storey and Weber 1999). This definition implies that there is a need for an association between entities before a relationship could exist. Figure 7 suggests the nature of the current relationship between the major stakeholders within the Nigerian oil and gas industry. The relationships between these stakeholder groups are complex, interlinked and dependent as shown by the diagram.

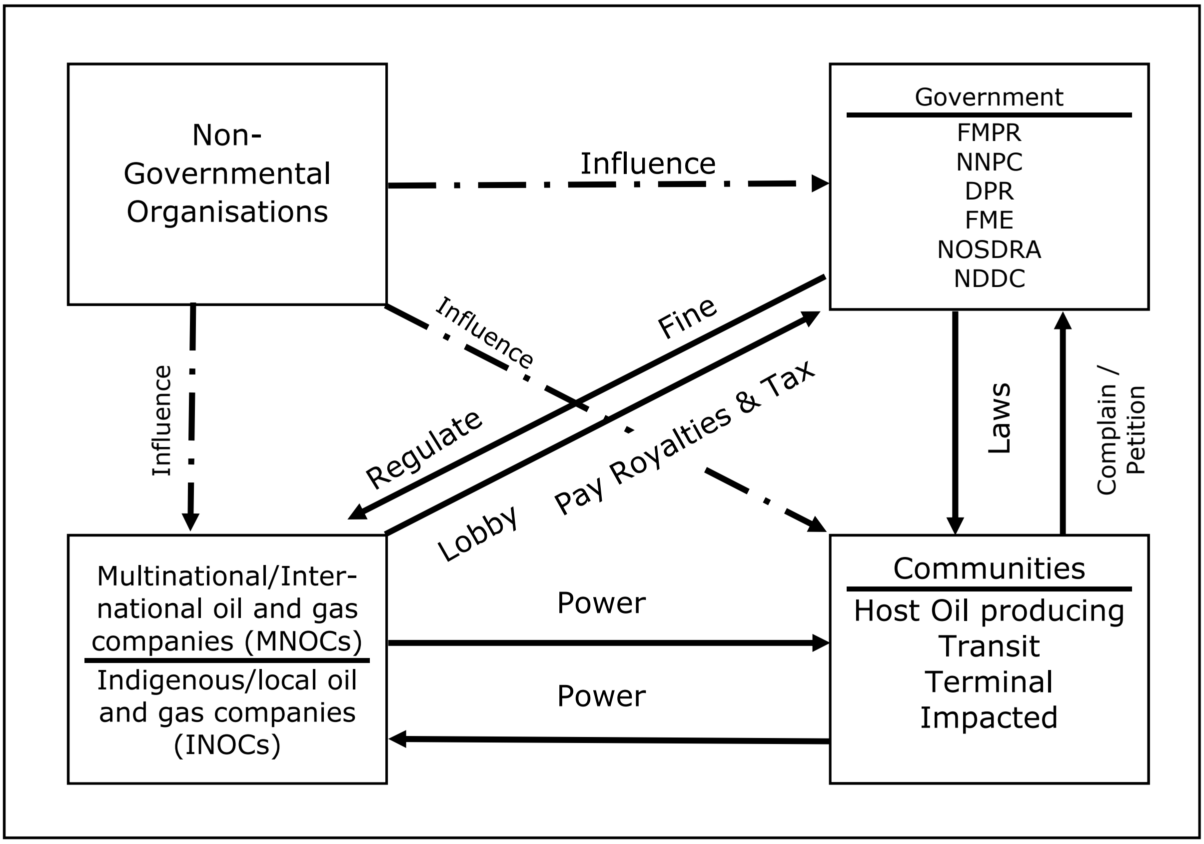


Figure 7: Major Stakeholder Relationships Structure In NDRN

(author generated)

2.9 Summary to Chapter two

As Francis (2012) point out, little progress has been made in ending environmental degradation and human rights' abuse within the Niger Delta. The practice of CSR is multidimensional and a difficult phenomenon, which lacks a clear and consistent interpretation and understanding by both academia and businesses in the society. With the recurring issue of conflict within the CSR literature, stakeholders' demands, or pressure on organisations to act responsibly, are increasing. The challenge of the resurgence of militancy clearly demonstrates the need for focusing on the relationships between the companies and their respective host communities. The chapter has also highlighted the complex, interlinked and dependent nature of relationships in the region. However, the literature review shows that there is a scarcity of relevant studies, particularly in the Nigerian oil and gas industry, contributing to existing theories on CCE about CSR.

CCE issues about CSR, typologies of CCE and institutional landscape are analysed as part of the relevant literature review and are presented in the following chapter.

CHAPTER THREE

CORPORATE COMMUNITY ENGAGEMENT

"Business is – in fact – a vocation, and a noble vocation, provided that those engaged in it see themselves challenged by a greater meaning in life" - Pope Francis (p. 3) of full text to the World Economic Forum's Annual Meeting in Davos, 2014, read by Cardinal Turkson.

3.1 Introduction

This chapter provides an overview of corporate community engagement (CCE). The chapter starts by establishing how CCE is embedded in CSR. After that, the chapter presented a historical antecedent for CCE in Nigeria. The chapter then focuses on defining the concept of community and CCE, as well as benefits and challenges of CCE. The chapter concludes by providing and institutional landscape of actors in Nigeria that influence the implementation of CCE as a strategy for maintenance of peaceful relationships in the Niger Delta region.

3.2 The Concept of Corporate Social Responsibility

Bowen (1953 p. 4) defined CSR as "the businessmen's obligation to pursue those policies, to make those decisions or to follow those lines of action that are desirable regarding the objectives and values of society." Likewise, Jones (1980 p. 59) referred to CSR as "the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract." These definitions suggest that organisations have a broad voluntary obligation and duty towards its stakeholders such as the community, shareholders, employees, customers, and suppliers. Wood (1991) argued further that CSR perceives the organisation and society to be interwoven as opposed to being seen, as separate entities. Fonteneau (2003) asserted that CSR involves the voluntary integration of the environmental and social concerns by an organisation towards its commercial operations and/or activities, and its stakeholders, while Abels and Martelli (2012 p. 86) concluded that CSR is "a voluntary way for a company to enhance its public image and reputation by incorporating responsible activities that satisfy a need of society beyond its legal requirements".

Habisch et al. (2005) argued that scholars have referred to CSR as corporate citizenship (CC). They defined CC as "a political commitment undertaken by corporations towards the global society, and local and international stakeholders to address pressing social and environmental issues" (p. 260). Fukukawa (2009 p. 83) added that CSR is "a concept that encourages companies to consider the interests of society." These definitions suggest that organisations should act as corporate citizens. Quak et al. (2012 p. 3) in support of this assertion defined CSR as "responsibilities to society beyond that of making profits for the shareholders." Sharma and Mehta (2012 p. 2) stated further that "CSR refers to the firm's consideration of and response to issues beyond the narrow economic, technical, and legal requirements of the firm." This idea could be attributed to the fact that organisations that are socially responsible experience higher reputation and benefit from a competitive advantage (Eccles et al. 2012).

Scholars have argued that social activities are the main focus of CSR. This assertion is consistent with McGuire's (1963) assertion that an organisation's social responsibilities take priority over its legal, environmental and economic responsibilities. Hence, an organisation "must take an interest in politics, community welfare, education and the happiness of its employees" (p. 144). Arguably, CSR offers guidelines for legal, economic, environmental, social, and ethical responsibilities. CSR suggests different strategic implications such as forming an integral part of an organisation's strategy and business and building organisation's reputation. Freeman's (1984) stakeholder theory emphasised that managers must satisfy different constituents such as suppliers, customers, employees, and the local community. Arguably, this suggests that organisations' focus must go beyond the needs of the shareholders because the other mentioned constituencies could influence the organisation outcome. Hence, stakeholder theory suggests that it would be of great advantage if organisations could engage in CSR activities that would benefit and engage different constituents such as suppliers, customers, employees, and the local community.

Expectations of stakeholders from CSR is high. For example, governments expect that through CSR advancement of social justice and development by reducing environmental degradation would spread while firms expect it would help increase their social license to operate (Halme and Laurila 2009). Also, Bowen et al. (2010) argue that CCE is a strategy whereby corporate organisations implement CSR. As such, the following sections will focus on CCE as a tool for development.

3.3 Overview of Corporate Community Engagement

This section would focus on CCE as a key strategy as outlined in the literature.

3.3.1 Historical Antecedents of Corporate Community Engagement in Nigeria

British incursion into Nigeria was in 1849 when she appointed John Beecroft as the first Consul for the Bights of Biafra and Benin (Inyang and Bassey 2014). After that, the earliest interaction between British companies and communities living around the territory bordering the Niger and Benue Rivers in modern-day Nigeria was in the second half of the 19th Century. However, in 1879, four companies trading up to the River Niger: Alexander Miller Brother & Company, Central African Trading Company Limited; West African Company Limited and James Pinnock through a merger formed the United African Company. As a result of the scramble for the region by European nations, the National African Company Limited was established to acquire the assets of the United African Company in 1881. After that, in 1886, the National African Company Limited was granted a Charter status by the British Government after the Berlin Conference. Thus, the company rebranded to the Royal Niger Company. To protect its interest in the region, the Company brought in Captain Lugard (which was later to be known as Lord Lugard) who later became the first Governor-General of Nigeria (Pearson 1971). The company had its secret service, customs courts, prisons, territorial administration and police (Ifedi and Anyu 2011). As a chartered company, it had governmental responsibilities and commercial monopolistic privileges resulting in huge economic successes for its investors. The operation of this company served as a precursor for the successful colonisation of Nigeria. Its control was so large that it later became the Southern Nigeria Protectorate after the British government revoked its charter in 1899 thereby taking over the territory formerly controlled by the company Royal Niger Company which it got through procured treaties with indigenous communities (Pearson 1971). The Southern Nigeria Protectorate was united with the Northern Nigeria Protectorate to form the Colony and Protectorate of Nigeria in 1914 (which gained independence in 1960). The company was compensated to the tune of £ 865,895 by the British government for the revocation of its charter status (Abdussalam 2016; Freund 1981).

CCE before the formation of Nigeria was non-existent. Companies operating in the Niger Delta area has moved from slave trade to oil palm and now crude oil production (Ukeje 2004). The Royal Niger Company entered into treaties with communities so as to establish trading posts. It had 30 trading posts along the lower Niger giving it a monopoly (Ekeh 2007). The Royal Niger Company communication with these communities was only transactional in nature. There was no CCE as expected. For example, the failure of the company to engage with these communities led to the attack on its headquarters at Akassa resulting in the death of twenty-four persons while twenty-eight persons were kidnapped. The retaliation of the company on the Nembe Kingdom and deaths of five British officers were some of the pointers to the company's charter being revoked (Ifedi and Anyu 2011). The lack of engagement approach by the Royal Niger Company was attested to by Achebe (1959 p. 145) thus:

> "a territory occupied by a British trading company – the Royal Niger Company – which was deeply involved in the trade and politics of the area, and which had thereby antagonized many local communities."

As alluded to by Achebe the Royal Niger Company relationship with many local communities was perceived by those communities as being antagonistic. Based on the literature, a pattern that exists during the colonial era is the same playing out within the region.

3.3.2 Community Defined

Understanding the concept of community in natural resource rich areas is crucial because it has gained a strategic partner position for the corporate organisation in developing countries (Owen 2007; Theodori 2005; Hilson 2001). According to Hillery (1955), there are different meanings to a community. It connotes a notion of shared identity and an interplay of cooperative privileges over a space of time (Crane, Matten and Moon 2004; Adams and Hess 2001; Greenwood 2001). Also, Day and Schuler (2004 p. 13) stated that the community encompasses "individual community members that have developed an inherent interest in each other. In addition to sharing the same geographical space and social experiences." Likewise, Bowen, Newenham-Kahindi and Herremans (2008) argue that since the term communities could refer to geographic, economic, social situation, sets of individual citizens or groups of citizens that are organised to represent a community's shared interests. As such, the idea of sharing and same interest are critical factors in understanding communities. Since community comprises more than one person, there could be a scenario with people with conflicting interests (Agrawal and Gibson 1999), such multiplicity of interests often birth conflict.

Moreover, Forsyth (2006 p. 2-3) in studying relationships in the community, argued that "[C]ollections of people may seem unique, but each possesses that one critical element that defines a group: connections linking the individual members…. [M]embers are linked together in a web of interpersonal relationships. Thus, a group is defined as two or more individuals who are connected to one another by social relationships." Notably, social relationship connections among groups are crucial links that hold society together. As a concept, the community has been studied from various dimensions. Some were on geography dimensions (e.g. Willmot 1989), identity (e.g. Bates 1993) and interaction (e.g. Lee and Newby 1983).

Mutual interest for a common cause creates a community. According to McNamara et al. (2010 p. 264) community is "a unit of identity, with various factors of commonality including a common interest or cause, or a shared geography, history, or set of values." Given that communities comprise several persons or groups of persons sharing the same interest (Greenwood 2001), such interests could originate from religious or tribal affiliations leading to rivalry amongst communities in sub-Saharan Africa (Muthuri, Moon and Idemudia 2012). For example, Nigeria has her fair share of ethnoreligious conflicts caused by community rivalry (Irobi 2005).

Scholars (Cook 2015; Crow and Allen 1995; Willmott 1986; Lee and Newby 1983) have differentiated between divergent approaches to defining community. First, the community is approached as a geographical location, territory or place. Here what people have in common is sharing a location where they reside nearby and might not have any interaction. Such closeness engenders a meaning of community, with a common identity and to some certain extent mutual ideals (Bates 1993). Although, such persons could be separated by entrenched emotional differences (Fiol and O'Connor 2002). Second, it could be seen as a community of interest where other characterisations like sexual orientation, religious belief, ethnic origin or occupation other than location are shared. For instance, cyber-communities. Third, it could also be a community based on attachment to a group, idea or place. Argument adduced for this third category is that a sense of shared identity might be absent in communities of place or interest (Willmott 1989). Likewise, Cohen (1982; 1985) argue that such "communities of meaning" is based on the perception of members of its cultural vitality. Cohen (1985 p. 118) contend that "People construct community symbolically, making it a resource and repository of meaning, and a referent of their identity." Similarly, Crow and Allan

(1994 p. 6) assert that ""community" plays a crucial symbolic role in generating people's sense of belonging." In other words, the emotional feeling of being part of a group is based on the perception of the person holding such a view which motivates him/her to gravitate towards others within such a group. Fourth, the community is also conceptualised as groups. As opposed to geographical proximity, groups of persons in a different part of the globe who share the same values, beliefs, interests or experiences could be classified as a community (Dunham et al. 2006). Categories of such a group could be religious groups, political groups or around a particular hobby (Dunham et al. 2006). Such a definition does not disqualify the community from being seen as a stakeholder but rather breaks the whole into parts (Cook 2015). Fifth, community is referred to as a practice.

Given that untangling the term 'communities' is a very difficult task because it comprises several persons or groups of persons sharing the same interest (Crane, Matten and Moon 2004; Greenwood 2001). Such interests could originate from various factors. Any disturbance of the peace invariably affects the operations of multinational and indigenous companies in the oil and gas industry. This negative impact on the companies is increased by a lack of understanding of the concept of community by these organisations. Moreover, Altman and Vidaver-Cohen (2000) argued that managers of organisations perceive community in different ways. This lack of understanding of what constitutes 'community' has been attributed to the failure in the engagement of host communities (Knih 2012). Furthermore, as noted earlier, confusion exist as to what constitutes 'community' (Muthuri, Chapple and Moon 2009) since various attempts have poorly defined the term (Baggott and Forster 2008, Contandriopoulos 2004).

Three basic common components of the community are geography, identity and interaction (Lee and Newby 1983). This classification is similar to Hillery's (1955) outlined components of the area, common ties and social interaction. Moreover, Willmot (1989) conceptualised the term as a territorial community, interest community and community of attachments. For Lee (1987 cited in Bates 1993) community connotes people that share 'cultural space' or common ideas of their position on the planet. A community of people that reside nearby but without any interaction could be classified as a community of geography. Geographical closeness engenders a meaning of community, with a common identity and to some certain extent mutual ideals (Bates 1993). Regular interaction with persons that might not be in the same location is termed a community of interaction while sharing a sense of belonging to a group of persons who might be in proximity or not but hold dearly to the same set of beliefs, values and experiences are a community of identity. Four basic constituents surrounding the concept of the community are people, area, interaction and interest (Sama and Aref 2011).

According to Cook (2015 p. 3), the major types of community that are prominent are "Community as Stakeholder, Community as Groups, Community of Practice, Community as Geographic Delineation, and Community as Individual Citizens." There are two broad camps as to how 'community' is conceptualised, the first group perceives it as comprising individual citizens or the general populace while the other group perceives it as a community group (for example, not-for-profit organisations) (Bowen, Newenham-Kahindi and Herremans 2010). Defining what a community is becoming more challenging because most authors do not define what they conceptualise as a community and often their definition of the concept community is implicit. Furthermore, each definition neglects some aspects of others which lead to more complex situations. For instance, a geographical perspective of the community might overlook the interactions amongst members within that geographical space (Bowen, Newenham-Kahindi and Herremans 2010).

The way in which community is both defined and applied in the academic literature is not without its critics (Stephens 2007; Marsh et al. 2011; Kennedy et al. 2009; Dempsey 2010). Some commentators have pointed out that although the notion of community appears to be straightforward, it is very hard to define (Warren 1963). "The very term itself is used in many different meanings and is often anything but clear and definite" (Konig 1968 p. 1). "In spite of constant usage, the community remains an untidy, confusing, and difficult term" (Scherer 1972 p. 1). The fact that the notion of community is so hard to define both theoretically and in practice raises problems for researchers theorising community engagement and for companies who seek to practice it. Therefore, a definition is provided.

In this study, community is defined as an associated relationship of individuals, or sets of individuals or groups of persons that are organized either based on geographic location and proximity or based on shared interest of trust or shared identity of beliefs, values, experiences and professional affiliation that interact together physically or in a virtual medium like the internet. This definition outlined here has incorporated the geographic perspective as well as the interaction component which are major drawbacks of previous definitions.

According to Freeman (1984), a community is one of the stakeholders of an organisation. Furthermore, Dunham et al. (2006) allege that a community can denote a high priority and genuine stakeholder within an organisation. In the case of the Nigerian oil and gas industry, the Ebendo community, the Okpai community in Delta State and the Grand Bonny Kingdom represent some of the communities as high priority stakeholders considering the increasing activity of oil and gas companies within these communities. Attempting to ensure a smooth relationship with communities, some companies established the corporate relations department to continually create a peaceful working environment (Altman 1998). Attention is being devoted more to host communities by companies since they have realised the cost implication of not acknowledging such constituents. Constant efforts are being made to understand this category of stakeholders. Nevertheless, despite these efforts to improve relationships with host communities, there are still cases of a collapse in the rapport between host communities. Dunham et al. (2006) noted that in spite of the efforts made by some corporations to enhance community relationship, there is still some breakdown in relationships between communities and corporations which can be challenging considering the enormous task of evaluating claims made by the community and proffering adequate solution to such claims.

3.3.3 Corporate Community Engagement defined

Despite the difficulties of defining 'community' as discussed in the previous section, there are some further difficulties within the body of academic literature surrounding corporate community engagement. First, there are some terms used more or less interchangeably (and sometimes indiscriminately) within literature. These terms include community involvement, public involvement, stakeholder engagement, citizen engagement, public engagement, community consultation, community development, community relations, public participation, community capacity building and finally community engagement. Some of these terms simply mean the same process, but hail from different kinds of literature. Others intend to imbue their selected terms with specific meanings which convey their understanding and use of the terms. However, the overall effect of the different semantic choices is one of confusion and lack of agreement about what the term means.

Overlapping terms: engagement; participation; empowerment; consultation and involvement have been defined differently but often used interchangeably (Evans 2010). In fact, these are often used as synonyms of community engagement which gives a different meaning. According to Hashagen (2002 p. 5), consultation 'suggests simply providing information to a community and requesting feedback, but carries no undertaking that there is to be any shift in what is done or how it is done.' On the other hand, Altman and Vidaver-Cohen (2000, p. 155) stated that relations connote 'all the activities that promote the interests of the company and the communities where it is located.' Moreover, Hashagen (2002, p. 5) assert that involvement 'implies that the company has decided the structures and decision-making processes and that the community needs to be encouraged to get involved in them. The community has no part in deciding on the suitability of those structures or processes.' While development, according to Husted (2003) denotes activities through which a company's resources for the production of social goods and services are committed.

In the phrases 'community engagement' or 'public involvement,' the words 'community' and 'public' could refer to different overlapping groups of people: patients and service users, carers, taxpayers, and representatives (Menon and Stafinski, 2011). Attree et al have suggested that 'community engagement' is an umbrella term that could refer to various approaches, with different aims (Attree et al., 2011). A second problem is the different ways in which the relationship between community engagement and stakeholder theory has been conceptualised by different writers. While some commentators perceive 'community' as being one of many stakeholders that a firm may have, others depict community engagement as interaction with any or all external stakeholder groups (Kepore and Imbun, 2010). Thirdly, the fact that many of the different definitions offered imply different levels of community engagement. For example, Kepore and Imbun (2010) suggest that community engagement "is any channel of communication purposely set by a business organization to receive feedback on its activities from external stakeholders" (p. 221). This definition describes a simple, one-way direction of communication which is used by the firm for its (unknown) internal processes and decision making. On the other hand, the World Bank (2006) sees community engagement as, "a broad, inclusive and continuous process between a company and its stakeholders, such as community members, NGOs, and local/regional government." This definition clearly suggests a rich, two-way, with many flows of communication, quite different from the first definition.

Like other concepts and ideas written about the global north, in comparison, Corporate Community Engagement (CCE) is nascent with regards to businesses operating in the extractive sector of the global south. Waddock and Boyle (1995) argue that there is a trend in the CCE. They contend that CCE has moved from ordinary 'involvement' to 'strategic' position (p. 126). This shift is necessitated by uncertainties created by the posture of the corporations previously. Furthermore, they contend that as per those the organisation is responsible for, "community" has become "communities," — "no longer just the local or headquarters community, but rather multiple and scattered in whatever sites the company operates" (ibid p. 128). Despite the increase in accountability by these corporate organisations to communities, the resources allocated for CCE is on the decline due to various forces including scarce financial resources. Indeed, there are new threats to the organisations today that were not existing before. Since 9/11, the world has taken a new shape. The increase in global terrorism, the collapse of economies e.g. Greece; whistleblowing e.g. the Wikileaks files, the recent Panama papers leak showing deliberate massive international tax avoidance and evasions; green investors, etc. are some of the pressures on the 21st corporate organisations concerns contesting for attention with CCE. Citizens of nations with an abundance of minerals (e.g. oil and gas, titanium and diamond) are often on the receiving end by experiencing the loss of their lands, livelihoods and peace (Hilson et al. 2007; Maconachie and Hilson 2013).

CCE are organisational practices that form part of the processes whereby stakeholders are involved in the firm's decision-making with a motive to demonstrate care (Bowen et al. 2010; Greenwood 2007). Similarly, Noland and Phillips (2011) opined that CCE is the incorporation of certain groups of citizens at different levels of participation, empowerment and capacity building to (or "intending to") remediate their wellbeing issues. These groups are considered due to the geographical proximity, or shared interest. In the same vein Friedman and Miles (2006) conceptualises CCE as a process of extracting the perceptions of a community about their relationship with the firm.

Also, Gordon et al. (2013) outlined CCE as series of actions that involve from a one-way informing of the public to a two-way collaboration with the singular reason of addressing issues of well-being including distribution of resources for social benefits. Moreover, Lerbinger (2006) argues that corporate community engagement is principally about developing and sustaining relationships with the community. Likewise, corporate community engagement is the practice whereby corporations involve the community in an affirmative way in these organisational programmes (Greenwood 2007).

Some scholars (Freeman et al. 2007; McVea and Freeman 2005; Freeman et al. 2004), in concert, agree that with regards to CCE, openness, fairness and honesty are crucial to the organisations to work effectively. CCE is conceptualised as communication and dialogue (Zadek and Raynard 2002; Strong et al. 2001; Zoller 1999). About keeping relationships, communication is an important tool. According to Heath and Bryant (1992), the trust will increase, if and when a company adopts a two-way communication in corporate community engagement. According to Noland and Philips (2010), CCE could only work if there are respect and humanness with the aim of giving consideration to those being related with. In the same vein, trust is extremely important in relationships.

3.3.4 Trends in Corporate Community Engagement

Oil and gas companies operating in the petroleum sector in the Niger Delta region in Nigeria must regularly interact with host communities. Such interactions determine the level of economic and social development. A common approach for companies is to implement Corporate Social Responsibility (CSR) initiatives. This can include, for example, the provision of educational scholarships, roads and school blocks. The body of literature (Ite 2004, 2005; Frynas 2001, 2005; Boele et al. 2001; Wheeler et al. 2002) suggest that CSR as a business strategy is not new to Multinational Corporations (Idemudia and Ite 2006; Eweje 2007) and indigenous companies (Okafor 2003a; Ite 2004; Amaechi et al. 2006). Even though CSR has become a practice by MNOCs since the 1990s, the rate of violence leading to loss of lives and shut-ins of crude oil due to the activities of militia (grown from the communities) has increased astronomically (Idemudia and Ite 2006; Eweje 2007). Furthermore, Nworisara (2011) suggests that the agitation of the host communities has forced the oil and gas companies to engage more with host communities. As a result, companies took initiatives to engage with host communities, including the creation of departments for community relations and signing General Memoranda of Understanding (GMOUs) with various communities. Nevertheless, scholars contend that oil companies have contributed to conflict through neglect of the negative impact of their operations inducing protests from communities (Frynas 2005; Blowfield and Frynas 2005; Eweje 2007).

Project execution by MNOCs excluding host communities tends to make these communities perceive any project executed as owned by MNOCs and not theirs i.e. the benefitting host community (Idemudia and Ite 2006). As Idemudia and Ite (2006) notes further, "wrong targeting of development projects and lack of in-built sustainability mechanisms in these projects as well as poor community participation in project design, implementation and monitoring" (p. 1) led to failed projects. However, there is a shift from this community assistance strategy which is rooted in corporate philanthropy by MNOCs to the provision of capacity building and economic empowerment (Idemudia 2008). Similarly, Zabbey (2009) notes further, 'the approach of the oil TNCs and the types of CSRs evolved from poorly managed and less impact Community Assistant (CA) in the 1980s, and Community Development Programmes of the "90s down to the current concept of Global Memorandum of Understanding (GMoU)". Due to this shift in approach, the MNOCs are now putting in place strategies for a better community engagement by signing General Memoranda of Understanding (GMOU) with these communities. Although, it has been argued that the MNOCs do not commit seriously to the GMOUs in cases where they have signed GMOU with the communities (Zabbey and Head 2009).

In the new global economy, corporate philanthropy and community engagement have become a central issue for firms' long-term sustainability. The effect of corporate philanthropy and community engagement also sometimes referred to as community relations has been of interest to scholars (Saiia et al. 2003; Hall 2006). According to Austin (2000), corporate philanthropy is the strongest method in the least developed countries and is typified by a donor-recipient relationship in addition to low levels of corporate community interaction (Austin 2000). Various reasons have been given for why corporations initiate corporate philanthropy and community engagement strategy including ethical, reputational, political and philosophical (Young and Burlingame, 1996).

Some scholars (Matten and Moon 2004) have argued that there is a shift in focus of corporations from corporate philanthropy to corporate citizenship. The argument has been made that there is no moral justification for corporations' involvement in philanthropy and community engagement (Friedman 1970). They posit that the sole existence of corporations is to increase profit to its shareholders. On the contrary, others have argued that there is a business case for philanthropy and community engagement (Landrum 2008).

3.3.5 Benefits of Corporate Community Engagement (CCE)

Effective CCE has been known to have a positive effect on social and economic progress. Numerous benefits abound of an effective CCE in situation analysis, policy making and governance. Quality policies and services are the consequence of an effective CCE. When host communities are engaged in the decision-making process, benefits accrue to the policy makers through their first-hand understanding of issues. They provide a test-run of prior assumptions (Aitken 2010). Moreover, it helps in solving complex social ills. Social, economic and environmental problems are complex, and the Niger Delta provide a laboratory to experiment the possibility of working together in finding sustainable solutions through CCE (Eweje 2006; Holliday, Schmidheiny and Watts 2002).

CCE builds trust and understanding (Marshall 2008). In the Niger Delta, this is useful where these two ingredients of a successful relationship are obviously missing. Host communities would develop confidence if the oil and gas companies openly invite them to participate in decisions that affect them. Trust is a springboard for making hard decisions (as is the case in the Niger Delta) need to be made. Establishment of an inclusive society cannot be overemphasised. Engaged communities felt empowered and valued resulting in a peaceful environment with inputs from communities' members to solve their problems. Such an atmosphere engenders self-reliance and innovation leading to sustainable development in the NDRN and thereby impacting the Nigerian economy as a whole. Measurement of progress and monitoring of policy outcomes are easy when peace reigns. Hence, CCE is a key to entrenching these benefits (Ogula 2012; Ojo and Aghedo 2012; Idemudia and Ite 2006). The next section would briefly highlight community enterprise development as a practical benefit of CCE.

3.3.5.1 Community Enterprise Development

Corporate Social Responsibility (CSR) as a concept tends to make organisations act responsibly and contribute to the development of society (Eweje 2007). Organisations budget huge sums of money and expend these sums on developmental projects in host communities as a demonstration of their social responsibilities. However, despite the continual increase in the amount spent by companies on CSR, the contribution made by these funds to reduce poverty in developing countries is unclear (Lawan 2008). In particular, Raynard and Forstater (2002) argue that the increase of small and medium scale enterprises in developing countries embodies the solution to poverty.

As a measure of the potential practical benefit of community engagement, this study found that community enterprise development arose from community engagement in the transformation case in section 7.5. Attention to community enterprise (Somerville and McElwee 2011) in developing countries has arisen due to three main reasons. First, charity, as conceptualised in the West, has not solved the problem of endemic poverty in developing countries (Saiia et al. 2003). Second, the renaissance of the 'Ubuntu' concept - "the belief in a universal bond of sharing that connects all humanity"- that has cast its various shades across cultures in Africa (Newenham-Kahindi 2009 p. 7; Helg 2007). Third, the communities' realization that governments have continually failed to live up to their responsibility to manifest an egalitarian society (Frynas 2005).

Historically, community enterprise has its pedigree in "civil society". Public interest promotes these kinds of organisations but is autonomous of any control whatsoever by the state or private sector (Haugh 2012; Tracey et al. 2005). Community enterprise, often conceptualised as a division of social enterprise, has been advocated as a tool for societal change in bringing about a common good. Communities have also taken an interest in the strategy of social enterprise business models as a means to financial sustainability (Haugh 2012; Nwankwo et al. 2007).

Community enterprises are not-for-profit entities with surpluses re-invested in the business or the communities they serve. A clear departure between social enterprises and community enterprises has to do with governance structures that allow community members to participate in the management of the organisation through boards of trustees elected by the community that includes local representatives and permit them to shape its strategic direction. Also, under this model asset are held in trust for the community, which diverges from the way in which corporations traditionally treat such assets (Nwankwo et al. 2007; Tracey et al. 2005). Community enterprise is: "an enterprise whose social foundation lies in a community of some kind... insofar as they are controlled by their members and have social as well as economic aims" (Somerville and McElwee 2011 p. 4).

The extant literature presents various forms of community enterprises. To begin with "community co-operatives", where "the emphasis is more on membership control" (Somerville and McElwee 2011 p. 4) exist. Another type concerns "community non-profits", where "the focus is more on producing social benefits, particularly for the community" (Somerville and McElwee 2011 p. 4). Whereas, further, "Community-Based Enterprise" (CBE) is defined as a "community acting corporately as both entrepreneur and enterprise in pursuit of the common good" (Peredo and Chrisman 2006 p. 4). Entrepreneurial ambition motivates the community to create and operate a business that is of the common good to its entire citizenry. Management and governance of the business venture rely on establishing sound economic and social goals which produce sustainable individual and group benefits.

Benefits accruing from community enterprise development, such as individual and community aspiration, as well as future economic growth and development, make it a good option for developing countries (Somerville and McElwee 2011). In an attempt to solve the poverty dilemma, community-based solutions for generating income amongst poor populations in Latin America, Asia, and Africa are emerging (Peredo and Chrisman 2006). Nwankwo et al. (2007 p. 97) argue that although community enterprises are associated with developed nations, this form of organisation has existed in developing nations for many years. In fact, they assert that "in Nigeria, such enterprises are more commonly known as ‵‵community co-operatives".

3.3.6 Challenges of Corporate Community Engagement (CCE)

As in any relationship, challenges exist in the process of CCE. Some of these factors are discussed briefly in the following section:

3.3.6.1 Corporate Community Engagement and The Problem of State Capture in Nigeria

Corruption is a global problem (Davis and Ruhe 2003). Another synonym used in the literature that encompasses corruption is 'state capture' (Fazekas and Tóth 2016; Hellman, Jones and Kaufmann 2000a; Hellmann et al. 2000b). It is a concept that is multifaceted. Corruption is most commonly defined as the 'the abuse of public office for private gain' (WorldBank 1997; UNDP 1999; Rodriguez et al. 2006), the 'diversion and outright theft of funds' (Svensson 2005 p. 19) which are meant for the public good. According to Nye (1967 p. 417), it is a "behaviour which deviates from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary or status gains; or violates rules against the exercise of certain types of private-regarding influence." It manifests in different broad forms, such as "a wide array of illicit behaviour, such as bribery, extortion, fraud, nepotism, graft, speed money, pilferage, theft, embezzlement, falsification of records, kickbacks, influence peddling, and campaign contributions" (Klitgaard 1998 p. 1). James (1962) argues that corruption is of three types: a) official corruption by judicial or ministerial officers, b) political corruption example of which is electoral bribery, and c) commercial corruption by people engaged in buying and selling of goods or services. It is like a cancerous disease that has eaten into the "cultural, political and economic fabric of society, and destroys the functioning of vital organs" (Amundsen 1999 p. 1). Through corruption, persons secure wealth or power using unlawful ways for their benefit.

According to Klitgaard (1998), bribery is one of the main tools of corruption. It is used as a purchasing medium. An example of areas of bribery is a) to secure government contracts, b) influence government allocation of resources, c) reduction of statutory tax payment, d) issuance of licences, e) fast track the time required for the permission for legal activities, f) to influence the outcome of legal processes. (World Bank 2000). Moreover, the World Bank (2000 p. 1) elucidate more on the various types of manifestations of this antisocial behaviour stressing that "Public office is abused for private gain when an official accepts, solicits, or extorts a bribe. It is also abused when private agents actively offer bribes to circumvent public policies and processes for competitive advantage and profit. Public office can also be abused for personal benefit even if no bribery occurs, through patronage and nepotism, the theft of state assets, or the diversion of state revenues."

There is a connection between corruption and governance. In developing countries, the lack of good governance as entrenched corruption. Good governance spurs development, while the lack of it leads to less development. According to Doig and Riley (1998 p. 47), good governance is crucial and requires the following (1) political legitimacy for the state through democratic elections and transfer of power and an effective political opposition and representative government, (2) accountability and transparency in the sharing of information, (3) separation of powers, (4) effective internal and external audit, (5) effective means of combating corruption and nepotism, (6) competence of public servants, (7) impartial and accessible justice systems; and (8) the absence of arbitrary government power

Corruption is classified into two broad categories: a) spontaneous and b) institutionalised (or systemic). On the one hand, spontaneous corruption is usual in societies adhering to strong ethics and morals in their public service. While on the other hand, institutionalised corruption is usual in societies where 'illicit behaviours' (Klitgaard 1998) are recurrently widespread or prevalent. Corruption in these societies are engrained into every facet of life, has become a goal, and the reason for seeking public office (Batalla 2000; Balboa and Medalla 2006).

Corruption has been metaphorically depicted by a formula:

$$C = M + D - A$$

Corruption (C) equals monopoly power (M) plus discretion by officials (D) minus accountability (A). Klitgaard posits that corruption usually exists where an official possesses a monopoly of power, discretionary authority and a lack of accountability (Klitgaard 1998 p. 20). Similarly, the United Nations Development Programme (UNDP) added other dimensions (integrity and transparency) to Klitgaard's model thus:

$$C = (M + D) - (A+I+T)$$

Also, in this metaphorical model (UNDP 2003), the absence of accountability, integrity and transparency portrays a weak governance which is consistent with Doig and Riley (1998) position on the opposite of good governance.

Many extractive firms have adopted voluntary initiatives to reduce corruption, but such strategies are not sufficient to alter the political and economic environment in these countries (Frynas 2005; Aaronson 2009). Scholars have argued that nations with more democratic freedoms, greater acceptance of democratic norms and more effective democratic institutions are better positioned to thwart corruption (Aaronson and Brinkerhoff 2011)

The differentiation on the corruption perception index between developed and developing countries with regards to corruption is the level of the occurrence and the willingness to justly fight the epidemic through tighter regulations. The level of compliance in developing countries is low compared to the developed nations.

Bribery and corruption are endemic in Nigeria. The risk of bribery and corruption in the oil and gas industry is high. According to Ernst & Young (2014 p. 5), "Bribery and corruption risk is becoming an increasing concern for businesses, and company executives and firms operating in the oil and gas sector are among those that have incurred the most significant penalties." Similarly, Hardoon and Heinrich (2011) asserts that the oil and gas industry is suspect because they fail in their country-level reporting. They have opined that this calls for concern because the fight against foreign bribery would be inhibited since identities of 'agents, opportunities and channels' are kept secret that serves as a conduit for such negative behaviour. Thus, the use of any position for self-aggrandisement impact the effective CCE. Several cases abound currently of persons in Nigeria who used public funds meant to provide basic infrastructure for the public but have laundered these funds into foreign banks.

3.3.6.2 Perception of the local communities

Institutional factors in Nigeria has made CCE success an uphill task in the decision-making process within the oil industry. This problem was geometrically increased with the failure to recognise that the local communities are crucial stakeholders in the oil industry. For example, host communities were marginalised and the attendant negative impact of the oil exploration and production (Tonwe, Ojo and

Aghedo 2012; Courson 2009; Eberlein 2006; Orubu et al. 2004). Consequently, the perception of the host communities about the Nigerian state and the oil and gas companies took a new dimension whereby communities see the oil companies as antagonists to be confronted (Ibeanu 2006; Ikelegbe 2005a, 2005b; Omeje 2005). Thus, all efforts to foster peaceful community relations has not worked. Nevertheless, the slanted nature of the relationship between oil and gas companies and host communities could be solved through better corporate community engagement (Idemudia and Ite 2006). Moreover, a better Community policy and practice could help fill up the lacuna regarding appropriate community involvement and participation in the decision-making process within the oil and gas industry. Doing this could provide a tendency creates a sense of belonging to the host communities compared to the sense of estrangement that currently exists (Idemudia and Ite 2006).

3.3.6.3 Government failure and absence of enabling environment

The role of government is very important on Community engagement practices (Idemudia and Ite 2006). This can come in the form of assisting in the shaping of the institutional environment that encourages sustainable economic growth, provision of motivation for ecological and appropriate behaviour and the pursuit of distributional and social policy. However, the failure of Nigerian Government in achieving this has caused two terrible consequences for Community Engagement practices in the country. The first consequence involves lack of enabling environment while the second relates to under looking the moral basis for the community engagement practice. The consequence of lack of enabling environment due to government's act of omission or commission is that it contributes to undermining Community Engagement initiatives within the oil industry by reducing the positive impact that Community Engagement has on poverty alleviation and sustainable community development (Ite, 2005)

3.3.6.4 Trust

The success of CCE is based on trust, respect, interpersonal communication with a common understanding of purpose. Moreover, CCE reinforces the capacity of communities to take an active part in the engagement process. Most often than not, the expectations of host communities from corporation's approach to issues underpin the attitude of the communities towards corporate organisations (Idemudia and Ite 2006). Scholars (Idemudia and Ite 2006; Frynas 2005; Ite

2004; Frynas and Mellahi 2003) agree on the Niger Delta region, that poor CCE is prevalent due to numerous factors which include: a) lack of consideration for the views of the communities, and b) the domination of the oil industry by the government and the MNOCs. Violence could arise when CCE is poor, and conflict ensues. According to Ogula (2008), the obvious lack of understanding of community perceptions by company's when planning their strategy impact CCE. Hostility towards oil and gas companies in Nigeria has been unabated, suggesting the need for more research on CCE in the Niger Delta (Ogula 2008; Aaron 2008; Idemudia and Ite 2006).

3.3.7 Typologies Corporate Community Engagement

Bowen et al. (2010) undertook a broad study to uncover how and why companies and the community benefit from corporate community engagement schemes, as well as the appropriateness of the strategy to use. They considered over 200 academic and professional practice works to develop the 'continuum of community engagement'. Also, a typology of three engagement strategies was developed (Table 2); comprising transactional, transitional and transformational engagements. Transactional investment and engagement are underpinned by a one-way communication and with a motive of 'giving-back' through community investment and information. Transitional engagement is through a two-way communication and community involvement to 'build bridges', with a drawback of no joint decision-making. Transformational engagement pertains to 'changing society' via the process of joint decision-making, project management and learning. It assimilates the community through frequent interaction and the development of trust (Bowen et al. 2010 p. 305).

Table 2: Community Engagement Typology

	Transactional Engagement	Transitional Engagement	Transformational Engagement
Corporate stance	Community investment/information "Giving Back"	Community involvement "Building Bridges"	Community integration "Changing Society"
Illustrative tactics	Charitable donations Building local infrastructure Employee volunteering Information sessions	Stakeholder dialogues Public consultations Town Hall meetings Cause-related marketing	Joint project management Joint decision-making Co-ownership
Communication	One way: firm to community	Two-way: more firm to community than community to firm	Two-way: community to firm as much as firm to community
Number of community partners	Many	Many	Few
Frequency of interaction	Occasional	Repeated	Frequent

Nature of trust	Limited	Evolutionary	Relational
Control over Process	Firm	Firm	Shared
Learning	Transferred from Firm	Most transferred from firm, some transferred to firm	Jointly generated
Benefits and Outcomes	Distinct	Distinct	Joint

Source: Adapted from Bowen et al. (2010)

3.3.7.1 Transformational Corporate Community Engagement

Community engagement models are replete in the literature. Arguably, the most popular model of community engagement is Arnstein's (1969) ladder of citizen participation. The ladder presents a hierarchy of engagement, from non-participation (which allows for the public to be educated and influenced by those who are in power) to co-operation, and delegation of full authority and control of the citizens, which in turn enables the public to sway decision making and to be in effective control of the process they are seeking to influence (Attree et al. 2011; Menon and Stafinski 2011). Conversely, Brenner and Manice (2011 p. 87) refer to a continuum model for community engagement that starts from "community consultation, to community participation, and ends in community consent".

Alternatively, Bowen et al.'s (2010 p. 304) model (Table 2) has borrowed terminology from the leadership literature – "transactional", "transitional", and "transformational engagement", as three groups of engagement that are typified on a "continuum of community engagement". According to Sarrami-Foroushani et al. (2014), the first stage in the Bowen et al. (2010) model indicates that the community has a passive role and is receiving information (e.g. charitable donations, employee volunteering, and information sessions). Stage two indicates that there is both a more dynamic role for the host community and a mutual degree of communication. However the community is still more of a recipient than an equal participant (e.g. stakeholder dialogues, public consultations, meetings). Stage three shows a collective form of decision making, with the community having an equal standing with the firm (e.g. joint management, joint decision-making, co-ownership) (Bowen et al. 2010). This conceptual articulation of levels or degrees of community engagement is helpful because it permits analysts to make sense of the variety of terminology and definitions within the literature (Sarrami-Foroushani et al. 2014).

Arguably, CCE as currently practised could be with several terminologies and definitions carry with them "managerialist" assumptions that underlie the power differential between corporate and community groups. Even the most egalitarian definitions seem to suggest that the decisions belong to the company, but they will "involve" or "engage" the community with them. As noted by Sarrami-Foroushani et al. (2014), Bowen et al.'s (2010) model assume that a legitimate, managerial rationale for corporations working with communities is to mitigate the community's threat to the corporate agenda.

3.4. Institutional Landscape of CCE in Nigeria

This research study is looking at the relationship between oil and gas companies and their host communities. Since its focus is on relationship it would be out of place if an institutional landscape of CCE in Nigeria is not considered due to the policy shortfall on CCE in Nigeria. After having studied all institutions that operate in the oil and gas industry and other sectors, the author drew up an institutional landscape showing the relationship between various stakeholders regarding the oil and gas sector. The scope of this assessment is of actors who influence CCE within the Niger Delta region in Nigeria. The information on these institutions was used to draw up this landscape these are the mandates, activities, relationships, etc., used to inter-link these institutions and place them about their roles regarding CCE. The map presented shows the interactions and interrelations of institutions active in the CCE field in order help to strengthen the institutional landscape analysis of CCE in Nigeria. The symbols defined below are used to explain the relationship of institutions in Figure 9.

Table 3: Analytical Symbols for Institutional Mapping

Symbol	Meaning
	Normal or working relation
	Weak relation
	Dominance
	Hierarchical relationship
	Alliance
	Overlap/conflict
	Missing but potentially important relation
	Weak existing relation that should be strengthened

Source: Adapted from GIZ (2013)

3.4.1 Overview of Corporate Community Engagement Actors in Nigeria

In a bid to decipher to plot the CCE landscape a list all significant actors were identified and grouped into public, private, civil, international institutions and host communities. Nevertheless, due to the nature of the concession agreements in the Nigerian oil and gas industry, the public institutions are the major actors' influencing/implementing CCE in Nigeria. The possible explanation for this is because the public institutions represent the FGN in all the joint venture agreements. Moreover, the impression often given by MNOCs as amounts spent on CCE activities are often accounted as cost oil and claimed back from the profits from the joint venture. As such, Figure 8 presents map on CCE on Nigeria. The CCE Institutional Overview Map below presents four levels depicted in the form of circles. The more crucial the role of the institution in the sector with regards CCE, the closer they are placed to the centre. The further away an institution is from the centre suggests that such an institution is relevant but do not play a key role in driving CCE activities for the sector.

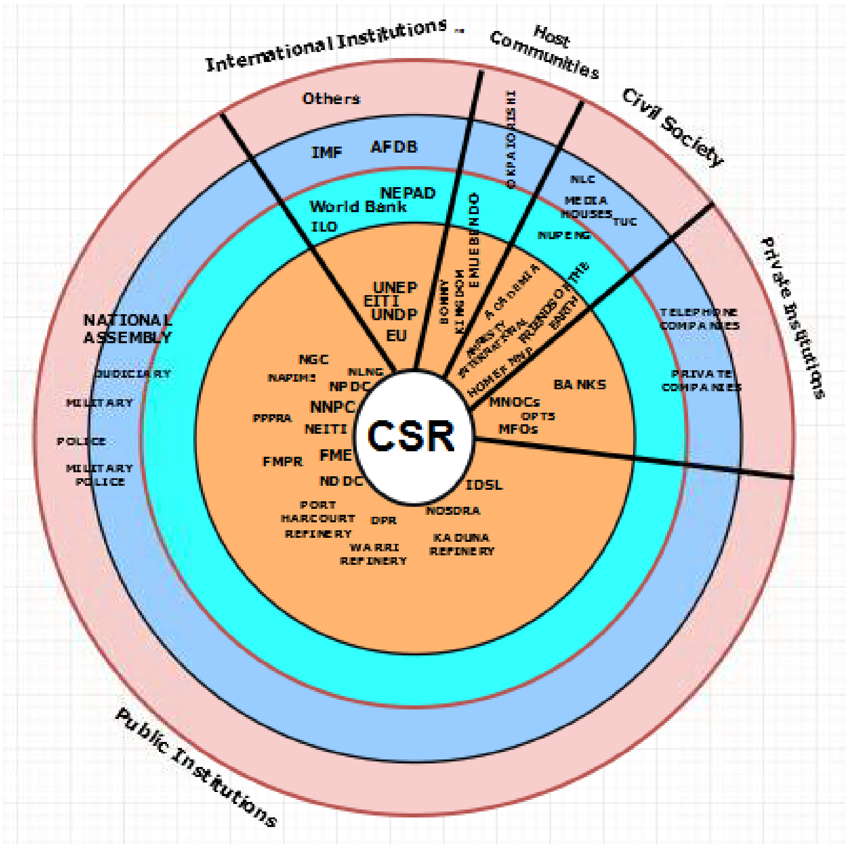


Figure 8: CCE Institutional Overview Map
Source: Author generated
based on concept adapted from GIZ (2013)

The overview map visualises the current structure of dominance or otherwise of CCE implementation in Nigeria i.e. the map shows that the public institutions/sector are prevalent in CCE and its implementation in Nigeria. Since CCE practice is still nascent in Nigeria, therefore, the public sector is more dominant in driving CCE activities in the sector.

3.4.2 Overview of Public Institutions Interaction on CCE

Using the analysis of the mandates, roles, relationships and activities presented as mentioned earlier, Figure 9 provides a layout of the interaction that exists between the public institution actors active in the CCE implementation in the oil and gas industry. It is obvious from the map that FMPR dominates the activities of the sector with more connections than other ministries and agencies.

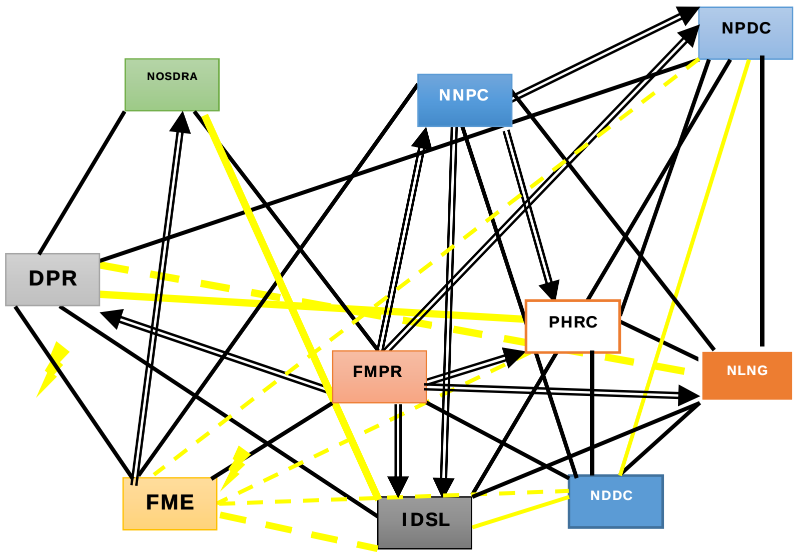


Figure 9: Interactions of Institutions regarding CCE implementation in the Nigerian oil and gas industry
Source: Author generated
concept adapted from GIZ (2013)

Figure 9 above shows that there are several public institutions and actors at play in the Nigeria oil and gas industry whose actions or inactions impact the effective implementation of CCE and its impact on the people living in the Niger Delta. However, clear defined boundaries in their mandates as regards CCE are none existent. This is coupled with the conflicts in mandates by some ministries. However, in some relationships between Federal Ministries there seem to be conflicts and duplications in mandates, for instance, the relationship between FME and DPR. Such conflict portends a great challenge for the oil industry, and the communities would be losing out. Also based on the attendant lapses, host communities would bear the brunt of environmental consequences. For example, respondent R20STERLINGGLOBAL asserts that there are conflict and duplicity in the roles and responsibilities of Federal Ministries working within the Nigerian oil and gas industry. He asserts that:

> *"The thing is…there is a duplication of roles of Federal Ministries…there is Federal Ministry of Environment (FME), they deal with everything about the environment in Nigeria while the Department of Petroleum Resources (DPR) has its major function as regulating the operations of an oil company…if DPR says to do an Environmental Impact Assessment (EIA) if you do that EIA and there is no involvement of FME you have to do an EIA for FME and a separate EIA for DPR ... there is disharmony between them...so within the oil industry you have a lot of EIA that FME does not know about because DPR says go and do an EIA for your project and if FME says to do an EIA you go ahead and do it…"*

Furthermore, there is a lack of coordination as regards CCE in the oil and gas industry. As such, the lack of coordination has led to disjointed and duplicated efforts. It was observed that no clear institutional strategy or framework exist of dealing with MNOCs or INOCs as regards CCE. Also, there are no human resources, capacity and expertise on CCE i.e. the lack of professionals on CCE thus impacts its effective implementation. This finding agrees with Frynas (2005) assertion that often projects executed regarding under CCE in the Niger Delta are run by professionals in the oil companies who do not have experience in development work and little understanding of community concerns (p. 591).

Also, in Nigeria, there is no Act that is specifically on CCE. Gatto (2002) argue that with regards to stakeholder engagement, compulsory regulations would delineate duties and make provision for the rights of parties as well as create order and predictability in the procedure. Since Nigeria does not have any Act on CCE, there is nothing that the communities or companies could follow as a guideline. As such, no predictability in CCE procedure within the oil and gas industry.

3.5 Summary of Chapter Three

Corporate organisations being driven by a desire to demonstrate CSR owing to opposing economic, legal or ethical responsibilities of their organisations may not necessarily be able to develop these actions into a full model of CSR implementation. Gordon et al. (2013) emphasise the increased importance within academic literature of identifying practical steps in CCE. Such a process is complicated because of the difficulties companies face in differentiating between CSR actions driven by genuine intentions for societal wellness and those that are implemented as personal benefit to the Chief Executive Officer or the organisation. There are various factors affecting CCE implementation, including state capture, governance failure and lack of trust as well as perception of local communities. Thus, unsurprisingly, there is no single theory to explain CCE related decision-making process. This research aims to develop the current understanding of corporate and community relations in CSR implementation. It is important to understand the CCE process so as to uncover ways of solving the longstanding hostile relationship between corporate organisations and their host communities. This study joins Frynas (2005) in asking questions about businesses' engagement with host communities with regards to CSR in one of the most environmentally challenging region of the world and various CCE models in the oil and gas industry; an overview of which is presented in the following chapter.

CHAPTER FOUR

REVIEW OF PRIOR CORPORATE COMMUNITY ENGAGEMENT MODELS

I know of nothing more despicable and pathetic
than a man who devotes all the hours of
the waking day to the making
of money for money's sake.
- John D. Rockefeller (1839-1937)

4.1 Chapter Introduction

This chapter outlines the prior CCE frameworks because the ability of corporate organisations to relate well with their stakeholder before, during and after their projects determine the success or failure of such an entity. As such, these frameworks are considered to (or "intending to") adopting a tool for the assessment of the relationship between the oil and gas companies and their host communities. After that, the relationship is presented as a theoretical framework adopted for this research study.

4.2 Prior Corporate Community Engagement Models

This subsection will consider some prior models of CCE.

4.2.1 Collaborative Social Initiatives model

Pearce and Doh (2005 p. 32) presented a model that seeks to exploit companies' core competencies for the maximum positive impact in collaborative social initiatives (see Figure 10). The model they argue would provide a win-win situation for the business and society if it is pursued strategically and implemented collaboratively with all stakeholders. The model was based on the assumption that corporations embrace CCE and are looking for avenues to make their social investments effective. However, a scrutiny of Pearce and Doh's (2005) collaborative social model showed some critical lapses. Because the model is for only business and market-oriented (Zahra et al. 2009; Spear 2006; Dorado 2006), it is corporate-centric and lacks inclusive participation and active engagement of the community as a stakeholder, thus, it has not succeeded in creating a successful relationship (Muthuri 2007). Moreover, it failed because cost cutting was the basic reason for their postulations (Oetzel and Doh 2009; Henderson 2007). Although the model attempts to form collaborative relationships to raise funds to pursue their social initiatives (Chell 2007; Foster and Bradach 2005), it fails to make an impact because of the assumption underpinning it (McDonald and Rundle-Thiele 2008). Also, Munilla and Miles (2005 p. 373) argue that although the model attempts to provide CSR as an obligation, however, the "conflicting pressures" between organisational perspective or the society perspective creates a challenge that results in its ineffectiveness. Other scholars (Levitt 1958; Miles et al. 2002) have queried the legitimacy of the firm's involvement with social causes because they argue it distract it from its core reason for existence. Based on the preceding reasons this model is not applicable for this current study.

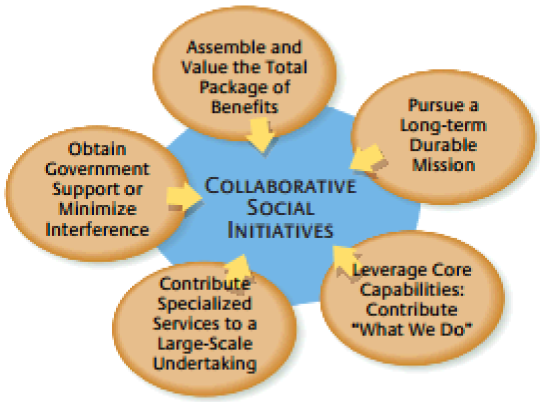


Figure 10: Collaborative Social Initiatives model

Source: Pearce and Doh (2005)

4.2.2 International Association for Public Participation (IAP2)

Various levels of engagement with stakeholder and communities have been formulated. One of such is that of International Association for Public Participation (IAP2). Although, they termed it public participation spectrum, nevertheless, it is a model that shows on a continuum the levels of engagement (see Figure 11). The participatory continuum assumes differing levels of participation in decision-making hinged on goals, time frame, resources, and levels of interest in types of decision. IAP2 terminology of 'public' refers to varieties of stakeholders, of which relating to this study; the community is one, which serves as host to the oil and gas companies. Movement on the continuum starts from the left with 'inform' to the deepest form of engagement on the right 'empower.' During the 'inform' stage there is no form of feedback from the stakeholder. The impact of this type of participation is very low. On the other end, 'empower' denotes joint decision making with stakeholders. This level showcases a high level of impact. As movement takes place on the continuum, a key action that is built is a relationship, which is strongest at this stage. Of course, each level requires differing skills and depth as well as a trust to have a robust and successful relationship. Suffice it to say that it is not easy building trust in this relationship. Based on the preceding this model is not applicable for this current study.

Figure 11: Community engagement model

Source: IAP2

4.2.3 A Ladder of Citizen Participation - Sherry R Arnstein

Arnstein's work titled 'A Ladder of Citizen Participation' describes the eight stages of participation (see Figure 12). She averred that citizen participation is their power; it was a critique of the community action programme. She conceptualised citizen participation into eight steps of a ladder and categorised all into three, viz: a) nonparticipation, b) tokenism, and c) citizen power. On the lowest rung of the typology is 'manipulation' and 'therapy,' which are classified as non-participation. It was suggested that the motive at this stage is not to enable participation but education. Next, is 'informing' and 'consultation,' at this stage citizen may hear and be heard. But, they lack the power to ensure that their views would be adhered to. 'Placation' is described as a higher type of tokenism. The last category is 'partnership,' 'delegated power' and 'citizen control.' Negotiation and compromise are the characters of the partnership level, while under delegated power and citizen control, the citizens have the final say on issues. According to Choguill (1996), although Arnstein's ladder of engagement is useful in developed nations, it is inadequate for a developing nation context. Other scholars contend that the ladder wrongly suggests that the ultimate goal of all engagement and it is a simplistic view of power giving rise to manipulation at each level of the ladder (Tippett, Handley and Ravetz 2007; Abbott 1996). As such, Arnstein's model is not applicable for this current study.

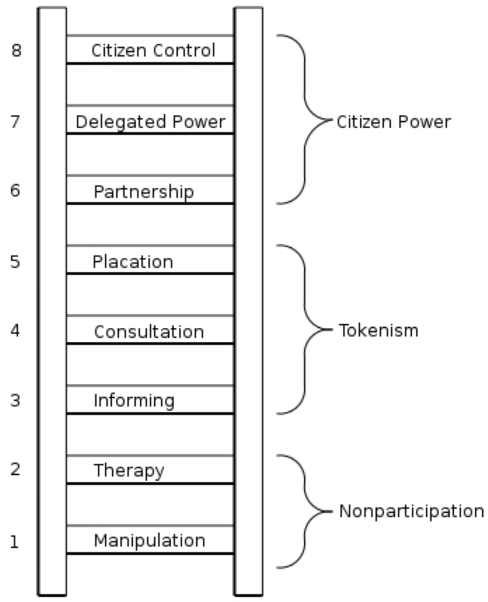


Figure 12: A Ladder of Citizen Participation

Source: Arnstein 1969

4.2.4 Stakeholder Management and Engagement - Friedman and Miles 2006

Friedman and Miles (2006) built on Arnstein's ladder of participation and conceptualised a ladder of stakeholder engagement. They likewise increased the ladder to twelve, starting at manipulation and concluding at stakeholder control.

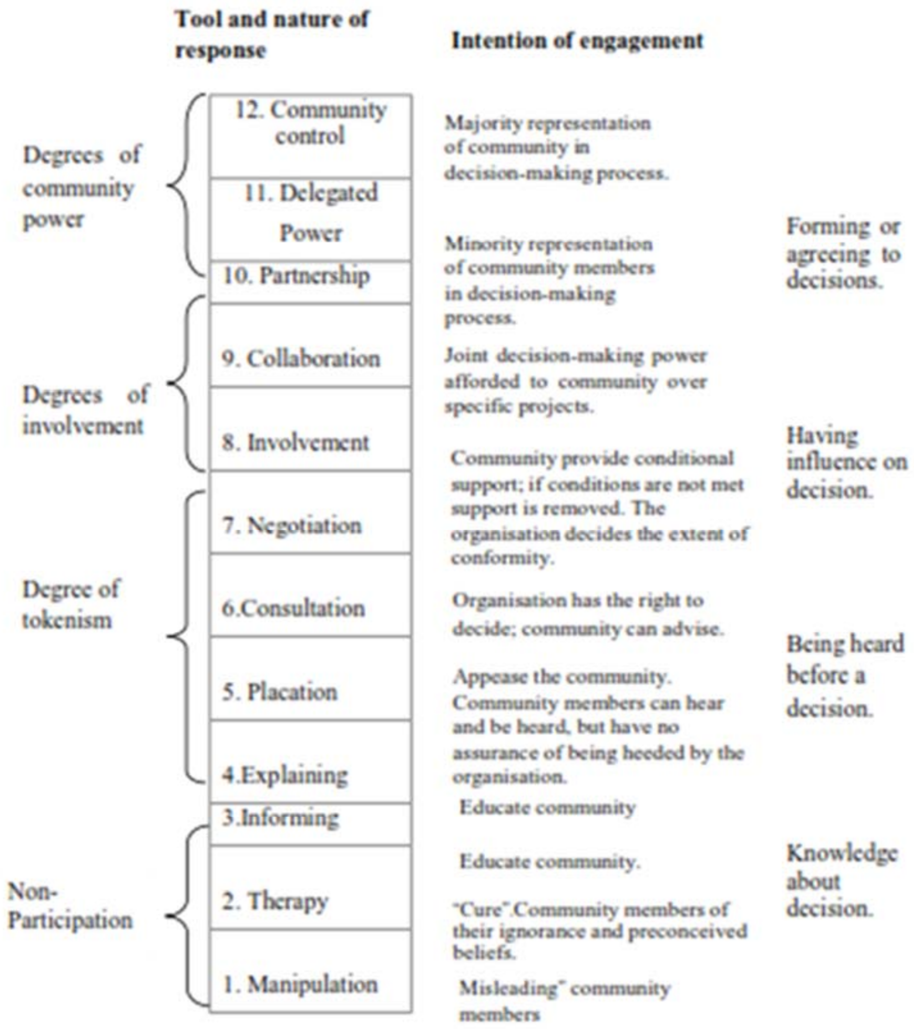


Figure 13: A Ladder of Stakeholder Management and Engagement

Source: Friedman and Miles 2006

From Figure 13 above, manipulation, the lowest level of the ladder typifies how companies could decide to relate with communities. Following from that level is therapy and informing are options further available to companies. At these levels, the firm only informs the community about decisions it had reached concerning intended development of the community. According to Friedman and Miles (2006), such a relationship tool is autocratic since the community does not have a say in the decision-making process. Explaining, placation, consulting and negotiation are the next four levels which have somewhat degree of community participation. As such, community members are permitted to express their concerns before decision making. Nevertheless, final company decision might not incorporate the community's view. Further, Friedman and Mile (2006) noted that Placation which is level 5 is often adopted as a response to unrest and to pacify the community in hostile situations. Moreover, Consultation is a tool used by companies to seek the input of community members on predetermined. Consultation and information sharing are crucial for effective CCE (Altman and Petkus 1994). On the seventh level is negotiation which is applicable in those circumstances where the community has some amount of influence on final decision made by the company. Accordingly, Friedman and Miles (2006) noted that a defensive response is usually the way companies handle demands from communities or a risky threat.

Friedman and Miles (2006) postulated that stakeholder relationships engagement has involvement, collaboration, partnership, delegated power and control as higher rungs used by firms to empower communities during the decision making process. Nevertheless, Fred and Miles (2006) argue that a crucial component of the relationship between the company and community to be effective is trust. On level 8 of the ladder is Involvement, which as to do with the willingness on the part of the company to engage with the community. Collaboration is on level 9, and it is where the firm seeks out opportunities for working together with the community. Also, at this stage, the final decisions rest with the firm although the community might be able to influence the company’s decision. The partnership is next. It is akin to collaboration because here also the company might seek the community to join in performing some projects. At this point, decisions could be made together. Last but not the least is Control. On this level the community possesses its highest influence on decisions made. The firm accepts the decision and implements projects based on the community’s will. Nevertheless, such types of relationship are uncommon (Thompson et al. 2009; Waritimi 2012, Friedman and Miles 2006).

4.3 Relationship as a Theoretical Background

The concept of relationships plays a crucial role in measuring the value of public relations at the organizational level (e.g., Jo 2003; Grunig and Hung 2002; Hung 2002; Kim 2001, 2000; Ledingham and Bruning 2000; Huang 2001, 1997) and at the societal level (e.g., Ledingham 2001; Grunig and Grunig 2001, 1996). Also, initiating public relations research into organization-public relationships, Ferguson (1984) argue the unit of study in public relations should be the “relationships” between organisations and their publics. To develop better public relations theories, Ferguson (1984) suggested that the field of public relations needs a paradigm focus and that organization-public relationships should be that focus for research on and the practice of public relations. Also, Ledingham and Bruning (2000) argue that relational management is now the dominant “paradigm” in public relations scholarship and practice since the shift of public relations research to relationships between organisations and publics. Hon and Grunig (1999) argue that relationships that an organisation develops and sustains with strategic stakeholders are crucial for its long-term success. Through establishing quality relationships, organisations become effective because they select goals valued by strategic stakeholders (Grunig, Grunig and Dozier 2002; Grunig and Hung 2002). Also, underpinned by the value of public relations at the organisational level, researchers have extended the value of public relations to society, in general, using the relationship construct (for instance see, Starck and Kruckeberg 2001; Ledingham 2001; Grunig and Grunig 2001, 1996). The preceding suggests that establishing and maintaining a relationship is key in organisation public relations. This perspective views relationship as a process.

The main reasons for OPR coming to the fore are that the existence of positive relationships between an organisation and its stakeholders has been shown as one of the major contributions of public relations to organisational effectiveness (Huang 1999; Dozier, Grunig, and Grunig, 1995). For instance, Grunig, Grunig, and Dozier (1995 p. 5) assert that public relations increase organisational effectiveness when it builds a “long-term relationship of trust and understanding.”

As such, Huang (1997) identified OPR and conflict resolution as new constructs of public relations impact thereby establishing a causal relationship between public relations strategies and OPR. Also, Huang (1999) showed that relationships as a key construct mediate the effect of an organisation’s public relations technics on resolving the conflicts between the corporate organisation and its stakeholders. Also, Huang (2001) found in the study on corporate organisations and conflict resolution that control mutuality was a mediating factor. In fact, Huang argued that an effective two-way communication could produce control mutuality.

Scholars (Toth and Trujillo 1987) have argued for the integration of concepts from organisational communication, management research, and public relations to provide greater clarity to the area of corporate communication. The preceding above offers an outstanding basis for theory building within the relationship management perspective. Tinto (1975) in his work perceive relationship as integration. He argued that such a relationship is about fit. Tinto defined fit as the ability of one party adapting to the other. However, Tinto (1975) argued that the possibility of having a harmonious relationship between the parties is a different thing asserting that like other human relationships, the possibility of integration would be based on successes of previous encounters in the relationship. Tinto argues that these previous interactions do cause an adjustment the on-going relationship. The following section will consider the definition and constructs used as a framework in this current study.

4.3.1 Relationship defined and Types

Society is comprised of social relationships between social actors (Touraine 1973) who influence each other through their mutual interaction which builds up the society (Lallement 2004). Scholars do not agree on a common definition of relationship. According to Håkansson and Snehota (1995b p. 25) relationship is a "mutually oriented interaction between two reciprocally committed parties." This definition considers relationship as an interplay of intrinsic cognitive willingness which predicates assurance from those involved. As such, the extent of commitment in the relationship is based on the behaviour of the other party. One could argue that there is an element of dependability in such a relation and the survival of one party is based on the presence of the other. Similarly, Hinde (1979 p. 468) define relationship as "a series of related interactions, each affected by past episodes, and in turn affecting future interactions." There are several implications from Hinde's definition. First, relationship is perceived to be a process. Second, it is not a one-off event. As such, relationship is conjectured to be comprised of series of events. Third, outcomes of experiences of separate former contacts affect the present connection. Fourth, time is important in developing an effective and efficient relationship. Lastly, the outcomes of previous encounters sway the success of the future association.

O'Hair et al. (1995 p. 10) defined relationships as "the interdependence of two or more people". Also, Broom, Casey and Richey (1997 p. 91) define relationship to "consist of the transactions that involve the exchange of resources between organisations… and lead to mutual benefit, as well as mutual achievement" (p. 91). Likewise, Surra and Ridley (1991 p. 37) defined relationship as "moment-to-moment interaction events" and "intersubjectivity" or "cognitive interdependence". Also, Gelso and Carter (1994 p. 297) defined relationship as "the feelings and attitudes that … participants have toward one another, and the manner in which these are expressed". These suggest that relationship can be termed as a process of transaction whereby mutual benefit and mutual achievement for each member of the relationship is crucial. Also, the fact of interdependence connotes a correlation since one person cannot of himself or herself have a relationship. Lastly, the fact that value is what is being exchanged.

Coombs (2000) connected the fore stated definitions with stakeholder theory since communication by the corporate organisation is actually for the establishment and maintaining of relationship with their stakeholders. About organisation stakeholder relationship, Broom et al. (2000 p. 11) assert that "Theoretically, organizations enter relationships because of their dependence on other organizations for resources". As such, Broom et al. argue that inter-organizational relationships are studied from the perspectives of resource dependency perspective. The implication of the above is that organisations have a relationship with stakeholders when they have a connection with stakeholders (Coombs 2000).

Relationships are predicated on an awareness of the significant other and understanding that a two-way communication process must exist. For a successful relationship to take place, it must involve two or more persons who are connected by their mutual interests over a period (Coombs 2001). Broom, Casey and Ritchey (1997) state that corporate organisations form relationship due to their need for resources. Ledingham and Bruning (1999) argue that corporate organisations must be aware that their actions or in-actions with their stakeholders could affect the economic, social, political, and cultural wellbeing of the company and the society at large. Likewise, Broom et al. (2000) assert that relationship of corporate organisations is interactions that could be traced over time and possess identities, attributes and perceptions of individuals in the social association. As such, perceptions, attributes and identities are dichotomised.

Rich, Mandjak and Szanto (2010 p. 6) define relationship as "co-operation between actors encumbered with conflicts, the purpose of which is to create something jointly." This definition introduces the aspect of conflict within a mutual relationship. Various internal and external factors produce conflict within such a relationship such as competition for scarce resources, desire for autonomy, goal divergence and perpetual incongruities (Tidstrom 2009; Kaufmann 1995; Perry and Levine 1976; Kochan et al. 1975, Rosenberg and Stern 1971; Pondy 1967).

The body of work in the literature believe that corporate organisations relationship with their stakeholders is crucial. However, it may be concluded that many of these approaches carry with them "managerialist" assumptions that underlie the power differential between corporate and community groups. Even the most egalitarian intentions seem to suggest that the decisions belong to the company, but they will "involve" or "engage" the community with them. The relational paradigm furnishes a chance to move the viewpoint away from the corporate organisation being seen as the central point in a stakeholder landscape and instead focus on relationships which are considered important for maintaining the firm's social license to operate and give organisational legitimacy. Nevertheless, all these scholars agree that interaction, commitment and mutual benefits underpin relationships.

Scholars (Hung 2005; Grunig 2002; Clark and Mills 1993) posit that there are two types of relationships when assessing relationships between corporate organisations and their stakeholders. The following subsection delineates these: exchange relationship and communal relationship.

4.3.1.1 Exchange relationship

According to Oxford dictionary (2016), an exchange is "an act of giving one thing and receiving another (especially of the same kind) in return" (Oxford Dictionaries English 2016). That connotes an interchange of something of value to each party. Exchange relationship presents a scenario where parties in a relationship trade-off benefits in mutual reciprocity based on past or expectation in the future (Grunig 2002). This idea suggests that parties' in a relationship would only be disposed to give aid to one another because there is a benefit of comparable value to receive in return. In such a relationship, a party is eager to grant benefits to the other based on receiving gifts of the same value from the other party. As such, the party on the receiving end becomes indebted to reciprocate the goodwill. Often, an exchange relationship breaks down because it has been reduced to an exploitative relationship where one party takes advantage of the other without the reciprocal exchange of benefits.

Exchange relationships are like legal agreements whereby both parties reach agreement on their respective roles and responsibilities. In fact, Littlepage, Gazley and Bennet (2009, 2012) assert that exchange relationships are in reciprocal supply and demand of exchanges. However, stakeholders do not perceive exchange relationship as sufficient since they expect corporate organisations to do things which they would not receive benefits at the moment at least in the short run and the time factor in such a relationship presents uncertainty. Thus, an exchange relationship is not appropriate for all corporate organisation's stakeholders (for example, the community).

4.3.1.2 Communal relationship

Communal relationship is predicated on welfarism. According to Grunig (2002) in communal relationship partners "are willing to provide benefits to the other because they are concerned for the welfare of the other—even when they believe they might not get anything in return". Likewise, Clark and Mills 1993 p. 684) define communal relationship as "the norm … is to give benefits in response to needs or to demonstrate a general concern for the other person." These definitions suggests that communal relationship is based on a selfless attitude which serves as the chord for the bond in the relationship. This kind relationship is opposite in essence in comparison to exchange relationship. Under the communal relationship partners, interchange does not have any attachment of expected of benefits, but altruistic tendencies motivate them (Clark and Mils 1993). Opposed to how exchange relationship breakdown, communal relationships are the desired state of how relationships should be, but the practicality is uncertain. Nevertheless, Grunig (2002) argue that corporate organisations should be initiate and maintain a communal relationship with their stakeholders (for example, the community).

Significant value is added to corporate organisations when they develop communal relationships. Such relationships are crucial if these organisations are to be socially responsible and to add value to society as well as to its contractors. For example, the social enterprise business model demonstrates the communal relationship whereby pro-social motives underpin the primary mission of such business and do emphasise social outcomes at the expense of profits that are reinvested into the enterprise and thereby promoting sustainability (Grassl 2012; Chell 2007; Alter 2007). It does not mean that exchange relationships are bad, but it could serve as a starting point leading into a communal nature at maturity relationship (Grunig 2002). Also, Ganesan (1994) asserted that communal relationship is orientated towards a long-term relationship.

However, the best way of assessing the corporate organisations' claim of an established relationship with stakeholders depend largely on the degree to which the stakeholders (e.g. the host community) believes and perceive that they have a communal relationship with the firm (Grunig 2002). Opposed to exchange type of relationship, communal relationship often may vary in strength. In stronger communal relationship members incur more to meet the needs of the other partner and the costlier benefits each party is probably to expect when such aids are needed (Williamson and Clark 1989). From the preceding therefore, asking the host community about their perception and belief about how the oil and gas companies relate with them is crucial to uncovering reasons for on-going tension between business and society relationship. Metrics for measuring such sustainable relational determinants are control mutuality, trust, commitment and satisfaction (Grunig 2002).

4.3.2 Sustainable Relationship Determinants

This research perceives sustainable relationship determinants as crucial elements that hold business in society relationship together. In the literature, the relational determinants identified and studied are control mutuality, trust, commitment and satisfaction (Kim and Choi 2013; Cho and Auger 2013; Waters and Bortree 2012; Grunig 2002; Garbarino and Johnson 1999). As such, this research will concentrate on control mutuality, trust, commitment and satisfaction, which scholars argue are metrics for measuring the relationship of corporate organisations with their stakeholders. Also, these four metrics were chosen since these authors have used them to test relationships in varied circumstances. Table 4 lists authors who have cited control mutuality, trust, commitment and satisfaction as the most frequently used metrics of sustainable relationship determinants.

Table 4: Sustainable Relationship Determinants (summarised from the literature)

METRICS	AUTHORS
Control mutuality	Kelley 2013; Kelleher 2009; Waters 2009; Park and Reber 2008; O'Neil 2007; Jo, Childers and Brunner 2005; Bruning, Castle and Schrepfer 2004; Kent and Taylor, 2002; Hon and Grunig 2002; Grunig and Huang 2000; Hon and Grunig 1999; Canary and Spitzberg 1989; Canary and

	Cupach 1988; Burgoon and Hale 1987, 1984
Trust	Waters 2009; Kelleher 2009; Powell, Balmer and Melewar 2007; Ki and Hon 2007; Jo 2006; Paine 2003; Huang 2001; Grunig and Huang 2000; Grunig 1999; Grunig et al. 1992; Canary and Cupach 1988
Commitment	Waters 2009; Ki and Hon 2007; Jo 2006; Huang 2001; Grunig and Huang 2000; Hon and Grunig 1999; Canary and Stafford 1992; Canary and Spitzberg 1989; Burgoon and Hale 1987, 1984
Satisfaction	Waters 2009; Ki and Hon 2007; Powell, Balmer and Melewar 2007; Jo 2006; Hausman 2001; Grunig and Huang 2000; Hon and Grunig 1999; Rain, Lane and Steiner 1991; Canary and Cupach 1988

4.3.2.1 Control Mutuality

Control is defined by Oxford dictionary as "the power to influence or direct people's behaviour or the course of events" while mutuality is "the sharing of a feeling, action, or relationship between two or more parties" (Oxford Dictionaries English 2016). From both definitions, the element of power, sharing, influence and relationship underpin control mutuality. Hon and Grunig (1999 p. 19) define control mutuality as the ''degree to which parties agree who has the rightful power to influence one another.'' Likewise, Stafford and Canary (1991 p. 224) defined control mutuality as "the degree to which partners agree about which of them should decide relational goals and behavioral routines." In essence, the agreement of how power is supposed to be used to achieve relational objectives and behaviours without the domination of each other is important to the success of any relationship. Control mutuality reveals the inevitable nature of power asymmetry between corporate organisations and their stakeholders and how that influences decision-making processes (e.g. host community) (Ni 2009; Huang 2001).

Bruning and Ledingham (1999) conceptualise control mutuality as mutual legitimacy. It pertains to such ideas like reciprocity, power equity, empowerment of community citizens and corporate organisations social commitments to its stakeholders (Gurabardhi, Gutteling and Kuttschreuter 2005). Also, it suggests that there should not be a unidirectional use of control by one party over the other. In a situation where a firm wants to take a risky decision, it calls for the need to consider all stakeholders to the organisation before making the final course of action. In this regard, control mutuality is akin to Freeman's (1984) stakeholder theory. Moreover, from the communication perspective, it advocates for a two-way communication flow resulting in a dialogue accommodating various opinions, arguments and goals of another party in the relationship (Gurabardhi, Gutteling and Kuttschreuter 2005).

Control mutuality applies to the measure in a relationship allies consent decisions about their relationship (Kelley 2013; Kelleher 2009; Stafford and Canary 1991). Berger (2005) equates control mutuality to power. He categorised this power into "power over relations" and "power with relations" (see Figure 14). Berger's (2005) argument is that the traditional dominance model in decision making within a relationship cannot be devoid of control, self-interest and instrumentalism. Similarly, Hon and Grunig (1999) concede that some imbalance is normal in power relations in a relationship. This concession suggests that the possibility of one of the those in the relationship having power over the other party cannot be out rightly ruled out. As such, one of the parties could be able to influence or exploit the other. Likewise, Falbo and Peplau (1980) noted that the desire for autonomy by a relationship partner leads to unilateral behaviours such as withdrawal, while a situation of mutual understanding or dependency or cooperation between relationship partners results in attitudes such as the desire to bargain, reason, or persuade. These definitions further support and suggest a two-way communication approach between relationship partners.

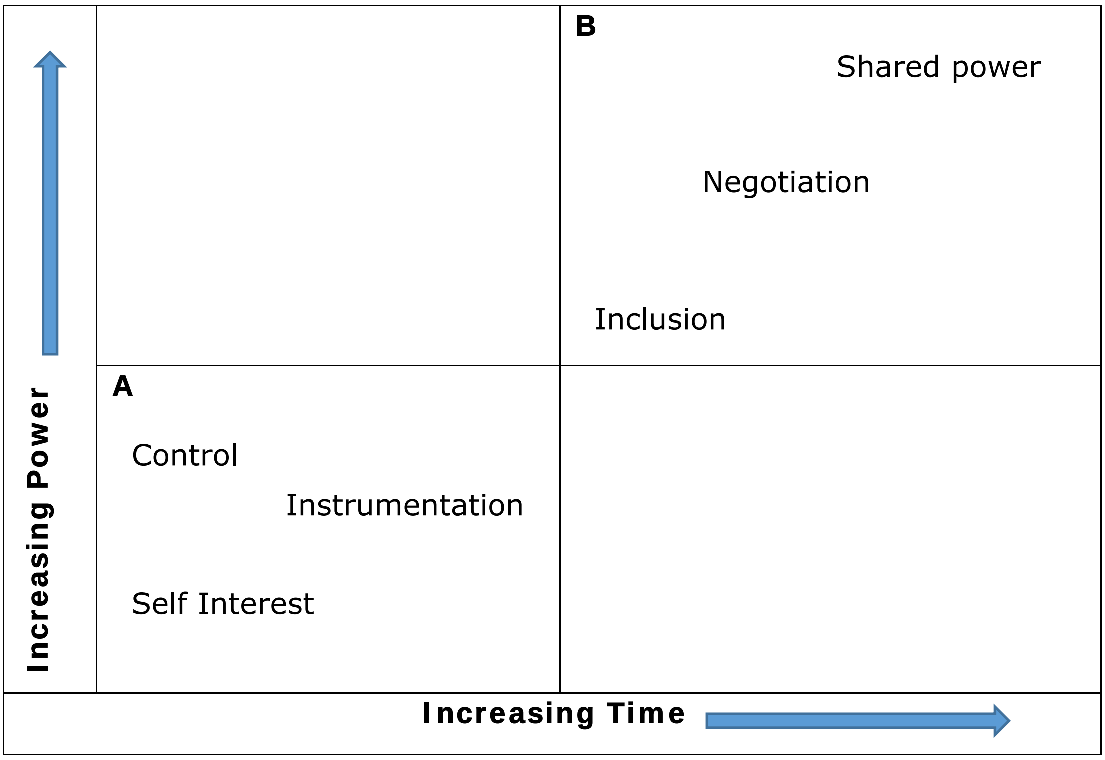


Figure 14: Power Influence Relations Matrix

Source: Author Generated Adapted from Berger (2005)

Control mutuality is "the decision making process and the extent to which the opinion of each party is reflected in the final decision" (Ki and Hon 2007 p. 421). Also, Park and Reber (2008 p. 410) states that control mutuality is based on "dialogic loop." Likewise, Briones et al. (2011) assert that control mutuality is the interaction which occurs between relationship partners, whereby partners pinpoint what values, beliefs and interests they share in the similarity with their partners. Regarding relationship, these definitions suggest that neither of the partners has control over the other in decisions being made. Thus, both partners have no choice but trust each other in receiving their desires. Forsyth, Leach and Scoones (1998) and Bryant and Bailey (1997) concluded that in any relationship which centres around resource management issues, power imbalance would result in a breakdown in communication. With regards to relationship among partners, one might conclude that control mutuality yield satisfaction and agreement in the process of decision making. Moreover, as a political process access to resources is characterised by unequal power relations between groups (Bryant and Bailey, 1997). From a social exchange perspective, power imbalance in a relationship could make it unstable. Thus interdependence is important to the continuance of a social exchange relationship (Emerson 1962).

With regards to stakeholder relationship control mutuality has been compared to power dominance (Berger 2005), mutual legitimacy (Bruning and Ledingham 1999), power distribution (Ferguson 1984), and empowerment (Men 2011; Menon 2001). Stafford and Merolla (2007) argue that control mutuality is key for the sustainability of stakeholder relationship. As such, a sense of stability in the relationship is provided by control mutuality (Canary and Stafford 1992). Thus, control mutuality is a veritable tool for conflict resolution. Moreover, long-term relationship could be built through control mutuality (Grunig 2002). Kelleher and Miller (2006) concluded that control mutuality results in excellent relationship results.

In a study looking at the relationship between stakeholders, Huang (1999) found that control mutuality is one of the two major variables mediating the effects of relationship strategies on conflict resolution (the other is trust). Huang's finding further show that the use of symmetrical or ethical communication and two-way communication could produce control mutuality in the relationship. Control mutuality, thus, provides the required ingredient of interdependence needed for an effective and efficient relationship (Grunig 2002; Hon and Grunig 1999; Huang 2001). Hence, for a stable, positive relationship, control mutuality among the parties should exist to some degree.

4.3.2.2 Trust

In the literature, trust is perceived from two schools of thought (Delhey and Newton 2003). The first view is that it is an "individual property and that it is associated with individual characteristics, either core personality traits, or individual social and demographic features such as class, education, income, age, and gender" (p. 94). The second perspective is that trust is "a property not of individuals but of social systems… trust requires a top-down approach that focuses on the systemic or emergent properties of societies and their central institutions" (Delhey and Newton 2003 p. 94). In this study, trust is viewed from the first perspective. Wang and Emurian (2005) argue that scholars regularly study trust by focusing on features of a particular context. As such, concluded that it should be studied since it is vital to human existence because it forms the foundation for meaningful relationships.

Two other categorisation of trust in literature is in behavioural and cognitive perspectives. For example, on the one hand, some authors (Mayer, Davis and Schoorman 1995; Ganesan 1994) have hypothesised trust in behavioural terms. As such, Moorman, Zaltman, and Deshpande (1992 p. 315) along the same lines emphasised behavioural intent, define trust as "a willingness to rely on an exchange partner in whom one has confidence." On the other hand, other researchers (Castelfranchi and Falcone 1998) conceptualise trust from a cognitive standpoint. Following the mental stance, Falcone and Castelfranchi (2001) defined trust as the goals and beliefs that serve the motive for relationships. They argue that trust is a mental state. Hence, Doney and Cannon (1997) and Morgan and Hunt (1994) contending that the link between trust as cognitive or behavioural view should be open to empirical investigation.

Trust is multidimensional. Flavian, Guinalıu and Gurrea (2006) define trust as a group of beliefs held by an individual which is derived from his or her perceptions about some attributes of the other partner. Those set of beliefs is categorised into different variables. Trust segregates between honesty and benevolence perceived in the way the other party behaves. Honesty is defined as the belief that the other partner would keep his/her word, accomplish their promises and that they are sincere (Gundlach and Murphy 1993). Benevolence is defined as one of the parties in the relationship being interested in the welfare of the other without any intention of exploitation (Larzelere and Houston 1980) underpinned by a search for a mutually beneficial relationship (Doney and Cannon 1997).

Trust is a key component required for a successful relationship. It is a fragile and elusive resource in social and business relationships (Kramer and Cook 2004). Trust and satisfaction reflect the cognitive and affective aspects of the relationship (Huang, 2001). According to Hon and Grunig (1999 p. 3) trust is "one party's level of confidence in and willingness to open oneself to the other party". This definition suggests that in relationship vulnerability is inherent. A partner is assured that the other party would not exploit any information known about the other partner for personal profit. Likewise, Seifer and Connors (2007 p. 13) perceived trust as "mutual trust", which is defined as each party in the relationship offering up genuine respect for the other regarding the value and importance of the resources, perspectives, knowledge, and time each side devotes to the cooperation. They argue that despite series of factors that could cause division, each partner of the relationship should exercise restraint in jumping into conclusion on any matter but "maintain an open mind as to the motivations of the other party and the quality of what each side brings to the table." The implication of Seifer and Connors perspective is that each partner should recognise the resources the other brings to the relationship and as such make efforts to dignify and not dehumanise the other party in the relationship.

The concept of trust is complicated with series of underlying dimensions (Grunig 2002). Also, Wang and Emurian (2005) argue that it is a complex and abstract concept and difficult to define. However, trust, according to the Oxford Dictionaries English (2016) is defined as a ''firm belief in the reliability, truth, or ability of someone or something.'' Also, Ledingham and Bruning (1998) defined trust as a "feeling that those in the relationship can rely on each other." Moreover, Grunig (2002) define trust in a relationship as "one party's level of confidence in and willingness to open oneself to the other party." The implication of these definitions is that relationship cannot be successful if either of the parties was not reliable. Also, honesty is the bedrock of a successful relationship. Aryee, Budhwar and Che (2002) argued that equity and social exchange theory is underpinned by trust. While Halinen (1997) assert that relationship partners should have a feeling of fair treatment. The implication of this is that in any relationship value is being exchanged between partners and such value must be swapped in a way that is fair and impartial.

According to Ledingham and Bruning (1998), trust is studied from three key dimensions, first is integrity, which is the belief that a corporate organisation is fair and just in its dealings. The second dimension is dependability, which is the belief that a corporate organisation will do what it says it will do in any circumstances. The final dimension is competence, which is the belief that a corporate organisation has the technical ability to do what it says it will do. In the context of the corporate organisation relationship with stakeholders, Grunig (2002) asserts that the value of a trustworthy reputation is so important that it seize any short-term advantage to ensure the relationship succeed. This suggests that uprightness, responsibility and proficiency are critical building blocks for a successful long term relationship.

In executing successful business strategies trust is the critical ingredient for such a success. According to Wicks et al. (1999 p. 99) trust is ''an integral part of the strategy formulation process.'' Also, Barney and Hansen (1994 p. 175) define trust as "the mutual confidence that no party to an exchange will exploit another's vulnerabilities." These definitions suggest that each partner in the relationship should have a feeling that they could have faith in the other partner. With regards to framing in a prosperous relationship Douglas (2013 p. 12) argue that a "constructive dialogue, understanding interests, and a commitment to find solutions" are critical requirements. In order words, partners in a relationship must ensure that there are open frank and open conversations about any doubt. Also, each party must know what specifically is the benefit that would accrue to the other party. Moreover, there is the required unwavering persistent desire to seek out any permanent solutions to every challenge that are facing that relationship. Furthermore, partners within the relationship must recognise that there could be unforeseen factors that could impact their alliance.

Corporate organisations and their leaders are losing stakeholder trust (Khurana and Nohria 2008). According to Dwyer et al. (1987), past performance is usually the most crucial source of trust. In relation to regaining stakeholder trust with regards to the environment, Douglas (2013) argue that there are three steps for building trust between nations and communities: a) initiation of a more productive dialogue about energy development, b) a commitment to environmental sustainability and c) action to implement the highest standards of pipeline and marine safety (p. 12). This assertion suggest that trust could be regained in a relationship no matter how bad it has gone. In a study focusing on the relationship between stakeholders, Xie and Peng (2009) found that rebuilding a trustworthy image and earning stakeholder forgiveness are key steps in repairing and regaining trust in a relationship. Xie and Peng's finding suggest that trust could be lost, but, also there are practical steps that could help reinstate trust in the relationship. As such, trust is fundamental to a beneficial and successful relationship between two parties. A trustworthy reputation is crucial because it affects the stakeholders' emotions and is required for corporate organisations long-term existence (Naude and Buttle 2000).

Trust is a key factor in the establishment of long-term relationships between partners (Coulter and Coulter 2002). Scholars of previous research have conceptualised trust as a critical element for long-term relationship and have widely studied trust in relationships across different fields. For instance, interpersonal relationships (Canary and Cupach 1988; Millar and Rogers 1976; Larzelere and Huston 1980), risk communication (Trumbo and McComas 2003; McCallum, Hammond, and Covello 1991), relationship marketing (Morgan and Hunt 1994 Anderson and Narus 1990), and organizational communication (Jo 2003; Jo and Kim 2003; Huang 2001,1997; Becerra 1998; Bruning and Ledingham 1999; Ledingham and Bruning 1998). These various applications of trust implies that it is important for a lasting relationship. With regards to the impact of trust in relationships, some scholars (Canary and Cupach 1988) suggest that it is strongly associated with control mutuality and intimacy (i.e., knowledge of the other) as well as related to relational growth.

To conclude, trust can be perceived as the belief in another party's behaviour and willingness to open oneself to the other party even at risk (McKnight and Cummings 1998; Whitener, Brodt and Korsgaard 1998). The preceding definitions and primacy of trust suggest that stakeholders should strive to build their relationship through it.

4.3.2.3 Commitment

One of the veritable tools for keeping a long-term relationship is commitment. Commitment denotes one's desire to remain forever in the relationship (Canary and Stafford 1992). Hon and Grunig (1999 p. 3) define commitment as "the extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote". Moreover, they identified two dimensions of commitment: Continuance commitment is "a certain line of action" (p. 3), and affective commitment is "an emotional orientation" (p. 3). Likewise, Oliver (1997) classified commitment on an attitudinal dimension (i.e. commitment based on previous liking) and effect-based dimension (i.e. commitment resulting from love or adoration). According to Attridge (1994), It deals with that innate desire by partners to want to continue to be the relationship. Also, Rusbult, Drigotas and Verette (1994 p. 123) argue that commitment is ''a central macromotive in relationships'' which sum up dependent partner's intention and motivates people in engaging in behaviours that could enhance such a relationship. Johnson (1991) argue that commitment as a concept is multidimensional asserting that individuals stay in relationships for three reasons: (a) because they want to (personal commitment), (b) because they feel that they ought to (moral commitment), or (c) because they perceive that they have to (structural commitment). These reasons suggest that the emotions of partners play a crucial role in the success of the relationship. Moreover, it connotes that dimension where acting on something, rather than results from something is necessary.

Porter et al. (1974) highlighted three factors of relational commitment: (1) a strong belief in relational partner's goals and values, (2) a willingness to exert considerable effort for the relationship, and (3) a strong desire to maintain co-membership in the relationship. Also, Adams and Jones (1997) suggested that commitment in a relationship is associated with a variety of factors such as effective problem solving, quality communication and contentment with life and accommodation toward the other are critical for a successful long term relationship. Likewise, Morgan and Hunt (1994) concluded that interaction (i.e. communication) is a crucial part of the commitment. It could be argued that commitment focuses on "a desire to develop a stable relationship, a willingness to make short-term sacrifices to maintain the relationship, and a confidence in the stability of the relationship" (Anderson and Weitz 1992 p. 19). As such, commitment stimulates relationship partners to work together to achieve a mutually beneficial goal (Anderson and Narus 1990).

Social exchange theory underpins relationship formations (Blau 1968; Homans 1958). Parties enter into and maintain relationships with the expectation that doing so will be beneficial. According to Stafford and Canary (1991), and Morgan and Hunt (1984) commitment has been researched from the social exchange perspective. It is an implicit or explicit pledge or rational continuity between exchange partners (Dwyer and Oh 1987). Morgan and Hunt (1994) argue that commitment is like trust and is an important ingredient for a successful relationship. Cook and Emerson (1978) argue that commitment is useful in distinguishing social from economic exchange. Likewise, Morgan and Hunt (1994) argue that commitment is crucial in corporate organisations and stakeholders' relationship.

Partners in a relationship must make practical efforts in maintaining commitment (Wong and Sohal 2002). From the perspective of relationship theory, Morgan and Hunt (1994 p. 23) defined commitment as "an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that is, the committed party believes the relationship is worth working on to ensure that it endures indefinitely". Likewise, commitment is defined as “the extent to which one party believes and feels that the relationship is worth spending energy to maintain and promote” (Hon and Grunig 1999 p. 20). Moreover, Moorman and Zaltman (1992 p. 316) defined commitment as “an enduring desire to maintain a valued relationship”. Also, Steer (1977) defined commitment as the relative strength of an individual's identification with and involvement in a relationship. These preceding definitions suggest elements of the process, time, degree and exertion of resources. As such, commitment develops through the passage of time, requiring the application of resources to a measure that would yield a long-term relationship (Marks 1977). This conclusion is consistent with Tsai’s (2011) definition that commitment is the desire of the relationship partner to preserve, resist threats to the relationship and continue to build on the relationship for the long term. These definitions suggest that behaviour that is serious enough is required from each party in the relationship and they are to spend efforts in preserving their valued relationship.

Commitment could be influenced in a relationship (Holm, Eriksson and Johanson 1999). From a social exchange view, commitment is influenced strongly by the degree of social and economic rewards received in a relationship (Lambe, Wittmann and Spekman 2001). For instance, corporate organisations receiving a high level of benefits from a relationship may view that relationship as crucial to maintain. That is, a corporate organisation with superior outcomes in comparison to the other party in a relationship may make an implicit or explicit pledge of relational continuity (Gundlach and Murphy 1993; Dwyer, Schurr, and Oh 1987). Also, Geyskens, Steenkamp and Kumar (1999) assert that trust enables corporate organisations to become committed and overlook short-term opportunities for the long-term benefits accruable from the relationship.

Commitment has been used in empirical research on stakeholder relationships. For example, in a study on stakeholder relationship, Tvedt (2006) found a connection between commitment and benefit sharing. Also, commitment has been found to be associated strongly with other relational characteristics. For example, commitment is positively associated with relational stability (Sabatelli and Cecil-Pigo 1985; Lund 1985), relational satisfaction and investment in the relationship (Rusbult, 1983) and equity and expectations for a relational partnership (Sabatelli, 1984). Moreover, other researchers found a strong connection between commitment and relational maintenance activities (For instance, Weigel and

Ballard-Reisch, 1999b; Canary and Stafford 1993, 1992; Stafford and Canary 1991; Rusbult et al. 1991). Conversely, commitment has an indirect effect on turnover through intent to quit (Vandenberghe, Bentein, and Stinglhamber 2004). Furthermore, according to Venetis and Ghauri (2004), commitment has been studied from different perspective, such as attitudes (Anderson and Weitz 1992; Morgan and Hunt 1992), interdependence of outcomes (Ganesan, 1994) And behavioural (Moorman et al. 1992; Dwyer et al. 1987). Therefore, this research study considers commitment as a crucial element of a successful relationship.

From the preceding, clearly, it could be perceived that commitment is a complex concept to define. It involves an aggregation of processes of relationship partners of their resources, expectations and communication methods. Likewise, it could be argued that commitment makes relationship partners in a position willingness to accept the risk. Hence, a relationship partner will seek for trustworthy partners (Morgan and Hunt, 1994). As a result, Hon and Grunig's (1999) definition of commitment will be chosen for this study.

4.3.2.4 Satisfaction

Satisfaction like trust reflect the affective and cognitive facets of relationship (Johnson and Grayson 2005; Huang 2000; Garbarino and Johnson 1999; Anderson and Sullivan 1993; Moorman 1993). Also, Selnes (1998) argue that satisfaction is perceived as a consequence of trust and commitment. From a social exchange standpoint, Kelley and Thibaut (1978 p. 225), defined relational satisfaction as that "in which the distribution of rewards is equitable and the relational rewards outweigh the cost". Likewise, Westbrook (1981) defined satisfaction as an emotional condition a party in a relationship exhibits following the evaluation of its relationship with another party. Satisfaction has been linked to the trust in a relationship (Kennedy, Ferrell and LeClair 2001; Bauer, Grether and Leach 2002). Hence, satisfaction portrays an appraisal and evaluation of a relationship between partners in the relationship based on their respective experience in their dealings and transactions with one another.

Although satisfaction is classified as being in the affective and cognitive facets, it is measurable (Baker and Crompton 2000). According to Oliver (1980) argue that it is measured by the comparison of the degree of an individual's initial expectations created to the results obtained. Hence, satisfaction depends on the difference between what each partner wants and what he or she obtains which could be tangible or intangible aspects (Flavian, Guinalıu and Gurrea 2006; Johnson and Grayson 2005). As such, the measurement of satisfaction is possible through the perception of the individual or group of persons' fulfilment of the required level of honesty, benevolence or competence. Ferguson (1984) suggested that different expectations toward each other in the relationship may bring different levels of satisfaction. Thus, the degree of satisfaction is a consequence of the capacity of partners in the relationship to meet the needs of the other partner.

Gustafsson, Johnson and Roos (2006) stressed the important of satisfaction as a means of ensuring a partner's retention in a relationship. Also, Homburg and Giering 2001 argue that satisfaction helps in determining the loyalty of relationship partners. Moreover, Hallowell (1996) assert that relationship partners tend to become more loyal to each other as satisfaction increase. These assertions are consistent with Kumar, Pozza and Ganesh's (2013) position that satisfaction is the key factor in having a successful relationship with stakeholders. Szymanski and Henard (2001) added that satisfaction is one of the key drivers in sustaining a long term relationship. Ennew and Binks (1999) concluded that satisfaction between relationship partners' is important for achieving a profound and long-lasting relationship.

From the foregoing, clearly one can conclude that a relationship partner cannot experience a successful relationship with another partner if he/she's evaluation and assessment of the relationship is not positive. If the cost expended in relationship outweigh the rewards, there could not be a satisfying relationship (Stafford and Canary 1991). Thus, satisfaction should be counted as crucial in a long term relationship.

4.3.3 Sustainable Relationship Determinants Framework

In the previous sections, the research study has considered other frameworks and because all previous frameworks only depict a transactional exchange which perhaps could explain why they have not worked in establishing CCE that could engender an atmosphere void of hostility. As such, based on the adoption of Grunig's (2002) sustainable relationship determinants framework (see Figure 15). Constructs explored in Section 4.5 would be used to assess sustainable relationship determinants (control mutuality, trust, commitment and satisfaction) in the

Nigeria oil and gas industry through semi-structured interviews, and the opinions and views of stakeholders within the NDRN.

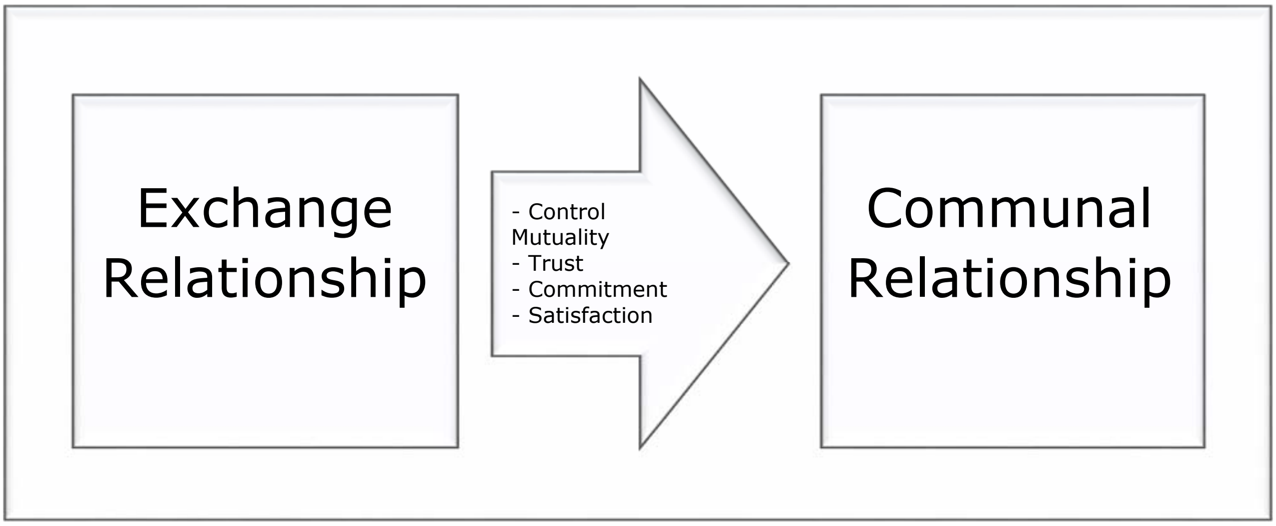


Figure 15: Research Study Basic Conceptual Framework with Four Constructs

Source: Author generated based on Grunig (2002)

4.4 Summary of Chapter Four

Corporate organisations form relationships owing to their need for resources (Broom, Casey and Ritchey 1997). However, these organisations must be aware that their actions, or in-actions, with their stakeholders could affect the economic, social, political, and cultural wellbeing of the company and the society at large. Since such interactions could be traced over time and possess identities, attributes and perceptions of individuals in the social association, this chapter has assessed some of the previous models used for the assessment of these interactions. Moreover, since society is made up of social relationships between social actors, relationships as a theoretical framework was covered. The chapter introduced OPRs, arguing that there is need for a shift from exchange relationship (which is largely the current situation in the NDRN) to a communal exchange (Clark and Mills 1993, 1979; Clark, Mills and Powell 1986), which aims at establishing a long-term co-beneficial scenario for partners in the relationship (Hon and Grunig 1999). These social actors form the sampling for this research study. The details of the sampling process, along with other methodological approaches, techniques and tools adopted in this research, are discussed in the following Research Methodology and Method chapter.

CHAPTER FIVE

RESEARCH METHODOLOGY AND METHOD

Giving should be entered into in just the same way as investing.
Giving is investing.
- John D. Rockefeller (1839-1937)

5.1 Chapter Introduction

Chapter five describes the methodology used for this study, the research approach and methods of data collection and analysis about the research questions. Although a brief introduction of the methodology adopted was given in Section 1.7 of Chapter One, this chapter aims to build on that and to offer assurance that appropriate processes were used during the conduct of this research. Recognising the aptness of interpretative, inductive approach to data collection and analysis, this inquiry chose a qualitative research method in answering the questions posed by this study. The chapter sets out justifications behind these adoptions. Procedures of data collection and approaches used for data analysis are outlined, as well as the researcher's ethical reflections, validity and reliability of the study, and naming the researcher's bias. This research adopted semi-structured interviews (DiCicco-Bloom and Crabtree 2006; Whiting 2008) as well as analysis of academic and other business publications and organisations' documentation.

The chapter starts with a discussion of the philosophical issues around the research design; research approach and methods that enable the questions set out in this study to be answered. After that the sampling strategy; data collection techniques; tools and techniques used for data management; data analysis and interpretation; and, reporting the findings are presented.

As previously shown in section 1.5, the research questions defining the study is: "Why is there continuous hostility in the Niger Delta despite huge sums of money invested by companies in the oil and gas industry on CSR?"

This overarching question is explored through the following questions:

1. What is the nature of CCE relationships approaches within the Niger Delta?

2. In comparison with MNOCs, do INOCs have a different CCE relationship approaches? If they do, what could be the reasons?

3. How do the communities assess the CCE relationships approaches of the oil and gas companies (MNOCs and INOCs)?

4. What are the key enablers or barriers to the CCE relationships approaches adopted by the oil and gas companies (MNOCs and INOCs)?

5.2 Research Philosophy

Research has been defined as a systematic inquiry (Denzin and Lincoln (2003) or study where data are gathered, analysed and interpreted in a particular manner to (or "intending to") comprehend, define, and forecast "changes in society" (Bryman 2016 p. 3). Researchers adopt diverse paradigms in the course of acquisition of knowledge. Therefore, delineating a methodological philosophy within research on corporate community engagement is essential. Easterby-Smith et al. (2002) highlighted three motives for reflective thought on philosophical concerns when conducting research in management. Foremost, it could assist in giving clarity to research designs. Here, consideration is given to the form of proof necessary and manner of the collection as well as interpretation. Second, understanding of philosophy could aid the scholar to identify the appropriate design. Lastly, understanding philosophy can assist in identifying and weave the study designs in a way that accommodate unforeseen challenges within various fields of study.

Implied or explicit assumptions about the nature of the social world and the way in which it may be investigated underpin the approach of social scientists. These assumptions are often called paradigms (Kuhn 1970, Burrell and Morgan 1979). A Paradigm is a 'worldview' (Burrell and Morgan 1979 p. 23). Lincoln and Guba 1985 p. 15), define a paradigm as 'a cluster of beliefs and dictates values and techniques that scientists in a particular discipline influence what should be studied, how research should be done and how results should be interpreted.' Also, Bryman (2012 p. 630) define a paradigm as a "brief that guide[s] action." Moreover, Thompson and Perry (2004 p. 403) "a set of linked assumptions about the world." According to Denzin and Lincoln (1998c) paradigms "now structure and organise qualitative research" (p. 185). They are the "shared understandings of reality"

(Rossman and Rallis 2003 p. 36) in the society. In Chalmers' (1999) view, a "paradigm is made up of the general theoretical assumptions and laws and the techniques for their application that the members of a particular scientific community adopt" (p. 108). Also, Guba (1990 p. 9) asserts that it is a "basic belief systems". Therefore, a paradigm portrays from what viewpoint a researcher comprehends the natural world. It is a way of breaking down the complication of the physical world. They are ingrained in the interactions of enthusiasts. It determines what is judged as crucial, valid and rational. Such a perspective reflect suppositions on how research is designed, and how data is gathered and analysed, to infer conclusions (Lincoln and Guba 1985).

Divergent views abound in the literature about how scholars choose their positions, attitude and ethics in research. For instance, while Lincoln and Guba (2011 p. 165) categorised paradigms into positivism, post-positivism, critical theory and constructivism. On the other hand, Denzin and Lincoln (2003 p. 34) recommended positivism/post-positivism, constructivist, feminist, ethnic, Marxist, cultural studies and queer theory as paradigms. Chalmers (1999), for example, noted this divergence. However, he highlighted that of the competing lists on what should constitute a paradigm, most authors agree on three, which are: Post-positivism, Critical theory, Interpretivism (Willis 2007). While the discussions on paradigm emanated from the natural sciences, Chalmers (1999) argued that a paradigm is not just a philosophy of science, rather its applicability to social science theory is relevant. Lincoln and Guba (2003 p. 258); Saunders et al. (2009) and Neuman (2006) classified paradigms into six main types: positivism; postpositivism; critical theory; constructivism/interpretivism; participatory; and pragmatism.

Researchers in social science studies use various research methodologies and approaches in their studies which could be classified as qualitative or quantitative. Nevertheless, judgment on the research approach and operationalization of a study are largely dependent on the epistemological and ontological assumptions scholars make about the nature of the study (Crotty 1998, Bryman 2012). As such, Fleetwood (2005 p. 1) state that

> *"The way we think the world is (ontology), influences: what we think can be known about it (epistemology); how we think it can be investigated (methodology and research techniques); the kinds of theories we think can be*

constructed about it; and the political and policy stances we are prepared to take."

Beginning points amongst these assumptions are epistemology, ontology and methodology (Burrell and Morgan 1979). The following section will address these aspects.

5.2.1 Epistemology

Epistemological considerations are in search of the 'appropriate knowledge about the social world' (Ritchie and Lewis 2003 p. 15; Patton 2002, Bryman 2012 p. 19, Johnson and Duberley 2000: 2-3, Saunders et al. 2009 p. 112). Also, it searches for "what kinds of knowledge are possible, and how we can ensure that they are both adequate and legitimate" (Crotty 1998 p. 8) or "a way of understanding and explaining how we know what we know" (ibid, p. 3). According to Guba (1990 p. 18), it is "the nature of the relationship between the knower (the inquirer) and the known (or knowable)?" According to Schwandt et al. (2007), epistemology is the study, theory and justification of knowledge. The preceding suggests that the determination of the true from the false in the social world is important to researchers. Also, critical to this process of judgment is thinking the pattern of researchers. The following section would briefly discuss positivism and interpretivism schools of thought.

5.2.1.1 Positivism paradigm

While science is preoccupied with the discovery of what is the "true" nature of reality and how it "truly" works, its goal is to "predict" and "control" natural phenomena. Positivism, therefore, arose from the work of Descartes (1596-1650), who was engrossed with the idea that he could be entrapped into believing what is not true. Positivists are concerned with "how things really are" and "how things really work" (Guba 1990 p. 19). Positivists argue that the only way truth could be known is through an independent, objective and measurable reality (Easterby-Smith et al. 2015), and deductive logic is the medium of knowledge creation (Denzin and Lincoln 2003 p. 34). Similarly, Greenwood and Levin (2003 p. 143) contend that positivists adopt the language of objectivity, distance, and control which they (positivists) are convinced are crucial to researching social science studies even though the study of social life is unlike examining elements in a laboratory. Moreover, a lot of queries are posed to the argument for the study of the nature of social realism. According to Guba and Lincoln (1994), is there a 'real' world that we could objectively know as positivism assert? Crotty (1998) contends that positivism is convoluted since as much as twelve versions of positivism exist. One of the major creeds of positivism is falsification, that is, no idea could be termed scientific if it could not be falsifiable (Remenyi 1998 p. 33).

Positivism has been criticised as contradictory (Quine 1980), while some scholars (Schilpp 2010, O'Hear 1995) argue that positivism does not hold feasible in the acquisition of knowledge in the social world. Perhaps, that is why Dykes (2003) conclude that "if knowledge can exist *objectively*, it is not clear how it remains at the same time *conjectural."* Others (Orlikowski and Baroudi 1991) further contend that positivism is weak, and as a philosophy, it has not proven a convincing and credible explanation on "how the intellect can sufficiently symbolise a mind-independent truth or reality" (Aliyu et al. 2014 p. 82).

Positivism resists the researcher to have an interrogative contact with the source of data due to deductive inclination (Thompson and Perry 2004). For this present study, positivism is not applicable because of its restriction of interviewing the key informants (Thompson and Perry 2004) and does not permit analyses of intangible behaviours regarding peoples' relationship inside their research setting (Perry et al. 1999).

5.2.1.2 Interpretive paradigm

In social science research, it is crucial for the researcher to understand the 'meanings that constitute' the activities he or she is understudying (Schwandt 2001 p. 296). Interpretivists contend that only through the subjective interpretation of and intervention, in reality, can that reality be fully understood. Orlikowski and Baroudi (1991) argued that interpretive studies assume that people create and associate their own subjective and intersubjective meanings as they interact with the world around them. Similarly, Walsham (1993) contend that our research in such a paradigm starts from once knowledge of reality and a social construction by human actors. Klein and Myers (1999) argue that language, consciousness, shared meanings, documents, tools, and other artefacts are vehicles through which we gain experience or knowledge.

5.2.2 Ontology

Ritchie and Lewis's (2003 p. 15) argue that ontological considerations in a research study are related to questions about the 'nature of the social world and what can be known about it.' Bryman (2012 p. 19), Silverman (2010 p. 109), Rossouw (2001), and Saunders et al. (2009 p. 110) all agree with Ritchie and Lewis's stance. Crotty (2003, p. 10) define ontology as "the study of being" or "what is" and "with the nature of existence, with the structure of reality as such" (Crotty 1998 p. 10) or "what is there that can be known?" while Guba and Lincoln (1989 p. 83) define it as "what is the nature of reality?" According to Guba (1990), "what is the nature of the 'knowable'? Or "what is the nature of 'reality'?" (p. 18). Ontological ideas usually are classified into two opposing camps, which are relativists and realists. The preceding suggests that the determination of the true from the false in the social world is important to researchers. Also, critical to this process of judgment is the thinking pattern of researchers. The following section would briefly discuss objectivism and constructivism as an ontological stance.

5.2.1 Objectivism

Objectivism as a worldview recognises that reality exists. It represents the belief that social entities exist in a reality which is external to and independent of the social participants (Saunders 2012). It posits that all knowledge is knowledgeable about reality and it is the only way truth could be determined. This view suggests that CCE relationships approaches could be studied external to the research participants'. In order words, that CCE relationship could be studied independently of the researcher's knowledge, beliefs or feelings. This lens of viewing the subject matter is contrary to the view of the author.

5.2.2 Constructivism

Constructivism is about social phenomena, interaction and the creation of meanings by social actors through their experiences and how these meanings are constantly being revised. Schwandt (1994 p. 118; 2001) agree with Crotty by affirming that the constructivist position "share the goal of understanding the complex world of lived experience from those who live it… [I]n particular places, at particular times, [actors] fashion meaning out of events and phenomena through prolonged, complex processes of social interaction involving history, language, and action".

Constructivism has largely received acceptance from scholars because of its ability in offering illumination different from the positivist stance on how knowledge is created. According to Guba and Lincoln (1989), the constructivist paradigm is premised on three fundamental assumptions, which are commonly termed the ontological, epistemological, and methodological, viz:

> "The basic ontological assumption of constructivism is relativism, which is that human (semiotic) sense-making that organizes experience so as to render it into apparently comprehensible, understandable, and explainable form, is an act of construal and is independent of any foundational reality. Under relativism there can be no "objective" truth."

> "The basic epistemological assumption of constructivism is transactional subjectivism, that is, that assertions about "reality" and "truth" depend solely on the meaning sets (information) and degree of sophistication available to the individuals and audiences engaged in forming those assertions."

> "The basic methodological assumption of constructivism is hermeneutic-dialecticism, that is, a process by which constructions entertained by the several involved individuals and groups (stakeholders) are first uncovered and plumbed for meaning and then confronted, compared, and contrasted in encounter situations."

Plainly, we could explain the quotes above by concluding that constructivism is a relativist, transactional and subjectivist. A relativist approach argues that "there is no objective truth to be known" as well as stressing that varied interpretations could be applied to the world. On the other hand, the transactional approach asserts that from interactions between components of some rhetorical situations truth emerges and it is the result of these interactions and the individuals' thoughts ('constructed realities') that results in truth. In like manner, subjectivist research conceptualises the world, including the psychological world of research participants, as unknowable and the role of the researcher is to construct an impression of the world as they perceive it. Guba and Lincoln (1994) argue that the usual divisions between epistemological and ontological stances vanish in constructivist research as the "investigator and the object of investigation are ... interactively linked so that the 'findings' are literally created as the investigation proceeds" (p. 111).

Crotty (1998 p. 15) equated constructionist view to being subjectivist and used principally with qualitative research while Schwandt (2001) asserts that constructivism is the same with an interpretive approach. According to Burr (2015), constructivists are enthused by its descriptive ability to illustrate the workings behind social relationships between individuals. Crotty (1998 p. 42) provides an outline on constructivism thus:

> "It is the view that all knowledge, and therefore all meaningful reality as such, is contingent upon human practices, being constructed in and out of interaction between human beings and their world, and developed and transmitted within an essentially social context... In the constructionist view, as the word suggests, meaning is not discovered by constructed."

Some scholars (Raskin 2002 p. 1; Pearce 2009 p. 2) suggest that the term defies definition because of the various expressions in the literature, for example, "constructivism," "constructionism," and "constructive." Three types of *constructivism* stand out, which are "personal construct," "radical constructivism," and "social constructionism," while the harmonies of the three far outweigh their variances (Raskin 2002 p. 2). Out of the three, social constructionism stands out (Burr 1995; Gergen 1995). Social constructionism arose out of the constructivist paradigm where the reality and truth are perceived as a construction although a social construction. Its assumption is that meanings are created through collective and social processes of actor's experiences. Characteristically, the concept concentrates on interaction and social practices, signifying that the social processes are constituted via social practices and interaction. Put in another way, "this paradigm is the idea that reality itself, or at least our knowledge of it, is, wholly or in part, the product of our own actions" (Pearce 2009 p. 2).

A social constructionist perspective is in line with the present study which is embedded in constructivism that places social interaction between individuals. In this current study, the researcher and respondents from the communities, as well as government agencies, NGOs and oil and gas companies are part of the social phenomena (CCE relationship approaches of oil and gas companies within the Niger Delta region). These interactions result in the creation of meanings by participants through their experiences and the continuous revision of those meanings. Explicitly, the author admits to a social constructionist paradigm since he assumes that knowledge is socially constructed. Furthermore, the researcher perceives the understanding of CCE relationship approaches as a socially constructed phenomenon. This viewpoint is extremely crucial since the aim of this research is to critically evaluate CCE relationship between oil and gas companies (MNOCs and INOCs) and their host communities in the Niger Delta and the only way to achieve this is through the lens of constructivism. Moreover, one of the study's objectives is to understand the relationship between companies and the host communities and their perspectives. As such, this social phenomenon could only be understood by involving the participants' in interaction with the researcher in their local context. The context where this interaction takes place is central to the meaning created within it. Therefore, the knowledge emanating from these interactions are not exhibiting an objective reality rather an understanding produced through the interaction between the social actors within the Niger Delta. Specifically, constructivism encourages crafting approaches that are innovative in research, as a means to create and enhance understanding of the relationship and interactional activities in their environmental and institutional contexts.

5.3 Uncovering a Paradigm for this Research

From the ontological standpoint, Objectivist scholars assume that a social world such as the Niger Delta comprises of companies, government agencies, non-governmental agencies and communities which exist independent of the researcher and thus can be studied in an objective and unbiased way. Such perspective incline towards an epistemological stance denoted as positivism (Bryman 2016 p. 16-18). Conversely, the constructivist approach, suggests that the reality is socially constructed (Bryman 2016 p. 18) and is principally concerned with social influences such as social interactions or the social environment or certain human behaviours. Knowledge, from a constructivist perspective, is the possession of social settings as well as the participants in that setting. Thus, a social setting under investigation, such as the Niger Delta, is constructed by the participants, the researcher and the interactions within that setting are interdependent, and one cannot be understood without the significant other (Bryman 2016). This kind of suppositions about the nature of reality frequently points to an epistemological view called interpretivist (Bryman 2016 p. 21).

Arguably, a constructivist outlook is in line with this present research (see Figure 16) which is rooted in social constructivism (Burr 2001, 2002) and places social interactions and power dynamics as central in engagement and developmental process and the actors as dynamic agents participating in that process.

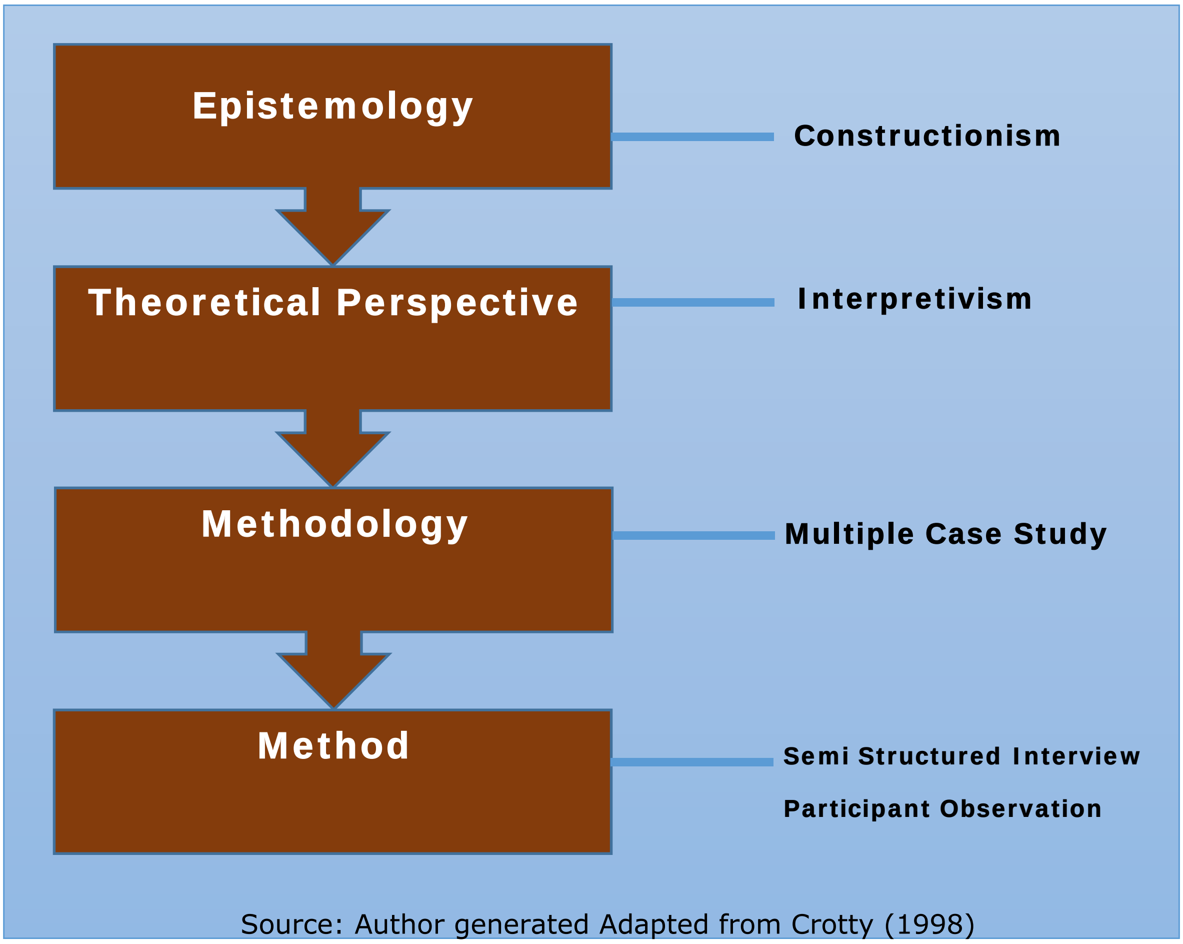


Figure 16: Thesis epistemology, theoretical perspective, methodology and methods

Ihlen et al. (2011), Gephart (2004) and Klein and Myers (1999), recommend that interpretive approach is suitable for studies in the social science of which CCE is embedded. This interpretative stance is useful because it uncovers, explains, and theoretically interprets actual meanings of the relationship of social actors' and their emotions within a natural context of a particular phenomenon. Although, the interpretative lens (unlike the positivist) is thought not to be holistic. However, it permits for the examination of how particular meanings become "shared, dominant, and/or contested in situations in which alternative meanings and understandings are present and possible" (Gephart 2004 p. 457). While taking the background and the state of affairs in the case study country into account (Remenyi 1998). Interpretive paradigm further assumes that knowledge is gained through social constructions of language, consciousness and shared meanings. It takes into cognizance the researcher's relationship with the phenomenon being studied and contextual limitations dictating this process (Klein and Myers 1999).

5.4 Justification for the use of Qualitative Method

Qualitative method is the appropriate choice for this study because Corbin and Strauss (2008 p. 47) argue that any research that is interested in "analysis as an interpretive act, concepts form the basis of analysis, concepts vary in level of abstraction, there are different levels of analysis, analysis can have different aims and analysis is a process" should use a qualitative lens. Furthermore, this research seeks to understand CCE relationship approaches as perceived by the company and host communities as well as the lived experiences of the communities. Thus, the author agrees with Maxwell's (1996 p. 19) five research purposes for which a qualitative design is appropriate, viz:

> *1. Understanding the meaning, for participants in the study, of the events, situations, and actions they are involved with and of the accounts that they give of their lives and experiences.*
> *2. Understanding the particular context within which the participants act, and the influence that this context has on their actions.*
> *3. Identifying unanticipated phenomena and influences, and generating new grounded theories about the latter.*
> *4. Understanding the process by which events and actions take place.*
> *5. Developing causal explanations.*

These five purposes for a qualitative study guided the researcher during this study by helping the researcher to think through every stage of the research process.

5.5 Research Methods

Methods are various approaches used in the research process while methodology pertains to justifications why a definite choice was made during the research process. According to Crotty (1998), 'Methods' in research is "the techniques or procedures used to gather or analyse data related to some research question or hypothesis" (Crotty 1998 p. 3). Options exist for researchers in making a choice of methods within a particular methodology, while some may be suitable for that particular type of research, sticking to the methodology's underpinning theoretical point of view is crucial. Data for a qualitative research design consists of various data collection procedures. This research adopted semi-structured interviews (Whiting 2008; DiCicco-Bloom and Crabtree 2006), contextual observation (Yin 2014), and secondary data sources in collecting the data.

Scholars in the field of management have used four main data gathering tools, viz: questionnaires, interviews, participant observation and secondary sources (Buys and Bursnall 2007; Eichler 2006; Squarez-Balcazar et al. 2005; Huxham and Vangen 2005; Sargent and Waters, 2004; Cooper and Schindler 2003; Bansal and Roth 2000; Healey 1998b; Snow and Thomas 1994; Meredith et al. 1989). Nevertheless, this current study adopted the use of semi-structured interviews, participant observation and secondary sources for data gathering purposes from the Niger Delta region of Nigeria since these could help proffer answers to the research questions. Also, the relationship was chosen as a unit of analysis. This choice of relationship as a unit of analysis is consistent with Cruz and Giles's (2000) suggestion that researchers should use the relationship as units of analysis for studies that focuses on community engagement issues. Nevertheless, there is no appropriate measure for assessing this kind of relationships.

5.5.1 Case Study Approach

The exploratory and explanatory nature of this study made a case study approach appropriate which allowed for deep analysis and understanding of the CCE relationships in the Niger Delta region (Creswell 2013, Yin 2009). The author agrees with Stake (2005), that "by whatever methods, we choose to study the case. We could study it analytically, or holistically, entirely by repeated measures or hermeneutically, organically or culturally, and by mixed methods – but we concentrate, at least for the time being, on the case" (p. 433). Thus, the study adopted the case-study approach because as argued by Eisenhardt (1989b p. 25) it "is a research strategy that involves using one or more cases to create theoretical constructs, propositions and/or midrange theory from case-based, empirical evidence (Eisenhardt 1989b)." Similarly, Flyvbjerg (2006) argued that the case study could be used to "provide reliable information about a broader class." The preceding provides a good platform for a multiple case study since it avails a multisite study (Creswell 2013) to uncover the varieties of realities from these locations.

Nigeria's oil and gas industry has been plagued over time by the lack of cordial relationship between companies and host communities to these companies. Yin (2008) argued that case studies are good for explanatory research questions that "deal with operational links needing to be traced over time, rather than mere frequencies or incidence" (p. 9). As such, multiple case study approach being used which allows for analysis of multiple units (Yin 2014), aids the study to provide evidence from various sources because Yin (2014 p. 64) argued that "Single-case designs are vulnerable if only because you will have put "all your eggs in one basket." The possibility of not gaining access to the key informants in the Nigerian oil and gas industry further necessitated a multi-case research approach. Moreover, a multi-case study provides the opportunity of "building theory from case studies" (Eisenhardt 1989b p. 532). The benefit of the case study methodology cannot be overemphasised. According to Yin (2008) it "deals with a full variety of evidence – documents, artefacts, interviews, and observations – beyond what might be available in a conventional historical study" (Yin 2008 p. 11).

Case study methodology is criticised for lack of rigour (Zivkovic 2012), others (Zivkovic 2012) attribute the weakness of case study research methodology to the incorrect knowledge of the methodology. To address the issue of rigour, the research validity and reliability made possible by reflexivity would help (Straus 1987) while the choice of multiple-case was chosen to address the issue of external validity and prevent researcher bias (Golafshani 2003). Triangulation which is the 'convergence of data collected from different sources, to determine the consistency of a finding' (Yin 2014) is a veritable tool in addressing all the drawbacks highlighted by opponents of the case study methodology (Cox and Hassard 2005). Furthermore, this research followed the criteria for judging the quality of the case study research design as proposed by Yin (2014). Furthermore, Yin (1994) argued for the 'use of multiple sources of evidence, such as archival, interviews, and external reports, as another way of creating construct validity' thereby tamper proofing the case study methodology.

Also, one of the major strengths of the case study approach is its ability to 'use both within and cross-case analysis' which 'have been found to be more effective at generating theoretical frameworks and formal propositions than studies only employing single case analysis' (Barratt, Choi and Li 2011). However, Flyvbjerg

(2006) highlights five common misunderstandings about case-study research that illustrate the potential weaknesses of the method if ill-applied: "(a) theoretical knowledge is more valuable than practical knowledge; (b) one cannot generalize from a single case, therefore, the single-case study cannot contribute to scientific development; (c) the case study is most useful for generating hypotheses, whereas other methods are more suitable for hypotheses testing and theory building; (d) the case study contains a bias toward verification; and (e) it is often difficult to summarize specific case studies" (p. 219). These aforementioned supposedly drawbacks are addressed in the research protocol which Yin (2014) suggested mentioned earlier.

There is a rich literature on the appropriate use of case studies and the extent of variations in their actual composition and on how they should be selected (see for example Baxter and Jack 2008, Yin 2011; Schell 1992). Case studies provide 'real-life' insights through undertaking a thorough holistic description and analysis of cases bounded units in a definite context (Merriam 2002; Tellis 1997). Their use is most effective in studies of organisations in the social sciences (George and Bennett 2005; Gerring 2006) where the focus is on the specific inquiry of one or more organisations or groups within organisations, aiming at presenting an analysis of the setting and procedures involved in the organisations (Meyer 2001).

A case study is defined as "... an empirical enquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between the phenomenon and context are not clearly evident" (Yin 2003 p. 13). Arguably, our understanding of a phenomenon studied in a real-life context would be enhanced. Researchers are presented with the medium of exploring many thematic angles about targeted groups of people, organisations' or contexts.

According to Stake (2000), case studies aimed at broadening our understanding, and extending our experiences and increasing opinion specific phenomenon of interest. Outlining the approach for using case studies, Yin (1994) argued that is helps to answer "how" and "why" questions. Principally, the core aim of this study was to examine corporate community engagement as a key strategy of corporate social responsibility in Nigeria's oil and gas industry from the policy and empirical perspectives with a view to uncovering why there is continuous hostility in the

Niger Delta which has led to a breakdown of law and order and to decipher why despite huge sums of money invested by companies in the oil and gas industry as CSR demonstrated in their yearly corporate and sustainability reports operational disruptions, agitations and unrests has continued unabated.

Despite the benefits of the case study research, some still query its antecedents (Yin 2003) because of the restricted nature of its generalizability from single cases. Notwithstanding, Yin (2003) contend that just like experiments, generalizability to the theoretical hypothesis is possible. As such, the aim is analytical generalisations and not statistical generalisations. One of the key strength of the case study is its affordability of merging different evidence, such as documents, interviews, and observation. Based on these multiple sources of data, construct validity is established (Yin 2009). Moreover, the multiple sources of evidence enable for triangulation. The case study method is frequently used in qualitative research strategy. Therefore, this study adopted it.

5.5.1.1 Case Selection Criteria

According to Bryman (2016), the idea of a 'case' connects the case study with a particular geographic location, like a community or an organisation. In agreement with Bryman (2016), Patton (1990) argued that the appropriate choice of a case provides an opportunity to achieve a better understanding of the phenomena under investigation. As such, the oil and gas industry in Nigeria and the Niger Delta, in particular, affords a rich context for learning about CCE relationship approaches within the difficult political and socio-economic environment that impacts on business activities and practices of the companies in the Niger Delta and host communities to assets of these companies. Therefore, the difficult political and socio-economic environment of Nigeria, discussed in Chapter Two, is a complex context in which the chosen case studies communities are embedded.

5.5.2 Ethical Considerations

As recommended by Anderson et al. (2012), ethical permission was sought before commencement of this project. Approval was given by the Research Degree's Office of Robert Gordon University, Aberdeen. Nevertheless, Kapp (2006) assert that research with human subjects have some certain challenges such as "beneficence (doing good), non-maleficence (preventing or mitigating harm), fidelity and trust within the fiduciary investigator/participant relationship, personal dignity, and autonomy pertaining to both informed, voluntary, competent decision making and the privacy of personal information." Moreover, Social Research Association (2003) argue that "social researchers must strive to protect subjects from undue harm arising as a consequence of their participation in the research. This proposition requires that subjects' participation should be voluntary and as fully informed as possible and no group should be disadvantaged by routinely being excluded from consideration" (p. 14).

With regards to several issues about ethics in social research, Kelman (1982) argued that ethical issues in social research include: harm and benefit, informed consent and deception, privacy and confidentiality, and social control. Also, Social Research Association (2003) states that where human subjects are involved, it is important to consider ethical issues like informed consent. Nijhawan et al. (2013 p. 1) define informed consent as the "process where a participant is informed about all aspects" of the research and "The goal of the informed consent process is to provide sufficient information to a potential participant, in a language which is easily understood by him/her, so that he/she can make the voluntary decision regarding 'to' or 'not to' participate in the research study."

Regarding this research on the Niger Delta region and because of the involvement of human subject, informed consent form (see Appendix G) was sought from all respondents to ensure they understood the research purpose and confirmed their willingness or otherwise to be involved in the study. According to Denzin and Lincoln (2005), respondents in a qualitative study might suffer a risk of embarrassment, self-esteem or loss of employment. Therefore, the researcher, for clarity, explicated in detail the purpose and scope of the study again verbally before each interview session. Respondents were duly assured that the information they provide would be treated with confidentiality and their identity would be kept secret. As such, respondents were identified in this thesis with codes assigned such as 'R15NGO' or 'R4NOSDRA.'

Another ethical challenge in qualitative research is "elite bias", which according to Miles, Huberman and Saldana (2013 p. 294) is when the researcher gives more significance to "articulate, well-informed, usually high-status participants and underrepresenting data from less articulate, lower status ones." Since this study is on CCE relationship approaches, the effect of this bias is expected. As such, the triangulation of data from multiple sources was used to ameliorate this bias.

Also, social desirability bias (Fisher 1993) – which is the possibility of interview respondents answering the questions in such a way that they could be perceived favourably by others - is another ethical challenge faced by the social researcher. Krumpal (2013) contend that cultural norms could influence respondents to want to present themselves to look good in answering some specific questions. Methodological tools were used to surmount the social desirability bias as suggested by Steenkamp et al. (2009) such as data triangulation from the respondents' interviews and documentation from companies'; a fusion of purposive and snowball sampling approaches (Patton 1990). Moreover, member checking of data collected and analysed as well as contextual observation were used to reduce the impact of social desirability bias on the final conclusions of the study.

5.5.3 Researcher's Bias

In an attempt to present an unbiased account of issues within the Niger Delta region regarding CCE relationship approaches, the author followed the advice of the Ethical Guidelines of the Social Research Association (2003 p. 19) that researchers should "uphold their professional integrity without fear or favour" as their responsibility to society. According to Gummesson (2003), all research is interpretive, as such, social researchers should be careful of researcher's "preunderstanding", which is a common pitfall in management studies. Such preunderstanding pertains to the researcher's knowledge before starting the research journey about the social environment or a specific phenomenon. The author of this study argues that having lived in the Niger Delta and taking in lots of information, precautionary measures could only be taken to reduce such prejudice. Since what had already seen or known cannot be unseen or unknown. One could only reduce the prejudice of that information influencing the research. For instance, within this research, because the author had lived in the Niger Delta, the author had to step back from these experiences to be open minded and not be biased by asking "how" questions to be able to enter into the world of the research respondents. Furthermore, in a bid to tackle the 'colouring' that the preunderstanding of previous theories and concepts have on the research process as well as analysis, the author adopted a method triangulation of data from multiple sources following the suggestion De Bono (1970) that using lateral thinking as a solution against preunderstanding pitfall.

Another issue of bias happens when the there is no good record keeping. To mitigate this bias, the author utilised CAQDAS – Nvivo to help store records of the research decisions and process, data analysis process, and challenges encountered. Also, using Nvivo also provide the opportunity for a systematic way of conducting the research.

5.5.4 Sample Selection

This study has adopted a multiple case study led to a multisite study (Creswell 2013). The sites to be selected were based on those companies that responded to the letter of introduction sent out. This letter was written by the Department of Petroleum Resources introducing the researcher (see Appendix F) to the respective companies. As envisaged, there were no responses from some oil companies. Therefore, the choice of host community sites was predicated on the acceptance of those who showed interest. A sample is a subset of a population that is selected for any given study. The basic peculiarity of a study's population and the research objectives determine which and how many people to select a sample. For the purpose of this study, purposive sampling (non-probability) has advanced in most literature was adopted. According to Tongco (2007), purposive sampling is the "most effective when one needs to study a certain cultural domain with knowledgeable experts." Similarly, Denscombe (2007) advocated that purposive sampling is usable when the researcher is aware of pertinent facts about specific people or incidents and makes a careful judgment because they are perceived to yield the most valuable data. Since the quality of data gathered is pertinent to the final conclusions reached by any study, the reliability and competence of the key informant are crucial (Tongco 2007). Also, in addition to purposive sampling, snowballing sampling was adopted to identify more individuals through those being interviewed when most of the Multinational oil companies refused to grant the author an audience. This offered the option of including other important individuals from relevant organisations who were initially not included. Snowballing helped to serve as a reference for credibility and reliability of these new participants.

According to Yin, analysis of multiple units provides the opportunity of gathering data from a vast array of sources, from which this study adopted. The units of analysis (Yin 2014) were heads of the community engagement departments of companies in the oil and gas industry as well as leaders in host communities. Purposive sampling method influenced the choice of the respondents. These persons were chosen based on the key informant (Kumar et al. 1993; John and Reve 1982), Creswell suggested that such individuals be information rich having requisite experience, knowledge and facts of the subject matter (Creswell 2013). Because they are Managers of the community engagement department, they are experts in issues relating to dealing with the host communities and would have spent time reflecting on the relationship between the host communities and their companies.

The interviews were conducted with individuals in the following groups. It comprises of those involved in the day-to-day running of community engagement issues in the companies were interview carried out. Likewise, the table includes regulators in the oil industry and non-governmental agencies, as well as groups of persons from communities selected. These persons were categorised as representatives of the respective groups. The developed codes are presented in Table 5.1.

5.5.5 Negotiation of Access to Participants

Access to participants is key for the success of the research. Discussions about access took place over the course of several months with the researcher's contact at the Department of Petroleum Resources (DPR). Fitz and Halpin (1994 p. 40) assert that gatekeeping challenge faces those researching the powerful with regards to access to people "(with officers guarding entrances and administrators deciding whether interviews will take place), places ('elite settings'), timing (and scarcity of time with busy respondents), 'conventions that screen off the routines of policy-making from the public and the academic gaze', conditional access and conduct of the research ('boundary maintenance') monitoring and availability" (ibid p. 48–9). Moreover, Ball (1994b p. 113) insist that "we need to recognise ... the interview as an extension of the 'play of power'".

McHugh (1994 p. 55) argue that "access to 'powerful people' may take place not only through formal channels but also through intermediaries who introduce researchers to them." Similarly, Gewirtz and Ozga (1994 p. 192–3) concluded that gatekeeping "in researching the powerful can produce difficulties which include 'misrepresentation of the research intention, loss of researcher control, mediation of the research process, compromise and researcher dependence."

In this current study, the researcher had challenges in gaining access to some key informant from companies in the oil and gas industry. Key informants' availability and willingness to take part in the study determined the final number of the respondents. The selection process of potential respondents included reviews of suitable organisations' business publications, interacting and studying their Internet-published data. After some oil companies refuse to respond to the letter written to them. Arranging interviews with respondents were made possible through formal and informal meetings, telephone conversations and emails (an example of the Letter of Request for participation can be found in Appendix A.)

Access to participants was facilitated through a contact in the Department of Petroleum Resources in Nigeria. This department oversees the operations of all companies operating in the Nigerian oil and gas industry. Despite this connection, some of the organisations did not respond to the letter from the Department of Petroleum Resources introducing the research to them and soliciting their support. The research was designed to cover all companies in the Nigerian oil and gas industry who would grant access to the researcher which would then determine the hosting communities to visit for data gathering.

Table 5: Coding of the Participant Groups

Sector of the Society	Stakeholder group		Number of interviews	Codes
National oil companies/ Government agencies/State owned companies (Public Institutions and Private Institutions)	Department of Petroleum Resources (DPR)		2	R1DPR, R2DPR
	Federal Ministry of Environment (FME)		1	R3FME
	National Oil Spill Detection and Response Agency (NOSDRA)		1	R4NOSDRA
	Nigerian Development Production Company (NPDC)		2	R5NPDC, R6NPDC
	Integrated Data Services Limited (IDSL)		2	R7IDSL ,R8IDSL
	Niger Delta Development Commission (NDDC)		1	R9NDDC
	Nigerian National Petroleum Corporation (NNPC)		1	R10NNPC
	Port Harcourt Refining Company Limited (PHRCL)		1	R11PHRCL
	Nigeria Liquefied Natural Gas Company *(NLNG)*		1	R12NLNG
	Sub Total		**12**	
Civil society	NGOs	New Nigeria Foundation (NNF)	2	R13NGO, R14NGO
		Journalists for Democratic Rights (JODER)	1	R15NGO
	Sub Total		**3**	
Oil & Gas industry (Private Institutions)	MNOCs	Chevron	1	R16CHEVRON
		Ex-Addax Community Relations Man.	1	R35EXPERTCOMRELATIONS
	INOCs	Conoil	1	R17CONOIL
		Britannia-U	1	R18BRITU
		Oando	1	R19OANDO
		Sterling Global Resources Ltd.	1	R20STERLINGCO

	Petrochemical	Indorama-Eleme Petrochemical Limited	1	R21INDOELEME
	Sub Total		**7**	
Communities	Emu-Ebendo		3	R22, R23, R24EMUEBENDO
	Okpai – Orishi		4	R25, R26, R27, R28OKPAIORISHI
	Bonny Kingdom		3	R29, R30, R31BONNYKINGDOM
	Okpai – Obodoyibo		1	R32OKPAIOBODO
	Mgbuoshimini-Oroazi - Rumueme		1	R33MGBUOSHIMINI
	Ogborodo		1	R34OGBORODO
	Sub Total		**13**	
	Total		**35**	
Source: Compiled by the author				

Key:

NGOs: Non-Governmental organisations MNOCs: Multinational oil companies INOCs: Indigenous oil companies NOC: National oil companies COMM: Communities

5.5.6 Data Sources

This research strived to collect rich and varied data set as possible. Data was collected through in-depth semi-structured interviews with 35 respondents from a range of stakeholders within the regional actors within the oil and gas sector in the Niger Delta. These included representatives of both Multi-National Oil Corporations (MNOCs), International Oil Companies (IOCs) and Indigenous Oil Companies (INOCs) engaged in exploration and production drilling operations, members of the host communities on whose land the operations were located, public institution officials and representatives of NGOs working in the sector. Interviews were conducted, during the fieldwork in Nigeria, between July to September 2013 and December 2015 to March 2016. Interviews were recorded, transcribed and analysed using NVivo 10 software.

5.5.6.1 Semi-Structured Interviewing

Within the qualitative paradigm, the interview is the most used method of collecting data (Gubrium and Holstein 2002; Mason 2002) and was also emphasised by Denzin and Lincoln (2003) and Charmaz (2006). The interview is a verbally orchestrated dialogue exchange used in gathering reliable and valid data in a bid to provide an answer to a research question (Gond et al. 2011). As such, its success depends largely on the dexterity of the interviewer (Berg and Lune 2004; Whiting 2008). Some of these skills include: creating a lively and conducive environment (Mack et al. 2005); well-outlined interview structure guide (Chan et al. 2013); intent attention; pause, probe or prompt when required; and encourage the interviewee to talk without any hindrance. Creation of rapport, politeness, humour, empathy, signalling good body language are crucial components of interpersonal skill that must be utilized.

According to Mason (2002 p. 62), three types of qualitative interviews exist (in-depth or intensive, semi-structured and loosely structured or unstructured), each requires an "interactional exchange of dialogue", between one-to-one or larger groups. Mason further assert that this kind of interaction could be larger group interviews or focus groups and the mode could be face-to-face, or over the telephone or the internet or the three modes could be used by a researcher. It could be of an informal nature, "thematic, topic-centred, biographical or narrative" and underpinned by the principle that knowledge is situated and contextual, with a purpose of bringing 'the relevant contexts are brought into focus so that situated knowledge can be produced' (Mason 2002 p. 62). According to Mishler (1986), often, the research interviewing process reveals a restricted conception, while Denzin and Lincoln (2003 p. 70) argue that inflexibility during the interview process, the standardised nature of the interview process and the predetermined nature of the interview process impacts the process negatively. However, Denzin and Lincoln (2003) contend that higher order skills like "observation, empathic sensitivity, and intellectual judgement" are needed for a successful interview process. As such, critical as these skills are the recognition of the importance of 'understanding the respondent's world' is paramount (p. 70).

The interview Locations were carried out in Lagos, Benin, Abuja, Port Harcourt, Emu Ebendo, and Okpai, all in Nigeria. Furthermore, other interviews were conducted in Aberdeen, Scotland, when respondents were in the UK. Follow-up phone calls and emails were done for clarifications. An interview schedule was created (Appendix A, B, C, D) which served as a discussion starter and provided a starting point for the interviews.

5.5.6.2 Participant Observation

In qualitative research, a variety of disciplines has used the tool of participant observation for collecting data about people, processes, and cultures. An observation is a method of data collection that "permit the identification of what is occurring in a given context, who is involved and when and where things are happening" (Casey 2006 p. 76; Jorgensen 1989). Cohen et al. (2013) argue that participants' observation is associated with an interpretive world-view. Similarly, Mack et al. (2005) contend that participant observation is apt for studying context with naturally occurring behaviours. According to Marshall and Rossman (1989 p. 79), observation is the "systematic description of events, behaviours, and artefacts in the social setting chosen for study". The preceding suggest that observations aid the researcher to use his/her five senses to describe existing situations, providing a graphical account of the case under study. Moreover, according to Pretzlik (1994) observation is used as a research method in two divergent ways – structured and unstructured. What determines which to use depends on the research question under investigation underpinned by the overarching paradigm for that particular study. Positivist studies adopt a structured observation while interpretive studies use unstructured observation (Mulhall 2003).

This research located in the interpretive paradigm used unstructured observations. Although, a possible drawback of unstructured observations is producing a lot of data, which makes analysis more time consuming (Patton 2002; Pretzlik 1994), nevertheless, it was the most appropriate for this study. The use of reflexology helped in reducing the challenge posed by unstructured observations. For example, in one observation from the field (Okpai, Ndokwa East Local Government Area, Nigeria), one study participant during the interview was annoyed and spoke with anger when recounting the way and manner how the Agip oil company relates with the community. His body language and demeanour was not captured in the transcript. Linking this point of the transcript to the audio sound bite facilitated a holistic approach to the data and meant the analysis was not conducted solely on the text from the transcript (Appendix K). Furthermore, participant observation also helped the researcher to experience first-hand and learn about how community people are treated by the military personnel within the region which aided understanding of the natural context.

5.5.6.2.1 Researcher-Participant Relationship

In a bid to collect meaningful data the researcher considered identifying his fit with regards to the etic and emic (Morris et al. 1999). It is crucial to place the researcher along with participants' relationship in line with the phenomena being studied and decipher were this falls on a continuum (Creswell 2014).

5.6 Review of the Data Collection Process

Interview schedule questions were drawn from Waritimi (2012), who conducted a study on stakeholder management within the Niger Delta. Also, Grunig's (2002) framework for assessing sustainable relationships of firms and their stakeholders (Appendix A, B, C, D) aided the interview process. The semi- structured interviews were conducted in a friendly atmosphere, and open-ended to elicit their views to address research questions RQ1 – RQ4. Research respondents were introduced by a contact in the Department of Petroleum Resources (DPR) to INOCs after all the companies served with a letter of introduction from DPR proved abortive except for Chevron Nigeria Limited (CNL). Data collection started on 1st July 2013 and concluded on 15th September 2013. Based on some line of interesting idea emergent from initial data analysis, further data was collected between 30th December 2015 and 14th March 2016. Each interview provided rich responses to the interview questions. Some of the MNOCs refused to respond to the letter sent to them while two MNOCs refused to grant an interview after arriving on the date fixed because they were afraid of losing their jobs when presented with the consent form. A tape recorder was used after securing their consent as well as field notes were used as primary data collection tools. The interviews were between 30 to 40 minutes. All interviews except two were audio recorded, and notes were copiously taken during these interviews. Since respondents were categorised into groups of government agencies/national oil companies, civil society, oil and gas companies and communities, appropriate questions were asked each group (Appendix A, B, C, D). Secondary data were also collected from CNL, Nigerian National Petroleum Corporation (NNPC), ExxonMobil, New Nigeria Foundation (NNF), and other companies as well as corporate and public records on the Internet.

5.7 Methods of Data Analysis

This section outlines the method used for the data analysis process.

5.7.1 Data Reduction, Organisation and Interpretation using Nvivo

The qualitative research methodology is systematic in the process of data collection and analysis. It is primarily investigative in outlook. It affords the respondents the freedom to present data from their perspective. Analyses of such rich data could be grouped based on 'priori' categories which are a deductive approach in qualitative research or categories could be allowed to emerge from the data which is an inductive approach. This study used both a deductive and inductive style since the aim of the research is to uncover the reason for continuous relationship issues in the Niger Delta.

According to Glaser and Strauss (1967) data gathered from an interview or otherwise, is systematically defragmented into 'units' (Lincoln and Guba 1985) and attribute labels to them into categories. Categorisation could be 'in-vivo' which is using the exact words of the respondents or those aspects that the researcher's interest that would answer the questions of the inquiry. In a bid to develop theory, the categories are compared and renamed in the analytical process. According to Seidel and Kelle (1995 p. 53)

> *"the role of coding as noticing relevant phenomena; collecting examples of those phenomena; and analysing those phenomena in order to find commonalities, differences, patterns and structures. Creating categories triggers the construction of a conceptual scheme that suits the data. This scheme helps the researcher to ask questions, to compare across*

data, to change or drop categories and to make a hierarchical order of them."

From the quote above, the process outlined by Seidel and Kelle whereby the researcher notices relevant phenomena, finds commonalities, differences and patterns were made possible in this study using the thematic analysis framework aided by the Computer-Aided Qualitative Data Analysis Software (CAQDAS), in the form of NVivo (Nvivo qualitative data analysis Software; QSR International Pyt Ltd. Version 10, 2012). It helped to organise, store and retrieve all of the documents collected from the field sites and interview process (Flick 2009; Richards 1999) while thematic analysis (see section 5.7.6 Analytical Methods: Thematic Analysis) helped in the presentation of findings, analysis and discussion. The researcher used observations, documents and interviews to generate data (see Section 5.5.6). As such, constant revision of data during field work was done until the researcher was certain that enough information meeting the study needs were gathered. All information generated for the research was imported into NVivo (see Section 5.7.3). Going through the data and reflecting on it, the researcher was able to identify coding moments, attach memos (see Figure 17) and to generate categories and subcategories.

5.7.2 Data Management

NVivo was used to manage the data collected from the field. NVivo is a computer aided qualitative data analysis system (CAQDAS) specialist package developed solely for qualitative studies and which is recognised globally as a reliable tool for managing and supporting this type of analytical work. According to Leech and Onwuegbuzie (2011 p. 71), computer software tools assist qualitative researchers with "multiple types of analyses so that the underlying theories and relationships in the data can emerge". Similarly, other scholars (Bazeley 2006, 2007; Bringer et al. 2004) argue that CAQDAS could take qualitative data analysis much further than is possible compared to conducting the analysis manually. Benefits that accrue from using CAQDAS include efficiency and transparency. These two would be discussed briefly.

5.7.2.1 Efficiency

NVivo offers efficiency by helping the researcher to keep an audit trail during the process of coding, regrouping and comparing categories and draw relationship. Easy data handling provided by Nvivo, allowing for efficient coding and retrieval with the attendant benefit of analysing the data systematically (Rodik and Primorac 2015; Wickham and Woods 2005). Also, it aids the researcher to "move beyond description to theorising, while meeting the evaluative criteria" (Bringer et al. 2006 p. 251). Moreover, NVivo allows for the automation of many administrative tasks associated with qualitative data analysis which frees the researcher's time to reflect on the interpretive aspects of the data and help in checking the validity of their impression of the data (Bazeley 2006, Bringer et al. 2004; Smith and Short 2001). However, the researcher agrees with Wickham and Woods (2005 p. 689) that researchers should be "aware that these coding features may also serve to distract them away from their original research focus, and delay the completion and/or publication of their efforts."

5.7.2.2 Transparency

Researchers in the qualitative paradigm are often accused of being highly subjective and undisciplined in their approach to data analysis. Using NVivo enables the production of a clear audit trail to dismiss such anxieties (Rodik and Primorac 2015; Wickham and Woods 2005). Rigour was demonstrated because the software keeps track of all processes and stages of coding and recording the collaborative procedure of iteration between theory and the field (Sinkovics and Alfoldi 2012). Compared to the manual process, CAQDAS help demonstrates 'methodological congruence because of a level of transparency' (Bringer et al. 2004 p. 252).

Despite the benefits above of CAQDAS, some authors (Kelle 1997) warn of the likely methodological danger of computer usage which could distance the researcher from their data which might lead to a scenario where analytical strategies are enforced which antagonises the "methodological and theoretical orientations of qualitative researchers" (p. 17).

5.7.3 Data Importation

The entire interviews files were imported into Nvivo and transcribed therein. The data was organised into a folder hierarchy by type of data (for instance, interviews, pictures, and videos) for easy tracking of their source. (Appendix L). NVivo stores data in 'nodes.' They are containers for themes and categories. An example of such a node type is a case node which is a single file which stores each participant's contribution from any source.

5.7.4 Data Transcription

All information generated for the research was imported NVivo. Nvivo 10 was used because of the benefits of efficiency and transparency as outlined in sections 5.7.2.1 and 5.7.2.2. Transcription of data followed after the interviewing process. To preserve the identities of the respondents' codes were assigned to each interview file. On average, the time for transcribing each interview took six to ten hours. As observed by Cohen et al. (2011), transcription could be a problematic issue, where nuances could be lost due to the omission of non-verbal cues like pauses, laughter, anger and pitch which are crucial features of the analysis process (see Appendix J). Having a tape recorder was extremely useful in this respect which afforded the researcher the privilege to consider these non-verbal cues during the transcription process. Folders were created on the researcher's laptop and external drive to ensure there was no loss of data. Only the researcher had access to the laptop. Confidentiality was ensured. Going through the data and reflecting on it, the researcher was able to identify coding moments, attach memos and to generate categories and subcategories. These were later grouped into themes and presented as such in Section 6.3.

5.7.5 Data Coding

In qualitative research, after data collection and transcription, it is read through for familiarisation with the data, those transcripts are coded afterwards (Creswell, 2003). Primarily coding is the defragmentation into small chunks of the text. Since thematic analysis (Braun and Clarke 2006) was adopted as an analytical framework to guide the coding process. The data was coded inductively since this study adopted a constructivist perspective it rejected the positivistic paradigm.

5.7.6 Analytical Methods: Thematic Analysis

According to Boyatzis (1998), the thematic analysis should be used when the researcher has a long exposure to the data. Also, since the research aimed at uncovering reasons for the continuous hostility in the relationship between companies operating in the oil and gas industry and their respective host communities, a thematic Analysis method has been used in assessing the data yielded from the study because thematic analysis deals with themes which may be generated inductively from field data (Boyatzis 1998). A theme is defined in the thematic analysis of "a pattern found in the information that at a minimum describes and organises the possible observations and at a maximum interprets aspects of the phenomenon” (Boyatzis 1998 p. 4). It is described as “a method for identifying, analysing and reporting patterns (themes) within data,” a method for searching a data set to find repeated patterns of meaning (Braun and Clarke 2006 p. 79). A six-phase model of thematic analysis steps described by Braun and Clarke (2006) was used. Table 5.3 outline the process and quality criteria of thematic analysis (additional information regarding the process of the thematic analysis can be found in Appendix I). Although, thematic analysis is criticised for being vague in its method (Holloway and Todres 2003), nevertheless, Attride-Stirling (2001) argue that data should be analysed systematically so as to gain meaningful and useful findings. To address the criticism of thematic analysis of ‘anything goes,' Braun and Clarke’s (2006) six clear and detailed key stages of a carefully structured guideline were used in this study.

Based on the explanatory nature of the research, an inductive thematic analysis was undertaken, with themes essentially emerging from the data without applying any pre-arranged frames. Data were analysed inductively (bottom-up process with the themes emerging linked specifically to the data and not to the researcher’s theoretical interest), without fitting the data to a pre-existing coding framework as mentioned earlier. Latent themes were selected (themes which are identified beyond the explicit or surface level meanings). Thematic analysis suits the interpretive methodology and the qualitative nature of this research. Consequently, it is appropriate for the present research enabling the analysis of a wide variety of data regarding the corporate community engagement within the Niger Delta. Adopting an inductive approach, i.e. deriving the themes “bottom up” from the data itself, without imposing any predetermined thematic framework as would be applied in a theoretical Thematic Analysis (Braun and Clarke 2006), the processes are exposed. Thus, the method encourages the disclosure of the nuances in the relationship of social actors in the Niger Delta without an imposition of a predetermined perspective.

Table 6: Rationale for choosing Thematic data analysis method instead of other analytical options

Method	Description	Critique	Rationale for Discounting Method
Grounded Theory (GT)	Grounded Theory (GT) (Glaser and Strauss 1967) is a systematic methodology involving the discovery of theory through the analysis of data (Martin and Turner 1986). GT requires the analysis to be directed towards theory development (Holloway and Todres 2003) in a 'bottom up' approach. It was later broadened by other contributors to three paradigms, Classic, Straussian (Strauss and Corbin 1998) and Constructivist GT (Thornberg 2012)	GT is often misunderstood. There is significant disagreement between grounded theorists as to what constitutes GT. Critics argue that "it is impossible to free oneself of preconceptions in the collection and analysis of data in the way Glaser and Strauss say it is necessary." (Thomas and James 2006)	Classic GT requires the researcher to re-enter the field, having analysed the first round of data collected and conduct further interviews to address questions arising from the previous analysis; a process known as "data saturation." This option was not fully used in this study.
Content Analysis	Content Analysis was first Introduced by Lasswell and Casey (1946) and is the analysis of texts of various types including writing, images, recordings and cultural artefacts. It tends to focus at a more micro level, often	Is commonly used for analysis of communication such as documents and analysts should draw distinctions between "prescriptive analysis," text or subject for example, and "open analysis" meaning	The themes are often quantified, and the unit of analysis tends to be a word or phrase. In this research project, the themes are not quantified, and the unit of analysis are the participants

	provides (frequency) counts (Wilkinson 2000) and allows for quantitative analyses of initially qualitative data (Ryan and Bernard 2000)	dominant messages (McKeone 1995)	
Discourse Analysis (DA)	DA first came to prominence after publication by Harris (1952), and it covers some approaches to analyse written, vocal, or sign language use or any significant semiotic event	DA takes many forms and includes semiotics, psycholinguistics and sociolinguistics to name but three. Choices must be directed by the research aims which may lead to difficult decisions early in the research process (Brown and Yule 1983)	For DA (e.g., Potter and Wetherell 1987; Burman and Parker 1993; Willig 2003) different manifestations of the method exist, from within a broad theoretical framework, making a choice difficult. It also requires a detailed theoretical and technological knowledge of the approach
Narrative Analysis (NA)	NA emerged as a discipline from within the broader field of qualitative research in the early 20th century (Riessman 1993). NA uses field texts, such as stories, autobiography, journals, field notes, letters, conversations, interviews, family stories, photographs (and other artefacts),	Critics argue that whereas NA challenges the idea of quantitative objectivity, it nonetheless lacks in theoretical insights of its own (Boje 2001)	For NA different manifestations of the method exist, from within a broad theoretical framework, making a choice difficult (Murray 2003)

	and life experience, as the units of analysis to research and understand the way people create meaning in their lives as narratives (Clandinin and Connelly 2000)		
Interpretative Phenomenological Analysis (IPA)	Interpretative Phenomenological Analysis (IPA) is a relatively recent qualitative approach developed specifically within psychology. It has an idiographic focus, which means that it aims to offer insights into how a given person, in a given context, makes sense of a given phenomenon. Wed to a phenomenological epistemology (Smith, Jarman and Osborn 1999; Smith and Osborn 2003), it is about understanding people's everyday experience of reality, in great detail, so as to gain an understanding of the phenomenon in question	Critics of IPA argue that "it is kept somewhat mysterious. Guidelines are offered to the researcher who is then informed that they cannot do good qualitative research simply by following guidelines. Thus, the judgment about what is a good qualitative analysis remains rather subjective and ineffable" (Brocki and Wearden 2006)	Relatively limited variability in how the method is applied within its framework. With one recipe guiding the analyses, the method is more suitable for studying people phenomenon (McLeod 2001)

Case Study	Case studies have their origins as far back as 1879 (Healy 1947) but is more often associated today with Classic GT. It is a method which focuses on complex situations while taking the context into account (Keen and Packwood 1995), thus capturing the holistic and meaningful characteristics of events (Yin 1994)	Critics argue that whereas case studies allow for deeper and richer in- depth analysis, small sample sizes can inhibit a broader or more transferable set of findings (Pringle, Drummond, McLafferty and Hendry 2011)	A small-N qualitative research is most often at the forefront of theoretical development. When N's are large (as in this study), there are few opportunities for revising a case (Ragin 1992 cited in Flyvbjerg 2006), however, case study is often viewed as a soft (easy and not particularly rigorous) research method, it is actually remarkably difficult to execute well in practice (Baskarada 2014).
Thematic Analysis	Thematic analysis is the most commonly used method of analysis in qualitative research analysis (Thomas and Harden 2008; Guest, MacQueen and Namey 2011) and is used for identifying, analysing, and reporting (themes)	Critics argue that reliability with this method is a concern because of the wide variety of interpretations that arise from the themes, as well as applying themes to large amounts of text. Increasing reliability may occur if multiple researchers are coding simultaneously,	Although, TA could sometimes be over reliant on the presentation of themes supported by participant quotes as the primary form of Analysis, nevertheless, its the advantage of the approach allowing

	within data (Braun and Clarke 2006). The method of analysis should be driven by both theoretical assumptions and the research questions. Thematic analysis provides a flexible method of data analysis and allows for researchers with various methodological backgrounds to engage in this type of analysis	which is possible with this form of analysis (Guest, MacQueen and Namey 2011)	researchers to use a wide variety of types of information systematically, due to the theoretical flexibility it entails and is therefore very useful in synthesising data from different sources makes it the best choice for this current study (Boyatzis 1998).
Source: Adapted from QDA Training 2015 and Author Generated			

Table 6 shows the comparison between various analytical methods available for use in any qualitative study. However, thematic analysis (Braun and Clarke 2006) was chosen for this current study. According to Braun and Clarke (2006), eight steps are crucial in following their analytical framework that is executed in six stages. According to Bazeley (2009 p. 8), the steps include:

> *"three separate cycles of coding, two of which required managing codes, one for initial categorisation of open codes and one for data reduction through consolidating codes into a more abstract theoretical framework (themes) and two which uses writing itself as a tool to prompt deeper thinking of the data leading to findings from which conclusions may be drawn. The eighth phase involved validation of findings (self-audit) and the write-up itself."*

The Braun and Clark (2006) analytical coding framework involved six stages of coding but executed in eight steps as follows:

5.7.6.1 Phase 1

Phase one entails listening to the recordings and transcribing them. After which data familiarisation process kick-in with reading and re-reading the interview data, and jotting down early ideas. Likewise, the importation of transcripts and field notes, as well as other observations, is done at this stage in Nvivo 10.

5.7.6.2 Phase 2

Phase two involves open coding of respondents' interview transcripts into manageable chunks of meaningful data. This is where data fragmentation takes places to enable deconstruction of data into a non-hierarchical label.

5.7.6.3 Phase 3

The third phase is where categorisation of codes in implemented. It entails re-ordering initial codes that were identified and labelled in phase 1 into categories of codes by grouping codes that are related to overarching categories. Also, a reconstruction of the data by arranging the open codes into a framework which is understandable to aid deeper analysis. Moreover, distilling, re-coding and merging codes that were alike created in phase one enabling inclusion of appropriate labels takes place.

5.7.6.4 Phase 4

In phase four, 'coding on' (Bazeley and Richards 2000) which is the fragmentation of the newly reorganised categories into sub-categories enabling a deeper breadth of understanding differing perspectives in the data. Also, negative cases are identified, while attitudes, beliefs and behaviours are coded to these groupings.

5.7.6.5 Phase 5

Phase five involves reduction of data by aggregating codes from afore steps forming a more philosophical abstraction as depicted by the literature leading to the creation of a final framework of themes. Identifying how these themes are similar takes place also at this stage.

5.7.6.6 Phase 6

In phase six, the creation of analytical memos (Charmaz 2012) about the higher abstraction of themes occurs to appropriately denote the ideas addressed by each category. According to QDA Training (2015 p. 3), five types of memos are crucial for a rich analysis of qualitative data, they are:

> *"1. The content of the cluster of codes on which it is reporting (what was said)*
> *2. The coding patterns where relevant (levels of coding for example although this could be used to identify exceptional cases as well as shared experiences)*
> *3. Considering background information recorded against participants and considering any patterns that may exist about participants' profiles (who said it)*
> *4. Situating the code(s) in the storyboard –meaning considering the relatedness of themes to each other, and their importance to addressing the research question and sequencing disparate codes and clusters of codes into a story or narrative which is structured and can be expressed in the form of a coherent and cohesive chapter*
> *5. Considering primary sources in the context of relationships with the literature as well as identifying gaps in the literature."*

These various memos in Nvivo were helpful in preserving series of thoughts during the data analysis process.

5.7.6.7 Phase 7

Phase seven is where validation takes place, which entails "testing, validating and revising analytical memos so as to self-audit proposed findings by seeking evidence in the data beyond textual quotes to support the stated findings and seeking to expand on deeper meanings embedded in the data" (QDA Training 2015 p. 3). This level involves the use of various queries to search for hidden tones and drawing of connections between different types of respondents' and observations as well as the literature (ibid 2015).

5.7.6.8 Phase 8

Synthesising analytical memos is the focus in phase eight to yield a coherent, cohesive and grounded results statements or reports of findings. Consequent on phase eight leads to aiding the production of two chapters on findings and discussion.

Table 7: Analytical Hierarchy to Data Analysis

Analytical Process (Braun and Clarke 2006)	**Braun and Clarke Practical Application in Nvivo**	**Strategic Objective**	**Iterative process throughout analysis**
1. Familiarising yourself with the data	Phase 1 -Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas. Import data into Nvivo data management tool.	Data Management (open and hierarchical coding through Nvivo)	Assigning data to refined concepts to portray meaning
2. Generating initial codes	Phase 2 – Open Coding – Coding interesting features of the data in a systematic fashion across the entire data set, collecting data relevant to each code		Refining and distilling more abstract concepts
3. Searching for themes	Phase 3 – Categorisation of Codes – Collating codes into potential themes, gathering all data relevant to each potential theme		
4. Reviewing themes	Phase 4 – Coding on Checking if the themes work about the coded extracts (level 1) and entire data set (level 2), generating a thematic 'map' of the analysis	Descriptive Accounts (Reordering, 'coding on' and annotating through Nvivo)	Assigning data to themes/concepts to portray meaning
5. Defining and naming themes	Phase 5 – Data Reduction – On-going analysis to refine the specifics of each theme, and the overall story [storylines] the analysis tells, generating clear definitions and names for each theme		
6. Producing the report	Phase 6- Generating Analytical Memos – Phase 7 – Testing and validating and Phase 8 – Synthesising Analytical Memos. The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to research question and	Explanatory Accounts (Extrapolating deeper meaning, drafting summary statements and analytical	Assigning meaning Generating themes and concepts

	literature, producing a scholarly report of the analysis	memos through Nvivo)	
Source: Adapted QDA Training 2015 and Braun and Clarke (2006)			

Table 7 above connected the different stages and processes outlined previously and demonstrated how each step is conducted in NVivo according to the concrete steps dictated by Braun and Clarke (2006). The thematic analysis six steps method is depicted in the first column while the second column shows Nvivo corresponding steps. The researcher's strategic elements are portrayed in the third column demonstrating how the coding moves form basic respondents' directed descriptive codes, to a more interpretive co-created (respondent and researcher) coding culminating in the concluding abstraction to themes developed solely from researcher's perspective. The process is iterative in nature, and that is shown by the last column leading to analysis, reporting and culminating in conclusion. The following section will outline how research rigour was implemented in this study.

5.8 Rigour and Relevance in Qualitative study

Rigour in conventional research entails demonstrating "internal validity, external validity, reliability, and objectivity" (Yin 2014). These criteria are from the positivist standpoint whereas a different criterion is used to assess the rigour of qualitative research which is: credibility, dependability, confirmability and transferability (Lincoln and Guba 1985). Also, Hand (2003) states that reflexive approach aids the auditability of qualitative research, which is necessary to demonstrate rigour (Sandelowski 1993). These measures are demonstrated in the following Section 5.8.1.

5.8.1 Data Analysis and Research Rigour

This section presents the data analysis procedures, as well as the rigour and credibility of the research process. Data analysis process in qualitative research is a continuous activity (Bryman 2012; Cohen et al. 2011). Due to the methodological triangulation adopted whereby different data sources are used, the arrangement of these data into a systematic fashion was ensured using NVivo.

5.8.1.1 Evidence of Trustworthiness

According to Lincoln and Guba (1985), research rigour is measured by four key ways. Credibility is how believable a qualitative research finding is (Houghton et al. 2012; Whittemore et al. 2001; Lincoln and Guba 1985). Two stages are critical for this to take place, on the one hand, is directing the research in such a way that it could be believed while on the other hand showing how credible the processes were. Dependability is akin to the research reliability in a quantitative study. The balanced nature of the data demonstrates this (Leitz and Zayas 2010; Rolfe 2006, Tobin and Begley 2004). Confirmability is in tandem with dependability having same guidelines for applicability. It is the non-interference of the data (Carcary 2009; Tuckett 2005). Transferability would connote replicability of findings if similar scenarios were reconstructed without losing the underpinning nuances (Golafshani 2003; Slevin and Sines 1999). Table 8 shows the practical steps for each of those above and each would be described briefly.

Table 8: Strategies for showing rigour adopted for this research

Approaches to Rigour	Strategies
Credibility	Prolonged Engagement and Persistent Observation Triangulation Peer Debriefing Member Checking
Dependability	Audit Trail Reflexivity
Confirmability	Audit Trail Reflexivity
Transferability	Thick Descriptions
Source: Adapted from Houghton et al. (2012)	

5.8.1.1.1 Credibility

1. Prolonged engagement and persistent observation

According to Lincoln (2002 p. 11) in demonstrating prolonged engagement and persistent observation as a subset of credibility, researchers “should have been deeply involved and closely connected to the scene.” To get a grasp of meanings and contextual happenings in data gathering location, the researcher should spend considerable time there (Houghton et al. 2012).

As a measure of qualitative data gathering technique, participant observations was used during the period of a visit to the communities. The researcher spent some time within each of these communities except for the Bonny Kingdom, and Ogborodo were respondents were interviewed out-with of these communities. Even though the researcher could have stayed longer but his safety was made paramount in all the site locations. Nevertheless, the researcher still experienced first-hand intimidation from the military personnel within the region. Time spent on each of the sites was sufficient enough to understand the phenomenon being studied from the perspective of the community respondents.

2. Triangulation

Triangulation is a critical tool in establishing credibility in researching a complex problem which requires that one adopts a rigorous approach to collecting data and analysis by providing answers from different perspectives. According to Bryman (2004 p. 1), it is using multiple ways to investigate a research inquiry in a bid to use more than one approach to the investigation of a research question to strengthen the certainty of findings. According to Cohen, Manion and Morrison (2007 p. 141), triangulation is an "attempt to map out, or explain more fully, the richness and complexity of human behaviour by studying it from more than one standpoint." Similarly, Mitchell (1986 p. 26) asserts that in having a 360 view of a phenomenon, triangulation offers "flexibility and an in-depth approach that is not available with more simple designs." Also, O'Donoghue and Punch (2003 p. 144), opined that triangulation serves as a "method of cross-checking data from multiple sources to search for regularities in the research data." While Altrichter et al. (2008 p. 144) concluded that triangulation "gives a more detailed and balanced picture of the situation."

Data sources corroboration and method with a different one through any "triangulation" of methods add significant value to the research process (Mason 2002). The need for triangulation is to address shortcomings of any particular method being used in the social research process. For instance, in the social research process, to cater for social desirability bias response from interviewees in a face-to-face session, is to check that the information given was valid through another medium (Hammersley 2008 p. 24). Thereby checkmating what could impact the findings by confirmation (Shenton 2004) and ensure completeness

(Tobin and Begley 2004) of data received and final conclusions were drawn. As such, in qualitative analysis, the primacy of data triangulation is sine-qua-non (Kimchi et al. 1991).

In this qualitative research, triangulation was implemented to collect data about CCE in the Niger Delta region. Comparison of multiple sources was done in a bid to confirm the validity of data collected. For instance, interview sessions with some of the companies were triangulated with physical observation and interviewing host community residents for their perceptions of oil companies operating within their domain. The disparity in findings of these two data collected confirmed the conclusions drawn. With regards to the completeness of data, multiple views arising out of different sources to have a clear view of the phenomenon of CCE in the Niger Delta.

3. Peer debriefing

According to Lincoln and Guba (1985), credibility is established when peer debriefing which is when another person interprets the data and draws a similar conclusion like the principal researcher in a social research process. This is important because, in a qualitative study, the researcher is the main instrument for data collection, data analysis and data interpretation (Onwuegbuzie et al. 2008). Thus, the researcher brings along a baggage of biases which another person could help provide the necessary assurance that those biases did not colour the research findings.

This present study has adopted the peer debriefing technique to cross check and ascertain that the expert would concur with the research coding process.

4. Member checking

As a tool for cross-checking whether the researcher had rightly transcribed and conveyed the viewpoint of respondents, member checking helps to ensure that the meaning in the mind of the interviewee is not lost. It is a process of providing an opportunity for the respondents to go through the transcripts of their interview session to confirm if what they had in mind was captured properly (Carlson 2010; Creswell and Miller 2000; Merriam 1998).

In the present study, member checking was conducted following transcription. Some of the respondents who have access to the internet were sent a copy of their transcribed interview through email. They contacted the researcher endorsing some parts of the content of the transcribed interview and clarified the other areas.

5.8.1.1.2 Dependability and Confirmability

1. Audit Trail

According to Sinkovics and Alfoldi (2012 p. 5) NVivo creates an "auditable 'footprint' of the progressive dialogue between the researcher and their data." The audit trail presents readers the opportunity of going through the same mental decision process the researcher has used to reach the conclusions that were drawn. Taking time to write field observations, journals, interview notes, etc. are part of keeping audit trails as well as audio recordings, video recordings and photographs (Creswell and Miller 2000; Lincoln and Guba 1985).

NVivo offers the opportunity of demonstrating rigour of the research by helping the researcher to keep an audit trail during the process of coding, regrouping and comparing categories and draw relationship. Easy data handling provided by Nvivo, allowing for efficient coding and retrieval with the attendant benefit of analysing the data systematically (Rodik and Primorac 2015; Wickham and Woods 2005). Also, it aids the researcher to "move beyond description to theorising, while meeting the evaluative criteria" (Bringer et al. 2006 p. 251). Moreover, NVivo allows for the automation of many administrative tasks associated with qualitative data analysis which frees the researcher's time to reflect on the interpretive aspects of the data and help in checking the validity of their impression of the data. (Bazeley 2006; Bringer et al. 2004; Smith and Short 2001). However, researchers should be "aware that these coding features may also serve to distract them away from their original research focus and delay the completion and/or publication of their efforts" (Wickham and Woods 2005 p. 689).

NVivo afforded a record of decisions during the analysis phase of this research. Running of queries helped demonstrate the dependability and confirmability of the data. NVivo, using it query capabilities helped in locating all the passages relating to a particular search. Such that all perspectives of respondents' meanings were uncovered. Various types of queries were used in this study, such as text search, coding and matrix queries. Text search was used to search the interview transcripts and memos for key words. In no small measure, the searches helped ensure all viewpoints were taken into consideration during the analysis.

Also, to establishing further rigour, matrix coding query was used to search for the intersection of perspectives of various groups of respondents. For instance, Table 9 explored the intersection of respondents' perspectives and codes on conflict and corruption. One could see that there were 73 references to conflict from the community while 25 on issues of corruption. Regulators references to the conflict were 6 and 0 on corruption. The essence of this action was not just to discover how many but to drill down to the views of interviewees to ensure that their perspectives were correctly presented.

Table 9: Matrix Coding Query: Exploring intersection of nodes and attributes

	A : Conflict	B : Corruption
1 : Person:Perspective = Community	73	25
2 : Person:Perspective = Multinational Company	4	2
3 : Person:Perspective = Civil Society	1	0
4 : Person:Perspective = Regulators	6	0
5 : Person:Perspective = State owned company	1	0
6 : Person:Perspective = Multinational Partnership	7	0
7 : Person:Perspective = Development Agency	0	1
8 : Person:Perspective = Indigenous Companies	0	0
9 : Person:Perspective = International oil Company	0	0

Source: Author

2. Reflexivity

Nvivo helps in creating an "auditable 'footprint' of the progressive dialogue between the researcher and their data" (Sinkovics and Alfoldi 2012 p.5). As such, Nvivo forces qualitative researchers to be more open and reflective during the analytical process of their study (Bryman and Burgess 1994). Since the researcher in a qualitative study is also a tool in the study process, the credibility of that process depends on the steps executed during data collection and his/her reflections even during data coding. Reflexivity and keeping a diary of one's thoughts adds value to the research process (Houghton et al. 2012).

In this study, a reflective diary/memo captured the researcher's thoughts which also demonstrated the transparency of decisions/thoughts during the study. These memos exhibit dependability and the transparency of the process which aided the final themes and categories. For instance, in the excerpt shown in Figure 17, this reflection was the concluding decision of naming the theme, "Corruption."

Reflective Diary/Memo Excerpt
The handout system where by the company used to give cash to some community leaders has created a scenario of corruption because for all the years of such cash disbursement there were no receipt of accountability of how the moneys were spent. Of course, this would have led to a lot of agitations within the community. The breakdown of peace and refusal of the company from operating within the community could not only be because of the negative impacts on the ecosystem but some influential person who might feel are being cut off from the deals could incite the people for a rampage. Money were given to help foster peace and no disturbance of company operation but the opposite of the expected outcome was what the oil companies got. As alluded before, challenges facing the developmental process are persons who feel they are not benefiting enough from the process i.e. personal gain which could also be termed as corruption

Figure 17: Excerpt from the Reflective Diary/Memo

Source: Author

5.9 Summary of Chapter Five

This chapter introduced the study approach as interpretivist qualitative research, and the choice of methods for data collection were face-to-face interviews (DiCicco-Bloom and Crabtree 2006; Whiting 2008) and contextual observation during interviews. Justifications for the use of a qualitative approach has been made. Also, the analysis of the secondary documentary data aided the collection of the primary data. Moreover, the justification for the use of CAQDAS was outlined. Ways by which the researcher's bias was dealt with, and ethical considerations and steps taken to evidence trustworthiness were discussed. The preceding discussions serve as a foundation on which to base this current study.

The following chapters introduce the actual findings of the research study and outcome of these methods of data collection and analysis and the discussion of these results.

CHAPTER SIX

DATA ANALYSIS FINDINGS

"Responsibility is the Price of Greatness."
Winston Churchill (1874- 1965)

6.1 Chapter Introduction

The purpose of this study was to examine why CCE as a key strategy of corporate social responsibility in Nigeria's oil and gas industry has not stemmed hostility in the relationship between the oil and gas companies and host communities in the NDRN. This chapter will present findings from the qualitative thematic analysis of data collected through semi-structured interviews (Harrell and Bradley 2009; Miles and Huberman 1994; May 1997), personal observation (Driscoll 2011; Kawulich 2005), which were triangulated with documents from organisations' about their community engagement strategies.

Emergent themes and corresponding subthemes will be presented and summarised, with excerpts from the interviews provided to illustrate. The anonymity of the participants has been ensured by assigning them codes as highlighted in section 5.5.5. At the end point of the analysis stage, the four priori themes from Grunig's (2002) were emergent from the data across the 35 transcripts, and seven other themes arose from the data. As alluded by Braun and Clarke (2006 p. 82), themes are defined as encapsulating "...something important about the data about the research question, and represents some level of patterned response or meaning within the data set." While subthemes are "...themes-within-a-theme." (Braun and Clarke 2006 p. 92) leading to the bigger picture of the larger themes.

The research participants are the units of analysis; structured breakdowns of the analyses of the interviews; as well as the summary of the findings are presented. Initial results have been presented and discussed at various academic conferences, including a) ESRC Seminar at the University of Nottingham International Centre for Corporate Social Responsibility on 31st March 2015; b) A poster presentation that won the second prize cash award at the sustainability through innovations: Research at Robert Gordon University, Aberdeen on 29th January, 2014 organized by the Institute for Innovation, Design & Sustainability; c) Robert Gordon University, Aberdeen Research Student Association Conference on 8th April

2014; d) conference organised by the Institute for Management, Governance and Society (IMaGeS) graduate school of the Robert Gordon University, Aberdeen on the 11th of June 2014 and e) Aberdeen Business School at 50 Conference, 12th November, 2015.

6.2 Research Questions Review

The research questions aided the analysis of the interviews and result presentation. Research Question 1 (RQ1) aimed at uncovering the nature of CCE relationships approaches in the Niger Delta. Answers to this question helped in assessing the current approaches of oil and gas companies (MNOCs and INOCs) engagement approaches within the Niger Delta.

Research Question 2 (RQ2) sought to uncover if there is a difference between the CCE relationship approaches of oil and gas companies (MNOCs and INOCs) operating in the Niger Delta. It helped in drawing points of departure in approaches to enable comparison and uncover reasons if there were differences.

Research Question 3 (RQ3) sought-after evaluating the assessment of the CCE relationship approaches of oil and gas companies (MNOCs and INOCs) by host communities within the Niger Delta region. It explored the various viewpoints of respondents on how they perceive the CCE initiatives of the oil and gas companies. This question uncovered the stakeholders' perspectives regarding CCE within the region.

Finally, Research Question 4 (RQ4) was targeted at revealing the enablers or barriers to the CCE relationships approaches adopted by the oil and gas companies (MNOCs and INOCs) in the Niger Delta. Data aggregated from this question could help proffer possible avenues for stemming the tide of a breakdown in communication between companies and host communities within the region.

6.3 Findings

The key themes discovered from the 35 interviews using the Braun and Clarke's (2006) thematic analysis following Grunig's (2002) sustainable relationship determinant framework are hereby presented. The rich information gathered through the interviews was grouped into common themes for clarity. The themes are control mutuality, trust, commitment and satisfaction. Other emergent themes are culture, social awareness, social identity, corruption, insecurity, mediation, and weak institutional structures. Hence, the following section would discuss these themes sequentially.

6.3.1 Sustainable Relationship Determinants

This section presents an in-depth and coherent analysis of data collected from interviews conducted with 35 stakeholders' respondents in the Nigerian oil and gas industry.

6.3.1.1 Control mutuality

Stafford and Canary (1991 p. 224) defined control mutuality as "the degree to which partners agree about which of them should decide relational goals and behavioural routines". Research participants argued that the presence of energy companies in the Niger Delta region has created a domineering attitude. This suggests that the energy companies tend to impose their decisions on the community as opposed to establishing a power balance with the community. Hence, the community feels neglected by their perceived partner. Data gathered suggested four main ways in which energy companies exercise their domineering attitude over the community. However, the majority of the research participants argued that provision of basic infrastructure has been a major source for the energy companies domineering attitude. This is exemplified by the following quotes:

> *R33MGBUOSHIMINI: "over time … people within the community … came together, a group of elite young men in the community came together and demanded their right because these oil companies thought they are doing us a favour by building hospital for us … they actually had to block the main gate of Agip, after they blocked the main gate of Agip, that was when Agip sat down to discuss with Mgbuoshimi."*

> *R28OKPAIORISHI: "there is no road, this is part of community engagement. If there are some projects like that people would not be complaining as much. These companies will be telling us they must drill oil before building road and school for the community. If you see the state of the primary school, you will shed tears..."*

> *R30BONNYKINGDOM: "...you can imagine when a guest threatens the host. These companies will only build a clinic without equipment and threatens that if they don't drill oil they will not give the community attention"*

> *R26OKPAIORISHI: "…you crossed a small creek with ferry from that place to Okpai community you will see that there is no road ... yet these companies will spend millions on security to scare the community off*

their premises when there is no road and electricity"

Furthermore, lack of competent personnel on the part of the community has been another major way, in which the energy companies exercise their domineering attitude:

> *R25OKPAIORISHI: "…we are benefiting nothing, only suffering… There is no allocation because we don't have people as Okpai community, particularly Okpai community we don't have people in the government."*
>
> *R27OKPAIORISHI: "Today we are the one that is supplying light to Aso Rock (The Nigerian Presidential Complex)…most of the big oil companies drill oil in this community yet we do not benefit anything because our representatives don't have access to the right channels in the oil companies"*
>
> *R28OKPAIORISHI: "…these companies even distribute envelops to the government officials who are supposed to fight for us because our people in the community do not know how to represent us well"*

One of the research participants argued that the energy companies have over the years engaged military men/officials as a source of security in order to exercise their domineering attitude over the community.

> *R27OKPAIORISHI: "we are still suffering… Agip would use government to face us instead of giving us opportunity to talk. When I say government, military men …. they carry gun and pursue us from inside our village, we will sleep in bush for many days. Then, still yet, we still survive … we have suffered a lot."*

Two of the research participants concluded that employment for the community people is another way the energy company exercise their domineering attitude.

> *R21INDOELEME: "any time the host community express their needs or wants to these companies, they respond that they will not provide job for the community youth… we either choose from fighting for our right or our youth getting employed"*
>
> *R27OKPAIORISHI: "we are still suffering, no work, no job because these energy companies don't want us to talk and when we do our community youth will not be given any employment."*

It is evident from the excerpts above that there is no power balance between the energy companies and communities. The feeling of ownership to the oil from the region and the grievance of being neglected and not taken cared off is palpable.

Hence, the citizens of the region perceive themselves as 'under-rewarded' and experience distress which has led to efforts to restore power balance in any way they deem proper. Also, research participants argued further that both the energy companies and communities have exhibited or put into play different types of power within the relationship to get their respective aims and objectives achieved. This is consistent with French and Raven's (1959) assertion that power is the ability to influence others to accept an opinion and making the receiver of that opinion to behave or do something they would be naturally opposed to doing. The different dimensions of power suggested by the data gathered could be classified as economic, coercive, legitimate, discursive, etc.

Economic power, coercive power and discursive power are exerted by the energy companies within the relationship as expressed by the quotes below.

Economic power:

> *R23EMUEBENDO: "For instance, like tomorrow some of us will go to Warri for community/Energia discussion so that better will come out from it for the community and themselves. Travelling all that distance do not show that we are respected in this relationship."*

Coercive power:

> *R30BONNYKINGDOM:"one thing I believe is if companies do the right thing they will not need to force the communities to give up their property instead of agreeing with the community. I see this as oppression on the community people."*
>
> *R27OKPAIORISHI: "they would use government against us even intimidate us self so that we will accept things without any agreement or understanding between us."*

Discursive power (Foucault 1980)

> *R25OKPAIORISHI: "People will ask Agip, what have you done to Okpai? They will go and snap Agip yard they go and put it as a poster in Aso Rock (The Nigerian Presidential Complex) to mislead government officials"*
>
> *R30BONNYKINGDOM: "The public electricity system its okay. Its doing well...but am saying that…people pay....we pay, we pay for it o. Its not free the electricity I must tell you. Yet this companies will report it as part of their corporate social responsibility but Bonny people pay for the light (electricity). We pay for the power (electricity) given to us."*

Likewise, the community exert coercive power and legitimate power within the relationship through different actors within the community itself. Coercive power as exerted by the community, landlords within the community, and youth within the community as expressed by the excerpts below respectively.

> *R28OKPAIORISHI: "the latest development is, for example, two weeks ago, there was a problem…the community shut down sterling global because of the way they are operating."*

> *R25OKPAIORISHI: "Three days ago the landlord association blocked Sterling Global we blocked them to give us our…what we ask from them"*

> *R33MGBUOSHIMINI: "a group of elite young men in the community came together and demanded their right…they actually had to block the main gate of Agip, after they blocked the main gate of Agip, that was when Agip sat down to discuss with Mgbuoshimi community."*

Legitimate power as exerted by the community traditional rulers:

> *R3FME: "you know sometimes, most of these communities they want monetary compensations and for them to get it the community rulers will contact the companies to comply or face community trouble."*

> *R17CONOIL: "We usually have a town hall meeting to introduce the company, operational plans etc. You organise them on a manageable unit based on community choosing representatives through the Paramount head. In fact we must include the traditional ruler in every committee relating to the community in order not to be cut unaware"*

> *R18BRITU: "as the Managing Director …, I personally go to all these communities to meet with the traditional rulers on demand. That shows how serious it is for us that I don't delegate the meeting with these stakeholders."*

Research participants added that the elites within some of the communities exert coercive power as a result of their position and/or influence.

> *R28OKPAIORISHI: "The same model that Agip is using is what these guys who are contractors are taking on. Because they could influence a larger percentage of the community, they, therefore, do not see any wrong in what the companies are doing as far as they are getting contracts."*

> *R33MGBUOSHIMINI: "some of the community people who had found their way into Agip decided to in a way block others from coming up. They are the ones who went to sabotage the gains that the community has made."*

> *R6NPDC: "But, unfortunately, the region itself with all the opportunities available the important and influencer people within the communities are just out for…themselves…not to make the system get better but to satisfy their pockets and the oil companies will listen to them because they believe these people can influence the whole community."*

R25OKPAIORISHI:"… somebody representing us is … a member of house of assembly members…he's not doing anything, he's not even asking what's the pain of the people, nothing yet the oil companies can go any length to contribute to his aspiration in politics."

R20STERLINGCO:"… those elites who have the opportunity to go to the companies tell the companies about their own private business because of their influence and position, for example, they might say they are diesel supplier, and you are forced to give the contract to them since they are from the community."

In the Niger Delta, control mutuality is concentrated at various levels without any agreement between the parties (i.e. the energy companies and communities) to the relationship as to how and who should decide behavioural routines and relational goals. Arguably, this has further degenerated into the emergence of different actors (i.e. landlords, youth and elites) within the community itself making efforts to exert power within the relationship, as opposed to operating under the community as a single voice. Hence, with such interplay and conflicting power dynamics, the success of CCE within the region would be hard to achieve which would leave the masses to continue to suffer. It could be concluded that control mutuality does not exist within this relationship.

6.3.1.2 Trust

Morgan and Hunt (1994) defined trust as the confidence which relationship partners have in each other's integrity and reliability. Most of the research participants asserted that the relationship between the energy companies and communities lack trust. Hence, openness, honesty, reliability or confidence which represent or portrait honesty within a relationship is lacking. This absence of trust has further impacted CCE negatively in the Niger Delta. The data gathered suggested that the communities perceived they are left behind in underdevelopment while the energy companies celebrate their economic boom and advancement. The following quotes exemplify these viewpoints:

R25OKPAIORISHI: "only Agip has, fourteen or fifteen oil wells. In that fifteen, thirteen is located in Okpai. I will take you to the locations where the oil is running to Agip flowing stations. People will ask Agip, what have you done to Okpai? They will go and snap Agip yard they go and put it as a poster in Aso Rock. They will say they have done the community well."

R30BONNYKINGDOM: "they have celebrated so much profit. Celebrated new vessels and new ships, people are still not having good water to drink so you can see there are a lot of back stabbing, you know, they *have not really kept their word"*

R28OKPAIORISHI: "... two weeks ago there is a problem where the community shut down because of the way they are operating… for example in local content policy which came out few years ago it is expected that Sterling global is supposed to have an office in Delta State where they are operating. But, to the greatest surprise their office is in Lagos and yet they don't have any single operation or well drilled in Lagos State. The huge tax that should be coming to our community now goes to Lagos"

However, one of the research participants asserted that the Nigerian government had played a crucial role in promoting a lack of trust between the energy companies and communities.

R30BONNYKINGDOM: "like I always blame the government in mediating. Government does not mediate very well because in most cases the government imposes the oil companies decision on the community"

Arguably, the above assertion could be attributed to the fact that the Nigerian government earns over 85% of its revenue from the oil and gas industry. Hence, the government focus on ways in promoting the operations and activities of the oil companies. Also, some of the research participants argued that lack of trust exist in the community itself. This lack of trust in the community suggests that the different actors existing within the community are not honest and opened to each other as expressed in the quotes below:

R33MGBUOSHIMINI: "…because of this compromise the young ones who are being groomed now, are now agitating. They are the ones that may now take violent actions that could lead to loss of law and order so when the young ones in the community see that those who are supposed to protect their interest have betrayed them,"

R23EMUEBENDO: "money has influenced and turned some of the community people against the community itself. For example some community contractor who are meant to represent the community now work together with energy companies at the disadvantage of their own community people"

R13NGO: "Some traditional community rulers divert community funds for their personal use… while the community is in absolute poverty"

R35EXPERTCOMRELATIONS: "…there is no trust among community people self. Everyone in the community landlords, youths, community rulers now fight for themselves"

These excerpts suggest that there is perceived division within the community itself.

Hence, the community now present itself to the energy companies in different dimensions which are expressed by different actors within the community as opposed to relating to the energy companies as a single voice or entity. Therefore, making it likely impossible for CCE objectives to be achieved in the region. Also, one of the research participants argued that both the energy companies and community perceived trust differently.

> *R12NLNG: "We have earned mutual trust, respect and very readily too the 'social license to operate' in our host communities…NLNG has earned the trust of all its community stakeholders through adequate engagement, effective communication, dialogue, mutual respect, openness, and a firm commitment towards growing the capacities for our community stakeholder (local content)."*

Furthermore, most research participants concluded their views and opinions of trust by asserting that the energy companies operating in the region adopt a "divide and conquer" strategy in their engagement with host communities. According to Che and Spier (2007), divide and conquer is when a principal makes a more attractive offer to a person or groups of persons who are members of a collective group that are agitating for economic reasons. Cutcher-Gershenfeld (1994) assert that this is a common strategy in collective bargaining. The research participants from the communities posit that this strategy has created a wider gap between the energy companies and community as opposed to getting the aims and objectives of the energy companies achieved. The following quotes support their assertion.

> *R27OKPAIORISHI: "when they hear that Okpai is fighting they don't know the meaning, they don't know the need and it this company that set fight for us."*
>
> *R28OKPAIORISHI: "the oil company may claim they are fulfilling those obligations of corporate community engagement when they have a meeting or exchange envelope with few stakeholders in the community …"*
>
> *R33MGBUOSHIMINI: "…some of the community people who had found their way into Agip decided to in a way block others from coming up. These are the people the oil companies now use against the community"*
>
> *R25OKPAIORISHI: "Agip want to clash us, we, and the neighbouring communities… Benekuku, Abaragada, Aboh by acting between the two communities"*
>
> *R28OKPAIORISHI: "for these oil companies in Okpai their corporate*

community engagement is empowering some few individuals, and once they empower some few they automatically tick their box that they have done…meanwhile they are not doing it they just touching few, few by who can stand bold and suppress the youth of the community"

Arguably, the data gathered suggests that both the energy companies and communities are responsible for the lack of trust existing within the relationship.

6.3.1.3 Commitment

Commitment is the effort made by relationship partners to uphold and maintain a relationship (Moorman et al. 1992). Morgan and Hunt (1994) added that the willingness of relationship partners is crucial in maintaining a relationship. Scholars have asserted that the activities of the energy companies could lead to both a positive or negative impacts on the society. These impacts often influence the relationship outcome(s) between the various stakeholders within the region. However, the research participants argued that CCE has been hindered in the region because of the negative impacts of oil and gas activities on the environment, lifestyle and health of the people. Hence, it has limited the effort and willingness of both relationship parties.

R33MGBUOSHIMINI: "the leadership in a way have been compromised…the people are not willing to make it work"

R28OKPAIORISHI: "Recently, two communities are completely wiped out of Onyia community by erosion, houses fall into the sea in addition to the severe impact from oil activities. Yet the oil companies are doing nothing. Why should we uphold the relationship?"

R26OKPAIORISHI: "The gas flaring as you are seeing it so, the burning of the gas has impact on the environment that affect humans, I am a safety student, it affects humans, but up till now over fifty years Agip is not even asking the community …"

R30BONNYKINGDOM: "…we can say includes but not limited to environmental degradation and other activities of the company that indirectly or directly affect us as a people and no effort is being made by the oil companies to amend this or even try to make the relationship work"

R22EMUEBENDO: "it is now, we are now experiencing all these hazardous atmosphere because of the operation there. For instance, if you go to some houses, particularly, my own, there I experience it because I have my building there I have not even entered there but, *when I got to the house almost two weeks ago I could see that the zinc..aluminium zinc are perforated… how can community people like us work towards making the relationship survive"*

R33MGBUOSHIMINI: "I can't feel the presence of Agip, of course apart from the negative presence, the noise level, noise pollution from their plants the frequent taking off and arrivals of helicopters and air vessels, the pollution to our water ways and river in the community are the only effects I feel right now… yet they are doing nothing to reduce or eliminate this"

R30BONNYKINGDOM: "This is due to what we can say includes but not limited to environmental degradation and other activities of the company that indirectly or directly affect us as a people… the flare is terrible… oil companies must do something for this relationship to work"

R30BONNYKINGDOM: "Like, if, the environmental impact assessment now says that the flare would destroy the rain water... what has the oil companies put in place that will protect the community from this impact. They do not really care about us"

R30BONNYKINGDOM: "...my people are dying gradually as a result of oil and gas activities and the oil companies are making no effort to help the situation. How can the relationship work then"

R30BONNYKINGDOM: "…the community virtually lost everything, so the community had to be relocated to a new area that it was now, where there is no infrastructure yet they want the relationship to survive"

Arguably, the excerpts above support the research participants' assertion that the negative impacts of oil and gas activities in the region have been a major factor upon which the community has over the years judged the commitment level of the energy companies within this relationship. This finding is consistent with the United Nations Environment Programme's (2011 p. 9) report on the Ogoni that "pollution of soil by petroleum hydrocarbons in Ogoni land is extensive inland areas, sediments and swampland... In 49 cases, UNEP observed hydrocarbons in soil at depths of at least 5 m". Furthermore, the reports assert that "At two-thirds of the contaminated land sites close to oil industry facilities which were assessed in detail, the soil contamination exceeds Nigerian national standards, as set out in the Environmental Guidelines and Standards for the Petroleum Industries in Nigeria (EGASPIN)" (p. 9). This lack of compliance by the oil companies has further led to the emergence of violence, conflicts and aggressive response from the community people towards the energy companies and in turn affect CCE negatively.

6.3.1.4 Satisfaction

Fornell (1992) defined satisfaction as the overall performance evaluation, while Oliver (1999) referred to it as the fulfilment of need. Although the research participants could not define satisfaction, two of the research participants' opinions and views were consistent with the definitions suggested by scholars.

> *R33MGBUOSHIMINI: "…for you to be happy with someone, the person must do the right thing they promise to do when you both met or agree upon"*

> *R33MGBUOSHIMINI: "if the oil companies can do all the things they agree with the community whenever they come into the community everybody will be happy"*

One of the research participants' opinion suggested that satisfaction could be seen as an expression of happiness.

> *R30BONNYKINGDOM: "if companies do the right thing they would even spend less in security because we the community people will accept them into the community and be happy with them"*

Furthermore, data gathered suggested that the community people are not satisfied with their present relationship with the energy companies.

> *R25OKPAIORISHI: "…if you look at the way these oil companies work we no dey happy at all. They no even provide for our need self"*

> *R33MGBUOSHIMINI: "sorry to say and because of the oil companies compromise the young ones who are being groomed now are now agitating. They are the ones that may now take violent actions that could lead to loss of law and order"*

Some research participants described the community dissatisfaction with the energy companies based on the impact(s) the presence of the energy companies have brought upon the community. They asserted that the health and economic life of the community people was impacted upon by the presence of the energy companies within their vicinity.

> *R30BONNYKINGDOM "Their presence has made life hard for the citizens of these communities where these companies operate"*

> *R30BONNYKINGDOM: "…our livelihood has been taken away from us.*

Farmers cannot farm anymore and fishers cannot even catch fish to sell talk less of selling to make money"

R22EMUEBENDO: *"these companies just they flare gas anyhow. All our houses roofing sheets are bad and there is even no money to repair it. How can we be happy with such companies?"*

R30BONNYKINGDOM: "…common pure water na essential commodity for our community these days. Gas company presence has destroyed our rivers and even the rain water too"

R26OKPAIORISHI: "the burning of the gas has impact on the environment that affect humans, people fall sick and there is no hospital for treatment"

R22EMUEBENDO: "we are now experiencing all these hazardous atmospheres because of their operations there."

Arguably, the scenarios portrayed in the various excerpts above suggest that the communities are not satisfied with their relationship with the energy companies. This dissatisfaction could be attributed to different factors such as loss of livelihood, serious health challenges and lack of development within the communities.

6.3.2 Emergent Themes

In addition to the pre-identified themes from the literature (Grunig 2002), research respondents' opinions and views further suggested culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures as crucial relationship success determinants.

6.3.2.1 Culture

Culture is complex and affects the outcome(s) of any relationship. It impacts behaviour and the interpretations of behaviour. It is a learnt attribute. It is both an individual and a social construct. It manifests in various levels of observable artefacts, values and beliefs, and basic underlying assumptions (Barth 2010, 1989; Eriksen 2007; DiMaggio 1997). In the case of CCE in the Niger Delta, research participants asserted that culture influences the outcomes of CCE. They argued that the community land, on which the energy companies operate form part of their cultural inheritance. Hence, it avails the community a source of inheritance which the energy companies must accept and respect. The extracts below support their argument.

> *R28OKPAIORISHI: "if to say you just come one hour thirty minutes ago, you should have meet boys, the youth that that gathering today, you will see how many thousands of people, the youth without job and we have three company… three live company operating in our land."*

> *R24EMUEBENDO: "the only negative thing is that now that the company is there we are the landlord; we are the owner of that oil. "*

> *R23EMUEBENDO: "So we now told them to make an announcement to those of them who have no crops along the line to go there and make sure they have a crop there so that when the people, the valuers are passing through they would now count on their crops to be what they gained from that land that they would be losing to the Federal Government."*

> *R30BONNYKINGDOM: "I must tell you community also contribute to these projects in terms of land, you understand, and cheap manpower, cheap labour."*

> *R30BONNYKINGDOM: "So, that land was taken and LNG built, I think there were minimal compensations that were given."*

> *R30BONNYKINGDOM: "in the course of their expansion, they expanded to virgin lands, green land that nobody was living before. But, we lost a lot of our green lands and virgin lands to their construction but that is for their business, you understand."*

These excerpts support the important research participants placed on the community land, from which the oil and gas that enriches Nigeria is gotten. They repeatedly emphasised their ownership and entitlement of the community land. A claim of owning the land by a just transfer to them. This is consistent with Nozick's (1974) 'entitlement theory' first principle of unowned things becoming 'owned justly' and second principle of justly owned things being 'transferred justly'. Even though the research participants perceived that a 'psychological contract' (Robbison et al. 1994; Rousseau 1989; Schein 1965) exist between the community and energy companies, they argued that the community input (i.e. availability of land) into the relationship is not well recognised and appropriately rewarded. Hence, the embodied relationship that the community has with its land is now lost, and grief has set in (Bowlby 1969).

Also, the research participants argued further that the exploration of oil and gas activities have wiped out the community heritage, artefacts and symbols in the

Niger Delta. R30BONNYKINGDOM argued in the extract below that cultural loss of heritage has led to the point that pervades the psyche of the people in the Niger Delta which is expressed vocally or univocally. Hence, represent a major influence on their behaviour.

> *"there is a family called Brown family, Atoni family and Tobin family. They were basically the ones residing where LNG presently is. So, LNG had to with the help of or in synergy with NNPC had to relocate the community totally, absolutely. The entire community had to be removed. You know what it means loosing their heritage, history and everything lost. They virtually lost everything … you know a lot will be lost in history, a lot would be lost to heritage and all that… so, that land was taken and LNG built, I think there were minimal compensations that were given. But, I think there is virtually nothing that will be..there is no amount of money you get that you will compare to loss of your heritage. Its psychological, its mental, you can't have it all financially, so, they were relocated."*

This loss of cultural heritage expressed is consistent with Lenzerini's (2011) assertion that loss of tangible and intangible culture creates a deep cut-off from ancestral forbears. Hence, the relational attachment (Bowlby 1969) loss with physical environmental heritage has created a chasm which all efforts by the oil and gas companies and the government could not fill. This excerpt further suggests that the community loss is not equal (Leventhal 1976) to the returns received form the energy companies (Robbison et al. 1994; Rousseau 1989; Schein 1965).

Furthermore, the research participants argued that the culture of the Niger Delta people influences their expression and meanings conveyed through their vocal expression. This vocal expression is consistent with Miroshnik (2002) and Lee's (1999) assertions that culture is fundamental to the assumptions and values, beliefs and behavioural conventions that underpin each group member's behaviour and interpretations of the meaning of other people's behaviour. The research participants demonstrated this through the use of "us"/"we" versus "them"/"they" connotations. The following quotes depict this aspect of culture:

> *R32OKPAIOBODO: "The community never get oil. We get for all okpai but our side never get only Orishi people."*

> *R26OKPAIORISHI: "Issue of Stirling Global, they are just resuming. If I may say this is going to be four years' operation but, if you go to the issue of Stirling, Stirling is more good than Agip because of what, if we cry to our pains, Stirling will listen and answer us."*

R25OKPAIORISHI: "no skill acquisition, no employment. Let me tell you we are planning to go and fight Agip. I will talk it here, so that president will hear it, we are planning to go and fight so that if they hear, listen, if they hear that we are fighting Agip, they will not carry Army to come and kill the community. Let them know that we are fighting for our right"

R26OKPAIORISHI: "so, Stirling they are trying but, there are some areas we are still asking them to do more. That is our pain"

R27OKPAIORISHI: "we don't have anything, no employment and we still …have to get a graduate for us to talk to Agip they would use government to face us when I say government, military men. Do we fight government? Do we shoot them face to face? But, they carry gun come and pursue us from inside our village, we will sleep in bush for many days"

Arguably, various scenarios within the excerpts above would continue to create a gap between the energy companies and communities with regards to corporate community engagement in the region. Also, R30BONNYKINGDOM argued that the peoples' lifestyle which is their habits, tastes, attitudes and moral codes within a society has been interrupted by the presence of the companies within communities in the Niger Delta. He asserted that obstruction to the peoples' lifestyle has brought untold hardship on the communities.

"…the presence of the LNG changed our lifestyle. The youth in the community do not respect the culture anymore. Civilisation has change the way our youth dress in public… those things we see as taboo before the oil companies come into the community are now done freely by some community people without regret."

Erosion of salient ways of life of people produces a reaction from them that ensures that CCE is not tenable or effective. The loss of their lifestyles creates a critical analysis of the benefits being given in exchange for their loss. However, data gathered suggested that the community people perceived that what is given in exchange does not match up with their loss. Drawing on the social exchange theory (Homans 1958), the research participants asserted that their cost in the relationship with the companies operating is higher than the derived benefits.

One of the research participants drew attention to the negative effect of culture on the community women. He argued that as a consequence of culture, women are often neglected when it comes to decisions on issues that pertain to the society in the African context. The exclusion of women in the CCE would limit the invaluable wealth of ideas that could emanate from this important group within the society.

R14NGO: "for gender mainstreaming, during the evaluation it was discovered...in fact, women complained that...you know the issue of gender globally essentially in Nigeria women are not involved, the issue of inclusion came in as well that they … so they also complained that they are not involved in the GMOU process, and they need to be more involved in it, especially women."

R14NGO: "...culture and tradition here that when men talk…when men sneeze, the women must definitely catch cold...just go and sit down somewhere, when men are discussing you sit at the back and shut up there. They don't believe that they really have that right to contribute to the GMOU process, so with the complaints of women during the evaluation."

R14NGO: "as well to mainstream their issues into the GMOU process and make it free for all gender not just men for women as well for youths as well and for the elderly, also the physically challenged. And on communication, there was this gap that they were not really getting back to the community members."

Hence, R14NGO concluded that CCE should be an inclusive process. Such a kind of inclusivity should not leave out any segment of the society. Unfortunately, the chauvinistic masculine tendencies are brought to bear when it comes to CCE. Culprits of these tendencies hold that idea that these group of people in the society lacked what is required to contribute to the discourse that could enhance the society. These perpetrators exemplify 'social exclusion' (Duffy 1995) theory arguing that feminine gender cannot 'participate effectively in economic, social, and cultural life' and are thus segregated from decision-making processes within the society. Therefore, this group are disempowered.

Data gathered also suggested that the presence of the oil companies has greatly impacted the cultural aspect of shelter. O'Faircheallaigh (2008) argued that cultural heritage includes built environment, natural environment and artefacts. The shelter is a significant part of the built environment. *R28OKPAIORISHI* concluded that the community people are losing this key aspect of their culture.

"Recently, two communities are completely wiped out of Onyia community by erosion, houses fall into the sea. The oil companies are supposed to come together. How do we deal with this impact? Because the communities have lived by the sea side for a long time. But we are having a severe impact because of the oil activities going on. When you see a barge moving it moves with a very high pool of water and as it passes the water will be splashing on both ends chopping off the sea shore. Over time erosion will start and it will develop to a level whereby houses very close, it will eat the soil, it will eat the edge up to the houses very close and the houses fall off. But if they could come together and

build a shore protection as they are passing those volume of water, that the barge is pulling will now be hitting the shore protection without chopping the earth up to the community. Proposal has been made, community has been crying for shore protection for so many years"

Arguably, this excerpt would have a negative impact on CCE. This negative impact is because homeless people would not be favourably disposed to be involved in discussions with the energy companies except it is for rebuilding another house for them. Hence, culture consists of both the tangible and intangible (Lenzerini 2011). It could be concluded from the data gathered that the energy companies operating in the Niger Delta have failed in the critical aspect of organisation theory that is 'contingency theory' that should have guided how they are supposed to respond and 'fit' with their environment and its components.

6.3.2.2 Social Awareness

Social awareness is the understanding and perception of other peoples' feelings and perspectives. This suggests that an entity should have a knowledge of its surrounding and environment with the attendant difficulties including hardships of society. It is also referred to as social consciousness that is common within a society. For example, with the proliferation of cable TV in developing countries such as Nigeria, the citizens of the Niger Delta are more aware of the goings in the global oil and gas business including the operations of Organization of the Petroleum Exporting Countries (OPEC). Hence, communities' expectations from the oil and gas companies have significantly increased over the years because of the level of their social awareness such that the communities expect extra-MOU agreed projects to be executed. With the attendant level of transparency being canvassed for by the civil society, the knowledge of the royalty being paid by energy companies from their corporate reports aid communities to gauge the proceeds accruing to the companies from natural resources drilled from their domain. Moreover, they desire that they be the headline news item. Such an enhanced awareness status impacts CCE within the region. The data gathered suggested that the social awareness of the community people have increased over the year.

R26OKPAIORISHI: "we know how many barrels of crude oil per day, only one day barrels 'don' reach to develop this community, I am a petroleum student."

R27OKPAIORISHI: "Am not quite happy because if you have come with a camera, then we would circulate everywhere. Please, not that after all this recording and everything you people will go and park it aside … but

I prefer that if you video this may be NTA (Nigeria Television Authority), everybody when you reach would expose it then everybody will see it because when they hear that Okpai is fighting they don't know the meaning, they don't know the need and it is this company that set fight for us."

R30BONNYKINGDOM: "Knowing fully well that the natural source of the people's drinking water would be...affected and up till now so many years have gone and the they have celebrated so much profit. Celebrated new vessels and new ships, people are still not having good water to drink so you can see there are a lot of back stabbing, you know, they have not really kept their word."

R23EMUEBENDO: "despite the large profit these oil ang gas companies are making from us...they still end up depriving and cheating us. Forgetting that we are the landlord, we are the owner of that oil."

R30BONNYKINGDOM: "if these companies do the right thing they would even spend less in security, but, they prefer to spend huge sums of money in the Nigerian military and Police to oppress the people rather than spend this money on the people…can we actually compare what these oil and gas companies are doing to what other gas companies are doing in other countries like Malaysia for instance… Malaysia is giving to the host community there, I doubt. I doubt, I doubt."

R24EMUEBENDO: "We were fortunate to ensure that the Memorandum of Understanding we signed with Energia stipulated that 1.25% of the gross income made from the oil field should be paid into the community bank account quarterly…. We are the first recipients of this kind of arrangement of percentage in the surrounding towns and Delta State. As the first beneficiary of percentage payments of this kind in this neighbourhood, other communities have been making efforts to imitate us in their discussion…. with other oil companies."

R33MGBUOSHIMINI: "over time as more people within the community got enlightened through travelling around and through education, they came together, a group of elite young men in the community came together and demanded their right."

R25OKPAIORISHI: "Let me tell you we are planning to go and fight Agip. I will talk it here, so that President with hear it, we are planning to go and fight so that if they hear, listen, if they hear that we are fighting Agip, they will not carry Army to come and kill the community. Let them know that we are fighting for our right."

The excerpts above suggested that the communities within the Niger Delta are aware of what goes on both in their local and international environment such as how much a barrel of oil cost and the amount of oil drilled from their domain. Relationship of other companies across the globe with their host communities is now common knowledge to people in the region. Conscious efforts are being made by them to be in the news. With that kind of knowledge readily made available to them influences them not just to accept any proposition made to them on the negotiation table by energy companies. Hence, it has heightened their expectation from the companies. Citizens of the region draw from the 'social awareness theory' (Greenspan 1981a).

6.3.2.3 Social Identity

Data gathered suggested that the community people desire to be a part of the governance structure in their communities. Research participants argued that this would give the communities the opportunity to partake in the decision-making process of things that affect the community and at the end of the day partaking in the CCE. Moreover, social identity is tied to the land on which groups of people live, and they get their pride from this ancestral gift bequeathed to them. In the same vein, natural resources on the land and beneath it grants a sense of pride them. As discussed under the culture theme, there is a sense of loss of heritage due to the takeover of the land and resources on or beneath it by the government. That appropriation erodes the identity of these people living in the Niger Delta. The research participants concluded that despite the community loss as a result of the oil companies' presence, the citizens of the region seek relevance by joining the governance structure. This relevance is demonstrated in the way they identify themselves. Take for example these quotes from the interviews:

> *R25OKPAIORISHI: "I am the youth leader in Okpai community, welcome"*

> *R25OKPAIORISHI: "Even me, as a youth leader, I've gone to Port Harcourt base in Agip to meet with them and discuss with them and tell them to come and complete their assignment in the community. I tell you what we discuss last year is the agenda that Agip are bringing up to me, I was annoyed."*

> *R25OKPAIORISHI: "Once again, am the President of Okpai youth"*

> *R26OKPAIORISHI: "I am one of the youth leader in Okpai community occupying the position of Financial Secretary."*

> *R30BONNYKINGDOM: "I am a youth leader. In my community we have a youth body that manages the activities of the youth from the direction of the community. I am part of the youth governance."*

As a consequence of their membership to the communities in the Niger Delta, the citizens draw on the concept of the 'self-image' (Tajfel 1979) in expressing their thoughts and personhood. This idea has made the citizens of the Niger Delta ‘assertive’ (Smith 1975) which has boosted their confidence. Exemplifying the ‘theory of resilience’ (Norris et al. 2007), and ‘ingratiation’ under the image management theory (Goffman 1959; 1967) to assert and show their un-approval of the companies’ approaches to CCE and making their demands come to the fore.

6.3.2.4 Corruption

Corruption occurs in various forms and shade. Sometimes it could be subtle while at other times could be glaring. The ‘petrol dollar’ introduced into the region by oil and gas companies has changed the region significantly. Lack of employment has further exacerbated this vice. Communities within the Niger Delta look for every opportunity to make quick cash and partake of the ‘national cake’. Unfortunately, oil companies have been found paying bribes to secure a contract from the Federal Government while traditional rulers have become negotiators on behalf of their communities to enrich and satisfy their personal desires. The following quotes from the data gathered support this assertion:

> *R3FME: “…you know sometimes, most of these communities they want monetary compensations which at the end of the day their leaders collect the money and... there is no useful output from it”*

> *R33MGBUOSHIMINI: “the community leadership in a way have been compromised. If the company want to make a positive impact in the community, they know the leadership is compromised… leadership had been taken over by greed in partnership with the company itself they just short-changed the residents of the community by doing some shady deals and pocketing the money…the leadership then ‘settle’ those who they feel can question how money is spent”*

> *R6NPDC: “But, unfortunately, the region itself with all the opportunities available…the leaders were just out for themselves...the leaders of the communities in quote are there to satisfy their pockets.”*

> *R25OKPAIORISHI:” …the community leaders are doing nothing, rather they would sit down in the office and 'chop' (embezzle) the allocation that is coming for the various communities.”*

> *R13NGO: “the money collected does not go to the government. They call it 'deve'. It is like a tax but does not go the government. The community leaders misuse most of this funds”*

Likewise, research participants argued that the government officials who are meant to ensure that things are done properly (i.e. serve as check and balance for the energy companies) are also involved in corrupt practices.

R28OKPAIORISHI: "there was an allegation for embezzlement against the chairman for misappropriation of funds last year…the councillors accused the chairman…at the end of the day, the chairman met the governor, and some stakeholder and the councillors' the matter was settled and they shared money among themselves."

R20STERLING: "…in reality, there is a wroth in the system not emanating from the end of company or community but from the end of the government, because if the Federal Government engages in these projects that they should do, you will see that agitations from the communities would be minimal."

Also, data gathered suggested that some elites who are community members but serve as contractors in the oil companies are also perceived as being corrupt.

R33MGBUOSHIMINI: "…even recently I heard they are cutting down the number of contractors from the community that was because those contractors were not delivering the standard they were supposed to deliver"

R11PHRCL: "…as a matter of policy most of the contracts within these communities are handled by community contractors…this is to enhance their expertise and the economy also. However, most of these contracts are abandoned due to contractors' misappropriation of funds."

Furthermore, research participants added that the energy companies operating in the Niger Delta also promote corrupt practices among the different stakeholders.

R28OKPAIORISHI: "…the company may claim they are fulfilling their obligations when they have a meeting where exchange envelope take place with few stakeholders in the community and think that that has ticked the box which of course that is not in real term that is also bringing a lot of grievances between the companies and the host communities because we always feel neglected from the activities we are not feeling the impact of the huge resources taken away from our land."

R33MGBUOSHIMINI: "…If the company want to make a positive impact in the community, they know the leadership is compromised… leadership had been taken over by greed in partnership with the company itself"

Arguably, CCE in the Niger Delta is impacted by several factors one of which is corruption. The collusion of company staff with communities hampers the delivery of transformational engagement within the region. Likewise, some community members who were awarded contracts to deliver developmental project abscond after collecting upfront payments without executing the projects. Such a situation deprives others the benefit of such projects. In the same vein, community leaders and elites who present themselves as representatives of the communities in dealing with these oil companies are not sincere, because such funds and contracts only enrich themselves while robbing masses within these communities. Corruption in government quarters is befuddling because it seems to have been institutionalised within the rank and file. Elected officials seem to seek political office for the sole benefit of themselves and not the populace they represent.

6.3.2.5 Insecurity

The Niger Delta is a security sensitive area. With previous skirmishes, violence and kidnappings, the energy companies have devised added a dimension of retainership of the retinue of military officers to guard their assets. Data gathered suggested that the military personnel often don't have that tender human relations feeling. This conclusion of lack of humanness is so because they are rash, intimidating and aggressive. The researcher had a personal taste of this during the data collection. We (my guide and the author) were heading back to town from one of the villages and were held for questioning around 7:00 pm by these military troops. It was providence that we were not beaten and that we came out of that region alive. Research participants asserted that their daily experience is filled with tension and fear.

> *R30BONNYKINGDOM: "One thing I believe is, if companies do the right thing they would even spend less in security, but, they prefer to spend huge sums of money in the Nigerian military and Police to oppress the people rather than spend this money on the people."*
>
> *R27OKPAIORISHI: "we don't have anything, no employment and we still …have to get a graduate for us to talk to Agip they would use government to face us, when I say government, military men. Do we fight government? Do we shoot them face to face? But, they carry gun come and pursue us from inside our village, we will sleep in bush for may days"*
>
> *R25OKPAIORISHI: "Let me tell you we are planning to go and fight Agip. I will talk it here, so that President will hear it, we are planning to go and fight so that if they hear, listen, if they hear that we are fighting Agip, they will not carry Army to come and kill the community. Let them know that we are fighting for our right."*

Arguably, the permanent resident of military troops as a reminder to the communities that brutal force would be used to quell any uprising by these communities do not support nor encourages CCE. Data gathered further suggests that the energy companies and Federal government feel insecure themselves because the basic infrastructure that should have been provided by the government is not in place and therefore their attitude exemplify "avoidant" or "dismissive" behaviour under "attachment theory" (Bowlby 1969; 1982) in dealing with citizens in the region.

6.3.2.6 Mediation

Research participants argued that relationships sometimes have challenges of a breakdown in communication. Hence, the need for a mediating party. Indeed, some scholars have perceived CCE as a means of communication (Zadek and Raynard 2002; Strong et al. 2001; Zoller 1999). The data gathered suggested that the government's role in mediating and resolving grievances between the energy companies and the community people has not been effective.

> *R30BONNYKINGDOM:* "…I always blame government in mediating. Government does not mediate very well..."
>
> *R17CONOIL: "…even though it is a great responsibility. The government participation in helping both parties settle their differences and ascertaining compliance has been ineffective."*
>
> *R18BRITU: "the government role of ensuring adequate communication between the oil companies and the community people involves knowing what they both want and how a balance could be maintained but this role has not been carried out as expected."*

Furthermore, research participants argued that the oil companies and the communities have made an effort on their own to achieve a better result.

> *R13ANGO: "Chevron in partnership with other agencies set up PIND. PIND is Foundation for Partnership Initiative in the Niger Delta to provide support and development programmes due to the poor government performance"*
>
> *R23EMUEBENDO: "Whatever we want from them they give us after several and proper discussion/agreement."*
>
> *R30BONNYKINGDOM: "the community engagement includes a peaceful approach in form of setting up of a committee that would spearhead the negotiations and discussion with the corporate community that is the companies. So, they go for the negotiation and whatever is arrived the Chiefs, so they do these negotiations."*
>
> *R16CHEVRON: "We have what we call participatory partnership which bring both the oil companies and communities in the Niger Delta together"*

R24EMUEBENDO: "…The Chairman would now call for a meeting between the company and the community that is where the decision would be taken after all complaints from the company or rather the community. A decision would be taken. And that decision would be taken either for the company to perform their own duty or rather for the community to perform their own duty"

R29BONNYKINGDOM: "We have a Joint Committee of the company and people from the community. The committee spearheads the meeting with the company and presents what the community needs for development for every sector like health, public utility etc.

The excerpts above suggested that both the energy companies and the communities often make an effort at obtaining peaceful mediation.

6.3.2.7 Weak Institutional Structures

Data gathered suggested that weak institutional structures are the bane of the resource-rich region. The resource curse thesis has been used to describe such situation. Coupled with the already challenging scenario is the rise of internal violence of agitations and unrest. Research participants argued that the three tier of government (i.e. the Local, State and Federal government) in Nigeria have neglected the community people. Hence, this is having a negative impact and effect on CCE. Exemplifying such a scenario is demonstrated by the following quotes:

R28OKPAIORISHI: "…I put it this way, the way it happens is that community finds itself in a very helpless situation. The State government are having their own maximum benefit from oil company, so they don't bother what they are doing"

R24EMUEBENDO: "no projects executed by the local government for the community…"

R25OKPAIORISHI: "...our local government in East…they are doing nothing; rather they would sit down in the office and 'chop' the allocation that is coming…"

R25OKPAIORISHI: "We have Councillor...representing the Ward, but now I can tell you that nothing, there is no allocation, nothing is done in the community."

R25OKPAIORISHI: "We have many of them in the government today they are doing nothing in the community. Good. you asked a question; you said what … our allocation used for in the communities. Nothing, we are benefiting nothing, only suffering…somebody representing us is there … he is a member of house of assembly… he's not doing anything, he's not even asking what's the pain of the people, nothing."

R24EMUEBENDO: “ever since we have been a community we have not seen anything from the Federal government.”

R26OKPAIORISHI: their right from the Federal Government. If they asked me who to blame, I will blame Federal Government ...”

Furthermore, data gathered suggested that the regulations in the oil and gas industry are inefficient. Research participants argued that the various government agencies such as the DPR who are responsible for monitoring the compliance level by energy companies with available laws are ineffective while enforcement of such laws also is ineffective. For example, the NDDC was established to execute developmental projects in the Niger Delta region. Contrary to this, the Perceptions from the communities about NDDC portray a different story. Research participants emphasised on the neglect of NDDC that was expected to execute developmental projects within these communities.

R24EMUEBENDO: “…up to the NDDC, they have never done anything…”

R25OKPAIORISHI: “Okpai is under NDDC. What has NDDC done? Nothing, zero. zero, nothing…”

R28OKPAIORISHI: “…The proposal has been made, community has been crying for shore protection for so many years. There was a little move that NDDC wanted to do shore protection but was abandoned halfway”

Although one of the research participants argued that the NDDC carry out developmental projects and also relate to the communities within the region effectively, the research participant has not been able to identify any successful project executed within the community.

R9NDDC: “We related to communities through a developmental implementation plan for five years and broken down to a yearly budget…that’s all I could say”

Moreover, another research participant who is in support of weak institutional structures argued that the energy companies operating in the Niger Delta are overwhelmed by the various demands from the communities and other stakeholders. The quote from R12NLNG exemplifies the voice of the companies:

R12NLNG: “expectations of the community stakeholders who now perceive NLNG and other corporate organisations operating in the Niger Delta to be Government. NLNG tries to constantly educate community *stakeholders of its limitations and the intervention areas it can consider… Another challenge is a shared responsibility and ownership of development initiatives on the part of the community – an over-reliance on companies, forgetting Government. Therefore, proactive steps are being taken to help build and strengthen the capacity of community stakeholders."*

The excerpts above support the existence of weak institutional structures within the Nigerian oil and gas industry. The scenario portrayed in the Niger Delta is opposed to the ideal scenario postulated by Acemoglu and Robinson (2012) that economic prosperity depends most importantly on inclusivity of economic and political institutions. The argument is that "inclusiveness" exist when many of the citizens of a country have an input into the political decision-making process. They contend that in a situation where few persons or aristocrats control economic and political power, such a society is not inclusive. In particular, they assert that institutions in such society are also not inclusive and do not promote economic prosperity. In their view, Nigeria would be classified as a place where "extractive" institutions hold sway such that the elites rule over and exploit the masses. Their insistence is that such nations have never prospered.

6.4 Summary of Chapter Six

This chapter presented the overview of the research questions for this study. It has also outlined the results of the interviews and respective companies' documentation analyses covering the 35 stakeholder respondents in the Nigerian oil and gas industry, based on Braun and Clarke's (2006) thematic analysis. Grunig's (2002) four sustainable relationship determinant framework provided the template for the analysis. Furthermore, seven themes emerged from the data. The following chapter introduces the discussion of the data analysis results and findings with regards to the literature review findings, previously presented in chapters 2, 3 and 4.

CHAPTER SEVEN

DISCUSSION

"The gifted man bears his gifts into the world, not for his own benefit, but for the people among whom he is placed; for the gifts are not his, he himself is a gift to the community."
– Henry Ford (1863 – 1947)

7.1 Chapter Introduction

The aim of this research study was to explore and understand why CCE relationship between the oil and gas companies and host communities continue to face challenges despite investments by corporate organisations in the NDRN. It is assumed that in addition to the investments in the region when oil and gas companies engage the host communities both parties will enjoy a stable, mutually beneficial and long-term relationship. Therefore, the need arises for the assessment of their relationship. By doing this assessment, the oil and gas companies would be able to know where and how they should concentrate efforts in their engagement strategies for a rewarding long-term relationship. In this research study, the sustainable relationship determinants (i.e. control mutuality, trust, commitment, and satisfaction) are perceived to be pertinent to have a lasting peaceful relationship in the NDRN. This chapter presents an interpretation of the analysis and findings described in the previous chapter. The findings were contrasted and compared to existing theoretical frameworks. Afterwards, an enhanced and modified model is suggested.

7.2 Sustainable Relationship Determinants

Grunig's (2002) model which was adopted for the research will guide the sequence of the following discussions.

7.2.1 Control mutuality

Control mutuality is a state in which relationship partners are involved in power sharing and other relationship benefits such as resources allocation, respect, and privileges. Hence, the withholding of resources from a relationship partner by another partner is prohibited. This finding is consistent with Burton and Kagan's (2003) assertion that when a relationship partner is excluded in relationship affairs, it impacts the self-determination of such a partner. Ostby (2008), added that when power and resources are not properly distributed between relationship partners, it could result in inequality and could be highly explosive. Hence, this could be perceived as oppression (Young, 2014). Research participants argued that the community people perceived their relationship with the energy companies as intimidating. They added that the absence of control mutuality between the two parties resulted in the emergence of the militant groups and destabilisation of peace within the region. This assertion is consistent with Courson (2009), and Ibaba and Ikelegbe's (2010) assertion that the absence of control mutuality between the two parties has impacted their relationship in the Niger Delta resulting in crisis with the emergence of militants groups. Also, research participants interpreted the energy companies' attitude towards control mutuality as an act of neglect. This interpretation is because the energy companies operating in the Niger Delta do not often see their actions as the trigger for inequality and intimidation. This finding is consistent with Ibeanu's (2000) argument that communities have experienced protracted years of neglect from the energy companies operating in the region, while Ukiwo (2007) concluded that the political and socio-economic inequality between the host communities and energy companies had affected the relative peace of the region.

Furthermore, research participants identified different areas such as infrastructure, employment, education, and health facilities in which the communities have been subjected to inequality. It is noteworthy to mention that other research had been conducted highlighting the inequality and intimidation within the region. For instance, UNDP (2006) did a related study and discovered that the region had suffered decades of neglect, characterised by an inequality in oil revenue sharing. Likewise, Obi (2009) in a separate study stated that inequality and neglect were prevalent in the region, while Baumuller et al. (2011) concluded that inequality among the citizens regarding employment opportunities within the region has also contributed to conflict and social unrest. These scholars conclusion suggests that the exclusion of people or groups in decision making on matters that concerns them often lead to conflicts. Hence, the findings of this study agree with previous works, for instance, Idemudia (2007) and Eweje (2007) that the feeling of inequality ad neglect is high within the region.

The Findings reported in the thesis emphasised that MNOCs have not yet come to terms with this fact even though it could be understandable that these companies are not the government. However, one could argue that the MNOCs are aware of the persistent inequality and neglect of communities within the region, thus resulting in their refusal to participate as respondents in this study despite a letter from DPR favourably introducing the researcher. To underscore this finding on marginalisation, a testimonial from a community member has been incorporated thus:

> R25OKPAIORISHI: *"Since when Agip started operation, I was a kid, … when you get there you will see the operation of Agip moving smoothly nobody is disturbing them but, I'll tell you there is nothing, there is no MOU, nothing nothing, no agreement, no employment, no empowerment, no engagement to the community…in Okpai today, there is no road, no employment, there is no water, there is no health centre, there is no primary school, there is no secondary school. No light (electricity)…"*

The above extract expresses the view across the Niger Delta. This particular community contributes significantly to the Nigerian nation because Agip has a power plant located within that community. Unfortunately, they do not have electricity. From that power plant within the community, electricity is supplied to Aso Rock, which serves as the seat of government - the President's residence and office. Another respondent confirming this inequality and neglect as expressed by the quote below:

> *R6NPDC: "it's an Agip project, Kwale Opkai has a power plant. But, if you ask yourself, how much power do they need there? Not much, you don't need up to 5 Megawatts… there are no industries there; they don't have air conditioners there…there is no reason why they can't have electricity…"*

The view expressed by a professional above corroborates the neglect experienced by this particular community. This is consistent with Eteng's (1998 p. 1 cited in Madubuike 2009) conclusion that communities within the Niger Delta:

> *"have basically remained grossly socio-economically dependent and underdeveloped persistently disempowered, socio-economically marginalised and psychologically alienated."*

Research participants state that the oil and gas companies create and image of being good citizens by publishing pictures that do not reflect what goes on in their communities. This finding is consistent with Reeves and Ferguson-Dethorne (1978) who posit that companies make efforts through publications to change the perception of people about them. Furthermore, this finding is also consistent with Rikhardsson et al.'s (2002) assertion that MNOCs report only on policies and descriptions regarding social and environmental issues overlook performance information which is crucial for the real assessment of their engagement of stakeholders and the environment.

The data gathered through this research study confirms the conclusions of previous studies (see for e.g. Ibeanu 2006; Idemudia and Ite 2006; Ikelegbe, 2005; Frynas 2001; Ibeanu 2000) that countries with an abundance of natural resources where CCE is neglected the resultant effect is socio-political instability. Moreover, this study confirms Obi's (2001) assertion that within the Niger Delta the:

> *"issues of exclusion, inequality and inclusion in the power relations spawned by oil, pitch the oil minorities against those with power over oil."*

In summary, the respondents recognised the lack of control mutuality i.e. inequality and neglect as one of the most significant reasons for unrest within the Niger Delta. Efforts by the MNOCs and INOCs in birthing a paradigm change on how CCE is practised in the region and more infrastructural developments could help restore confidence in these companies.

7.2.2 Trust

Trust is "a group of beliefs held by a person derived from his or her perceptions about certain attributes" (Flavian, Guinalıu and Gurrea 2006 p. 2). Regarding corporate organisations efforts at building successful relationships, Wicks et al. (1999 p. 99) argued that trust is ''an integral part of the strategy formulation process''. Barney and Hansen (1994 p. 175 cited in Wicks et al. 1999) defined trust as "the mutual confidence that party to an exchange will not exploit another's vulnerabilities". Hence, the issue of mutual confidence in the social exchange is crucial for relative peace and mutual benefit to participating parties. Likewise, Douglas (2013) argued that prospering relationships are underpinned by a bedrock of trust, "constructive dialogue, understanding interests, and a commitment to find solutions" (p. 12). In order words, partners in a relationship must ensure that there are open dialogue and an understanding of each other's interest in the relationship. Furthermore, Delhey and Newton (2003) argued that there are two broad schools of thought about trust. The first view about trust is that it is an "individual property and that it is associated with individual characteristics, either core personality traits, or individual social and demographic features such as class, education, income, age, and gender" (ibid p. 94). The second perspective is that trust "is a property not of individuals but of social systems… trust requires a top-down approach that focuses on the systemic or emergent properties of societies and their central institutions" (ibid p. 94). Hence, in this study, trust is viewed from an individual perspective.

Trust is a crucial ingredient to consider by corporate organisations that want to create and sustain a successful relationship. According to Micheal Deaver, Vice Chairman, Edelman Public Relations at 2006 the World Economic Forum Annual Meeting in Davos, Switzerland, assert that:

> "Trust is the key objective for global companies today because it underpins corporate reputation and gives them license to operate. To build trust, companies need to localise communications, be transparent and engage multiple stakeholders continuously as advocates across a broad array of communications channels." (cited in Goodman 2006 p. 6)

The implication of Deaver's assertion is that any organisation in the 21st century that overlooks paying attention to not losing trust is that such a company would not be perceived as a good corporate citizen as well as impacting company's bottom line. Research has shown that there is a strong relationship between corporate citizenship, corporate image, firm reputation and firm's financial strength (Brammer et al. 2013; Brown and Perry 1994).

Scandals that have involved corporate organisations who often receive global awards for being responsible organisations have made stakeholders to question the veracity of these awards. These failures have dampened the trust that stakeholders have in these firms. For example, scandals at Enron and WorldCom, have awakened the consciousness of stakeholders who now demands corporate transparency since stakeholders' perception of ethics during decision -making and trust reposed in these firms have failed. As such, Stakeholders now request for a more transparent financial reporting and a proof of better ethical behaviour (Bernardi and LaCross 2005).

The research participants asserted that the lack of trust between the energy companies and host communities is a major impediment to successful CCE in the region. Hence, the need for energy companies operating in the region is to build trust with their host communities. This position is similar to that highlighted by United Nations Development Programme (2006) that there is "deep-rooted mistrust, disillusionment, frustration about their increasing deprivation" (p. 10). This finding is also consistent with other studies about the Niger Delta and other emerging economies, which highlighted the lack of trust with regards to CCE. For instance, Akpan (2006a) found that the oil companies' use of financial and other inducements resulted in distrust within the communities. In the same vein, Eweje (2007) in a similar study found that trust is a critical factor within the region and that because of the unfulfilled promises by MNOCs, the communities do not trust them.

Furthermore, research participants argued that the energy companies must earn their host community trust to achieve a successful CCE in the region. This finding is consistent with Eweje's (2007) assertion that trust plays a key role in relationships between MNOCs and host communities. He added that the failed promises had bred mistrust and negative perception which makes the communities never appreciate whatever CCE initiated by MNOCs. Also, research participants perceive the companies as not being honest. This view is consistent with Gundlach and Murphy's (1993) assertion that trust is equal to honesty and none of the parties in a relationship should doubt the other or else there would be a breakdown in relations. Moreover, Larzelere and Huston (1980) emphasise that another dimension of trust is benevolence which is a belief that one of the parties is interested in the wellbeing of the other without any exploitative intentions. In this study, research participants question the benevolence of the oil and gas companies because of the negative impact exploration activities have left on them. However, research participants concluded that frequent and consistent dialogue between the parties could enhance their level of trust. This finding is consistent with Douglas's (2013) assertion that there are three steps for building trust between relationship partners. These are:

1. Initiation of a more productive dialogue about energy development,
2. A commitment to environmental sustainability, and
3. Action to implement the highest standards of pipeline and marine safety (p. 12).

Hence, there is a need for the energy companies to encourage frequent and consistent dialogue with their host communities. Sako and Helper (1998) asserts that perceived competence is a dimension of trust. Research participants though not contesting the competence of the oil and gas companies in the exploration activities but they query their competence in engaging them in dialogue since trust is said to be greater when the satisfaction that the firm gives their stakeholder is greater (Flavian, Guinalıu and Gurrea 2006).

7.2.3 Commitment

The research participants argued that oil exploration and exploitation in the Niger Delta Region has resulted in the adverse effect on the environment and livelihood of the community people because of the government and energy companies lack of commitment to development in the region. This finding is consistent with Eteng's (1997 p. 4) assertion that "oil exploration and exploitation has over the last four decades impacted disastrously on the socio-physical environment of the Niger Delta oil bearing communities, massively threatening the subsistent peasant economy and the environment and hence the entire livelihood and basic survival of the people". Likewise, Jike (2003 p. 686) argued that "development is skewed in disfavour of the geographical zone of the Niger-Delta of Nigeria because of public policies that have consistently failed to improve the welfare of the people". Arguably, the data gathered suggested that the community people linked the energy companies lack commitment to environmental degradation. This view is consistent with Uyigue and Agho's (2007) assertion that the region is continually degraded by oil spills which are infrequent occurrence, seismic blasts and untreated effluents that are frequently discharged directly into water bodies. This environmental kind of negative impact is so prevalent that respondent R33MGBUOSHIMINI stated that:

> *"I can't feel the presence of Agip, of course apart from the negative presence, the noise level, noise pollution from their plants the frequent taking off and arrivals of helicopters and air vessels, the pollution to our waterways and river in the community are the only effects I feel right now… right now their waste is being pumped directly into the river, their oil waste from their jetty. The river is just used as a disposal, basically, without being treated, that is untreated hazardous waste into the water body…"*

Singh et al. (1995), in their study of the region, concluded that "most stakeholders in the region have concluded that oil companies are the major cause of environmental degradation because oil activities are highly visible and create dramatic local ecological impacts.” This current study confirms the assertions of prior studies.

Furthermore, research participants concluded that lack of commitment exhibited by the energy companies could be attributed to the lack of accountability of their oil exploration and exploitation. This finding is consistent with Turner’s (2001 cited in Ojakorotu 2009) assertion that the reason for the many years of negative impact on the environment was because of the previous ‘free-trade’ given to Shell and other multinationals in Nigeria with no provision for ecological and social accountability in their oil exploration activities. Moreover, Eweje (2001) added that the environmental policies of the oil companies’ do not meet international standards. He contended that such behaviour could be classified as a double standard because the MNOCs uphold environmental policies in their home country but do not adhere to such in developing nations. Hence, this has led to the threat to the survival of environmental damage due to exploitation and operations of MNOCs (Cathrine, 2009 cited in Ojakorotu 2009). This view is supported by the quote from R3FME:

> The EIA Act No. 86 of 1992 provides a guideline of the way companies should treat the environment and the social relations with the communities. But, I don’t think there is a specific regulatory framework… The CSR issue in Nigeria is still not developed… that is also a concern that should be addressed by the ministry of labour and productivity.

7.2.4 Satisfaction

Satisfaction is an affective state that results from a global evaluation of all the aspects that make up any relationship (Anderson and Sullivan 1993). Also, from social exchange perspective which is crucial for any relationship, Stafford and Canary (1991 p. 225) define satisfaction as ‘‘the distribution of rewards is equitable, and the relational rewards outweigh the cost.’’ This definition suggests that satisfaction is a judgement made out of emotions based on an assessment of what has been received as benefits from the relationship. Satisfaction is measured by the comparison of the degree of an individual’s initial expectations created to the results obtained (Oliver 1980). Hence, satisfaction depends on the difference between what each partner wants and what he or she obtains which could be tangible or intangible aspects (Flavian, Guinalıu and Gurrea 2006; Johnson and Grayson 2005). As such, the measurement of satisfaction is possible through the perception of the individual or group of persons' fulfilment of the required level of honesty, benevolence or competence.

The majority of research participants' assessment of the satisfaction level between the oil and gas companies and their host communities using the agreed GMoU which exist in some communities outlines both parties' roles and responsibilities as unsatisfactory. This evaluation is consistent with Sanzo et al.'s (2003) assertion that the achievement of a collective goal by partners results in satisfaction. But in this current study, there is a disagreement as regards that attainment of the collective goals as outlined by the GMoU. The respondents attributed their scorecard based on the negative impact of exploration and production of oil activities by oil and gas companies in the region.

Satisfaction has been linked to the trust in a relationship (Kennedy, Ferrell and LeClair 2001; Bauer, Grether and Leach 2002). As outlined in Section 7.2.2 that research respondents from the host communities do not trust the oil and gas companies, it could be concluded that they are not satisfied. Although, it could be argued that the oil and gas companies are satisfied since revenue continues to accrue to them from their activities within the region. Also, satisfaction is perceived as a consequence of trust and commitment (Selnes 1998). In a bid to show that their stakeholders are satisfied with their CCE approaches, corporate organisations often publish social information on their websites such as stakeholder relationships, social policies, environmental policies, resource consumption, emissions, product performance and workplace performance (Rikhardsson et al. 2002). However, O'Dwyer et al. (2005) criticised corporate organisations CCE approaches because it lacked genuine possibilities for dialogue with these companies from a stakeholder's point of view. As such, research participants assert that in their relationship only the oil and gas companies are satisfied therefore trust and commitment cannot be expected from them.

Research participants concluded that satisfaction is apparent when desired expectations are achieved, when agreed promises are fulfilled or when relationship outcomes are as mutually expected by both parties in the relationship.

7.3. Emergent Themes

This subsection presents a detailed discussion on the constructs that were not previously identified in the literature review chapter. It concentrates on the emergent and/or development of new themes arising from the analysed data in chapter six. Culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures were considered as prevalent patterns across the data analysed, which are other factors to consider which are crucial to establishing and sustaining a successful relationship between the oil and gas companies and their host communities.

7.3.1 Culture

Culture is one of the emergent themes from the data. Culture played a significant role in the upheaval within the Niger Delta region. Culture is the "patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artefacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values." (Kluckhohn 1951a. p. 86 cited in Hofstede 1981). Also, according to Kroeber and Parsons (1958. p. 583 cited in Hofstede 1981) culture is the "transmitted and created content and patterns of values, ideas, and other symbolic -meaningful systems as factors in the shaping of human behaviour and the artefacts produced through behaviour." This suggests that values, beliefs and artefacts are significant part of the culture of a group of people. As such, Weeks and Galunic (2003) and Schein (1996) asserted that culture emerges out of the interactions between the firm and host community. Likewise, Patterson (2011) argued that public institutions play a critical role in the production of culture or dilution of existing culture. Hence, regarding relationship, lack of understanding of cultural dynamics create a lock jam.

A majority of the research participants argued that the energy companies operating in the Niger Delta region do not understand and appreciate the culture of the host communities, which accounts for the continuous volatility within the region. This finding is consistent with Hoecklin's (2000) assertion that companies who do not have an understanding of the cultural environment in which they operate run into diverse problems with their stakeholders since culture account for the values, beliefs or practices of communities. Likewise, Fletcher (2004) added that culture is a crucial variable in a relationship because it affects actors in a relationship, their activities, the transformation of resources and the atmosphere under which all these components intermingle. Furthermore, scholars argued that an understanding of culture helps to distinguish an organisation's stakeholder relationships activity (Schein 1990; Schein 1985; Schneider 1988; Weeks and Galunic 2003). These views and opinions suggest that companies that seek to understand the culture of the environment in which it operates such as relating to the community as a stakeholder would be considered proactive and would always succeed (Maignan et al. 1999). Also, research participants asserted that there is a link between culture and resources. They argued that the community resources such as land, in which natural resource is exploited from and also form a major input from the community to the operation of the energy companies have not been adequately rewarded. This is consistent with Hobfoll's (2001, p. 341) assertion that resources are "transcultural and products of a given culture". Hence, a direct link exists between resources and culture which in turn impact stakeholder relationship. Solomon (1999 cited in Eweje 2001) added that attention to knowing and respecting local culture is key to the success of MNOCs, while Modo (2007 p. 169) concluded that the natural abundance of resources in Nigeria has increased cultural differences.

It is relevant to point out that this is not the first time research on the Niger Delta would highlight the importance of culture in stakeholder relations. For instance, Groves (2009) did a related study and discovered that understanding the local culture of the host community is crucial for continuous peaceful company business within the region. He asserted that the failure of Shell in understanding the dynamics of local culture led to the imbroglio with the Ogoni community from which Shell has been banished by the community never to operate again in that location. Ibid (2009) added that even though Shell's policy was to promote a culture of respect and civil discussion, their intervention with the policy was too late to remedy the situation. Likewise, the ECCR[1] (2010) conducted a comparable study about corporate community engagement in the Niger Delta and found that Shell failed to give due respect to the Ogoni community's culture and tradition. It was uncovered that the community perceived the community relations officer as arrogant and this strengthened the distrust that Shell was not a good neighbour.

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[1] Ecumenical Council for Corporate Responsibility (ECCR), is a church-based investor coalition and membership organisation that works for economic justice, environmental stewardship, and corporate and investor responsibility

Moreover, Shell's arrest of persons perceived to be stumbling blocks to their operation was conjectured as disrespect for traditional institutions since these people were representing the wish of the community.

Furthermore, research participants argued and concluded that culture plays an important role in corporate community engagement. This finding is consistent with Idemudia's (2007) assertion that there is a link between local culture and how host communities perceive their relationship with MNOCs. Likewise, this is consistent with Agim's (1997) assertion that companies in the oil and gas industry must begin their homework by seeking and understanding community perception and culture if they desire to earn cordial relationships with their host communities. Also, research participants argued that INOC companies have a good rapport with their respective host communities. This view was confirmed by a respondent R3FME thus:

> *"the marginal field operators are trying…. most of them since they are indigenous they do their best to ensure that they have a good relationship with host communities from what I have observed so far."*

In summary, data gathered suggested that CCE has not been successful across the board in the Niger Delta because MNOCs still do not pay attention to the cultural dynamics of the region. This finding is consistent with Calvano's (2008) conclusion that culture impacts the organisational legitimacy of MNOCs from the perspective of host communities. Furthermore, data gathered also confirmed the fact that the lack of consideration for subcultures by MNOCs hinders their successful engagement of host communities.

7.3.2 Social awareness

Increased level of social awareness has been found to be a contributing factor to the continuous unrest in the Niger Delta. Research participants argued that the community people are aware of what goes on both in their local and international environment, which has greatly influenced their perception and expectation from the energy companies within the region. Hence, this has further increased their self-determination. This finding is consistent with Wright's (1999) argument that social awareness underpins self-determination and that nation states should give recognition to this mechanism. Also, Shinn (2015) contend that the colonialism increased the call for a plethora of self-determinism of minority and indigenous people across the globe. Self-determination underpinned by social awareness continues to create a challenge for CCE success within the Niger Delta region. According to the United Nations (1960), self-determination is that right possessed by persons to "freely determine their political status and freely pursue their economic, social and cultural development" (p. 67).

Furthermore, respondents exhibited traces of being socially aware of their rights and infringement on those rights as well as numerous benefits accruing to the oil companies operating in their vicinity while they live in squalor. This finding is similar to the one highlighted by Doyle and Whitmore (2014) that right of indigenous to self-determination is closely related to free, prior and informed consent (FPIC) and calls for "the need for effective participatory oversight and regulation of the extractive sector" (p. xv). They contend that any serious CCE efforts by companies in the extractive sector should address how the rights of indigenous peoples could be realised. Hence, the current study corroborates previous findings in the region. For example, Osaghae et al. (2007) in a similar study discovered that ideological issues that troubled the region which impact CCE are self-determination and resource control.

7.3.3 Social Identity

Castells (1997, p. 6) conceptualised identity as "people's source of meaning and experience". It is the determining factor about how "individuals or groups see and define themselves, and how other individuals or groups see and define them." (Browne, 2015 p. 38). Research participants argued that socialisation processes and social institutions play a significant role in the formation of individuals or groups identity. Hence, understanding and awareness of one's identity enable such a person to establish a social connection with others (Ibid, 2009). Research participants added that the identity of the community people has been socially constructed and subsequently influence their perception of any relationship they get into. Arguably, the identity of the people in the Niger Delta would significantly impact the type, and quality of CCE practised within the region.

Also, research participants argued that social identity of the community people has been heightened because of resource control struggles and the increase in ethnic-nationalism. This finding is consistent with Osaghae's (1995b p. 11 cited in Obi 2001) assertion that ethnicity serves as a social capital underpinning social identity which provides an advantage to community groups during "situations of competition, conflict or co-operation". The findings of this research study further corroborate the conclusions of Odugbemi (2001) and Osaghae (1995b) that the social identity of citizens of the Niger Delta has been 'awoken'. However, research participants also argued that social identity has resulted in the emergence of different militia groups. This finding is consistent with Madubuike's (2009) assertion that the increase in social identity within the region has led to the multiplicity of groups, such as, Niger Delta Volunteer Force (NDVF), the Movement for the Survival of the Ogoni people (MOSOP); Movement for the Emancipation of the Niger Delta (MEND) and most recently after the swearing-in of President Muhammadu Buhari, the Niger Delta Avengers (NDA).

Furthermore, research participants argued that social identity has caused division within the community itself. This finding is in line with Osaghae's (1998 pp. 25-27) conclusion that heightened social identity movements have threatened the national cohesion of Nigeria. In fact, a respondent expressed readiness to fight for their right and be arrested or even killed by saying that:

> *R25OKPAIORISHI: Let me tell you we are planning to go and fight Agip. I will talk it here, so that President will hear about it, we are planning to go and fight so that if they hear, listen, if they hear that we are fighting Agip, they will not carry Army to come and kill the community. Let them know that we are fighting for our right. We being marginalised*

Obi (1999 cited in Madubuike 2009), argued that social identity in the Niger Delta has posed serious challenges to development in the area in the last two decades, Tamuno (1999) concluded that the neglect of the region "with or without modifications will be enough to fertilize the seeds of wild oats sown by previous policy-makers and high executives for the whirlwind which future generations may be expected to harvest abundantly in the luckless communities of the Niger-Delta" (p. 39).

7.3.4 Corruption

According to Jain (2002, p. 3), corruption is the "inappropriate use of political power and it reflects a failure of the political institutions within a society". Hence, corruption could be perceived as a menace that stunts development of any kind. Research participants argued that the process in which people gain access to political office and community leadership is inappropriate. In order words, when persons have political power and are supposed to care and cater for the citizens but only use that power for their gain is corruption. This finding is consistent with Jain's (2002) assertion that when the manner through which political positions are gained is not through a free and fair process without any inducement of the citizens provides room for corruption. Hence, institutions that should protect the citizens right could not discipline all manifestations of misuse of power corruption ensues. However, Jain (2002) argue that corruption involves more than just bribery.

Also, research participants argued that corruption has been instrumental to continuous unsustainable situations and practices of companies within the Niger Delta, which as negatively impacted on the effectiveness of CCE. Respondents link the search for 'free and easy cash' by citizens through any means as leading to corruption. This finding is similar to that reported by UNDP (2006) that the release of excess cash within the Niger Delta by oil companies and influential individuals as bred corruption within the region. There is a consensus that the culture of 'free and easy cash' has institutionalised corruption within the region. For example, in a related study on the Niger Delta, Osuoka (2007) found that the neglect by elected political officers to provide dividends of democracy has resulted in citizens demanding or seeking for cash payments from oil and gas companies.

Furthermore, research participants argued and concluded that corruption in the region contributed to the emergence or rise of militant gangs within the Niger Delta. This finding is consistent with the International Crisis Group's (2006c p. 36 cited in Ukeje 2011) assertion that the combination of "poverty, crime and corruption is fuelling a militant threat to Nigeria's reliability as a major oil producer." This viewpoint is consistent with Akpan (2006a) who argued that the oil companies' use of financial and other inducements resulted in corruption and a source of motivation for militant groups within the region. In fact, Shell admitted to spending "more money on bribes and corruption than on community development projects" (Bustany and Wysham 2000 cited in Akpan 2006a).

7.3.5 Insecurity

Data gathered suggested that there is socio-political instability in the Niger Delta. This position is similar to that highlighted by UNDP (2006) report which argues that conflict within the Niger Delta, the disappearance of traditional authority and ineffective local government with an absentee local official has created a sense of insecurity within the region. Similarly, Idemudia and Ite (2006), and Frynas (2001) argued and agreed that insecurity in the region has contributed to the neglect of CCE by oil and gas companies. Research participants further linked the neglect of CCE by MNOCs to the insecure state within the region. Evidently, there is a consensus that insecurity is rife within the region.

It is worth stating that this is not the first study that would found insecurity as a limiting factor to a successful relationship between the energy companies and communities within the Niger Delta. For instance, in a similar study on the region Ikelegbe (2005a) discovered that insecurity is a menace in the region. He attributed this hazard to an ethos of state repression and corporate violence which has bred criminal violence and lawlessness and illegal appropriation of arms and ammunitions within the region. Data gathered further suggested that the government has also contributed to the high level of insecurity in the region. This finding is consistent with Anugwom's (2005 p. 109–10 cited in Ukeje 2011) assertion that it is unfortunate that the Nigerian state that should create an enabling environment for peace is the culprit that fuels the insecure situations in the region through the deployment of the military in an attempt to contain resistance and enforce its authority.

Furthermore, research participants concluded that insecurity among the communities within the region has led to their desire for resource control. This is consistent with Anugwom's (2005 p. 109–10 cited in Ukeje 2011) assertion that the need for the communities within the region to feel secured las led to their agitations for resource control. Likewise, Omeje (2006b) criticised the MNOCs for their management strategies such as employing the service of military personnel within the region is perceived as a source of threat by the community people, while Ako (2011) concluded that the resource control agitations underpinned the demands by militant groups has created insecurity and that exploiting the situation criminal individuals and gangs have latched on the struggles to intensify the insecure state of the Niger Delta.

7.3.6 Mediation

Mediation becomes relevant when there is a conflict and breakdown in communication between two or more parties in a relationship. The research participants argued that the government as a third party has neglected its role in mediating and solving grievance between the energy companies and the community people. This finding suggests that mediation should be given adequate attention by all the stakeholders existing within the region as opposed to only the energy companies and communities making an effort at it. This finding is consistent with Ibeanu's (2000) assertion that the primary role of the government is to mediate between opposing relations. Also, Ogonor (2003) argued that a mediator plays a crucial role in conflict resolution, while Humphrey (2005) concluded that a third party often facilitate mediation between two parties so as to prevent conflict from breaking out and help resolve grievances. Hence, the government should actively participate in ensuring a smooth mediation process between the energy companies and the communities.

Furthermore, the data gathered suggested that both the energy companies and the communities within the region are making an effort at ensuring smooth negotiation between them because of the government ineffectiveness. This finding is consistent with Kaufman's (2006) assertion that the parties to a conflict should make continued negotiations contingent towards the reconciliation of their differences. However, research participants concluded that mediation is crucial for the successful relationship between the energy companies and the communities within the Niger Delta region, as the absence of this has resulted in relationship breakdown and ineffective CCE within the region.

7.3.7 Weak Institutional Structures

The data gathered suggested that the three tier of government (i.e. the Local, State and Federal government) operating within the Nigerian government structure has neglected the community people. This finding is consistent with Jike's (2004) assertion that structural imbalance of the institutional structures within the Nigerian government has become considerably weak. Likewise, Stevens and Dietsche (2008) added that weak institutional structure results in social divisions. Research participants argued further that weak institutional structure has negatively impacted the effectiveness of CCE within the Niger Delta. This finding is consistent with Hellman et al.'s (2000; 2001) assertion that weak institutional structures in developing nations breeds corruption and cripples the governance framework of such nations.

Furthermore, research participants argued and concluded that weak institutional structure has resulted in the energy companies being overwhelmed by various community needs. This finding is consistent with Hellman's (2000, p. 1) assertion that weak institutional structure is characterised by the lack of control over "bureaucracy, to protect property and contractual rights, or to provide institutions that support the rule of law", while Banerjee (2010) concluded that institutions should promote stakeholder dialogue and corporate moral commitment. Hence, a direct connection exists between corporate strategies such as CCE and misgovernance (Hellman 2000).

7.4 Adopted Theoretical Framework Revisited

This research has produced more themes than those suggested by Grunig (2002) as sustainable relationship determinants. As such, the theoretical framework in Section 4.4 has now been modified to incorporate the emergent themes. Thus, Figure 18 presents the new framework. Recall that section 7.2 and 7.3 discussed these themes.

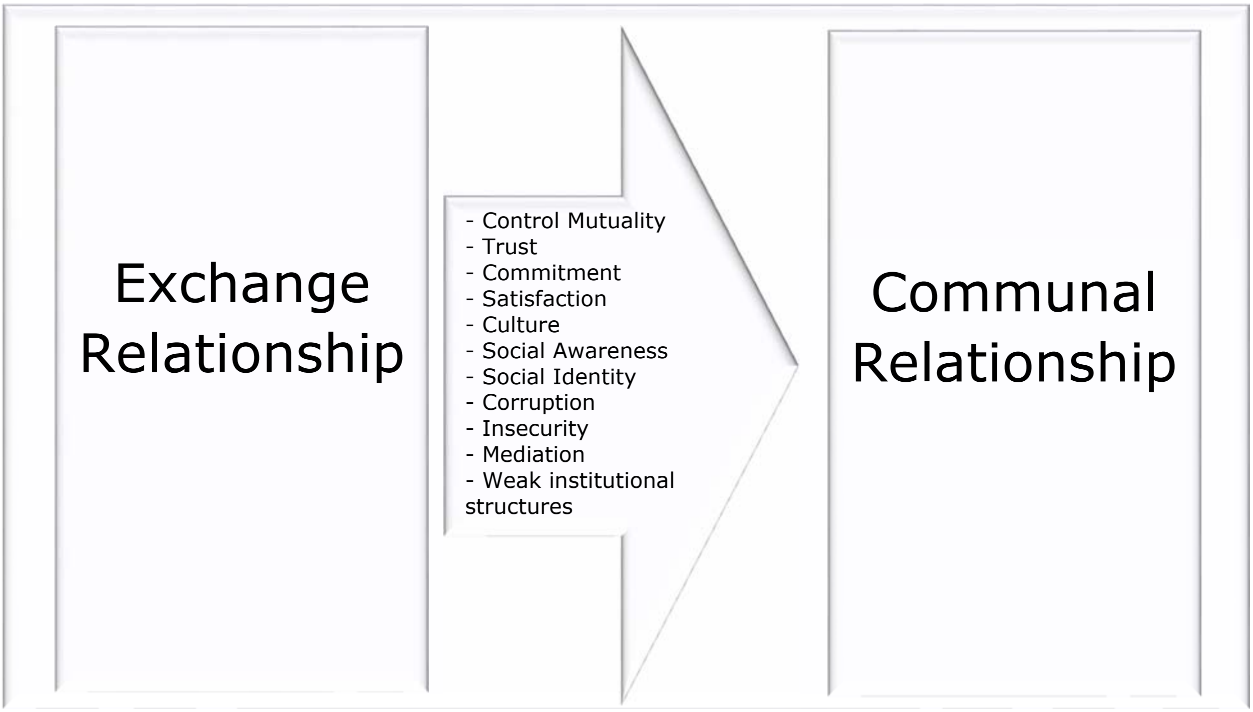

Figure 18: Sustainable Relationship Determinants Framework (author generated)

7.5 Transformational Engagement In the Niger Delta: Emu-Ebendo

There are many types of cases, one of which is a deviant case. Deviant or exceptional cases enhances understanding of a phenomenon by providing a scenario different from the subject under study (Seawright and Gerring 2008). It affords researchers the opportunity to seek out extreme or deviant cases to develop a richer, more in-depth understanding of a phenomenon and to lend trustworthiness to the researcher's account. Cases abound of how CCE is not working within the Niger Delta. However, there seems to be a small opportunity for hope. The scenario found by the researcher regarding the relationship between the community and an INOC suggests a possible solution to effective and efficient CCE within the region.

The Emu-Ebendo which is an upland community located in the Ndokwa West local government area of Delta State is presented here as a transformational engagement case with regards to the CCE norm within the Niger Delta. Initially, the inclusion of the community as a location to be visited was because it was mentioned by one of the companies interviewed. It was after arriving at the community that the discovery of the peculiar scenario of the relationship was uncovered. Such a relationship readily answers the gap in literature identified by Bowen at al. (2010).

This community serves as a transformational engagement case on three key counts. Scholars (Schein 1990; Schlne 1985; Schneider 1988; Weeks and Galunic 2003) argue that there is no way to distinguish between organisations without a cultural lens. They contend that culture accounts for the values, beliefs or practices of organisations. Hoecklin (2000) concluded that companies who do not have cultural understandings run into diverse problems with their stakeholders. Culture emerges out of the interactions between the firm and host community (Weeks and Galunic 2003; Schein 1996). In this case study, the relationship between the company and community is peaceful because the INOC operating within the community took cognizance of the cultural dynamics of relating with the community. This type of relationship where the culture of the community is considered and prioritised serves as a good exemplar of community engagement for other companies and communities to follow.

Also, the agreement between the parties stipulates that 1.25% of the proceeds from the oil drilled within the community is paid quarterly into a community trust fund. Consequently, many projects worth $ 2.2 million have made an impact on the community from these funds. This linking of profits from projects in a location with rewards for the local community has similarities with the development of oil resources in the Shetland Islands in Scotland and could conceivably reduce agitation within the Niger Delta and elsewhere if adopted and implemented by other energy companies.

Moreover, the company at the centre of this success story is an INOC Nigerian firm (a Marginal Field Operator) that acquired the relevant assets from MNOCs. There are perhaps useful lessons that MNOCs might garner from the community-centred actions of this INOC company that is underpinned by consideration for and understanding of the cultural dynamics of local communities.

7.5.1 Emergence of New Narratives of Corporate Community Engagement

In 2003, the Federal Government of Nigeria through the Department of Petroleum Resources (DPR) Marginal Field rounds awarded OML 56 to Energia and Oando, in a 55%/45% equity split. Energia with its 100% local staff brought the Ebendo field to first oil production in 2009 (Energia 2013).

Energia Limited is an INOC company that was incorporated in 2001 by key oil and gas technology/services Nigerian experts to exploit the Act that stipulated that only companies owned by Nigerians should be awarded marginal fields. The mission of the 100% INOC company is to "exploit, produce and process sustainable energy sources for the development and upliftment of mankind and his environment, in collaboration with the communities in our areas of operation, with a workforce that continuously improves its work methods and technology, while maintaining a healthy balance between our operation and the environment" (Energia 2013). It is the operator of the Joint Venture for the Ebendo/Obodeti Marginal Field (former known as Obodugwa/Obodeti Marginal field) near Kwale, in Ndokwa West Local Government Area, Delta State.

The Nigerian Oil and Gas Industry Content Act 2010 has been the catalyst to encouraging Nigerian companies to become operators in marginal oil fields with nine marginal fields now under the control of INOC companies (Osahon 2013; Ihua et al. 2009). Given that the oil industry has long been seen as a bastion of male supremacy, it is particularly satisfying to note that the Act has resulted in the first INOC female owner and chief executive officer of a company operating a marginal field in Nigeria! She highlighted her company's efforts at providing employment to Nigerians thus:

> *How else do you want us to add value? We employ 100 Nigerians considering the fact that we are a small company operating only 5 years. If oil companies operate that way, more people will be in employment. In our plans for development for the host communities, our Board and Management in 2010 approved a 2% carrying equity throughout the life of the field as well as setting aside 5% for the development of the communities including but not limited to building housing projects for the elderly*
>
> R18BRITU

This female pioneer demonstrated her community-focused commitment by offering employment to empower the citizens of their host communities:

> *34% of our employees are indigenes of our host communities. We are the first indigenous company to train five marine employees from our host communities for five months in the USA within our two years of operation. These five marine employees were the Nigerian crew that brought back a vessel MV Princess Royale from Homma Louisiana to Nigeria*
>
> R18BRITU

Another respondent confirmed the success of the Act in maximising the return from marginal fields in these terms:

> *Operationally, the performance I would say has been quite phenomenal because one would have thought that those indigenous companies would not have the requisite skill, technologies and expertise to operate those fields but that has been proven wrong because they have indeed surpassed the expectations. They have all met their obligations. That is their reserve delivery. But, that is totally not surprising because all of them as far I know started with technical partners that they joined forces together with. And those technical partners are from abroad. And of course a lot of them also who own those fields are individuals who have been in the industry have actually worked with the IOCs, so they also have experience and expertise on their own. And the thing that perhaps that might have been a limiting factor is funds. So in sourcing for the funds a lot of agreements are that the partners bringing in the funds would have some controlling percentage of the operations. He who pays the piper dictates the tune as they would say. So that has helped in ensuring that these Fields are managed properly. And Of course being that they are coming from within the industry, they have seen the mistakes their companies made in the past and they have built on those and they have learnt to overcome those challenges in operating their fields*

R2DPR

On community engagement the same respondent was effusive about the better relationship between the INOC company operators compared with the previous multinational company operators:

> *And regards community engagement, the same applies they have seen the mistakes made and you know that every year the department requires that they do a work programme which details their plans and activities for the previous year, current year, and the following year. So, comments, observations and recommendations are given in that engagement*
>
> R2DPR

This view was echoed by most respondents, and a typical comment would be along the lines:

> *For example, at an audit exercise of SEPLAT, they did not use a police escort, and this prompted me to ask the company why? What is the secret? The company said they have signed the MOU and are faithful to the MOU so the community wants to ensure that there is peace. That is in Sapele community/Ologho community in Delta State…the community knowing everyone, ensure safety and seeing themselves as stakeholders so they make sure that there is no rancour*
>
> R1DPR

Why does the preceding matter? It is because a common concept in the CCE literature is the "continuum of community engagement" (Bowen et al. 2010 p. 304). Engagement approaches are outlined in a linear format, showing from least engaged to most engaged. Various typologies that form the basis for this continuum exist (see Bowen et al. 2008 p. 304). Companies could engage by providing information to the community or make altruistic donations, which is a form of transactional strategy since the company has a notion of giving back to the society. The desire to maintain a peaceful relationship often forces companies to "build bridges" to dialogue with the community, which symbolises a transitional strategy of engagement. Moreover, transformational engagement concerns purposeful actions intended to bring about social change in the society in question by the company through a robust two-way communication and co-creation of value, within the community by joint decision-making, and through learning from each other during the process of infrastructural development. This scenario presented here demonstrate a transformational engagement that is desirable in CCE.

7.5.2 Emu-Ebendo Community Experience Before Energia's Entry

Before the entry of Energia into OML 56, where Emu-Ebendo is located, OML 56 was owned by Elf until the Federal Government through the farm-out approach relinquished this field to Energia. The experience of all communities in the Niger Delta was such that there was no evidence to show that the communities had oil within their vicinity. That was the story of Emu-Ebendo until the Energia/Oando Joint Venture entered the community. The significant change experienced is depicted by the following quotation from respondent R24EMUEBENDO:

> *Formerly we have Elf, we have Shell, we have Chevron…. that is operating in Nigeria. But, today, we have indigenous contactors. We have these marginal fields, that is operating all these fields that was left by Elf formerly, sold out to them, imagine that probably they will not meet up but they are now doing more than what Shell is supposed to do. Like Shell as we talk about them, Shell never at a time gives out any percentage to anybody in the oil producing community the highest they do is giving out scholarship to people around that place to train the children. Probably after the scholarship has elapsed, they may at the end of the day employee such person into the firm to work with them. And that becomes the benefit that accrues to the family of the people and other people are cheated because nothing goes to them …. but, in this case of these marginal fields that have come up with percentages of … giving percentages of the proceeds from the land everybody enjoys it ……*
>
> R24EMUEBENDO

The predominant level of engagement perceived by the Emu-Ebendo community is transformational, particularly around communication, the number of community partners, control over processes, learning and last but not least, the benefits/outcomes. As an example of the latter, the next section presents the transformational impact of CCE resulting in community enterprise development. CCE is achieved in practice through community enterprise development since the engagement process within this community has produced several business activities within the community.

7.5.3 Emergent Community Enterprise Development

The formation of a community enterprise as stated earlier is community-led and expected to trade to sustain the initial investment and be autonomous from diverse community groups. The INOCs (Energia/Oando Joint Venture) that took over the OML 56 oil wells in Emu-Ebendo, Ndokwa West Local Government Area of Delta State, Nigeria, conceded to the request of the community to be shareholders during the signing of the Memorandum of Understanding. Therefore, 1.25% of the gross income is paid quarterly into the community trust fund bank accounts. The community trust fund is used for social development and also to run businesses. For example, the community has a remit to empower female farmers who are given financial help to enhance their farming business. The following summarised excerpts from interviews with people from the community underscoring the cordiality that has led to the community receiving a monthly income from their transportation business:

> *There is a cordial relationship between Energia Company and our community. Benefits have accrued to our community due to this relationship. Some of which are: a) Road construction at the cost of ₦ 130 Million ($ 407,204); b) Payment of electricity bills for every house in the community; c) Purchase of two Toyota Hilux 4WD cars and 2 Toyota mini buses, only one of these vehicles was retained by the community while the rest was leased out and income generated from them monthly; and d) The sum of ₦ 80,000 ($ 250) was given as grant to support women who were in the farming business*
>
> R23EMUEBENDO

> *We were fortunate to ensure that the Memorandum of Understanding we signed with Energia stipulated that 1.25% of the gross income made from the oil field should be paid into the community bank account quarterly…. We are the first recipients of this kind of arrangement of percentage in the surrounding towns and Delta State. As the first beneficiary of percentage payments of this kind in this neighbourhood, other communities have been making efforts to imitate us in their discussion….with other oil companies. Our governance structure consists of Ebendo Social Community Management (ESCOM) and Ebendo Community Trust Fund Board (ECTFB). To guard against corruption, the chairperson of the Board that approves projects for execution and fund disbursement is not an indigene of our community*
>
> R24EMUEBENDO

To assure effective governance of the trust fund, social initiatives and ventures, it is notable that the Ebendo Community Trust Fund Board was set-up. This Board comprises community members, a representative from the company and a chairperson, who is not an indigenous member of the community. Furthermore, the Emu-Ebendo community and Energia/Oando joint venture decide who would become a member of the Board. Citizens of the community who do not hold any leadership position in the community could be chosen. These measures are designed to prevent corruption or embezzlement of funds (information from R24EMUEBENDO).

Some of the social projects initiated and executed successfully include:

- An Elders Welfare Programme;
- An Educational Remedial Programme;
- Funding of the Emu-Ebendo Vigilante Security Surveillance System;
- Construction of Ultra-modern market; and,
- Road Construction.

This case provides evidence that suggests that transformational engagement generates significant practical benefit for companies and communities in the oil and gas industry, as conceptualised by Bowen et al. (2010). As such, the transformational engagement case identifies and addresses a gap in the extant literature about the paucity of evidence that critically assesses the benefits arising from CCE. Further, the case study demonstrates how community enterprise development results out of CCE in Nigeria. Therefore, the case sheds new light on the little-recognized benefits that could accrue from an effective CCE and possibly a strategy that could end hostile relations in the region. This case study answer's Fryna's (2005) call for exemplars for the Niger Delta and other extractive regions of the world. Nevertheless, such transformative engagement has not solved the negative impact of the oil and gas industry on the environment, society and governance.

7.6 Summary of Chapter Seven

This chapter provided a detailed discussion of the research findings based on research respondents' opinions and views on the relationship between the oil and gas companies and their host communities. Also, the developed theoretical framework was revisited and extended based on the data collected, and opinion and views of professionals within the Nigeria oil and gas industry. The findings suggest that Grunig's (2002) constructs of sustainable relationship determinants: control mutuality, trust, commitment and satisfaction, are not sufficient. They must be considered in conjunction with the following emergent constructs: culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures together improving/impeding the success of relationship between the oil and gas companies and their host communities.

The next chapter will provide the conclusion and recommendations of the study.

CHAPTER EIGHT

CONCLUSIONS AND RECOMMENDATIONS

8.1 Chapter Introduction

This study has presented an empirically substantiated analysis of the field of CCE, its understanding, benefits and challenges in the NDRN. It has focused on the research aims and objectives outlined in Chapter one. These include a critical evaluation of CCE relationships between oil and gas companies in the Nigerian oil and gas industry and their host communities. It has used relationship theory as a framework (Grunig 2002) to finding a solution to the hostility that pervades the NDRN and thereby also contributing to the contemporary relationship theory in the field of OPRs. Moreover, it further accomplished the objective of creating a framework for sustainable relationship determinants for the extractive sector. The following sections summarise contributions to knowledge in this field; significance, implications, and limitations of the research; and suggestions for future studies.

8.2 The Research Objectives Revisited

This research study focused on the oil producing companies and host community relationships in the NDRN, and the research objectives were:

1. To understand the nature of CCE relationship approaches of oil and gas companies (MNOCs and INOCs) in the Niger Delta region;
2. To evaluate the CCE relationship approaches of oil and gas companies between MNOCs and INOCs in the Niger Delta;
3. To critically evaluate the perceptions of communities on CCE relationship approaches of the oil and gas companies (MNOCs and INOCs) in the Niger Delta;
4. To identify the key enablers or barriers of CCE relationship approaches within the Niger Delta; and
5. To develop a theoretical framework that would help oil and gas companies (MNOCs and INOCs) understand and relate well with host communities so as to sustain an effective relationship and thereby reduce or eliminate current hostility within the Niger Delta.

A summary of how each of the objectives was achieved is outlined below:

8.2.1 Objective one

Research objective one set out to understand the nature of CCE relationship approaches of oil and gas companies (MNOCs and INOCs) in the Niger Delta region. CCE is dynamic in nature in the region, as such, its processes and outcomes change over time. Research participants were assertive that the nature of the relationship between their communities and the oil and gas companies was unhealthy and not straight forward. This assertion is consistent with Idemudia and Ite's (2006) argument on the challenging nature of the relationship between the oil and gas companies and their host communities. Likewise, it also conforms with Edino, Nsofor and Bombom's (2010) assertion that the negative impact of oil and gas companies' activities like gas flaring has affected the relationship between these stakeholders. Again, it is in line with the findings of Omofonmwan and Odia's (2009) which revealed that considering the high poverty rate in the region, the affluence demonstrated by the oil and gas companies' operation amidst these communities as well as casualisation of educated indigenes employed from these communities are reasons for the irregular relationship between oil and gas companies and their host communities. Hence, findings from this research study suggest that CCE in the Niger Delta is largely transactional. As such, there is no room for community involvement and participation in the decision-making process within the oil industry which has affected the spread of development across the region.

8.2.2 Objective two

Research objective two set out to critically evaluate the CCE relationship approaches of oil and gas companies between MNOCs and INOCs in the Niger Delta. Research participants were clear in differentiating the relationship approach of MNOCs and that of INOCs. They assess the approach of INOCs as better than their MNOCs counterpart although the MNOCs have been in operation for more than 50 years. This assessment was a major finding from this study since it suggests that there are different types of approaches to CCE by MNOCs and INOCs in the NDRN. The engagement of MNOCs had continued to result in series of conflict within the region. For example, Chevron's previous approach to CCE before 2003 included the payments to traditional rulers as respect while at other times they were offered contracts. The company had several agreements with different communities which were difficult because despite funding projects in these communities no significant evidence commensurate with these release of funds.

Moreover, the lack of transparency created mistrust from communities. These kinds of scenarios fuelled agitations and hindrances to operational activities.

A possible explanation for this difference in approach is that managers of INOCs were previous employees of the MNOCs and had learned from previous mistakes of their former companies. For instance, respondent R2DPR confirmed that these indigenous managers had developed strategies to overcome the failures of the MNOCs stating that:

> *"Of course being that they are coming from within the industry, they have seen the mistakes their companies made in the past and they have built on those and they have learnt to overcome those challenges in operating their fields"*

Also, the indigenous companies have a better CCE compared to MNOCs. Respondent R2DPR again asserts that:

> *"And regards community engagement, the same applies they have seen the mistakes made…if you compare the operations of the indigenous companies with those of the IOCs within the community there is relative harmony with their host communities."*

Moreover, using the volume of complaints received by host communities about activities of oil and gas companies, Respondent R2DPR asserts that:

> *"What we could say is that there has not been a lot of complaints against indigenous companies because when there is a problem the communities write … that the companies have defaulted on their agreement."*

Furthermore, the example of a manner of approach of an INOC in Emu-Ebendo whereby they granted a 'stake' to the community as a shareholder could possible pacify other communities across the NDRN if MNOCs and others could as well grant shares to their respective host communities. A quick comparison is Shell's approach that demonstrates sharply this point of departure of engaging with host communities'. Such example set by this INOC was absent in Shell's relationship with the Ogoni community which led to a series of high-profile conflicts that culminated in the killing of the Ogoni nine including Ken Saro-Wiwa (Campbell 2002; North 2001). It is relevant to point out that this is not the first time research on the Niger Delta has highlighted the importance of culture in stakeholder relations. For instance, Groves (2009) argued in a related study that understanding the local culture of the host community is crucial for continuous peaceful company business within the region. He asserts that the failure of Shell in understanding the dynamics of local culture led to the breakdown in communication with the

Ogoni community from which Shell was eventually banished. Although Shell's policy was to promote a culture of respect and civil discussion, their introduction of such a policy intervention was too late to remedy the situation. Similarly, the ECCR[i] (2010) concluded that with regards to CCE in the Niger Delta, Shell had failed to respect culture and tradition. The ECCR study asserted that the community perceived the community relations officer of Shell as too arrogant, and disrespectful to the host community. Such a scenario strengthened the distrust between Shell and the community. Moreover, Shell's arrest of persons perceived to be stumbling blocks to their operation was seen as disrespect for traditional institutions because these people were high-status representatives of the community. Differing from the Shell case, the dynamics of the relationship in the case presented in Section 7.5 changes by the fact that the Emu-Ebendo community has a valuable stake in the Energia Ltd joint oil field and the INOC took cognisance of the cultural dynamics of their host community.

The finding of such a difference in the CCE approach of INOCs compared to that of MNOCs is consistent with Pegg's (2006) assertion that as per manner of engagement with host communities' Western companies differ in their approach compared to Asian-based companies. Thus, there could be a peaceful relationship between companies and communities if MNOCs adopt the approach, which respects cultural norms, values and beliefs, followed in the case study (Ajide et al. 2017 forthcoming). However, the issue of respect from the company to the communities' culture, norms and values underpin the peaceful relationship that exists. Since respect is reciprocal, the community also respects the company.

8.2.3 Objective three

Research objective three set out to critically evaluate the perceptions of communities on CCE relationship approaches of the oil and gas companies (MNOCs and INOCs) in the Niger Delta. Research participants' assessment of the CCE relationship of oil and gas companies was viewed as self-serving (i.e. exploitative in nature). As such, hostility result giving birth to conflicts, violence and a chaotic relation. The decline in the relationship between the oil and gas companies and their host communities ran into troubled waters since the colonial era. The monopoly of the Royal Niger Company (RNC) leading to the centralisation of trade was assessed by the host communities as making them poor since it impacts on their livelihood. Such grievances during the colonial era led to attacks on the headquarters of the RNC resulting in killings and kidnappings. This same scenario is playing out in the 21st century and the feeling of being deprived of livelihood results into hostility, violence and conflicts as well as oil bunkering. Moreover, these activities fuelled militancy in the region. These issues spurred on self-determination and called for control of the resources in the Niger Delta. Moreover, the transfer of land to the government has added to the feelings of loss of significance because land as a cultural artefact confers power to the communities. The preceding signifies to the communities that they are not considered stakeholders in the region. Respondents assert that the oil and gas companies in agreement with the government have destroyed their livelihood through environmental degradation and land dispossession. This assertion is consistent with Obi's (2009) argument that the host communities perceive their relationship with oil companies as harmful. The negative effect of the activities of oil exploration and production is well documented by other scholars (Omofonmwan and Odia 2009; Uyigue and Agho 2007; Eweje 2007; Evuleocha 2005) which have raised their consciousness for self-determination (Obi 2010; Idemudia 2007; Frynas 2005; Ikelegbe 2005). Hence, the communities do not perceive their relationship with the oil and gas companies positively. As such, this finding suggests that the host communities perceive the investment by the oil companies as not being genuine and that it is their rights because they perceive that the oil belongs to them.

8.2.4 Objective four

Research objective four set out to identify the key enablers or barriers of CCE relationship approaches within the Niger Delta. Findings from this study suggest that there is a lack of expertise regarding professionals on corporate community engagement. This finding is consistent with Frynas's (2005 p. 12) conclusion in a related study on the region that the companies' lack of "developmental expertise and the technical/managerial approaches of oil company staff." Other barriers of CCE include country- and context-specific issues; failure to involve the beneficiaries of CCE; lack of human resources; social attitudes of oil company staff and a focus on technical and managerial solutions; and failure to integrate CCE initiatives into a larger development plan (Frynas 2005).

Findings from this thesis suggest that CCE relationship in the NDRN is dynamic and that extenuating factors have made it chaotic with a lot of challenges. This finding is consistent with Jones (1995) who concluded that government policy often affects firm/stakeholder relationships and that the laws that govern the oil industry have in many ways served to aggravate the relationship between the oil companies and communities that are affected by their operations. Moreover, the lack of perceived sincerity on the part of each stakeholder (the government, oil companies, communities and the civil society) within the Niger Delta as ensured that an effective and efficient CCE which should have created a peaceful environment needed for the desired development continues to linger.

Findings from this current study agree with Frynas (2005) that CCE has not solved basic issues that arise from the negative effects of oil exploration on the environment, society and governance. As such, in a general sense, the conclusion of Muthuri, Moon and Idemudia (2012 p. 360) "that successful partnerships with communities are good for the business, as they help establish a responsible reputation" could be faulted because the notion of responsible reputation is not achievable when the environment and livelihood of such communities are destroyed by the oil explorative and production activities. The study suggests the salient underpinnings that dictate the behaviour of host communities when dealing with oil and gas companies.

8.2.5 Objective five

Research objective five set out to develop a theoretical framework that would help oil and gas companies (MNOCs and INOCs) understand and relate well with host communities so as to sustain an effective relationship and thereby reduce or eliminate current hostility within the Niger Delta. This objective was achieved with the development of a framework as presented in Section 7.4.

8.3 Research Contributions to Knowledge

While exploring and understanding CCE in the Niger Delta within the context of the oil and gas industry; this research study offers a contribution to knowledge in the following areas.

The first major contribution to knowledge made by this research is to the literature on CCE. CSR traditionally embodies the notion that corporate organisations have a moral obligation to society, beyond legal or contractual responsibilities (Jones 1980; McWilliams et al. 2006; Carroll 1999; Visser 2008). Unfortunately, the lack of understanding of what constitutes community and issues relating to such a group had been attributed to the failure in the engagement of host communities negatively impedes the CSR initiatives of oil companies within the Niger Delta (Ajide et al. 2017 forthcoming; Muthuri, Chapple and Moon 2009; Dunham et al. 2006). This study has helped to provide a better understanding of community and sundry issues about them.

Also, Stakeholder theory conventionally examines how corporations can affect, and be affected by, several groups of people (Freeman 1984). With regards to our understanding of stakeholders and their relationships, this study has revealed that relationship could awaken self-determination consciousness (Ajide et al. 2017 forthcoming) which would impact the success or otherwise of such relationships. Moreover, other key factors that impact the success of CCE, as well as OPRs with their stakeholder, include culture, social awareness, social identity, corruption, insecurity, mediation and weak institutional structures. The study has shown the salient underpinnings that dictate the behaviour of host communities when dealing with oil and gas companies. In understanding such behaviour between the companies and communities, a major contribution of this study is the development of a new sustainable relationship determinants framework (see Figure 18) as presented in Section 7.4 which suggests that the relationship between stakeholders in the NDRN is exchanged relationship in nature i.e. transactional and should move to a communal relationship i.e. transformational (Ajide et al. 2017 forthcoming) in nature. Hence, this study has expanded on the work of Grunig's (2002) relationship success factors and highlights key issues that corporate organisations must give attention to in engaging their stakeholders.

The importance of relationship management to stakeholder relations has been advanced for the betterment of the society and which had an impact on the organisation's license to operate (Ajide et al. 2017 forthcoming; Jahansoozi 2007; Cutlip, Center and Broom 2006; Grunig and Huang, 2000). As such, most studies have used quantitative research methods to look into OPRs. However, as recommended by Jahansoozi (2007), researchers should focus on new relationship types such as corporate organisation and their stakeholders (such as host community) using qualitative approaches instead of the dominant quantitative approaches to analyse the relationship. This study has contributed by using a qualitative paradigm to study the relationship between corporate organisations and their stakeholders. While previous quantitative researchers have identified relational characteristics; there exist a lack of understanding of what these characteristics mean for those involved in the relationship. The qualitative approach allows for an in-depth exploration of the actual relationship and the dynamics involved.

Another contribution to knowledge is the deployment of Grunig's (2002) framework which has often only been associated with developed nations. This study has used these constructs in a developing nation context.

Moreover, this study offers professionals working as community engagement officers of companies in the extractive sector with a framework to adopt when relating with host communities. It would help them understand and manage the expectations of the host communities as well as how to get their buy-in into projects outlined by the companies. Likewise, the study provides academics with variables to consider in the analyses of stakeholder relationships in the extractive sector. Furthermore, another key contribution is the demonstration of the approach used by INOCs in engaging host communities which have led to less hostility in their relations. This finding is significant considering that the literature on CCE in Nigeria has never demonstrated such, previous studies had only focused on MNOCs. This exemplary transformational engagement which results in corporate enterprise development is urgently needed across the Niger Delta region. As such, 'stake-holding' by communities could help demonstrate that they are perceived as important in the relationship.

Also, the study has shown that relationship between oil and gas companies and host communities could be peaceful only when the community has a stake (shareholding) in the activities of the oil companies (Ajide et al. 2017 forthcoming). Furthermore, it demonstrates how practical benefits accrue to the community and conversely the company as shown in Section 7.5. As such, this study has expanded on the work of Bowen et al. (2010) requesting empirical research on when and how CCE benefits stakeholder relationship participants. Lastly, regarding CCE as a subset of CSR (Bowen et al. 2010), the study has demonstrated that CCE could be an effective, efficient and coherent strategy for corporate organisations in developing nations.

8.4 Research Recommendations

Findings of this study have highlighted series of problems on CCE practices, but the blame could be attributed to all stakeholders within the region and not just the oil and gas companies alone. All the stakeholders within the oil industry have a role to play. Thus, the recommendations following are grouped into three: government, oil companies and host communities.

8.4.1 Recommendations to the Federal Government of Nigeria

Since the FGN has a joint venture with MNOCs and substantial revenue from these oil activities goes to them, there is a need to sincerely use these funds to create a positive life for her citizens but particularly, those from the Niger Delta.

The problem of corruption should be taken seriously addressed using the Economic and Financial Crime Commission (EFCC) focusing on the oil and gas business.

Due to the illegal refining by citizens of the Niger Delta, local technology has been developed and could be enhanced by the government providing a framework which could help solve the refining problems faced by Nigeria.

Agencies of government monitoring operations of oil companies against environmental violations, such as NOSDRA should be well equipped. Findings reveal that NOSDRA lab is not equipped and it always depends on data from oil companies to carry out its findings. Moreover, establishing the source of oil spills is a challenge because often NOSDRA only pleads with MNOCs to clean spills.

NDDC should be made accountable and fused under the Ministry of Niger Delta to avoid duplication of responsibilities.

The government should diversify from a mono-economy and revert to agriculture. Through the Bank of Industry, incentives should be made available to encourage youths in their millions without jobs to see the dignity and financial freedom that could come from agriculture. Such a strategy would solve the unemployment issue in Nigeria and the Niger Delta in particular. The FGN need to review the Land Use Act law and pipeline laws such that citizens would be more involved in the CCE process.

8.4.1.1 Recommendations Regarding Policy

This study has some recommendations that could be implemented for a robust and effective CCE.

1. Policies to be aimed at CCE

This study finding suggests that there is an established relationship between policies from international organisations that serve as a driver for national policies on CCE. Unfortunately, the FGN has not formulated a national policy on CCE that should have been a driver to guide the behaviour of corporate organisations as regards CSR in Nigeria and by extension in the Niger Delta area. There is a need for policymakers to understand this relationship to initiate policies and implement such aimed at guiding the development of CCE resulting in its derivatives for the Niger Delta.

2. Clear Policy Guidance on Sustainable Development Projects

Findings from the study suggest that although there is evidence of efforts by oil and gas companies in the execution of projects within the Niger Delta the lack of sincerity makes projects executed not to translate to sustainable development. There is a need for policy guidelines from the policy makers that would stipulate the types of projects for the geographical terrain of the Niger Delta which would serve as a guide to the oil companies' CCE initiatives.

3. NDDC's Role in Sustainable Development

The findings suggest that the National Assembly defund projects that were presented in the NDDC budget for approval by the legislative houses, some of these projects which were proposed based on proper feasibility studies were not approved leading to the lack of development within the region. Moreover, the role of the NDDC and the Niger Delta Ministry are duplications which create a lack of focus.

4. Harmonious relationship amongst Federal Ministries and Government Agencies on Sustainable Development

Findings from the study suggest that the lack of harmonious relationship between federal ministries and other government agencies hinder the delivery of sustainable development within the Niger Delta. Despite the Niger Delta ministry being created no developmental projects could be attributed to this ministry.

5. Review of Polluter Pay Policy

The study findings suggest that the MNOCs often hide behind the polluter pay policy in arguing why they do not have to carry out remediation of the environment when there is an oil spill. The MNOCs do contend that the pollutions are as a result of vandalism whereas some of their infrastructures have been installed for over 50 years and have not been replaced. The idea that the MNOCs are pushing forward it seems is that oil infrastructure has 'eternal life-span' and cannot fail after several decades of their installation. While the issue of oil theft and bunkering has become a menace which the FGN and the oil companies have not found solutions for that does not remove the burden of the required replacement of spent oil infrastructure from the MNOCs.

8.4.2 Recommendations to the Oil and Gas Companies

Oil companies should complement their capacity building and sustainable development by reassessing their infrastructure failure of which result in recurrent oil spills. Energy companies should be sincere in their host community empowerment and training. A critical need is ensuring that such persons empowered are running their small and medium scale business several months after they have been given skills and equipment for their businesses. Moreover, there is the need for training and human capacity development of company staff responsible for representing the company to the community.

8.4.3 Recommendations for the Communities

Host Communities must keep their part of GMoU and follow the laid down process in expressing their grievances. A reorientation is needed particularly for the youth as never to resolve to violence. As opposed to the 'get rich quick' syndrome the citizens of the region need to know that education is key in the development process and in the attainment of positions of a high cadre within the oil companies.

8.5 Research Implications

8.5.1 Theoretical implications

This research study is the first of its kind to explore and understand the policy context of CSR in the Nigerian oil and gas industry and as well as the empirical approach to studying the Niger Delta. It has suggested a relationship between international multi-stakeholder agencies as one of the drivers of CSR in a developing country like Nigeria and how that push for CSR aid sustainable development is thereby creating an egalitarian society. However, critical issues subsisted regarding the trickling down of policy impact on citizens.

Findings suggest that government efforts to facilitate a CSR policy reform are not coherent, consistent or clear to be obeyed by oil companies in the Nigerian oil and gas industry. Moreover, the lack of coordination amongst actors creates a weakness in the way the oil companies implement CSR.

8.5.2 Implications for Practitioners

Evidence of the Emu-Ebendo case suggests that a corporate engagement with sincerity of bringing change to or in the society by companies in the extractive sector results in a lot of benefits. Such transformational engagement could provide practitioners with a template of engaging with communities near companies in the extractive industry across the globe since such examples are rare.

8.6 Limitations and Direction for Future Research

The primary implication of this study is that institutional, organisational, community and managerial contexts impact CCE, as such, the study as attempted to establish a causal mechanism linking contexts to engagement processes. Also, the study has attempted to measure the costs and benefits of CCE strategies as it is practised in the Niger Delta region. It has demonstrated a transformative engagement exemplar needed for sporadic development within the locality of operations of the extractive sector. Moreover, it has outlined that communities have a critical role within the stakeholder relationship after they have been empowered to become shareholders in oil assets, such that responsibilities come with that empowerment. However, because research respondents are key informants on issues of the effects of oil activities, conclusions drawn here might not apply to other sectors. As such, there is a need for validation of the emergent construct developed by this study.

An area for future research could be on how oil and gas companies operating in the shallow and deep waters of Nigeria adhere to the tenets of CSR regarding the environment. Also, there is the need to ascertain the effectiveness of CCE of this kind of organisations and how they maintain a healthy relationship with their stakeholders who might be their host communities in that regard. Likewise, future research could also compare and contrast the nature of CCE from different sectors. While the case study presented in Section 7.5 is a good example of how oil companies and other extractive industries could engage with Nigerian communities, future studies could look to extend the findings to other developing country contexts. In light of the potential exemplar of good practice outlined in this thesis, there is every incentive to extend the research into community enterprise development within and between different sectors of developing countries

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Appendix A

Semi-structured Interview Guide: MNOCs/INOCs (Private Institutions)

1. How would you as an operator, define corporate social responsibility?

2. How would you define community engagement?

3. How would you assess the relationship between your company and its host communities?

4. What framework guides your relationship with host communities?

5. What are the drives/motivators of your company's community engagement?

6. How does your company actually engage the host community?

7. Is there a trend in the community engagement strategies? If yes, what trend do you see?

8. What are the challenges your company experience relating with host community?

9. How do you measure your social impact in the host communities?

10. What are the challenges of using local/indigenous contractors?

Appendix B

Semi-structured Interview Guide: Host Communities Representatives

1. How would you as a community person, define corporate social responsibility?

2. How would you define community engagement?

3. How would you assess the relationship between oil company and your community?

4. What guides your relationship with oil company?

5. How does your community engage with the oil company?

6. What are the challenges your community is having with the oil company?

Appendix C

Semi-structured Interview Guide: Civil Societies

1. How would you as an NGO, define corporate social responsibility?

2. How would you define community engagement?

3. How would you assess the relationship between the oil company and its host communities?

4. Is there a trend in the community engagement strategies? If yes, what trend do you see?

5. What challenges face company's relationship with host community?

Appendix D

Semi-structured Interview Guide: Public Institutions

1. How would you as a regulator, define corporate social responsibility?

2. How would you define community engagement?

3. How would you assess the relationship between company and their host communities?

4. What framework guides these relationships in the oil and gas industry?

5. How do oil companies actually engage the host community?

6. Is there a trend in the community engagement strategies? If yes, what trend do you see?

7. How do you measure your social impact in the host communities?

8. What are the challenges of using local/indigenous contractors in the oil and gas industry?

Appendix E

Copy of Letter to the Department of Petroleum Resources

19th June 2013

The Director,
Department of Petroleum Resources,
7 Kofo Abayomi street,
Victoria Island,
Lagos State.
Nigeria

Dear Sir,

<u>REQUEST FOR RESEARCH DATA</u>

I am a full time PhD student at the Aberdeen Business School currently in my second year. My research topic is "A critical assessment of the relationship between corporate philanthropy and community engagement approaches of Oil Companies in the Nigerian Oil and Gas Industry."

I hereby request for permission to access oil companies in the oil & gas industry for research data. My study aims to primarily advance knowledge on corporate social responsibility by undertaking a study of the relationship between the community engagement efforts and the philanthropic initiatives of companies operating in the Nigerian oil and gas industry through interviews.

Companies in focus are as follows:

1. Shell Petroleum Development Company
2. TotalFinaElf
3. Exxon Mobil
4. Nigerian Agip Oil Company
5. Chevron Texaco

Data collected from these companies would be treated with utmost confidentiality.

Thank you for your kind cooperation.

If you wish to discuss this request with me please do not hesitate to contact me by email o.e.ajide@rgu.ac.uk or by telephone on +44 (0) 1224 263978.

Yours sincerely

Olushola E. Ajide

Appendix F

Copy of Letter to the Participating Organisations

MINISTRY OF PETROLEUM RESOURCES

DEPARTMENT OF PETROLEUM RESOURCES

7 KOFO ABAYOMI STREET, VICTORIA ISLAND LAGOS

P.M.B. No: 12560

Telephone: 2790000, 4611777

Website: www.dprnigeria.com

Ref. No: DPR/SE/7118/Vol.8/104

Date: 30th July, 2013

The Managing Director
Chevron Nigeria Limited
2 Chevron Drive
Lekki Peninsula
Lagos.

Dear Sir,

LETTER OF INTRODUCTION: OLUSHOLA EMMANUEL AJIDE

The bearer, Mr. Olushola E. Ajide is a full time PhD student of the Aberdeen Business School, Robert Gordon University, United Kingdom.

2. He is currently researching the subject: **"A CRITICAL ASSESSMENT OF THE RELATIONSHIP BETWEEN CORPORATE PHILANTHROPY AND COMMUNITY ENGAGEMENT APPROACHES OF OIL COMPANIES IN THE NIGERIAN OIL AND GAS INDUSTRY"** and requires the following to complete the research:

i. An overview of the community engagement strategy adopted by your organization in interacting with your host communities.

ii. Highlights of the Corporate Social Responsibility (CSR) Projects sponsored by your company in the past few years as well as the criteria used to select projects to be executed.

iii. CSR Project execution strategies and the challenges of using competent local contractors for project execution.

iv. Formal and informal interviews with your key staff involved in community relations and sustainable development, including the permission to administer questionnaires and other survey tools in furtherance of the research effort.

3. Kindly afford him all the necessary assistance.

Yours faithfully,

Dorothy Bassey (Ms.) FNES
for: Director of Petroleum Resources

Appendix G

Copy of Consent Form for Participants

ROBERT GORDON UNIVERSITY•ABERDEEN

Consent Form for Participants

A critical assessment of the relationship between corporate philanthropy and community engagement approaches of Oil Companies in the Nigerian Oil and Gas Industry

Consent Form for Participants

I have read the **Participant Information Sheet** for this study and have had the details of the study explained to me. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I also understand that I am free to withdraw from the study at any time, or to decline to answer any particular questions in the study. I understand I can withdraw any information I have provided up until the researcher has commenced analysis on my data. I agree to provide information to the researchers under the conditions of confidentiality set out on the **Participant Information Sheet**.

I agree to participate in this study under the conditions set out in the **Participant Information Sheet**.

Signed: ______________________________

Name: ______________________________

Date: ______________________________

Additional Consent as Required – delete if not appropriate to your research

Examples:

I agree / do not agree to my responses to be recorded.

I agree / do nor agree to my images being used

Signed: ______________________________

Name: ______________________________

Date: ______________________________

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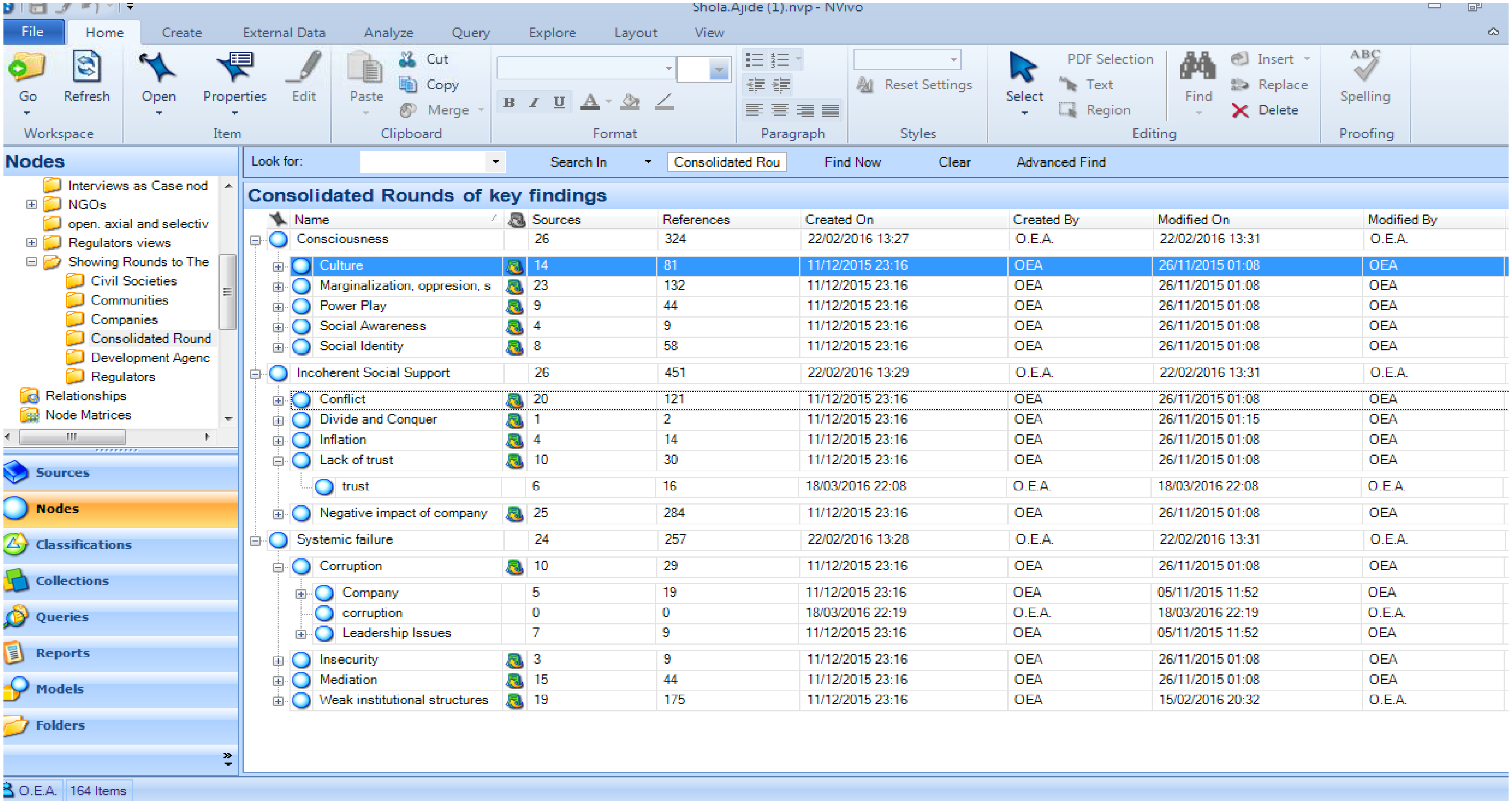
Appendix H

Findings and Discussion Coding Index

Consolidated Rounds of key findings Final

Name	Sources	References
1Sustainable Relationship Determinan	27	627
Commitment	25	284
Control Mutuality	25	176
Satisfaction	20	135
Trust	10	32
Emergent Themes	25	405
Corruption	10	29
Culture	14	81
Insecurity	3	9
Mediation	15	44
Social Awareness	4	9
Social Identity	8	58
Weak institutional structures	19	175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File
Home
Create
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Query
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Layout
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Refresh
Open
Properties
Edit
Paste
Cut
Copy
Merge
Reset Settings
Select
PDF Selection
Text
Region
Find
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Spelling
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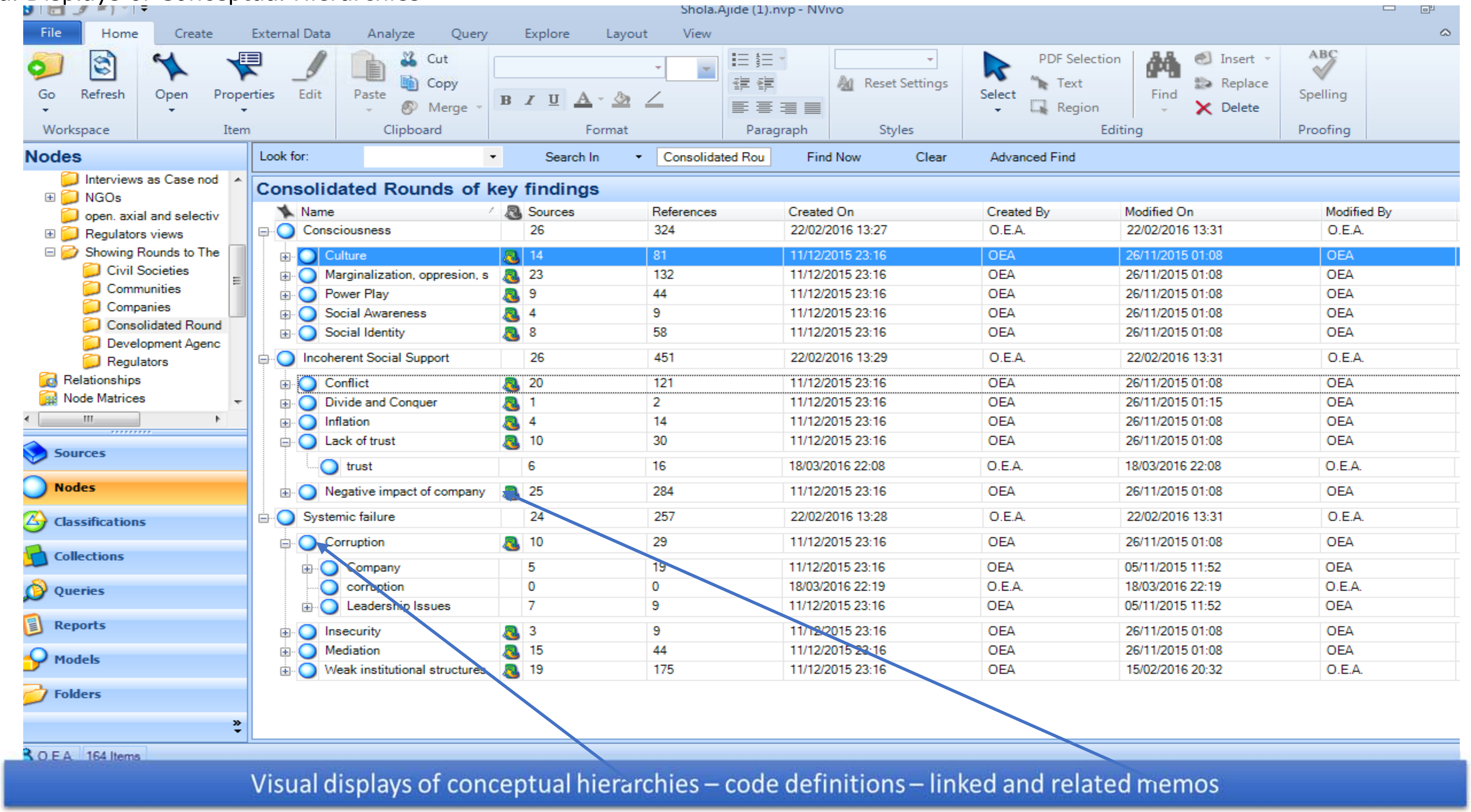
Node Matrices
Sources
Nodes
Classifications
Collections
Queries
Reports
Models
Folders
Look for:
Search In
Consolidated Rou
Find Now
Clear
Advanced Find
Consolidated Rounds of key findings
Name | Sources | References | Created On | Created By | Modified On | Modified By
Consciousness | 26 | 324 | 22/02/2016 13:27 | O.E.A. | 22/02/2016 13:31 | O.E.A.
Culture | 14 | 81 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Marginalization, oppresion, s | 23 | 132 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Power Play | 9 | 44 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Social Awareness | 4 | 9 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Social Identity | 8 | 58 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Incoherent Social Support | 26 | 451 | 22/02/2016 13:29 | O.E.A. | 22/02/2016 13:31 | O.E.A.
Conflict | 20 | 121 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Divide and Conquer | 1 | 2 | 11/12/2015 23:16 | OEA | 26/11/2015 01:15 | OEA
Inflation | 4 | 14 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Lack of trust | 10 | 30 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
trust | 6 | 16 | 18/03/2016 22:08 | O.E.A. | 18/03/2016 22:08 | O.E.A.
Negative impact of company | 25 | 284 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Systemic failure | 24 | 257 | 22/02/2016 13:28 | O.E.A. | 22/02/2016 13:31 | O.E.A.
Corruption | 10 | 29 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Company | 5 | 19 | 11/12/2015 23:16 | OEA | 05/11/2015 11:52 | OEA
corruption | 0 | 0 | 18/03/2016 22:19 | O.E.A. | 18/03/2016 22:19 | O.E.A.
Leadership Issues | 7 | 9 | 11/12/2015 23:16 | OEA | 05/11/2015 11:52 | OEA
Insecurity | 3 | 9 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Mediation | 15 | 44 | 11/12/2015 23:16 | OEA | 26/11/2015 01:08 | OEA
Weak institutional structures | 19 | 175 | 11/12/2015 23:16 | OEA | 15/02/2016 20:32 | O.E.A.
O.E.A.
164 Items

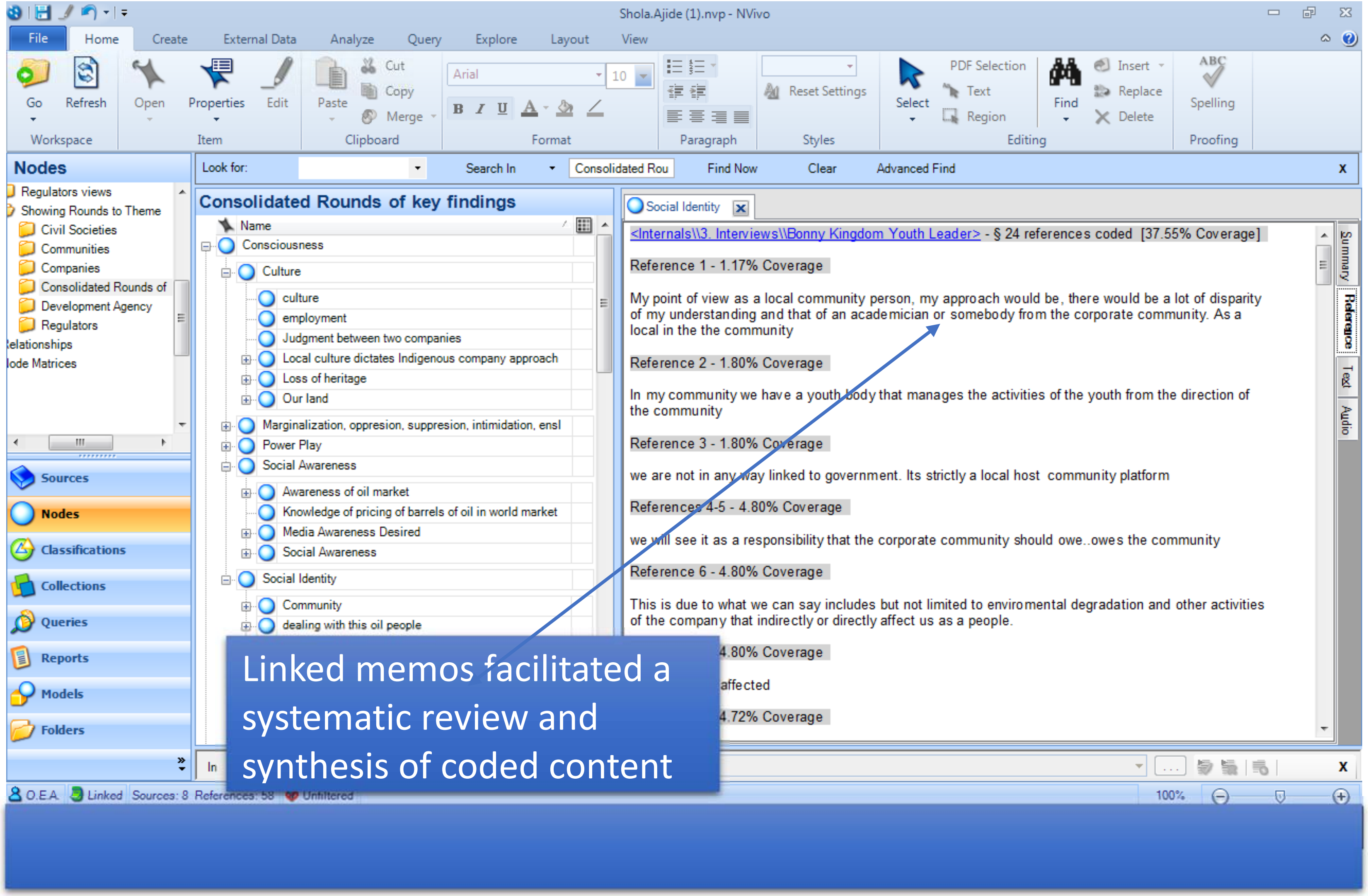
Appendix I

Visual Displays of Conceptual Hierarchies

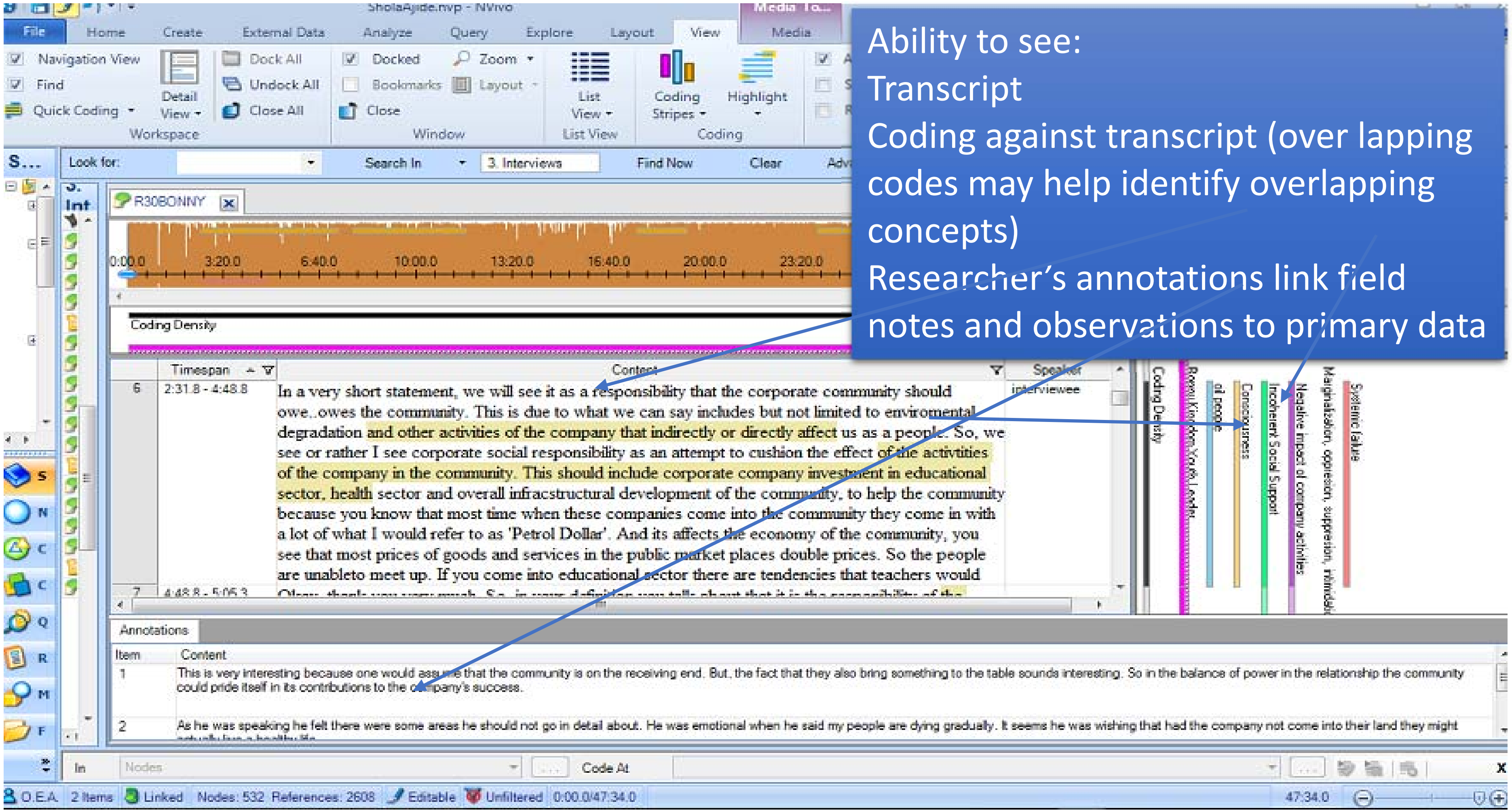


Appendix J

Example of memo linked to coded content

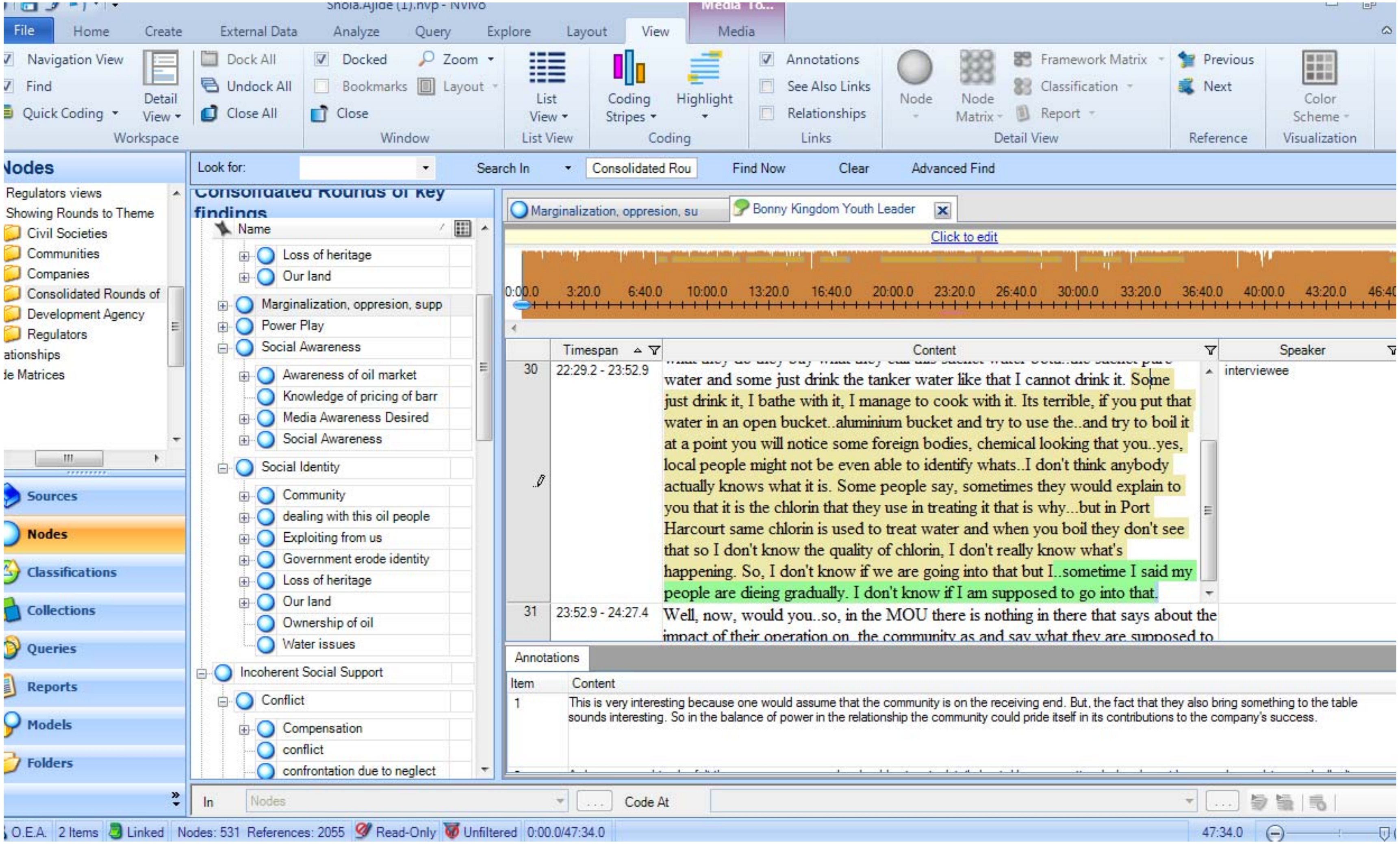


Example of Data Management



Appendix L

Example of Data importation



Appendix M

Article from Thesis Accepted for Publication:

Ajide, O. E., Strachan, P. A., Russell, A. and Jones, D. R. (2017 forthcoming)
Sustainability, Corporate Community Engagement and Enterprise Development - Lessons from a case study in Emu-Ebendo Niger-Delta, Nigeria
In *Problemy Ekorozwoju/Problems of Sustainable Development* Vol. 12, No. 2

- Running head: **Sustainability, Corporate Community Engagement and Enterprise Development**

- Article type: **Original Paper**

- Title: **Sustainability, Corporate Community Engagement and Enterprise Development - Lessons from a case study in Emu-Ebendo Niger-Delta, Nigeria**

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Abstract

Corporate community engagement remains an under researched area in sustainability debates. Presenting a case study, based on in-depth interviews and site visits, of how one indigenous company Energia Ltd has formed a strong partnership or bond with the Emu-Ebendo community in the oil rich Niger Delta, the dynamics of corporate community engagement are critically discussed. Evidence of how both the company and community has benefited from this relationship is presented. The case analysis concludes that the company has effectively utilised a clearer understanding of the culture of the host community, leading to a transformational relationship. The approach adopted by Energia Ltd in the Emu-Ebendo community is unique in context. The key conclusion reached is that community benefit funds and community enterprise development, as a derivative of corporate engagement, can play a transformational role in societal and economic development.

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Keywords: community engagement, community enterprise development, sustainability, local content, Niger Delta, Nigeria, oil and gas

Abbreviations

ECCR - Ecumenical Council for Corporate Responsibility

MoU - Memorandum of Understanding

NOGIC - Nigerian Oil and Gas Industry Content Act

LNG - Liquefied Natural Gas

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Acknowledgement

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1.0 Introduction

Businesses and communities, and their impacts on society and environment, are core to sustainability debates. Yet corporate community engagement is an under-researched topic in the sustainability literature. In particular, as Bowen et al. (2010) point out: there is a lack of evidence on the tangible benefits that can flow to companies and communities, from corporate community engagement initiatives. This article responds to their specific call for further research into this issue by presenting how the engagement approach of one company has led to transformational change in shared company-community benefit provision. In the following paragraphs, Nigeria is presented as the national context for this research.

Nigeria is Africa's largest oil producer. According to the United States (US) Energy Information Administration (2015) Nigeria it is also one of the world's major exporters of liquefied natural gas (LNG). While endowed with these vast fossil fuel resources, Nigeria and in particular the Niger Delta, has proven to be a very challenging context for government (national, state and local), foreign oil corporations, and communities alike. Indeed, communities often report that they have failed to benefit adequately from the wealth created from oil and gas extraction, and claims of corruption and nepotism amongst governmental and corporate players has soured relationships (see for example: Kemp, 2010). In such a toxic environment, government-company-community relationships have often been characterised by significant levels of mistrust, antagonism and at times even considerable violence, with this regularly receiving international media coverage.

Attempting to address host community tensions, both government and oil and gas companies have embarked on ambitious stakeholder management programmes. Perhaps the most pressing requirement for Nigeria, given its economic reliance on oil production is to address head-on the issues confronting relationships among local communities, oil companies, and the government in the key oil rich region of the Niger Delta. Consequently, the analysis presented in this article is based on a case study of one particular company, Energia Ltd, and one specific community, the Emu-Ebendo community.

The reason why this case is of interest is that unusually in the context of Nigeria, and for that matter other developing nations where foreign oil companies dominate, Energia Ltd has effectively utilised a clear understanding of the culture of the host community, leading to a transformational relationship or bond between the company and community. Schein (1990), Schein (1985), Schneider (1988) and Weeks and Galunic (2003) have outlined how important it is to use a ‘cultural lens’ when trying to understand companies and communities. Going further they contend that culture accounts for values, beliefs or practices, with Hoecklin (2000) concluding that companies who do not possess a cultural understanding of their host community will run into multiple problems. In the context of this research, the company’s cultural understanding of the host community has been one of the key factors in building an effective relationship, and this comes through in our analysis.

As evidence of this, and again unusually in Nigeria, a formal Memorandum of Understanding (MoU) has been signed between the company and community, which gives cognisance to cultural sensitivities. This stipulates that a share of the proceeds from the sale of oil produced within the Emu-Ebendo community is paid into a (trust) fund. To date this has been used to fund community projects and enterprise development ventures worth many millions of dollars. Drawing an international comparison, the distribution of profits back into local community projects has some similarity with the development of oil resources in say, the Shetland Islands of Scotland. And more recently in the United Kingdom (UK) the provision of community trust funds for renewable energy projects.

The following section of the article provides a review of key theoretical concepts, and further lays out the central focus of the research. In the next section, the case study of Energia Ltd and the Emu-Ebendo community is introduced. In the fourth section the key results around transformational engagement are presented. Conclusions and areas for future research are then reached in the final section.

2.0 Theoretical Perspective

In this article the work of Zimmerman (see for example: Zimmerman, 2000; Zimmerman and Warschausky, 1998; Perkins and Zimmerman, 1995) is particularly helpful in making the argument that community engagement and empowering communities has become necessary in the relationship between business and society, and that corporations' should play an instrumental role in that process. Zimmerman's emphasis on 'improvement of the quality of life of host communities', and the 'provision of opportunities for citizen participation' (Zimmerman and Warschausky, 1998; Perkins and Zimmerman, 1995), is drawn upon here as it allows one to think through the ways in which corporate community engagement is initiated and its effects.

To this end Zimmerman's (2000, p. 44) conceptualisation of empowerment as being productive is generative for grasping how corporations' could be transformational in their role in society. It is here also that Zimmerman's attention to the switch in nomenclature of corporations' as social change agents from "client" to "participant" and "expert" to "collaborator" in the empowerment process is of value for informing how to understand how companies as "collaborator" learn about the communities' through "their cultures, their worldviews and their life struggles" in contemporary business and society relationships.

Having provided this insight into the theoretical lens that underpins the study, the concepts of community and corporate community engagement are now discussed and explained further.

2.1 Corporate Community Engagement

Community engagement has been defined by a number of different authors. Bowen et al. (2008, p. 14) state community engagement is, "the process of working collaboratively with and through groups of people to address issues affecting the well-being of those people". Similarly, Colombo (2012, p. 2) defined community engagement, "as the process implemented by companies to work collaboratively with and for individual citizens and geographically defined community groups to address issues affecting their social well-being". For Muthuri et al. (2009) this process helps organizations assess and resolve community needs and creates opportunities with the ultimate aim of contributing to community development.

However, such collaborative intent is often obscured due to a conceptual ambiguity around what in practice constitutes community. For instance, a geographical perspective of community might overlook the interactions amongst members within that geographical space (Bowen et al., 2010). Sama and Aref (2011) assist here by outlining four basic constituents surrounding the concept of community. These are: people; area; interaction; and, interest.

Notwithstanding the difficulties of defining community, there are a number of other difficulties within the academic literature. These are associated with the range of descriptions given to the term community engagement (Boele and Wheeler, 2001). As Bowen et al. (2010, p.299) has outlined several terms are used interchangeably. These include: “community involvement”; “public involvement”; “stakeholder engagement”; “citizen engagement”; “public engagement”; “community consultation”; “community development”; “community relations”; “public participation”; and “community capacity building”. The overall effect of the different semantic choices is one of confusion and lack of agreement about what the term “community engagement” actually means, as Sarrami Fouroushani et al. (2012) have said.

Another problem is the different ways in which the relationship between community engagement and stakeholder theory has been conceptualised. While some commentators perceive “community” as being one of many stakeholders that a firm may have, others depict community engagement as interaction with any or all external stakeholder groups (Kepore and Imbun 2010).

Also, the manner in which the many different definitions have been presented implies that different levels of community engagement might exist. Kepore and Imbun (2010, p. 221) for example indicate that community engagement, "is any channel of communication purposely set by a business organization in order to receive feedback on its activities from external stakeholders". This describes a simple, one-way direction of communication, used by the firm for its own (unknown) internal processes and decision-making. On the other hand, the World Bank (2006, p. 12) perceives community engagement as, “a broad, inclusive and continuous process between a company and its stakeholders, such as community members, NGOs, and local/regional government”. This appears to suggest a greater two-way process, with many flows of communication, quite different from the first definition.

Arguably, the most popular model of community engagement is Arnstein’s (1969) ladder of citizen participation. The ladder presents a tiered range of interaction with the bottom rung of the ladder being the firm dominating the relationship and acting unilaterally in dictatorial fashion, but nevertheless possibly influencing the education and ambitions of members of the host community. In contrast, at the top rung of the ladder, is a more enlightened relationship with full empowerment of the public, to be equal partners in all aspects of the running of projects, within the local region (Attree et al., 2011; Menon and Stafinski, 2011).

Brenner et al. (2011, p. 87) further refer to a continuum model for community engagement. This starts from, “community consultation, to community participation, and ends in community consent”. A common concept in the community engagement literature is the “continuum of community engagement”, where engagement approaches are set out in a linear format, showing from least engaged to most engaged. Various typologies that form the basis for this continuum exist.

A particularly influential continuum model is that of Bowen et al. (2010, p. 304), which borrows terminology from the leadership literature and describes “transactional”, “transitional”, and “transformational” engagement, as three forms of engagement that are typified on a “continuum of community engagement.” According to Sarrami-Foroushani et al. (2014), the first, *transactional* phase in Bowen et al.’s (2010) model indicates that although the community has a passive role it receives benefits of a tangible and intangible nature. These benefits include philanthropic gifts, people prepared to work for the community part-time on a voluntary basis and of course being kept up-to-date about corporate activities.

The second *transitional* phase is concerned with interactive engagement between the parties. Here this is open and transparent exchanges of ideas and significant levels of co-operation, but much of the interaction will be prompted at the request of the company and undertaken at corporate level. In essence, the community will be treated as a minor stakeholder.

In the final *transformational* phase, joint decision-making is the hallmark that signals a genuine partnership of equals has evolved (Bowen et al., 2010). Transformational engagement concerns purposeful actions taken by the company with the intention of effecting change in society through robust two-way communication and co-creation of value.

The concepts and models outlined above help to evaluate what community, and community engagement is, and this will assist further in the evaluation of the engagement strategy pursued by Energia Ltd. Bowen et al.'s (2010) continuum model is the most helpful here, with it being based on such a rich body of literature. But before moving onto a discussion of the method of analysis that underpins this research, the concept of community enterprise development is explained.

2.2 Community Enterprise Development

Sustainability aims to encourage organizations to act responsibly and contribute to the development of their host communities. In this pursuit many oil companies budget and spend huge sums of money on developmental projects. But despite increasing levels of money spent by some of these companies, the contribution made by funds to improve peoples' standard of living remains elusive (see for example: Aghalino, 2011; Lawan, 2008).

For this reason, there is increasing attention given by companies to assist hosting communities create social and business ventures (commonly referred to as community enterprise development) in order to empower citizens, with the aim of reducing poverty. Somerville and McElwee (2011) outline that interest in community enterprise development has arisen for many reasons. Charity, as conceptualised in the West, has not solved the problem of endemic poverty in developing countries (Saiia et al., 2003). Also, the renaissance of the African 'Ubuntu' concept - "the belief in a universal bond of sharing that connects all humanity"- has done little to solve the poverty problem (Newenham-Kahindi, 2009, p. 104). Moreover, communities increasingly realize that governments and corporations have failed to live up to their responsibility to create more egalitarian societies (Frynas, 2005).

Historically, community enterprise has its pedigree in civil society. Public interest promotes these kinds of organizations but such enterprise tends to be autonomous of control from the state (Tracey et al., 2005). Community enterprise, often conceptualized as a division of social enterprise, has been advocated as a tool for societal change in bringing about a common good. Communities have also taken an interest in the strategy of social enterprise business models, as a means to financial sustainability (Haugh, 2012; Nwankwo et al., 2007).

Community enterprises tend to be not-for-profit entities. Profits or monetary are surpluses re-invested into the actual enterprise or the communities it serves. A clear difference between social enterprises and community enterprises is that community enterprise members participate in the running and overall management of entity. This is often through boards of trustees elected by the community, which may include local representatives. Their role is to help shape a clearer vision and provide strategic direction. In addition, and under this model, assets tend to be held in trust for the community (Nwankwo et al., 2007). In summary community enterprise is, "an enterprise whose social foundation lies in a community of some kind... insofar as they are controlled by their members and have social as well as economic aims" (Somerville and McElwee, 2011, p. 4).

The extant literature presents various forms of community enterprises including “community co-operatives”, where "the emphasis is more on membership control" (Somerville and McElwee, 2011, p. 4) and “community-based enterprise” (CBE) which involves a, "community acting corporately as both entrepreneur and enterprise in pursuit of the common good" (Peredo and Chrisman, 2006, p. 4).

Whatever shape community enterprise activity takes, benefits accruing from community enterprise development, such as individual and community aspiration, as well as future economic growth and development, appear to make it one option for developing nations to pursue solutions to reduce poverty.

3.0 The Research Strategy

3.1 Research Site

The Emu-Ebendo community is located in the Ndokwa West Local Government Area of Delta State. It is 398 kilometres south of Abuja, the capital of Nigeria. There is no government population consensus data available and so it is estimated that approximately 20,000 people live there. In Nigerian terms, it is a small community.

Energia Ltd is the operator of a marginal oil field, located in the Emu-Ebendo community. Incorporated in 2001, it is an indigenous company. Established by key oil and gas technology services experts, its aim is to exploit the legal requirement that stipulates that only companies owned by Nigerians should be awarded licences to exploit marginal oil fields.

The mission statement of Energia Ltd is to, “exploit, produce and process sustainable energy sources for the development and upliftment of mankind and its environment, in collaboration with the communities in our areas of operation, with a workforce that continuously improves its work methods and technology, while maintaining a healthy balance between our operations and the environment”. The core values of the company are, “transparency responsibility; accountability; commitment; integrity; respectfulness; prudence; and, professionalism” (Energia, 2013).

To avoid any confusion Energia Ltd is not a community enterprise. It has as part of its core business strategy promoted community engagement, and enterprise development initiatives, in its host community.

3.2 Data Sources

In total thirty-five interviews (with senior figures in government, regulatory bodies, energy companies, associations and local communities) were undertaken as part of a broader study of corporate social responsibility in the Niger Delta. A purposive sampling strategy (Patton, 1990) was chosen since respondents must have a good knowledge of the corporate community engagement issues in community. In conducting interviews all were held in spoken English, so there were no interpretation or translation issues. In addition, the principal author is a Nigerian citizen, so intricacies of spoken English in Nigerian, and any values, beliefs and wider cultural issues, were navigated sensitively.

In response to information received regarding leaders in the Emu-Ebendo community, the first interviews were held in July 2013 with the community development chair and the public relations officer of the community youth association. Also, to get a different perspective to what those in the community governance structure presented, one youth from the community was also interviewed. With their consent the interviews were recorded and subsequently transcribed and analysed using NVivo 10 software. The forty-five minute to one hour interviews provided important background and contextual information and in-depth details about their perception of Energia Ltd and their community engagement strategy, and effect on the community.

In addition, research site visits were also made to projects executed within the community including the completed ultra-modern market stalls, road-under-construction and vehicles purchased from funds of the oil proceeds. What emerged from the analysis were perspectives (from both corporate and community) on community engagement and community enterprise development. These perspectives show how corporate and community engagement has evolved within the Emu-Ebendo community.

While there are no ethical or other issues in naming the company and the host community here, rightly in order to preserve interviewee anonymity as far a possible, we developed a coding system to identify specific interviews. ‘Gov’ indicates that the interviewee works for the government (officer); ‘Comp’ refers to company; and, ‘Com’ refers to community. The number at the end differentiates interviewees within the same category of respondent.

4.0 Key Findings and Discussion

4.1 Emu Ebendo Community Experience Before Energia Ltd’s Entry

Prior to the entry of Energia Ltd in Emu-Ebendo, Elf had operated there. In addition, respondents were aware of other oil majors in other localities. However, the community perceptions of these companies were not at all positive. Key community representatives (Com 1 and Com 2) were of the view that the community as a whole had not secured enough advantage or benefit from oil activity in their region, and had not been empowered sufficiently. Illustrating this Com 2 said that,

> *“We had Elf. And we know about Shell and Chevron. None of these companies give a percentage of oil proceeds that I know about.”*
>
> *“The most they did is to give out things like scholarships. This is a handout”.*
>
> *“After the scholarship had elapsed, they may then employ us, but not always. Employment becomes the key benefit to the individual and their families.”*

“But other people are cheated. Nothing goes to them, the wider community.”

Comparing the different approaches adopted from these companies, and Energia Ltd Com 2 stated,

“*But, now today, we have an indigenous company. They give us a percentage of the proceeds, with the whole community benefiting.”*

The type of engagement adopted by the oil and gas majors outlined by Com 2 can be classified as routine practice in Nigeria. Drawing on Bowen et al.’s (2010) typology such engagement can be defined as “transactional engagement”.

In comparison Energia Ltd’s approach has been very different. The predominant level of engagement perceived by the Emu-Ebendo community is that their approach has been “transformational”. Not only in terms of the percentage of proceeds given back to the community. But also in terms of the: communication strategies employed; number of community partners involved; community control over processes; and, learning by doing by the company and community (Com 1 and 2).

Presenting specific examples of engagement, the next section details the impact of corporate and community engagement and enterprise development activities on the community. In short, community engagement is achieved in practice through social and enterprise development activities, since the engagement process has produced several initiatives and business activities within the community. Community enterprise development activities here go beyond Bowen et al.’s (2010) “transactional engagement” common within other localities in the Niger Delta.

4.2 Marginal Oil Fields and Impacts of Corporate Community Engagement in the Niger Delta

Following on from Zimmerman's (2000) empowerment concept and its application as a lens for this study, the conclusion reached is that the indigenous firm's engagement strategy processes is an exemplar of transformational engagement. The Nigerian Oil and Gas Industry Content Act (NOGIC) (2010) has been the catalyst for encouraging Nigerian companies to become operators in marginal oil fields, with nine marginal fields now under the management of indigenous companies (Osahon 2013; Ihua et al., 2009).

Given that the oil industry in Nigeria has long been seen as a bastion of male supremacy, it is particularly satisfying to note that the Act has resulted the first indigenous female owner and chief executive officer of a marginal field. Comp 1 highlighted the company's efforts at providing community employment as a core goal,

> *"How else do you want us to add value?"*

> *"We employ 100 Nigerians. Considering the fact that we are a small company in operation for only 5 years."*

> *"If oil companies operate that way, more Nigerian people will be in employment."*

Demonstrating community-focused commitment by offering employment to empower the citizens of their host communities Comp 1 continued,

> *"34% of our employees are indigenes of our host communities. We are the first indigenous company to train five marine employees from our host communities for five months in the USA within our first two years of operation. These five marine employees were the Nigerian crew that*

brought back a vessel MV Princess Royale from Homma Louisiana to Nigeria."

Gov 2 confirmed the performance of the indigenous oil company in helping Nigeria to maximise returns from marginal fields,

"Operationally, the performance I would say has been quite phenomenal because one would have thought that those indigenous companies would not have the requisite skill, technologies and expertise to operate those fields."

"But that has been proven wrong because they have indeed surpassed expectations. They have all met their obligations and more."

Gov 2 continued,

"But, that is not surprising. They have seen the mistakes their former companies made in the past. They have addressed those and they have learnt to overcome those challenges in operating their (new) fields."

With respect to community engagement Gov 2 was effusive about the better relationship between the indigenous company operators, compared with the previous oil company operators:

"In terms of community engagement. They have seen the mistakes made by former operators. So now every year a work programme is

produced. This details plans and activities for the previous year, current year, and next year."

"Community comments, observations and recommendations are sought. Engagement. The community feeds into that process as an equal partner."

This view was echoed by nearly all of the respondents who cared to comment on this issue, with clear and tangible benefits evidenced to both the company and community. A typical set of comments, this time drawn from Gov 1 would be,

"Armed police escorts are no longer required."

Unusually there are peaceful relationships between the company and community. This prompted me to ask why? What is the secret? The company has signed an MoU. They (the company) are faithful to the MoU; they benefit directly and indirectly."

"The community ensures that there is peace and no hostility towards the company…the community is benefiting from a community fund and seeing themselves as principal stakeholder."

"By ensuring that there is no rancour. The company benefits because there is no disruption to oil production activities."

Moreover, Gov 3 confirmed that the indigenous company has an excellent working relationship with the host community,

> *"the marginal field operator is trying hard….they have an excellent relationship with the host community from what I have seen."*

The next section illustrates how social and community enterprise development has become possible in the Emu-Ebendo community.

4.3 Social and Enterprise Development, and Governance Structures

In supporting social and community enterprise development, Energia Ltd has agreed to pay income from oil related activities, as previously outlined. This money is paid into a community trust fund and this is then reinvested into the community via social development activities and the creation of new business ventures. In illustrating this Com 1 stated,

> *"(The) benefits have accrued to our community have been many. Some of which are:*
>
> *a) Road construction;*
>
> *b) Payment of electricity bills, which has helped educational attainment;*
>
> *c) The purchase of two Toyota Hilux 4WD cars and 2 Toyota mini buses, with only one of these vehicles retained for community use,*

while the others are leased out and income generated from them; and,

d) Monetary contributions are given as a grant in support to business ventures for women who are in farming."

Some of the other social projects initiated and executed successfully include the:

- Elders' Welfare Programme;
- Educational Remedial Programme;
- Funding of the Emu-Ebendo Vigilante Security Surveillance System;
- Construction of an Ultra-Modern Market;
- Scholarships;
- Youth entrepreneurship;
- Sustainable water supply; and
- Promotion of indigenous capacity through contractors' support.

In order to ensure effective governance of the trust fund, social initiatives and business ventures, an Ebendo Community Trust Fund Board has been set-up. This Board comprises of community members, representatives from Energia Ltd, and a chairperson who is not an indigenous member of the community. Furthermore, the Emu-Ebendo community and Energia Ltd jointly agree who should become a member of the Board. Citizens of the community who do not hold any leadership position in the community are also chosen for Board membership to provide balance and to help with transparency. These measures are designed to prevent corruption or embezzlement of funds (Com 1, 2 and 3).

Finally, and very importantly the approach adopted by the Emu-Ebendo community is also having a broader societal impact on other Nigerian communities. Com 1 states,

> *"As the first beneficiary of percentage payments of this kind…other communities have been making efforts to imitate us in their discussion…with other oil companies...we are leading on this."*

In summary, this case provides evidence that suggests that empowerment and transformational engagement can generate significant practical benefit for both companies and communities, as conceptualised by Bowen et al. (2010).

4.4 Discussion

The foregoing discussion has set out salient points as per corporate community engagement and community enterprise development activities. Despite the challenging nature of relationship between companies that operate in the Niger Delta and host communities, the case study indicates that there could be a peaceful relationship between companies and communities if the approach, which respects cultural norms, values and beliefs, followed here is adopted elsewhere. However, the issue of respect from the company to the communities' culture, norms and values underpin the peaceful relationship that exists. Since respect is reciprocal, the community also respects the company.

In comparison, this was absent in Shell's relationship with the Ogoni community which led to a series of high profile conflicts that culminated in the killing of the Ogoni nine including Ken Saro Wiwa (Campbell, 2002; North, 2001). It is relevant to point out that this is not the first time research on the Niger Delta has highlighted the importance of culture in stakeholder relations. For instance, Groves (2009) argued in a related study that understanding the local culture of the host community is crucial for continuous peaceful company business within the region. He asserts that the failure of Shell in understanding the dynamics of local culture led to the breakdown in communication with the Ogoni community from which Shell was eventually banished.

Although Shell's policy was to promote a culture of respect and civil discussion, their introduction of such a policy intervention was too late to remedy the situation. Similarly, the ECCR[ii] (2010) concluded that with regards to corporate community engagement in the Niger Delta, it had failed to respect culture and tradition. The ECCR study asserted that the community perceived the community relations officer of Shell as too arrogant, and disrespectful to the host community. Such a scenario strengthened the distrust between Shell and the community. Moreover, Shell's arrest of persons perceived to be stumbling blocks to their operation was seen as disrespect for traditional institutions because these people were actually high status representatives of the community.

Differing from the Shell case, the dynamics of the relationship in the case presented here changes by virtue of the fact that the Emu-Ebendo community has a valuable stake in the Energia Ltd joint oil field.

5.0 Conclusion

As noted in the introduction, corporate and community engagement is an overlooked issue in sustainability debates. There is not much evidence regarding its effectiveness and practical benefits, particularly in developing nations.

This article has addressed Bowen et al.'s (2010) call for further research into this issue and has provided an example of how one Niger Delta community has benefited from corporate community engagement, and how this has had a significant societal impact. In this case, the relationship between the company and the community is peaceful. Principally, this is because the indigenous oil company took cognizance of the cultural dynamics of the community. This relationship has arisen because the culture of the community has been incorporated into company actions and these have been sympathetic to that community over time.

Funds leveraged for the community have allowed it to undertake developmental projects and run business ventures. This represents a form of transformational change since it is a shift in the underlying strategy and processes used previously by oil companies in region and country-wide. Furthermore, the case is an example of transformational engagement because in addition to injecting cash as a share of oil proceeds into the community, the company has also engendered a culture of probity and equity whereby a process of accountability and governance on how funds accruing are approved and disbursed for jointly agreed purposes.

This case has offered a practical demonstration of how community engagement might also play a major developmental role in other developing nations through social and enterprise development. Through learning from this case the oil sector, and for that matter other sectors of the Nigerian economy could learn to replicate this. In addition, it has shown one way to solving wider societal unrest across the Niger Delta could be to grant other communities a principal stake in the work of companies.

While the scenario presented in this article is a good example of how oil companies can engage with Nigerian communities, future research should look to extend the findings to other Nigerian localities and even perhaps to other developing nations.

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Ethical approval: “All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.”

Informed consent: “Informed consent was obtained from all individual participants included in the study.” “Additional informed consent was obtained from all individual participants for whom identifying information is included in this article.”

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[1] To clarify the Ecumenical Council for Corporate Responsibility (ECCR) is a church-based investor coalition. Its role is to: promote economic justice; environmental stewardship; and, corporate and investor responsibility.

Appendix N: Participant Position in Organisations/Communities

S/N	Participant	Position in Organisations/Communities							
	Codes	CEO of Corporation	Manager of Corporation	Director of Government Agency	Manager of Government Agency	Chairperson of Community Dev. Community	Leader of Community Dev. Community	President of Community Youth Body	Member of Community Youth
1	R1DPR			1					
2	R2DPR				1				
3	R3FME				1				
4	R4NOSDRA				1				
5	R5NPDC			1					
6	R6NPDC				1				
7	R7IDSL				1				
8	R8IDSL			1					
9	R9NDDC			1					
10	R10NNPC				1				
11	R11PHRCL				1				
12	R12NLNG				1				
13	R13NGO				1				
14	R14NGO				1				
15	R15NGO			1					
16	R16CHEVRON		1						
17	R35EXPERTCOMRELATIONS		1						
18	R17CONOIL		1						
19	R18BRITU	1							
20	R19OANDO		1						
21	R20STERLINGCO		1						
22	R21INDOELEME		1						
23	R22EMUEBENDO						1		
24	R23EMUEBENDO					1			
25	R24EMUEBENDO								1
26	R25OKPAIORISHI							1	
27	R26OKPAIORISHI						1		
28	R27OKPAIORISHI								1
29	R28OKPAIORISHI					1			
30	R29BONNYKINGDOM					1			
31	R30BONNYKINGDOM							1	

32	R31BONNYKINGDOM								1
33	R32OKPAIOBODO					1			
34	R33MGBUOSHIMINI								1
35	R34OGBORODO								1
		1	**6**	**5**	**10**	**4**	**2**	**2**	**5**

Source: Author Generated