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Walden University
2020

Abstract

Collaboration in Corporate Social Responsibility

Programs in Nigeria's Oil Industry

by

Amuzie Akpaka

MBA Delta State University, Abraka, Nigeria, 1999

HND Institute of Management and Technology, Enugu, Nigeria, 1982

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2020

Abstract

The inability of some corporate social responsibility (CSR) managers to satisfy

stakeholders' expectations to deliver on corporate social responsibility outcomes has led

to protests, unrest, threats, and shutdowns of operations of companies in Nigeria's oil and

gas industry. CSR program managers who do not establish strategies to improve

stakeholder engagement may experience business failure. Grounded in stakeholder

theory, the purpose of this qualitative multiple case study was to explore strategies CSR

managers use to improve CSR outcomes. Participants for the study were 8 CSR managers

who formulate policy, initiate and implement CSR programs in companies operating in

Nigeria's oil and gas industry, and who stand to benefit from more effective and efficient

ways of engaging stakeholders. Data were collected primarily from interviews of

managers and secondarily from publicly available documents of the two companies.

Collected data were coded and analyzed using thematic analysis. The 6 themes that

emerged from the analysis were multifaceted communications, discussions and

negotiations, social welfare, empowerment and development, community first, and

sustainability. Managers may use the findings of the study to improve on business

practice through the adoption of multiple stakeholder engagement and dialogue processes

that may lead to improved stakeholder salience and engagement. Implications for social

change include improved stakeholder relationships, more active stakeholder involvement

in CSR programs, more positive perception of CSR programs by stakeholders, and

sustainability for the industry.

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Dedication

April 2020
This doctoral study is a testimony of God's kindness and mercy, which endures

forever. I dedicate it to my wife Love Onyinye Akpaka, who took ill during a crucial

period of the doctoral study process, and to my son Chiemela Stephen Akpaka, who

became a college student during the same critical period. Their belief, their support,

encouragement, and sacrifice kept me going and gave me sustenance until the end of the

doctoral study writing process. The lessons I have tried to teach by embarking on this

program, I hope Chiemela teaches his offspring.

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Section 1: Foundation of the Study

Nigeria identifies as a mono-product economy with oil and gas accounting for 96% of the country's export earnings (EIA, 2016). Nigeria's oil and gas industry, operated mainly through multinational corporations (MNCs), overtook agriculture as the main revenue earner for the country from the 1970s and became strategic to the nation's economy (Nzeadibe et al., 2015). In their operational environments, the MNCs and other companies operating Nigeria's oil and gas industry are under pressure from stakeholders to fill the gap left by government through corporate social responsibility (CSR) (Nzeadibe et al., 2015). Stakeholders display increasing ability to influence corporate decisions (Park, Chidow, & Choi, 2014). The inability of CSR mangers to manage stakeholders' expectations expose organizations to reputational risks (Christensen, Mackey, & Whetten, 2014). In Nigeria, some stakeholders have protested through unrest, threats, and shutdowns of operation of oil and gas firms for their inability to deliver on corporate social responsibility outcomes (Adekunle, Igbuku, Oguns, & Shekwolo, 2013; Boris, 2015). The aim of this study was to explore strategies for engagement of stakeholders to improve CSR outcomes in Nigeria's oil and gas industry.

Background of the Problem

The MNCs operating in Nigeria's oil and gas industry have legacy CSR policies where they operate. However, in Nigeria, some stakeholders have a perception of low performance and irresponsibility of MNCs in their CSR programs (Hennchen, 2015). Some stakeholders resorted to unrest and sabotage resulting from a negative perception of the CSR programs of oil and gas firms (Boris, 2015). As MNCs become more powerful,

and their business, social, and environmental activities become more impactful on society, MNCs in Nigeria need to reverse the perception of irresponsibility of their CSR programs (Nzeadibe et al., 2015). As these authors noted, stakeholder perception is important in CSR assessment. Finding a framework for engaging various stakeholders in CSR programs may ensure sustainability of the MNCs in the long-term. Stakeholders to the MNCs operating within Nigeria's oil and gas industry include those who have legitimacy of physical entity, legitimacy of moral claim, or legitimacy of behavior or risk on the firms (Miles, 2015). The focus of this study was to explore strategies for engaging stakeholders to improve CSR outcomes in Nigeria's oil and gas industry.

Problem Statement

Although the oil and gas industry is the mainstay of Nigeria's economy, the industrial managers lack effective strategies for engaging stakeholders in programs that positively enhance the reputation of the industry (Agbiboa, 2014). Nigeria derives 10% of its gross domestic product (GDP), 75% of government revenue, 90% of foreign exchange earnings, and 96% of export earnings from oil and gas (US Energy Information Administration (EIA), 2016; International Monetary Fund (IMF), 2016), yet some stakeholders created violence, unrest, and threats in the operating environment of the industry (Adams & Ogbonnaya, 2014). The general business problem is a failure to implement CSR programs negatively impacts sustainability. The specific business problem is that some CSR managers lack strategies to engage stakeholders to improve CSR outcomes.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies CSR program managers use to engage stakeholders to improve CSR outcomes. The targeted population for this study were CSR program managers of two oil and gas firms operating in Lagos and Port Harcourt, Nigeria. The implication for positive social change included the potential of increasing stakeholder salience among oil industry leaders, thus enabling more trustworthy and more committed stakeholder relationships in the oil and gas industry in Nigeria (Garcia-Castro & Aguilera, 2015).

Nature of the Study

Scholars have the option of using any of the three available research methods qualitative, quantitative, and mixed method to carry out research. I used a qualitative methodology for this study. The qualitative research method allowed the use of research materials that captured and provided meaning for individual lives (Connelly, 2016). Qualitative research met the needs of a study for exploring phenomena.

By contrast, the quantitative methodology conformed to the need for establishing relationships between variables or measuring variables, while mixed method research enabled researchers to exploit the advantages inherent in qualitative and quantitative research methods to carry out balanced research (Morse, 2015). The use of the qualitative research methodology in this study enabled indepth exploration and understanding of strategies CSR managers used in Nigeria's oil and gas industry to engage stakeholders to improve outcomes. Flinkman and Salanterä (2015) noted that indepth interviews provided more details of participants' experiences than questionnaires.

A multiple case study design was suitable for the exploration of the perceptions and opinions of individuals within their organizations. Exploration of perceptions and opinions of individuals was the focus of this study. The multiple case study design enabled the researcher to present more than one case in the study, especially relevant when the boundaries between the phenomenon and the context are not obvious (Yazan, 2015; Yin, 2017). In a phenomenological study, the focus is on the shared experiences of individuals (Alase, 2017). In ethnography, researchers explored the lived experiences of participants through indepth interviews and observations (Lane, 2016). The focus of this study was to offer an indepth analysis of shared experience of a phenomenon in two different organizations, through the exploration of the perceptions and opinions of individuals as noted by Alase (2017).

Research Question

The research question for this study was: What strategies do CSR program managers use to engage stakeholders to improve CSR outcomes?.

Interview Questions

1. What stakeholder engagement strategies do you use in your CSR programs?

2. How often have you used these strategies in your CSR programs?

3. What strategies have you found to work best for you in engaging stakeholders in your CSR programs?

4. How did these strategies of engagement impact the outcomes of your CSR program?

5. What notable CSR programs has your company carried out using your preferred stakeholder engagement approach?

6. How has your preferred stakeholder engagement approach helped your company achieve the goals of your notable CSR programs?

7. How have your preferred strategies affected the relationship between your firm and its stakeholders?

8. What are the key issues that have determined the adoption of your preferred stakeholder participation strategies in your CSR programs?

9. What have been the key success elements of your preferred stakeholder engagement strategies?

10. What additional information can you provide on stakeholder engagement   strategies CSR program managers use to improve CSR outcomes?

Conceptual Framework

The basis of this study was the stakeholder theory. Freeman (1994) developed the stakeholder theory as a competing theory for the dominant economic model of the firm, where managers act as agents of stockholders. Key constructs of the stakeholder theory included: (a) descriptive / empirical, (b) instrumental, and (c) normative, enabling the study of a firm from observable, relational, and prescriptive perspectives (Mainardes, Alves, & Raposo, 2012). Freeman suggested the stakeholder theory provided a platform for blending concepts of business with ethics, and for exploring the link between observed social performance and observed economic performance. Stakeholder theory focused on stakeholder engagement (Dawkins, 2014). Devinney, Schwabach, and Williams (2013) noted managers in firms under stakeholder corporate governance focused on who their stakeholders were, and on how to create and distribute value to the

stakeholders. As applied to this study, the stakeholder theory holds that I expected the key propositions of the theory to guide participants to explore perceptions and experiences regarding strategies they use to engage stakeholders in CSR programs.

Operational Definitions

The following terms include definitions to ensure clarification and a better understanding of the study. The terms are used and applied in this study in relation to the context of the study. The meanings of the terms applied to the perspectives and purpose of the study.

Collaboration. This term describes an evolving process whereby two or more social entities actively and reciprocally engage in joint activities aimed at least one shared goal (Bedwell et al., 2012).

Corporate social responsibility (CSR). The concept of CSR refers to context specific organizational actions and policies that take into consideration stakeholders' interests in the economic, social, and environmental performance of the firm (Aguinis & Glavas, 2012).

Stakeholders. These are groups or individuals who can affect or be affected by achievement of organizational goals (Freeman, 1994).

Stakeholder engagement. The term refers to the process by which firms involve individuals or groups who can influence or be affected by decisions of the firm (Strand & Edward-Freeman, 2015).

Stakeholder management. This term describes the concept of viewing the firm as in relationships with various groups of stakeholders and developing these relationships to

ensure fair treatment and consideration for all stakeholders, on the premise that the firm

has responsibilities to all stakeholders (Verbeke & Tung, 2013).

Stakeholder theory. This is a collective term describing ideas promoting shared

value and shared interest based on the central thesis that the purpose of a firm is to create

as much value as possible for the highest number of stakeholders (Strand & Edward-

Freeman, 2013).

<div align="center">**Assumptions, Limitations, and Delimitations**</div>

Assumptions

Assumptions are suppositions believed to be true, but are not verified (Malterud,

2016). To ensure credibility of the study, it was important to identify, acknowledge, and

interpret assumptions as ways of managing bias (Wortham, 2015). The first assumption

made in this study was that the participants selected for this study would be truthful in

their responses to the interview questions. The second assumption was that data gathered

from individual oil and gas firms would be compatible with records available at the

Nigerian National Petroleum Company (NNPC), the partner and regulating government

agency for the oil and gas industry in Nigeria. The third assumption was that the

participants chosen for this study would willingly and voluntarily share their experiences

in the course of the entire study process.

Limitations

Limitations are issues of added concern or potential weaknesses in the study that

bring about restrictions outside of a researcher's control (Sarmiento et al., 2015; Singh,

2015). These weaknesses affect the population selected for the study and the ability to

generalize the outcome of the study to other populations. The limitations of this study were the selection of participants for the study, the availability of these participants, their willingness to participate, and the choice of a purposive sample strategy to select the participants. Demographic data of the 10 participants selected for this study were also further limitations. While data generated from these participants might not permit findings to be generalized to wider populations, the data permitted for the results to be transferable to other study settings (Malterud, Siersma, & Guassora, 2016).

Delimitations

Delimitations define and specify the boundaries of a study (Rule & John, 2015). Delimitations are elements, factors, constructs, or variables that may not be explored in the research but set boundaries for the case by defining the scope of the study (Lewis, 2015). The delimitations of this study included the selection of the research problem, the industry type selected, the sample group, the sample size, and the location of the study. The purposive sample selection strategy chosen for this study further delimited the study by specifying the sample group, the sample size, and the location of the study (Patton, 2015). These factors helped establish the scope of the study. The focus of this study was oil and gas firms located in Lagos, the commercial capital of Nigeria, and Port Harcourt, the operational nerve center of Nigeria's oil and gas industry. The study was confined to oil and gas firms that focus on exploration and production of oil or gas, and whose activities affect stakeholders in their communities. Service firms in the oil and gas sector in Nigeria were excluded from this study.

Significance of the Study

This study is of value to business because of the potential to provide effective strategies for stakeholder engagement in Nigeria's oil and gas industry. The importance of this study is the potential contribution to the greater body of knowledge of effective strategies managers in oil and gas firms use to engage stakeholders to improve CSR outcomes, thus engendering a more harmonious coexistence between the firms and their stakeholders (Yin & Jamali, 2016). The development of more effective stakeholder engagement strategies might lead to more effective CSR management practices, more efficient CSR outcomes, and a more enabling environment for the sustainability of oil and gas in Nigeria (Horisch, Freeman, & Schaltegger, 2014; Wang, Takeuchi, & George, 2016). By aligning the initiatives and the mechanisms of their CSR programs, managers in Nigeria's oil and gas industry might be able to ensure increased effectiveness and efficiency in their CSR programs (Griffin & Prakash, 2014).

Contribution to Business Practice

The contribution of this study to business practice include: (a) developing efficient and effective stakeholder engagement strategies; (b) improving CSR sense giving and sense making processes that lead to improved outcomes; (c) expansion of the role of stakeholders in CSR programs that help to build legitimacy and (d) developing a more positive corporate reputation for the oil and gas firms operating in Nigeria (Chomvalailuk & Butcher, 2016; Kolk, 2016). Much of existing literature on Nigeria's oil and gas industry focused on the strategic importance of the industry, the financial performance of the industry, and on the weak laws regulating the industry (Adegbite,

2015; Cordeiro & Tewari, 2015). Extant literature lacks the ability to address the issue of effective stakeholder engagement strategies that lead to improved CSR outcomes. The objective of this study was to close the gap in existing literature regarding knowledge of strategies CSR program managers used to engage stakeholders to improve CSR outcomes in Nigeria's oil and gas industry.

Implications for Social Change

The implication for social change is that more effective stakeholder engagement strategies in CSR programs might lead to more positive perception of CSR programs of oil and gas firms by the stakeholders, which might lead to a more positive reputation for the oil and gas industry in Nigeria. Enhancing the reputation of the oil and gas industry through effective stakeholder engagement strategies may help build the legitimacy of the industry and deepen its social license to operate (Kolk & Lenfant, 2015; Wilson, 2018). Through more involvement of stakeholders and more productive CSR outcomes, the Nigerian oil and gas firms may play a more positive role in the development of society by initiating health, social, and environmental programs in their operating environment. These CSR programs may lead to the creation of more jobs within the environment, help in the reduction of poverty, and also help in the reduction of environmental degradation, thereby enhancing the overall welfare of the people (Omar, Leach, & March, 2014).

A Review of the Professional and Academic Literature

The purpose of this qualitative study was to explore strategies CSR program managers use to engage stakeholders to improve CSR outcomes. The research question for this study was: What strategies do CSR program managers use to engage stakeholders

to improve CSR outcomes? The aim was to use a qualitative study method and case study design to explore the experiences, opinions, and perceptions of CSR program managers in the oil and gas industry in Nigeria regarding strategies they used to engage stakeholders. A multiple case study design enabled the researcher to present more than one case in the study, especially relevant when the boundaries between the phenomenon and the context are not obvious (Yin, 2017). The conceptual framework of the study was the stakeholder theory. The goal of this literature review was to explore the concepts of stakeholder theory, stakeholder management, and CSR, as the concepts impact on business practice.

This literature review has two main sections. The first section included a review of the conceptual framework of the study, which was the stakeholder theory and its key constructs and propositions. The second section consisted of themes on CSR practice, stakeholder engagement, and management in a cross section of industry and business applications that highlighted needs for further studies (Wee & Banister, 2016). In the literature review, themes were presented in an integrative approach. Wakefield (2014) posited that literature reviews can be presented in the theoretical, methodological, and integrative approach. However, Fawcett (2013) noted that the integrative approach helps to build understanding for a phenomenon being explored. The integrative approach adopted in this review keys into the iterative knowledge building process suggested by Fawcett.

For this literature review, I conducted searches of scholarly journals, dissertations, and books accessed mainly through the Walden University Library, and by using Google

Scholar, ProQuest, and EBSCOhost search engines. Databases consulted during the searches included: *Business Source Complete, ABI / INFORM Complete,* and *Science direct*. Some key terms used in the searches were: *stakeholder theory, stakeholder management, CSR and stakeholder theory, CSR and stakeholder management, CSR* and *relevance in business* as well as *CSR and collaboration*.

When conducting the research, I utilized the acronym *CSR* for corporate social responsibility and used the acronym in conjunction with the following terms: *social change, justifications and reporting, sustainability, stakeholder theory, stakeholder management, and collaboration,* as well as *CSR and Nigeria's oil and gas industry*. The literature review began with evolution and general trends in CSR research, and continued with major themes explored in CSR research (vom Brocke et al., 2015). I also used the acronym *CSR* in conjunction with the same terms to present the summaries of the major themes researched. The summaries included: *CSR and relevance in business, value creation, stakeholder theory, stakeholder management,* and *collaboration*, as well as *CSR and Nigeria's oil and gas industry.* Sources consulted for this literature review included articles from peer-reviewed scholarly journals, dissertations, and books. Of a total of 182 citations in this literature review, 163 were from works published from 2015 to 2019. Peer reviewed articles used for the literature review were 171, accounting for 93.95% of articles used.

Stakeholder Theory

The basis of this study was the stakeholder theory. Freeman (1994) developed the stakeholder theory as a platform for blending the concepts of business and ethics and linking social performance with economic performance. Key constructs of the stakeholder theory included: (a) descriptive / empirical, (b) instrumental, and (c) normative (Mainardes et al., 2012). The stakeholder theory enabled the study of firms from observable, relational, and prescriptive perspectives. As applied to this study, the stakeholder theory holds that I would expect the key propositions of the theory to guide participants to explore perceptions and experiences regarding strategies they used to engage stakeholders in CSR programs. Strand and Edward-Freeman (2015) noted that the central thesis of the stakeholder theory was that firms are in relationship with different stakeholders, and that the purpose of firms was to create as much value as possible for the highest number of stakeholders. Pige (2017) emphasized that stakeholder theory led to a better understanding of who the stakeholders of the firm were and how best to engage them and manage their interests. For managers of firms, it was important to know who the stakeholders of the firms were, to know what the interest of the stakeholders were, and also to know how best to satisfy the interests.

The analytic aspects offered by the theory can be approached from more than one perspective. Jones and Wicks (1999) expanded the stakeholder theory further by proffering the instrumental, convergent, and divergent stakeholder theories. Jones and Wicks posited the instrumental stakeholder theory integrated stakeholder concept, economic theory, behavioral science, and ethics. Jones and Wicks also presented two

approaches to stakeholder theory, one from a social perspective and the other from a normative view. From these two approaches, Jones and Wicks developed the convergent stakeholder theory that they opined was normatively and instrumentally sound, enabling managers to create morally sound and effective approaches to business. However, Edward- Freeman (1999) argued convergent stakeholder theory offered no distinction between normative and descriptive stakeholder theories. Edward-Freeman argued for the need for divergent theories that make use of the stakeholder point of view in understanding organizations from different perspectives. Understanding the firm from the perspective of its relationship with its different stakeholders helped managers of the firm focus on how best to develop and foster relationships that created and distributed value to all stakeholders (Strand & Edward-Freeman, 2015). The scholarly debates on variants of the stakeholder theory notwithstanding, stakeholder theory offers managers the platform to understand the instrumental, relational, and moral forces that pressure firms to engage in CSR.

Additional issues that engaged the attention of scholars in relation to the stakeholder theory include the definition and classification of a stakeholder, the universality of stakeholder prescription, and the legitimacy and salience of stakeholders. Mainardes et al. (2012) noted that stakeholder theory has three dimensions: normative, instrumental, and descriptive. The stakeholder concept is anchored on three factors, which include (a) the organization and other actors, (b) the nature of the organization, and (c) the nature of the actor relationship. Most scholars agreed on the dimensions and factors in relation to stakeholder theory (Miles, 2015; Retolaza, Aguado, & Alcaniz,

2018). The three dimensions identified by Mainardes et al. (2012) when considered together, helped enrich the understanding of how managers perceived and related with stakeholders of the firm, how the relationships impact on company goals, and how they impact corporate governance philosophies of the firms.

Central to the understanding of the stakeholder theory was the definition of who was a stakeholder. Mitchell, Agle, and Wood (1997) chronicled definitions of a stakeholder from the 1960s to the 1990s and found that some scholars offered wide definitions of who a stakeholder was, while other scholars offered narrow definitions of a stakeholder. Embedded in these differing definitions was the recognition of the nature of power relationships between firms and stakeholders (Miles, 2015). The relationships included those in which the stakeholder was dominant, those where the firm was dominant, and relationships that included mutual power dependence between the firm and the stakeholder (Mahoney & Kor, 2015). Davila and Molina (2016) highlighted another rationale for identifying stakeholders to include the basis for legitimacy of the relationship, which means that the stakeholder has a physical claim, a moral claim, or something at risk in the firm. The understanding of stakeholder salience enables business leaders and scholars to expand their knowledge of critical stakeholder relationships that affect social, economic, and sustainable performance of firms. Harrison, Freeman, and Abreu (2015) posited strategic cognition and issue salience enables managers to respond more effectively to stakeholder concerns. With the current level of threats, unrest, and uncertainty in Nigeria's oil and gas industry, the issues of stakeholder salience and stakeholder relationship become relevant to the sustainability of the industry, justifying

the need for this study to determine how best to engage stakeholders to ensure improved outcomes in CSR programs.

Stakeholder salience and stakeholder legitimacy were important concepts for determining how managers engaged and related with stakeholders. From the instrumental stakeholder theory perspective, stakeholder relationship and legitimacy could be viewed from three dimensions: legitimacy as an entity, legitimacy of stakeholder claim, and legitimacy of stakeholder behavior. The implication of this perspective is that firms must be managed in the interest of all stakeholders, as stakeholders have different views and beliefs on how projects and issues concerning them should be handled (Paul, 2015; Quartey & Quartey, 2015). This approach might call for the integration of strategy and ethics of stakeholder theory with strategic management for the development of a dynamic approach to stakeholder management.

Stakeholder theory highlights the conceptual competition between power and legitimacy. Mitchell et al. (1997) posited that competition between power and legitimacy exists in other theories of the firm like agency, behavioral, institutional, resource dependency, and transaction cost theories, just as it exists in stakeholder theory. Edward-Freeman, Rusconi, Signori, and Strudler (2012) agreed and added that beyond enabling identification of stakeholders, stakeholder theory provided tools for managers and stakeholders to relate better with each other (Christensen, et al., 2014). Stakeholder theory also provided tools for theorists to understand the link between value creation and trade (Bridoux & Stoelhorst, 2016). Thus, stakeholder theory was important as the theory

led to increased understanding of the stakeholders of the firm and how best to engage and manage the stakeholders and their interests.

Evolution and Trends in CSR Research

Scholarly interests in CSR concepts, issues, and practices have evolved overtime. Carroll (2010) posited research interest in the effects of CSR activities of business on society increased significantly from the 1970s to the 1990s. The focus of CSR research changed from the definition of terms and concepts of CSR in the 1970s, to the current focus on how to maximize the effects of CSR while increasing shareholder value (Carroll, Primo, & Richter, 2016; Hahn, Pinkse, Preuss, & Figge, 2015; Schrempf-Stirling, Palazzo, & Phillips, 2016). The expanding power and influence of multinational corporations (MNCs) supported the need to find new ways to revitalize effects and benefits of CSR (Idemudia, 2014a). Zheng, Luo, and Makismov (2015) established that in an emerging economy, such as Nigeria, MNCs seek legitimacy through CSR. Improving on their CSR outcomes may help MNCs operating in Nigeria's oil and gas industry achieve balance between their perceived power and influence and their impact on society.

CSR research has evolved from early focus on theory development to current focus on impact and benefits of CSR. Early efforts at CSR research centered on developing core theories and principles influencing the foundation of CSR (Carroll, 2015; Jamali & Karam, 2018). Currently, scholars focus more on how to measure effects and benefits of CSR activities (Barnett, 2016; Kolk, 2016), and on redefining approaches and providing frameworks for maximizing CSR benefits (Frynas & Stephens, 2015; Wickert,

2016). CSR research also includes the main focus on ways of improving social effects of CSR activities of firms (Agyemang & Ansong, 2017).

In this literature review, CSR studies in different sectors of business such as manufacturing, tourism, and mining were explored. Some general themes explored in these research interest areas included the link between CSR and competitive advantage (Barnett, 2016 ; Nwaneri, 2015), firm performance, and communication (Jamali, El-Dirani, & Harwood, 2015; Zheng, Luo, & Maksimov, 2015). Stakeholders' perceptions of CSR activities of firms and the effect of CSR on business and productivity were of interest to scholars (Athanasopoulou & Selsky, 2015; Wickert, 2016). Researchers also examined the reporting of CSR, as well as social and environmental reporting (Epstein, Buhovac, & Yuthas, 2015; Hahn et al., 2015). The effect of CSR on employee job satisfaction was also of interest to some scholars (Farooq, Rupp, & Farooq, 2017; Jamali, El-Dirani, & Harwood, 2015; Zhou, Luo, & Tang, 2018).). The varied nature of CSR research interest reflected the global nature of business and the current focus on ethics and other new directions of CSR research (Wang, Tong, Takeuchi, & George, 2016). Thus, for the purposes of this study, the link between CSR, employee satisfaction, and firm perception might be an important link in the development of productive and enduring stakeholder relationships, which is of interest in this study.

The link between developing productive stakeholder relationship and the concept of collaboration could also offer another approach to building enduring stakeholder relationship. Lane and Bartlett (2016), Soosay and Hyland (2015), and Soosay, Hyland, Baxtra, Xia, and Zhang (2017) explored the theme of collaboration in CSR and how the

approach can help companies and organizations increase competition. However, some scholars paid little attention to strategies for engaging stakeholders to ensure improved outcomes of CSR programs in Nigeria's oil and gas industry (Idemudia, 2014a). CSR outcomes were important in the industry because the oil and gas industry was the mainstay of Nigeria's economy (Agbiboa, 2014). Kirat (2015) opined that CSR should address issues of sustainable development, globalization, and governance, as well as the social impact of corporate activities. Finding a framework for better management of stakeholder interests and ensuring improved CSR outcomes in Nigeria may engender harmonious coexistence of the businesses operating in the oil and gas industry with their host communities and ensure sustainability of the industry.

Current Areas of Focus of CSR Research

Current areas of interest in CSR research indicated multidimensional approaches to enhance the practice and the benefits of CSR. Researchers had shown interest in issues that include CSR and sustainability, corporate performance (CP), the reporting of CSR, the business case for CSR, the regulation of CSR, CSR and value creation, as well as the relationship of CSR and social change (Kolk, 2016; Spence, 2016). A growing area of research interest was the effect of CSR on human resources (HR) development (Jamali, El-Dirani, & Harwood, 2015; Saeidi, Sofian, Saeidi, Saeidi, & Saaeidi, 2015). However, more relevant for emerging economies and developing countries, such as Nigeria, was researchers' focus on the developmental role of CSR from the perspectives of economic, legal, and ethical citizenship (Robertson & Thomson, 2016). Also relevant were researchers' interest in exploring key drivers of CSR in MNCs, particularly from the

stakeholder perspective as explored by Gupta, Briscoe, and Hambrick, (2017). Soosay et al. (2017) explored the role of Foreign Direct Investment (FDI) in improving social conditions through CSR and ethical business practices, while Strand and Edward-Freeman (2015) looked at existence of top management positions for CSR and how they affect CSR performance. Christensen et al. (2014) argued that CSR provided context and outcomes for leadership scholars, while leadership models could provide the processes of explaining CSR. The focus of this study is the management of stakeholders through stakeholders' engagement strategies that lead to improved CSR outcomes from the perspective of the oil and gas industry from a developing economy such as Nigeria.

CSR and Relevance in Business

The relevance of CSR to business manifested as ongoing scholarly debate in reviewed literature. Concerns on how to measure and determine effects of CSR on business, from the perspective of the firm and also how managers understood the impact of business on society held the interest of scholars such as Jamali et al. (2015). Other scholars explored CSR research from the perspective of corporate financial performance (CFP) (Wickert, Scherer, & Spence, 2016), the effect of CSR on corporate identity and employee performance (Barnett, 2016; Gupta, Briscoe, & Hambrick, 2017), and the influence of CSR on shareholders (Spence, 2016). Windsdor (2013) argued there should be better understanding and theorizing for CSR and corporate social irresponsibility (CSI), as such positive approach has implications for stakeholders and managers. Windsdor suggested firms can decide to increase shareholders wealth in any number of ways: (a) innovation, (b) reducing welfare of customers or employees, and (c) shifting

welfare outcomes among stakeholders. Windsdor's first two approaches may indeed increase the wealth of shareholders, but that may be to the exclusion of other stakeholders. However, Windsdor's third approach of shifting welfare among stakeholders was of interest in this study, as it was in line with stakeholder theory and stakeholder management practices, which recognized that managing various stakeholders and their interest should be a strategic activity of business.

CSR and Value Creation

A key issue in CSR management practice is how CSR can create wealth and also benefit society. This area of research interest was the focus of the works of Abdelkbir and al-Zoubir (2015), Mahoney and Kor (2015), as well as Ni and Van Wart (2015). Wang, Dou, Zhu, and Zhou (2015) suggested value could be created for stakeholders by integrating CSR with the organizations culture, strategies, and competencies. Garriga and Melé (2013) sought to expand the concept of CSR by replacing it with the notion of company stakeholder responsibility, as a means of including all firms engaged in value creation, trade and business in the social responsibility loop. In addition to including all stakeholders, Garriga and Melé also argued that the concept of company stakeholder responsibility emphasized ethical business practice. Researchers exploration of these multidimensional areas of interests reflects the importance of CSR as channel for the external and internal impacts businesses have on society and the environment.

CSR also had impact on brands and brand metrics. Theoloulidis, Diaz, Crotto, and Rancati (2017) found that in brand performance metrics such as brand evaluation, brand loyalty, and firm performance, CSR had a positive impact on brand equity for

stakeholders such as customers, suppliers, and community. Wang, Chen, Yu, and Hsiao (2015) also reported similar effects of CSR on brand equity and firm performance. The adoption of social responsibility policies has the added benefit of enhancing positively the effects of CSR to other stakeholders, particularly customers, who observe and react to attributes of the CSR activity (Raimi, Akhuemokhan, & Ogunjirin, 2015). Sherer, Rasche, and Palazzo (2016) recommended that to generate brand value, global managers must combine global strategies with local stakeholder interests. Farooq et al. (2017) suggested a positive relationship between CSR perception and the reactions of job applicants and employees, while Saeidi et al. (2015) noted that positive perception of intrinsic and extrinsic CSR boosts employee performance. Companies can further social good and obtain benefits from their CSR actions (Husted, Allen, & Kock, 2015). Negative perception of the CSR activities of MNCs in Nigeria's oil and gas industry persists. Finding ways to change this negative perception of CSR activities was relevant to this study.

CSR Reporting

CSR reporting has become an important tool for management to positively influence the perception of company CSR activities. Scholars have increasingly explored how different industries, organizations, and firms report CSR (Cahan, Chen, Chen, & Nguhen, 2015; de Grosbois, 2016; Zheng et al., 2015). Scholarly research focus in this area included CSR and corporate sustainability reporting (Font, Guix, & Bonilla-Priego, 2016). Dibia and Onwuchekwa (2015) noted that many scholars explored CSR reporting by large corporations particularly in the areas of environmental reporting (SER) and CSR

reporting (CSRR), particularly as the size of the firm influences how the firm reacts to SER and CSRR (Cordeiro & Tewari, 2015). Kucukusta, Perelygina, and Lam, (2019). noted, in their study, that CSR related posts attracted higher levels of engagement in the social media than marketing or other related posts. Adegbite (2015) suggested poor regulation has led to poor and ineffective CSR activities as well as poor reporting of such activities. Effective and productive stakeholder engagement strategies, the focus of this study, might lead to more transparent CSRR in the oil and gas industry in Nigeria.

Stakeholder pressure has influenced the redefinition of CSR to focus not only on the financial outcome but also on the social performance the firm. Thus, social and environmental reporting (SER) and CSR reporting (CSRR) included increasing relevance, and making it necessary to understand how and why MNCs in developing countries produced CSRR.Wicks and Harrison (2017) looked at the complexity of values stakeholders seek, and the impact on motivations for CSRR practices. Motivations ranged from pursuit of internal legitimacy with parent companies to pursuit of external legitimacy with powerful stakeholders. Adegbite (2015) determined that internal and external forces help to drive CSR agendas in companies. The internal and external forces included managers and employees, consumers, competitors, and nongovernmental organizations (NGOs) (Babalola, 2014). Pressure from these stakeholders was engendering a focus of CSR to positively impact society and bring about social change (Anosike, 2014). In the case of Nigeria, oil companies were facing constant pressure to reflect positive environmental and social performance to their economic interests.

In developing countries like Nigeria, strengthening of social metrics is a key factor for increased CSR and social and environmental reporting (Idemudia, 2014b; Quartey & Quartey, 2015). Motivations to strengthen social metrics could stem from criticisms of corruption, unfair and unethical practices, as well as accusations of local companies not sufficiently contributing to host country's social development (Nzeadibe et al., 2015) The findings had implications for MNCs and their subsidiaries, as managers could develop CSRR strategies by analyzing sources of their legitimacy, whether internal or external (Crane & Glozer, 2016; Harjoto, Laksmana, & Lee, 2015). Legitimacy threats could come from internal sources such as pressures from parent companies as well as regulatory, normative and cognitive influences of host countries (Zheng et al., 2015). Some scholars noted the negative impact of corruption (Agbiboa, 2014), and the lack of regulation (Adegbite, 2015), as contributing factors to the poor perception of CSR activities of MNCs in Nigeria's oil and gas industry. However, increasing legitimacy and sustainability threats from stakeholders in host communities should be addressed through effective stakeholder engagement strategies.

CSR and Sustainability

The link between CSR and sustainability was also manifest in reviewed literature. Aaron (2012) saw the Global Memorandum of Understanding (GMoU) signed by Shell and Chevron in Nigeria as a new opportunity to ensure sustainability. Aaron argued that the GMoU signed by Chevron and Shell offered new models of project ownership and participation in Nigeria's Niger Delta region. The GMoU was a move away from corporate philanthropy practiced by the MNCs in the 1980s to the era of social

development (Idemudia, 2012). The agreement also offered new models for the benefits,

the transparency, the implementation of the projects, and the empowerment of

communities or groups (Herman, 2014). Strand, Freeman, and Hockerts (2015) argued

that the link between CSR and sustainability provided the cover through, which other

CSR performance constructs can be discussed. Abid (2013) canvassed that corporate

sustainability should be a subject for empirical research. Abid's recommendations

seemed to take into consideration that sustainability, CSR, and collaboration are linked

by shared values of existing realities, social and environmental performance, which also

bore relevance to this study.

In Nigeria conflicts do arise from the social and environmental realities of some

stakeholders and the performance outcomes of the oil and gas firms operating in the

country. Old problems such as the lack of the presence of government at the local level,

the corporate structure of profit making organizations, and the cultural factors that

prevented representation of marginalized groups impacted the new models recommended

by Aaron (2012). Abid (2013) noted the need to pay increased attention to corporate

sustainability as corporate entities remain increasingly under pressure to demonstrate how

they affect their stakeholders. Some scholars canvassed the need to pay attention to the

effects of CSR programs on sustainability and corporate performance through increased

empirical research (Anosike, 2014; Yin & Jamali, 2016). In Nigeria for instance the

dissonance between stakeholder perception and the reality of CSR programs and

activities of oil and gas firms has led to threats, unrest, and violence, which threatened the

sustainability of the industry (Boris, 2015). Managers must therefore recognize the

various dimensions of the legitimacy of firms relationship with stakeholders. The nature of legitimacy could be physical, moral, and legal (Davila & Molina, 2016). Thus, unethical actions and poor public image might stand against the legitimacy of the relationship.

The integration of CSR to business processes and sustainability also had a significant impact on performance matrices of firms. Abid (2013) used a mixed method approach to examine the link between integration of corporate sustainability with business processes and corporate performance, and found that such integration impacted short-term efficiency, corporate risk, and operations management. In their study of 99 ISO, 14,000 businesses in Thailand, Prasertsang, Ussahawanitchakit, and Jhundra-indra (2012) found dimensions of CSR such as customer loyalty, efficiency, market participation, quality, employee commitment potentiality, environmental change awareness, and social oriented product development had significant effect on brand image and organizational reputation. Chaisena, and Ussahawanitchakit (2016) also established that CSR had positive influence on stakeholder acceptance, corporate image, and sustainability among ISO 14,000 companies in Thailand. The dimensions of CSR also had significant effect on organizational credibility, firm competitiveness as well as business and organizational sustainability. As Fatemi, Fooladi, and Tehranian (2015) noted, CSR generated value for firms, justifying the search for effective CSR processes.

Developing effective CSR strategies and processes require knowledge of stakeholder influence on CSR activities and how to develop inclusive and collaborative strategies that involve them. Bridoux and Stoelhorst (2016) explored the increasing role

of stakeholder in joint value creation. Scholars also highlighted the paradox of MNEs

being part of the problem and also part of the solution in the delivery of CSR outcomes

(Shen, Wu, Chen, & Fang, 2016). Dibia and Onwuchekwa (2015) opined that the concept

of CSR needed to relate to size and ambition of business organizations, enabling the

businesses to determine what to change strategically to be successful and sustainable.

CSR, Stakeholder Theory, and Stakeholder Management

Stakeholder theory and the concepts of stakeholder management and CSR

provided links to the economic performance of the firm, the social performance of the

firm and business ethics. Harrison et al. (2015) and Miles (2017) explored the link

between CSR and stakeholder theory, while Post, Rahman, and McQuillen (2016) were

interested in the link between CSR and stakeholder management. At the strategic

management level, managers should primarily be concerned about how to create value

(Story & Neves, 2015), but they must also be concerned about how to distribute the value

created (Farooq et al., 2016; Bridoux & Stoelhorst, 2016)). The concerns with creating

and distributing wealth included highlights with the convergence of research issues in

corporate governance, business ethics, CSR, corporate social responsiveness, corporate

citizenship, and corporate social performance (Frynas & Stephens, 2015; Gupta, Briscoe,

& Hambrick, 2017). The covergence of research concepts also resulted in hightening the

debate on the usefulness of CSR to business (Hasan, Kobeissi, Lui, & Wang, 2018).

Whatever may be a firm's justification for CSR, whether legal, government related,

social, moral, or business, a firm had contracts with stakeholders, which required

proactive stakeholder management (Bridoux & Stoelhorst, 2016). Proactive and effective

management of stakeholders required knowledge of strategies of how best to engage and manage stakeholders, the focus of this research.

Stakeholder Management

Stakeholder theory provided a common platform for stakeholder management and CSR management practices. Bridoux and Stoelhorst (2016) opined that strategic management should be concerned with fundamental questions of creating value and how to distribute value. Under stakeholder theory, firms had implicit and explicit contract with stakeholders, and managers should adopt proactive stakeholder management approaches in dealing with their constituents (Danielson, Heck, & Shaffer, 2015). In stakeholder focused corporate governance systems, managers focused on catering for the well-being of stakeholders (Post et al., 2016). This view might have accounted for the large numbers of literature on management of stakeholder relationships.

The stakeholder relationship was dynamic, and so was stakeholder management. Danielson et al. (2015) asserted that stakeholders play different roles at different times in their relationship with firms. At the formation of firms, stakeholders provided funds without, which firms will not exist. At operational stages, stakeholders contributed by applying pressures to the firms, subsequently ensuring a temporal dimension to stakeholder management theory. This temporal dimension has far reaching implication and practical relevance to senior level business managers, as they must realize they have to manage potential population of stakeholders who care about fairness and reciprocity and stakeholders who do not care about fairness and reciprocity (Bridoux & Stoelhorst, 2016). Business managers had to understand that stakeholders had important roles to play

in the institutional dynamics of CSR (Gupta, Briscoe, & Hambrick, 2017). Jamali et al. (2015) acknowledged that some managers find CSR practices and performances challenging. Understanding how to engage stakeholders enabled managers and stakeholders to play positive and productive roles in the CSR dynamics.

Stakeholders sought a complexity of values, and stakeholder theory helped the understanding of the perspectives of these values. Beyond economic values, stakeholders sought values that included utilities associated with actual goods and services, and those associated with organizations and justice (Wicks & Harrison, 2017). Stakeholders also sought benefits of affiliation, and benefits related to opportunity cost (Schrempf-Stirling, Palazzo, & Phillips, 2016). Wicks and Harrison posited managers must incorporate these values and also incorporate processes of distributing these values to stakeholders (Ni & Van Wart, 2015). Post et al. (2016) noted that in roles as creators and distributors of wealth, conflicts could arise between CEOs or individual managers' moral inclination and the ethical and moral philosophy of the firm to implementing CSR programs. Understanding the complexity of values stakeholders sought helped managers appreciate the use of CSR to address challenges in sustainable development. Threats of legitimacy and sustainability can be addressed if managers have proper knowledge of stakeholders and their different interests and know how to manage these interests.

The concepts of stakeholder management, stakeholder relationship and CSR, and how the concepts relate to the moral and ethical philosophies of firms have long engaged the interest of scholars. Brown and Forster (2013) pointed to the lesser-known works of Adam Smith (1763)- the theory of sentiments and lecture on jurisprudence as evidence to

the long history of morals, ethics, and stakeholder management. Brown and Foster noted

that these works offered moral messages applicable to stakeholder management (Brown

& Foster, 2013). Adam Smith's work proposed a post-positivist approach to CSR and

stakeholder relationship. Adam Smith defined relationship, which emphasized a

normative moral basis for CSR different from positivist, value free approaches focused

on power struggles between the firm and its stakeholders (Strand & Edward-Freeman,

2015). Scholarly focus on the stakeholder relationship helped managers understand and

respect conventions and expectations in stakeholder dialogue, and also helped them

recognize that different strategies are required to engage and manage different

stakeholder segments (Esmail, Moore, & Rein, 2015). Good stakeholder relationships

helped develop positive stakeholder engagement and ownership of CSR programs, which

generated momentum for positive social and environmental performance (Perez &

Rodriguez del Bosque, 2014).

The underlining principles of stakeholder management required managers to

know and acknowledge stakeholders of firms, recognize stakeholder interests, and

manage the interests by creating value for the highest number of stakeholders. Clarkson

(1995) espoused some notable principles of effective stakeholder management.

Clarkson's principles include: monitoring and taking into account the concerns and

interests of stakeholders in decision-making, communicating with stakeholders, and

being sensitive to their interests, concerns, risks and capabilities. Managers should also

recognize the interdependence of efforts and rewards, and ensure fair distribution of

benefits and burdens to stakeholders.

Other Clarkson principles include that managers must work with and cooperate with others to ensure harms and risks are minimized, and compensated for when they occur (Clarkson, 1995). Managers must also not jeopardize inalienable human rights and must not take risks unacceptable to stakeholders. In addition managers must consider their conflicting roles as corporate stakeholders and custodians of legal and moral responsibilities to stakeholders and address this through open communication, appropriate reporting, incentive systems and third party review. Dawkins (2014) recommended that in engaging stakeholders, managers should display elements of good faith such as dialogue, negotiation, and transparency. Clarkson's principles buttress Dawkins (2014) assertion that stakeholder theory focussed attention on stakeholder engagement. Stakeholder engagement is an important component of CSR strategy, as it enabled managers determine issues that are of interest to stakeholders, and created the decision making processes that help to address the issues.

CSR and Stakeholder Management

Stakeholder management called for distinctions to be made between shareholder centered and stakeholder centered corporate governance. Clarkson's (1995) principles are defined by stakeholder centered corporate governance. Finding distinction between shareholder-centered and stakeholder-centered corporate governance has attracted the interests of scholars such as Ayuso, Rodriguez, Garcia-Castro, and Arino (2014) and Wickert (2015). Similarly, finding how best to manage the interests of stakeholders and their relationship with firms engaged the interest of CSR scholars such as Garcia-Castro and Aguilera (2015) as well as Maon, Swaen, and Lindgreen, (2015). Garcia-Castro and

Aguilera posited that to understand how to create and appropriate value in a world of multiple stakeholders, a distinction need to be made of shareholder value and total value created by the firm and its stakeholders. Maon et al. studied 488 CSR activities in Europe and noted some commonalities in the approaches that are process oriented, market oriented and community oriented. The approaches featured collaborative activities and the development of multi-stakeholder dialogue processes that lead to improved welfare of local communities. For MNCs and other companies operating in Nigeria's oil and gas industry, issues of improved quality of life for stakeholders and good operating environment were central to their sustainability.

Managers were better able to manage the business/stakeholders interface when they recognized the legitimacy and importance of stakeholders. Sayce et al. (2013) stated that multiple stakeholder engagement strategies enabled local community leaders to share knowledge and contribute meaningfully to the California Marine Protected Areas (MPA). Cundy et al. (2013) confirmed from their study that stakeholder engagement was needed for benefits to be optimized and realized in the case of implementing Gentle Remediation Options (GRO) in environmentally degraded areas. Gentle Remediation Options are low risk strategies that involve the use of plant, fungi or bacteria in soil management to ensure little or no loss of soil function (Cundy et al., 2013). The lesson learned from the Gentle Remediation Options study was that stakeholder salience leads to the development of effective stakeholder engagement strategies that create dialogue processes and decision making processes that positively impact CSR outcomes.

Lack of consideration for stakeholder concerns, and lack of stakeholder involvement were major threats to sustainability of businesses in the long run. Waligo, Clarke, and Hawkins (2013) affirmed that lack of stakeholder involvement was a threat to the development of tourism. Waligo et al. established a *multiple-stakeholder involvement management* system (MSIM), which involved three strategic levels: attraction, integration, and management of stakeholder involvement. The six stages embedded in the three strategic levels identified by Waligo et al. include evaluating stakeholder involvement capacity and managing stakeholder relationship. These stages correspond to the characteristics of good faith engagement defined by Dawkins (2014) as dialogue, negotiation, transparency, and totality of conduct. As established in the studies reviewed, there was agreement among researchers that firms are in relationship with their various stakeholders (Mok, Shen, & Yang, 2015). Thus, the purpose of firms under stakeholder management was to create and distribute wealth to the highest number of stakeholders.

Stakeholder Theory and Social Change

Stakeholder theory provided an important platform to link business to the concept of social change. Strand and Freeman (2015) explored the link on managing stakeholder interests and stakeholder relation to the firm in relation to social change. Although corporate activities affect poor communities in subsistence economies, these poor communities lacked consultation as legitimate stakeholders because stakeholder engagements often assume adversary negotiations (Agyemang & Ansong, 2017). This means that in such adversary negotiations, the important opportunities for collaborative and effective engagements that made communities partners in local projects might be

overlooked, even as such collaborative opportunities led to trustworthy and committed

relationships (Amaeshi et al., 2015). In countries where government protection of

community rights is absent and corporate reputation is weak, the relationship between the

local community and the firm becomes very important (Nwaneri, 2015). Hörisch,

Freeman, and Schaltegger (2014) added that the relationship of community and the firm

also had relevance in sustainability management, recommending identifying

stakeholders' interests, creating mutual interests, and empowering stakeholders to be

advocates for nature and development. Firms are under increasing pressure to engage in

CSR activities to effect social change, and they are driven by instrumental, relational, and

moral considerations (Wicks & Harrison, 2017). Managers in these firms should make

the right effort towards better understanding of these factors and addressing them by

evolving more productive stakeholder engagement strategies, improving outcomes, and

bringing about social change.

A key area of challenge in reviewed literature was how to translate the concepts

of stakeholder theory and stakeholder management to more productive CSR outcomes

that will translate to social change. Andrews (2014) noted that overcoming this challenge

was particularly relevant in Africa, particularly as scholars are more focused on

development of more productive dialogue between stakeholders and management (Wicks

& Harrison, 2017). Ganesh and Zoller (2012) explored dialogue and activism as a link to

social change. Ganesh and Zoller noted the three orientations of dialogue, namely (a)

collaboration, (b) co-optation, and (c) agonism, as differentiated by pervasiveness of

dialogue and role of difference and conceptions of power. Collaboration requires active

dialogue between two or more social entities (Ganesh & Zoller, 2012). Co-optation strategy thrives on the available skill sets of the stakeholder (Galbreath, 2016), while agonism exploits the positive aspects of conflicts between firms and stakeholders (Airike, Rotter, & Mark-Herbert, 2016). Marek, Brock, and Salva (2015) acknowledged that it is not easy to achieve collaboration and cooperation between organizations, while Jackson, Nelson, Gao, Krug and Wright (2014) noted that the nature of organizations, whether they are low tech or high tech, could also determine whether they will be cooperative and collaborative or competitive and cooperative. Current literature on collaboration tends to focus more on the strategy of collaboration and how to evaluate collaboration efforts between businesses and other non-business entities (Lane & Bartlett, 2016; Marek et al., 2015). In this study, the focus was to find best strategies for engagement or collaboration with stakeholders in CSR programs in Nigeria's oil and gas industry.

Concept of Collaboration

The term collaboration was commonly used in business and management practice, but there seemed to be no agreed definition of the concept as the concept is defined in application to practice or discipline. Bedwell, et al. (2012) pointed out that researchers use the term collaboration in many disciplines to refer to multilevel interactions, but that there is no agreed upon definition of the construct of collaboration distinct from other forms of interactions. Bedwell et al. (2012) noted that conceptualization of collaboration differs with different disciplines (Batra, Xia, & Zhang, 2017; Pomponi, Fratocchi, & Rossi Tafuri, 2015). In management, collaboration usually associates with conflict management, while in organizational behavior, collaboration links with pooling resources

wherein two or more stakeholders solve problems they cannot solve individually (Bedwell, et al., 2012). For the purposes of this study, the concept of collaboration as used in organizational behavior would apply, as collaboration in CSR activities often involve primary stakeholders, such as communities, and secondary stakeholders such as regulators and nongovernmental organizations (NGOs).

In strategic alliances, collaboration has two facets, cooperation and coordination. Scholars tend to focus on cooperation rather than coordination. O'Reilly and McManus (2015) noted that scholars tended to focus on partner alignment, commitment, and interest as factors of collaborative success, while paying little attention to coordination that involves effective alignment and adjustment of partners' action as factors of collaborative success. Menya and K'Akumu (2016) opined that scholars should also pay some attention to coordination. As Smith (2014) noted, collaboration is an approach to building stakeholder relations. Relationships with communities as stakeholders has to be created and negotiated and not taken for granted (Idemudia, 2014b). Individual role play is also important in building community relationship (Ghouri, Akhtar, Shabbaz, & Shabbir, 2019). Poirer, Forgue, and Staub-French (2016) linked collaboration with innovation in companies. However, Anne (2013) posited collaboration should be part of the culture of organizations and should be playing important role in developing future leaders for organizations. Campbell (2016) added that collaboration included recognition as a means of promoting performance in public sector organizations. In relevance to this study, collaboration offered strategies for addressing complex social and environmental issues that threaten the sustainability of the oil and gas industry in Nigeria.

CSR and Collaboration

The concept of collaboration provided a strategy framework for engaging

stakeholders and achieving CSR outcomes. Farooq et al. (2016) posited collaboration

offers platforms for organizational innovation and organizational performance. However,

Ennals, Göranzon, Nelson, and Alvunger (2016) noted that as a strategy framework for

achieving better outcomes, collaboration has attracted very little attention of scholars.

While the concept of collaboration is usually associated with conflict management, the

term collaboration generally links to issues concerned with achieving mutually beneficial

solutions for involved parties (Herrera, 2015). The focus of scholars in reviewed

literature indicated interests in the processes of collaboration, the role of collaboration in

CSR, the environment, and social issues related to collaboration, as well as the role of

collaboration in influencing stakeholders in attaining sustainability (Conner, Nowlin,

Rabovsky, & Ripberger, 2016; Kolk & Lenfant, 2015). There was little scholarly interest

in how best to use strategies of collaboration and engagement to improve outcomes in

CSR programs in Nigeria's oil and gas industry, justifying the need for this research.

CSR, the Oil Industry and Development

Stakeholder engagement in CSR programs and activities remained relevant in the

discussion of oil and development in Nigeria, particularly in the context of the resource

curse thesis. Nathan (2013) stated that discussion on oil and development is usually in the

context of resource curse thesis. Osei-Kojo, and Andrews, (2018) espoused the same

thesis in relation to mining and oil exploration in Ghana. The resource curse thesis

holds that countries rich in oil and gas are cursed rather than blessed by the resources

(Gamu, Le Billon, & Spiegel, 2015). Karl (1997), in an analysis of the impact of resources on development, referred to the concept of the resource curse as the concept of paradox in plenty. Karl cited as examples countries classified as capital deficient oil exporters like Nigeria, Algeria, Egypt, Gabon, Mexico, Venezuela, Iran, and Oman, where resource booms in oil and gas led to lower gross domestic products (GDP) in the countries.

Karl attributed this paradox to the tendency of politicians in these countries to discount the future and to use resources to influence elections and voting behavior. Nathan highlighted evidence that countries with abundant resources were experiencing various forms of poverty, wantonness, conflicts, institutional decadence, economic regression, and general political and developmental instability. The manifestation of these problems can be attributed to diversion of resources to non-developmental needs, and in the particular case of Nigeria, to large-scale corruption (Agbiboa, 2014; Izekor & Okoro, 2018). However, Adams, Adams, Ullah, and Ullah, (2019) opined that MNCs and other international oil corporations (IOCs) also had a role in entrenching the resource curse syndrome in developing economies, where they operate. Though corruption and lack of proper regulation have been identified as some of the causes for the manifestation of the resource curse syndrome in Nigeria, there was little focus in reviewed literature on developing effective strategies that create engagement, dialogue, and decision making processes that ensure improved outcomes and positive impact of CSR activities on society.

The poor reflections of the benefits of CSR on society reinforced the claim that Nigeria manifests the resource curse syndrome associated with countries rich in oil and gas resources. Whereas Nigerian leaders boasted of the country's enormous natural resources in oil and gas, mining, and agriculture, poverty was prevalent among its people, as 70% of the population lived on less than $1 a day (IMF, 2016). Oil and gas deposits in Nigeria included estimates at 34 billion barrels for oil, and 160 trillion cubic meters for gas (US Energy Information Administration (EIA), 2016). However, the impact of the availability of resources is not commensurate in the development of the Nigerian society (Agbiboa, 2014). The imbalance that existed between resources and the impact on the society led to the need to search for effective strategies to address the dichotomy.

The MNCs and other oil companies operating in Nigeria's oil and gas industry have over the years adopted various strategies for addressing the poor impact of resources on society, from community assistance to current memorandum of agreement signed by some MNCs with their host communities. However, Idemudia (2012) suggested that bottom-up partnerships are more efficient and more effective means for multinational oil corporations operating in Nigeria to deliver on CSR benefits. Nathan (2013), in research of community expectations about new oil finds in Ghana, agreed that CSR initiatives can benefit from a bottom-up or grassroots perspective. Nathan suggested the adoption of a bottom-up approach to ensure development programs and initiatives in Ghana's oil communities met the expectations of the people. Bottom up partnerships required proactive engagement and management of stakeholders; hence the focus of this study was to find best strategies for engaging stakeholders in CSR programs.

Since the 1990s, Nigeria has recorded some notable transformations in engagements of transnational oil corporations with host communities. Aaron (2012) noted that transnational oil corporations jettisoned the old and widely criticized models of corporate-community engagement in favor of Global Memorandum of Understanding (GMoU) (Aaron, 2012). The adoption of GMoU affected CSR spending, which evolved from mere philanthropic spending on community assistance to CSR focused on sustainable development with attendant increase in budgets and establishment of departments manned by development experts. Aaron (2012) noted that MNCs operating in the Niger Delta region of Nigeria metamorphosed in their CSR practices, from community assistance to community development, and to sustainable community development. Thus, there has been some progress achieved in efforts to develop the corporate-community dialogue (Hope, 2018). However, there was still much room for the opening up of interface that will lead to more stakeholder engagement in CSR programs. Egbon, Idemudia, and Amaeshi, (2018), in their study of the Shell Nigeria GMoUs with its communities, pointed out that issues of accountability and transparency becloud the attainment of sustainable community development through the platform of the GMoUs.

In Nigeria the evolution of the engagement process has not necessarily led to more stakeholders being engaged in CSR programs of the oil and gas firms operating in the country. The community assistance of the past entailed occasional gifts to host communities, while community development and sustainable community development entailed focus on more sustainable development, and participation in and ownership of development projects (Idemudia, 2012). However, Aaron (2012) suggested that problems

resposible for the gap in people's expectation on CSR outcomes included the dependency

syndrome by oil producing communities, lack of participation, lack of ownership, and

sustainability of development projects, in addition to inter and intra-community conflicts.

Agbiboa (2014) described these problems as the multilayered causes of conflict in the

Niger Delta region of Nigeria. Aaron (2012) noted that literature on CSR performance in

the Niger Delta indicated that oil MNCs have failed to deliver on the benefits of CSR.

Lack of provision of amenities by governments heightens pressure on MNCs to fill the

existing gaps through CSR, creating the need for this research to find strategies to

improve the delivery of CSR outcomes.

Structure and Management of Nigeria's Oil and Gas Industry

Structural imbalances in the management of Nigeria's oil and gas industry seemed

to negate the achievement of social performance (Idemudia, 2014b). Nigeria is the largest

producer of oil in Africa with an estimated reserve of 32.7 billion barrels. Nigeria also

had the largest gas reserve in the continent, with an estimated reserve of 182 trillion cubic

feet and is the fourth largest exporter of gas in the world (IMF, 2016). The country's oil

and gas industry included regulation by the Nigeria National Petroleum Corporation

(NNPC). The NNPC, established in 1977, regulated the industry and oversaw the

development of the upstream and downstream sectors of the industry (EIA, 2016). The

Department of Petroleum Resources (DPR), under the Ministry of Petroleum Resources,

also had regulatory functions in the industry. However, the focus of the DPR was on

general compliance, oil and gas permits and environmental standards. Leyira, Uwaoma,

and Olagunju (2012) noted that in spite of these layers of regulation, the oil and gas

industry in Nigeria was poorly regulated, and this impacts negatively on the monitoring and reporting of CSR activities by firms in the industry.

Related to the problem of poor regulation was the structure, ownership and operations of the major oil and gas firms in Nigeria. International oil companies (IOCs) such as Shell, ExxonMobil, Chevron, Total, Addax Petroleum, ConocoPhillips, Petrobas, and Statoil were the major operators in Nigeria's oil and gas industry (EIA, 2016). Some Nigerian companies such as Seplat, Monipulo, Oando, and Conoil operated within the small and marginal fields of the industry. The Nigerian government managed the oil and gas businesses in the country from two major platforms. These were joint ventures (JVs) and production sharing contracts (PSCs) between the IOCs and the NNPC, where the NNPC was the majority shareholder (EIA, 2016). PSCs offered favorable terms and operated in the offshore deep water projects, while JVs were mostly associated with onshore shallow water projects. In the absence of government in the localities, in, which the IOCs operated, these firms were under increasing pressure to address societal problems through CSR.

Oil and gas could dominate the economy of Nigeria in the foreseeable future (IMF, 2016). With the Nigerian government officals pushing for a proven reserve of 40 billion barrels, and with new gas plants being built to boost gas exports, oil and gas dominance of the country's economy remain foreseeable for many years (Boris, 2015). Nigeria's oil and gas industry included a main focus in the Niger Delta Region. The Niger Delta Region remained restive, with threats and disruptions to the operation of the IOCs, especially by youths of the host communities. The IOCs occasionaly issued *force*

majeure, a legal instrument to enable the companies escape the consequences of breeching supply contracts to their partners (EIA, 2016). These frequently occurring tensions raised questions on how best to manage the varying and often conflicting interests of stakeholders in the oil and gas industry in Nigeria, creating the need to find strategies to manage stakeholders to improve outcomes of CSR programs in the industry.

CSR in Nigeria's Oil Industry

The multinational and other oil and gas companies operating in Nigeria usually had legacy CSR strategies and programs, but in Nigeria, the problem of underdevelopment still existed in the localities of their operation. Idemudia (2014a) asserted that the oil and gas industry had not translated to commensurate development in Nigeria. The Niger Delta Region of the country includes a long association with sustainability and environmental hazards related to the petroleum industry (Babalola, 2014). This state of underdevelopment highlighted corruption and lack of political will to promote development (Agbiboa, 2014). Lack of development had also resulted in pressure for the MNCs, seen as big and powerful, and as alternative to government (Amaeshi et al., 2015). The MNCs operating in Nigeria's oil and gas industry were under pressure to intervene and close the gap in development through their CSR programs. Finding the best productive strategies to engage stakeholders and improve CSR outcomes in the industry might help ease the pressure on the MNCs operating in the industry.

Closing the Gap

In this literature review, the existing gap in CSR and stakeholder management literature was highlighted. The review indicated that few scholars focused their attention

on the practice of CSR in Nigeria's oil and gas industry, and on how to engage stakeholders in CSR programs of firms in the industry. Andrews (2014) noted that there is little research being conducted in the area of CSR in Africa. The gaps gleaned from reviewed literature indicated that, no scholar explored the strategy frameworks CSR program managers use to engage stakeholders to improve CSR outcomes in Nigeria's oil and gas industry. Some of the existing studies on Nigeria's oil and gas industry focused on the strategic importance of the industry, on the laws regulating the industry, and on corporate financial performance (Amaeshi et al., 2015). The literature lacked a focused interest on strategies for engaging stakeholders to achieve improved CSR outcomes. The focus of this study was to contribute to knowledge to help close this gap.

Transition

Section 1 of this study included the foundation and background of the study and a discussion of the business problem and purpose of the study. In the absence of government presence in many of their operating locations, multinational oil and gas firms operating in Nigeria's oil and gas industry had become the alternative to government (Nwaneri, 2015)). MNCs continued to experience pressure to impact societies more positively through their CSR programs (Yin & Jamali, 2016). Managers of CSR programs in these firms required more knowledge and a more productive approach to manage stakeholders (Wick & Harrison, 2017). The focus of this study was to explore strategies CSR program managers use to engage stakeholders to improve CSR outcomes in Nigeria's oil and gas industry.

In the literature reviewed for this study, researchers tended to focus on the strategic importance of the oil and gas industry, the financial importance of the industry (Ağan, Kuzey, Acar, & Açıkgöz, 2016) and the regulation of the industry (Leyira et al., 2012). Researchers lacked a focused interest on how to engage stakeholders to improve CSR outcomes. Section 2 of this study contains discussions of the research method and research design, the population and sampling strategy, details of the participants, data collection, data analysis, data organization techniques, and the viability and reliability of the study.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies CSR program managers use to engage stakeholders to improve CSR outcomes. The targeted population for this study was CSR program managers of two oil and gas firms operating in Lagos and Port Harcourt, Nigeria. The implication for positive social change included the potential of increasing stakeholder salience among oil industry leaders, thus enabling more trustworthy and more committed stakeholder relationships in the oil and gas industry in Nigeria (Garcia-Castro & Aguilera, 2015).

Role of the Researcher

In a qualitative study, the role of the researcher is to recruit participants, conduct interviews, transcribe the interviews, and analyze the data collected. In this study, I served as the principal research instrument (Yin, 2017). The goal is to conduct face-to-face interviews with participants to ensure complete collection of data as suggested by (Schoenherr, Ellram, & Tate, 2015). In addition to interviews, company documents served as sources of information to enhance the rigor of data collection in this multiple case study as espoused by Henisz, Dorobantu, and Nartey (2014). An interview protocol and a list of interview questions was used in the process of the interviewing the participants (Appendix B and C). The plan was to explore documents such as policy manuals, newsletters, and reports to analyze and code data generated from these documents. Yu, Liu, Huang, and An (2012) studied documents in an online case study on the effect of customer reviews of product sales performance. In their study, Wang and

Brennan (2014) explored company policies, training manuals, minutes of meetings, and company internal memos, while Soderberg, Kalagnanam,Sheehan and Vaidyanatahn (2011) explored balanced scorecard documentation to show how organizations create value.

As related to this study, contact with the oil and gas industry in Nigeria transcended two major practice areas. I covered the industry in my practice years as a journalist, and I consulted for the oil and gas industry as a public relations practitioner. My previous contacts created some connections with the oil and gas industry leaders and the topic of the study, but I did not have any relationship with the proposed participants of the study. The plan was to leverage these contacts to generate support for the study and cooperation from the participants during the interviews

The principal guidelines of the Belmont Report in terms of (a) respect for person, (b) beneficence, and (c) justice was strictly followed in this study. Miracle (2016) emphasized that researchers should not breach any ethical boundaries during interviews but must ensure the confidentiality and protection of participants. I informed participants of the purpose of the study and the voluntary nature of their participation as recommended by Srinivasan, Loff, Jesami, and Johari (2016). Participants had the right to withdraw from the study at any time. Participants were requested to sign consent forms as an indication of their willingness to participate in the study. All these steps were strictly adhered to in consonance with Walden University's IRB guideline for conducting ethical research

I have had acquaintance with the oil and gas industry in Nigeria at different periods. Robertson and Thomson (2016) indicated acquaintance with the phenomenon could be a source of bias in a study. Fusch and Ness (2015) added that the importance exists to recognize that participants and researchers bias remain present in all forms of social research. However, personal bias can be mitigated through an understanding of the participants and the researcher's cultural and experiential worldviews (De Jager, Rhodes, & Beavan, 2016). To guard against any personal bias, I observed and took careful notes of the behaviors and reactions of the interviewees, while maintaining a good relationship, mutual trust, and respect with the participants (Sorsa, Kiikkala, & Astedt-Kurki, 2015)

An interview protocol was used for all interviews with the participants as recommended by Ashton (2014) (Appendix B). I used open-ended and semi-structured questions as used by Miyata, Arai, and Suga (2014) to gather data from the participants (Appendix C), and asked follow-up questions to further elicit information to enrich the data beyond that generated within the framework of the interview protocol (Miyata et al., 2014). Open-ended and semi-structured questions helped to provide in-depth responses to the interview questions (Gustafsson-Jertfelt, Blanchin, & Li, 2016). Cridland, Jones, Caputi, and Magee (2015) used semistructured questions in the study of families living with autism and found that participants were more forthcoming in their responses to questions. Participants in this study were engaged in similar manner to ensure they share as much of their experiences and perceptions as they possibly could during the

interviews. This study might help CSR program managers in the oil and gas industry in Nigeria know what strategies to use to engage stakeholders to improve CSR outcomes.

Participants

The particpants for this study included 10 CSR managers with involvement in the management of their firms CSR programs during the last 5 years. CSR managers involved in initiating and implementing CSR policies and programs for their respective organizations, were selected from two oil and gas firms located in Lagos and Port Harcourt, Nigeria. In a qualitative study, the need exists to apply caution in the choice of participants to ensure the generation of reliable and valid data relevant to the study (Ellard-Gray, Jeffrey, Choubak, & Crann, 2015; Oleszkiewicz, Granhag, & Kleinman, 2017). In this qualitative multiple case study, I used a purposeful sample strategy to select participants from two of the oil and gas firms in Nigeria (Benoot, Hansen, & Bilsen, 2016). A purposive sample enabled the selection of participants who will bring their knowledge regarding the phenomenon under study (Finley, 2014). Yin (2017) posited that a purposeful sample enabled the gaining of insight and deeper understanding of events or phenomena. Nag and Gioia (2012) used a purposeful sample for the study of strategic and competitive issues that affect the metal casting industry. Seawright, Smith, Mitchell, and McClendon (2013) also used a purposeful sample to study relationship of management practices of franchise owners to entrepreneurs and non-entrepreneur managers. In the two studies cited, purposeful sample strategy enabled the researchers to select participants who were experts and were relevant to the issue under study, justifying the choice of purposeful sample strategy for this study.

To gain access to the participants, I approached the corporate affairs or external affairs departments of their companies to introduce the study and explain the purpose of the research and the choice of participants. As noted by Peticca-Harris, deGama, and Elias (2016), the introduction of the study also included explanation of the possible benefits of the research to the individual, the firm, and the industry. The explanations were made in written form through letters to the companies of participants selected and were reinforced during discussions with the company contact persons.

In this study, participants could withdraw at any time they want to. Each participant had a copy of the consent form to explain the obligations before, during, and after the interviews as suggested by Morgenstern, Hegele, and Nisker (2015). All issues of ethical concerns with participation in the study, and the confidentiality of the data, results, and findings were addressed through the consent letter and through prior briefing of the participants (Holgate, Pollert, Keles, & Kumarappan, 2014).

In this study, the strategies CSR program managers used to engage stakeholders to improve CSR outcomes were explored. To explore this phenomenon, I conducted interviews with 8 out of the 10 CSR program managers in two firms operating in Nigeria's oil and gas industry. Yin (2017) noted that in multiple case studies, the minimum number in a purposeful sample is one, while the maximum is 20. Angel-Watford (2014) used a purposeful sample of 12 participants in a study of succession planning. Skelton (2015) used a same sample size of 10 to explore knowledge of management practices in service based small business enterprises, I chose the sample of 10 used by Skelton, as this sample size was sufficient to generate enough data for the

study subject to achieving data saturation (Boddy, 2016; Malterud, Siersma, & Guassora, 2015).

The sample size of 10 provided data to enable construction of meaning of the phenomenon from the perceptions and experiences of the managers. The purposive sample adopted for the study enabled the selection of participants who will bring knowledge regarding the phenomenon under study (Finley, 2014). Yin (2017) added that a purposeful sample enables the gaining of insight and deeper understanding of event or phenomena. I used a purposeful sample strategy to select participants for this study as used by Nag and Gioia (2012) and Seawright et al. (2013) in their studies.

To ensure a good working relationship during the course of the study, Morse and Coulehan (2015) emphasized the confidentiality of the study and the importance of making participants feel that they are the focus of the study and that the knowledge they share in the study will be beneficial to themselves, their firms, and the industry. Leveraging the link with communications and public relations practice also served as a tool to build a good relationship with the participants as both interviewer and interviewees operated within the same framework of understanding of issues and concepts to eliminate language barriers (Doykos, Brinkley-Rubinstein, Craven, McCormack, & Geller, 2014). In addition, the issue of confidentiality and anonymity was very important in creating rapport with participants and was applied in this study (Holgate et al., 2014).

Purposive sampling strategy ensured that the participants selected aligned with the central research question of the study. Marshall and Rossman (2016) posited that a

purposive sampling strategy facilitates the selection of participants who by their positions and job functions could provide insight on practices in their firms. Participants selected through the purposeful sampling strategy not only had knowledge about CSR management, but they also stood to benefit from the findings of the study (Whiting et al., 2013; Tunheim & McLean, 2014). To ensure that the participants aligned with the research question, only managers with involvement in the CSR programs of their firms in the last 5 years or beyond were selected as participants for this study.

Prior to conducting interviews with the selected participants, this proposal was submitted for approval to the Walden University IRB. The IRB reviewed the proposal to ensure there was no ethical breach or infringement of the rights of participants (Cross, Pickering, & Hickey, 2014). I conducted the interviews after formal approval from the Walden University IRB.

Participants were selected voluntarily, with no form of coercion. Selected participants were reached by direct contact after the IRB approval. All participants were requested to sign the consent forms and return the forms as indications of willingness to participate in the study. Cover letters, explaining the purpose and objectives of the study, were sent to all participants. The interviews were conducted in the order in which the participants returned the consent forms. Time and dates for the interviews were arranged through phone calls and direct contact with the participants. Demographic data of all participants were collected, and all such data generated from the interviews was locked up in a safe cabinet to be kept secure for 5 years.

Research Method and Design

Research Method

In this study, I used a qualitative research method to explore the experiences of CSR program managers in Nigeria's oil and gas industry regarding strategies they use to engage stakeholders to improve CSR outcomes. A qualitative approach enabled deeper understanding of the phenomenon, especially concerning access to participants engaged in face-to-face interviews (Brinkmann & Kvale, 2015). Marshall and Rossman (2016) opined that the qualitative research method meets the needs for the study of phenomenon that may bring about social change. Qualitative research involves study and the use of varied research approaches to describe various aspects of individual lives. The research approaches include case study, personal experience, introspection, life story, interview, artifacts, text, and visuals that capture moments and meanings of individual life (Eriksson & Kovalainen, 2015).

A mixed method approach did not meet the needs for this study as this method implied the need for duplicating the cost of the study across two methods (Merriam & Tidsell, 2015). A quantitative approach did not suit the needs of this study as the focus of the study was to make meaning out of people's experiences and perceptions. A qualitative approach provided answers to the research question regarding what strategies CSR program managers use to engage stakeholders to improve CSR outcomes

A qualitative research method was the preferred approach for this study. A major consideration for adopting qualitative method was that knowledge remains unquantifiable as noted by Rubin and Rubin (2012). Qualitative research used experiential sampling,

rather than the numeric sampling used in quantitative research, and could be affected by the environment of the study and the circumstances of conducting the study (Flick, 2014). Qualitative research permitted multiple methods of data collection even as researchers served as instruments of generation and collection of data (Pietkiewicz & Smith, 2014). Consequently, the use of varied research materials allowed scholars to use a variety of interconnected and interpretative approaches that provided deeper understanding and offer human perspectives of phenomenon (Toye, Williamson, Williams, Fairbank, & Lamb, 2016).

Qualitative research placed emphasis on entities, processes, and meanings, not experimentally measured in terms of quantity, amount, intensity, or frequency (Flick, 2014). These processes and values enabled scholars to generate meanings through socially constructed nature of reality. Meanings were generated through the relationship between the scholar and the circumstances of the study (Isaacs, 2014). Qualitative research helped in the understanding of shared experiences through individual experiences and perceptions (Antwi & Hamza, 2015). I considered these factors in adopting a qualitative research method for this study as against a quantitative or a mixed method approach.

Research Design.

A qualitative multiple case study design is the preferred approach for this study. The goal of the multiple case design is to explore the experiences of participants on strategies for engaging stakeholders to improve CSR outcomes (De-Massis & Kotlar, 2014). A multiple case study design offers opportunity for an in-depth exploration and

understanding of the phenomenon through the lived experiences and perceptions of individuals (Yazan, 2015). Bryman (2017) posited other qualitative research designs like phenomenological study, narrative inquiry, and ethnography might also be appropriate for inquiry involving decision-making processes or shared experiences such as is involved in this study. However, a case study design remained most suitable for the study as the focus of this study was to explore the experience of participants on this phenomenon in their two different organizations within the same timeframe.

Context was also a strong factor in seeking for an understanding of the experiences and practices of CSR managers on stakeholder engagement. Yin (2012) posited that a case study design suits the needs of a researcher when the study boundaries between phenomenon and context are not evident. Use of a case study design implied an assumption that context and conditions related to the case are important in seeking an understanding of the case (Cinneide, 2015; Cromin, 2014). The theoretical context of the occurrence of this phenomenon is a strong factor in seeking to understand and offer a holistic understanding of the phenomenon (Yin, 2013a).

Yin stated case studies remain best suited for descriptive and explanatory questions. Consequently, the scope of this study was the exploration of two cases in a multiple case design approach. The multiple case design enabled the use of literal replication logic to predict same results in the context of the presence of the same theoretical concept (Yin, 2013a). The objective of this study was to explore the experiences and perceptions of CSR program managers on strategies they use to engage stakeholders to improve CSR outcomes.

Narrative inquiry design included consideration, but was not chosen as the focus of this study. Narrative inquiry involved intensive analysis of the stories of one or two individuals gathered through detailed observation, interviews, field notes, journals, and letters (Houghton, Murphy, Shaw, & Casey, 2015). Flick (2014) opined that the narrative inquiry approach was both a way of remembering events and processes, as well as a way of telling stories about the events and processes. The scope envisaged in this study was beyond the stories of one or two individuals as the focus of the study was the shared experiences of 10 individuals involved in stakeholder engagement in their different organizations within the same logical framework (Yin, 2017).

The ethnography design also merited consideration, but was not selected, because the focus of ethnography was the study of group culture (Baskerville & Myers, 2015). This study did not focus on establishing and describing the cultural characteristics of any group (Aras, 2016). Rather the focus of the study was to explore the perceptions and experiences of CSR program managers in Nigeria's oil and gas firms. I considered a qualitative multiple case study approach most appropriate for this study, as the aim of the study was to generate meaning out of the experiences of participants regarding practices in different organizations.

A qualitative multiple case study remained most suitable for understanding the phenomenon, as this method allowed the probe into opinions, perception and experiences of the participants to generate meaning in their real life situations. The objective of this study was to explore strategies CSR program managers used to engage stakeholders to improve CSR outcomes in Nigeria's oil and gas industry. The study was exploratory

rather than explanatory, as the objective of the study was to explore the experiences of participants relevant to this phenomenon (Yin, 2017). A qualitative multiple case study design was best suited to explore the experiences of participants on strategies for engaging stakeholders to improve CSR outcomes, which is the focus of this study.

Multiple case study design provided the opportunity to generate more robust evidence and offer more in-depth insight into the phenomenon through the exploration of multiple sources of data. Fusch and Ness (2015) posited the triangulation of primary and secondary data helps to strengthen the reliability and validity of the study. The primary and secondary data generated would be triangulated to ensure reliability and validity for the study . Wang and Brennan (2014) and Yu et al. (2012) explored documentations in their studies of key account management and integration, balanced scorecard and value creation, as well as prediction of sales performance respectively. Consequently, I conducted interviews and generated primary data from the recordings of the interviews. In addition, I also explored official documents to generate secondary data.

The study was conducted using the literal replication logic. Yin (2017) stated the literal replication logic approach predicted the same results based on the existence of the same theoretical concept. Literal replication logic enabled the selection of cases within the same logical framework to predict similar results (Nair & Gibbert, 2016). The contrary theoretical replication logic predicted contrasting results based on contrary theories (Locke, 2015). According to Yin (2017), while the single case study design serves the need to explore the one, the unique or the unusual case, this design did not offer opportunity for gathering robust evidence as the multiple case design. A single case

study also posed challenges for ensuring saturation, because all of the participants would be drawn from only one case. Multiple case studies offered more opportunities for achieving saturation, as participants were drawn from two or more cases.

Population and Sampling

The population for this study included CSR program managers in the oil and gas firms operating in Nigeria. The study used a purposive sampling strategy for selecting 10 participants from the targeted population as recommended by Palinkas et al. (2015) in their study. Marshall and Rossman (2016) posited that a purposive sample enabled the selection of participants who by virtue of their positions or functions in their companies could bring knowledge to bear in the phenomenon studied. Malterud, Siersma, and Guassora (2015) acknowledged that purposive sampling focused on the selection of experts with knowledge of the phenomenon such that they could provide a saturation point of responses.

Scholars offered various recommendations of what should be an adequate sample size for a case study design. Yin (2017) recommended a minimum sample size of one and a maximum sample size of 20. The 10 participants for this study were selected from two of the oil and gas companies in Nigeria. The reason for selection was because CSR program managers in these companies formulated, influenced, and implemented CSR policies and programs for their different organizations (Petrova, 2014). These managers adopted differing and varied approaches to engage stakeholders in CSR programs of their respective organizations, and they are in position to share their opinions, experiences, and perception regarding these strategies.

In this study, only CSR program managers with involvement in their firms CSR programs for 5 years or longer were selected. The selected CSR managers were involved in their firms' CSR programs, in any capacity, either at the strategic or operational management level. CSR program managers without involvement in CSR programs for 5 or more years were not considered for selection. The criteria for selecting these participants included: (a) knowledge about CSR program management, (b) knowledge about stakeholder management, and (c) their ability to benefit from the study (Dasgupta, 2015).

Ten participants were selected for this study. This number of participants is in line with the Walden University IRB requirements. Skelton (2015) used a sample of 10 in exploring knowledge management practices in small-scale service businesses, while Angel-Watford (2014) used a sample of 18 to explore succession planning in local employment organizations in Texas. I used a sample of 10 considering the limited resources of time and money available for this study. I also considered that five participants were a reasonable number of relevant participants to find in any of the CSR departments of the oil and gas firms operating in Nigeria.

However, a core issue that related to the issue of sample size in qualitative research was data saturation. Data saturation was a determinant for sample adequacy and an indicator of quality in qualitative research (Morse, 2015). Fusch and Ness (2015) posited data saturation is a tool used to ensure the collection of adequate and quality data to support a study. Data saturation involved choosing an adequate sample to interview such that no new data was generated by interviewing the same people over and over

again. Issues with data saturation involved knowing when it was appropriate to use data

saturation and when data saturation occurred. Review of data saturation occurred after

interviewing the participants selected for this study. Participants for this study were

selected based on their continuous involvement with managing CSR programs of their

companies for 5 years or longer.

Ethical Research

Modern scholars see research mostly in ethical terms. For researchers in this

school of thought, the purpose of research included a foundation on the promotion of

social justice or social change (Miller, Mauthner, Birch, & Jessop, 2012). The research

purpose included reflections in ethicism, empiricism, instrumentalism, and

postmodernism, the four main tendencies discussed by Hammersely (1990), as cited in

Miller et al. (2012). Kvale (1996) categorized these tendencies as duty ethics, utilitarian

ethics of consequences, and virtue ethics of skills. Duty ethics related to the intent,

honesty, and respect of the researcher. Utilitarian skills referred to the outcomes of the

research, while virtue ethics of skills referred to researchers internalizing feelings,

reflexive skills, and sensibilities in dialogue and negotiation (Miller et al., 2012). In

simple terms, ethical issues are personal issues that may affect the research (Hammersely

& Traianou, 2014). Ethical dilemmas that existed between researchers and participants,

particularly regarding risks and vulnerable positions of participants, were addressed in

this study (Bromley, Mikesell, Jones, & Khadyakov, 2015).

Consent by participants was a major ethical issue that was addressed in this study.

Consent letters were given to all the participants detailing the objectives of the study (see

Appendix A), as well as rules and regulations for participation in the study as completed by McCaughan, Cullum, and Dumville (2015). Samples of these consent forms are included in Appendix A section of the study. Each participant was encouraged to read and understand the contents of the letter. Participants were also requested to sign and return the consent forms before their respective interviews (Srinivasan et al., 2016). By signing the consent forms, participants willingly indicated their consent to participate in the study.

Participants were selected on a strictly voluntary basis. There was no form of coercion in the selection process. Participants were briefed on their rights to participate in the study, as well as the ability to withdraw from the study at any time. Participants were assured of the anonymity of their participation and the confidentiality of the study (Holgate et al., 2014). Each participant was promised a summarized copy of the findings of the study.

All interview materials including transcripts, audiotapes, and videotapes used in this study were stored in a locked cabinet for 5 years with access to the materials limited to only the person conducting the study. After the 5-year period, the transcripts will be shredded, while the audio and video tapes will be destroyed. All data stored in digital storage facilities will also be digitally deleted. The Walden University IRB approval number for the study is 03-29-18-0291246.

Data Collection Instruments

I served as the primary measuring instrument in this study by conducting interviews with the participants. Gustafsson-Jertfelt et al. (2016) posited indepth

interviews gave participants researched the platform to explain how they thought, why they experienced what they experienced, as well as provide an explanation for their answers. Face-to-face interviews were conducted with the 10 participants selected for this study. Interviews were conducted using open-ended and semi-structured questions to encourage participants to provide detailed responses to the questions (Barnham, 2015). (Patton, 2015) posited using an interview protocol with open ended and semi structured questions helped to elicit in-depth responses by the participants in a study. Interviewing was an effective approach of gaining insight into social issues through the lived experiences of the individuals.

In this study, the prefered data collection method was interviews. The preference for interviews over alternative data collection methods such as focus groups was because data generated from focus groups might be distorted either by dominant individuals or by submissive individuals in the focus groups (Merriam & Tidsell, 2015). Moderators played essential roles in navigating focus groups. Where the moderator lacked appropriate skills, the focus group can be taken over by one or two dominant members of the group who may be very outspoken (Merriam & Tidsell, 2015). Additionally, this study did not suit the need for the use of observation, as a data collecting instrument was the focus of the study to develop an in-depth understanding of a shared experience through individual perceptions and experiences (Cole & Harbour, 2015; Eriksson & Kovalainen, 2015).

Participants in the study were CSR program managers with involvement in the CSR programs of their firms for at least 5 years. Five participants were selected from

each of the two firms. Cover letters describing and detailing the study were sent to participants. The cover letters were sent to the participants both by email and by physical dispatch in their offices. Cover letters also had consent forms attached to them, and they included detailed instructions on how to fill and return the forms. Consent forms were physically given to the participants and also physically collected from the participants. Each participant was requested to sign the consent form. Participants email addresses were obtained through the websites of the selected companies.

The interview protocol developed for this study included 10 open-ended and semistructured questions designed to address issues relating to the central research question (Appendix B). All raw data generated through the interviews will be made available on request. A major disadvantage of using face-to-face interviews, in this study was the cost associated with reaching each of the participants. The participants included location in the two major cities of Lagos, and Port Harcourt in Nigeria. While extensive intra-city travel was needed to reach participants in Lagos, participants in Port Harcourt were reached both through inter-city and intra-city travels. This necessitated travel by flight and road for the inter-city travels, and by road for the intra-city travels.

In any qualitative study, issues of authenticity of study, credibility, and reliability of findings are major considerations. The open-ended questions and the semistructured nature of the interview protocol for this study permitted follow-up questions, which generated enough data from participants to ensure reoccurring themes. Open-ended questions permit participants to freely respond to the questions and to clarify the responses where necessary (Gustafsson-Jertfel, Blanchin, & Li, 2016).

Scholars recommend the validation of the test instrument using a pilot study (Leung, 2015). I tested the interview instrument with two peers involved in doctoral studies for content and comprehension of the questions to determine that the questions convey the meanings intended. Thereafter, the instrument was tested with another two peers to determine that the questions were comprehensible and understandable to the participants. The instrument was perfected based on the feedback from the peer reviews and used in the study. As Gustafsson-Jertfelt et al. (2016) noted, the open-ended questions and the semistructured nature of the interview protocol for this study permits follow-up questions, which generated enough data from participants to ensure reoccurring themes. Data generated from these interviews was analyzed for reoccurring themes, categorized and coded.

Categorizing and hand coding these themes ensured accuracy and consistency during the research process and helped to enhance the reliability and validity of the study (Barry, Chaney, Piazza-Gardner, & Chavarria, 2014). In addition to hand coding, the use of qualitative data analysis software such as NVivo helped to ensure further reliability of the coding process (Woods, Paulus, Atkins & Macklin, 2016) The use of NVivo software ensured consistency in coding and analyzing data generated. In addition, data generated from the exploration of company documents served as secondary data of the study, which was triangulated with the primary data from the interviews (Wilson, 2014; Woods, et al., 2016). Triangulation of the primary and secondary data strengthened the reliability and validity of the study (Varpio, Ajjawi, Monrouxe, O'brien, & Rees, 2017).

Participants from the two case study companies (Company X and Company Y) responded well to the ten semistructured interview questions used for collecting primary data in this study. Data collected was organized, coded, and analyzed using NVivo 12 analysis software. Data analysis through the use of NVivo software enabled the identification of themes from responses to interview questions, which formed primary data of the study. Data from the interview questions were then triangulated with data generated from documents available in the public domain from the two case study companies and from reviewed documents of the two case study companies (Houghton et al., 2015). Six themes emerged from the analysis of the data generated.

Data Collection Technique

Data was collected from the indepth interviews conducted with each of the 10 participants, and also from the exploration of official documents of the organizations. Participants selected for this study were interviewed using an interview protocol containing 10 open-ended and semi-structured questions, which permitted follow-up questions as well as offered an opportunity for clarifications when needed (Alase, 2017). Asking the right questions and seeking clarifications were important ingredients of semi-structured and face-to-face interviews (Marshall & Rossman, 2016). Documents from each of the cases were studied to deepen and corroborate the evidence (Elo et al., 2014). Hussein (2015) posited that in case studies, multiple sources of evidence served to reinforce evidence gathered from other sources and assisted in triangulation.

Though a period between 2 and 4 weeks was originally planned for conducting the interviews with the participants, the actual interviews in the two case study sites were

conducted months apart from each other due to difficulties in gaining access to the sites.

The interviews were conducted on the same day in the first case study site, and on two

separate days in the second case study site due to availability of participants. Participants

were advised to make allowance for the time of the interviews during periods when they

had little or no distraction or any appointments in their offices. The interviews were

conducted within this timeframe until gathering enough information to establish

reoccurring themes and analyze data. Data Saturation was checked after the 8 participants

were interviewed. The plan was that if saturation was unattained, two more participants

would be selected and interviewed from each site. The process of selecting two additional

participants for interviews was to be repeated until attaining saturation.

Audiotapes, a laptop computer, and a handheld audio recording device were used

to record the interviews. Carr (2014) recommended that interviews should be digitally

captured. A journal of handwritten notes kept during the interviews served as back up to

the digital recordings of the interviews to ensure validity and reliability for the data

gathered from the interviews (Thomas, 2016). The handwritten notes helped in the

analysis of thoughts, ideas, and understanding of the experiences, opinions, and

perceptions shared during the interviews (Morse, 2015). Summaries of the interviews

helped facilitate coding and reference to each participant.

All recorded information was transcribed to text format with hand-written notes

serving as supplements to the recorded information. Recorded materials were transcribed

immediately after the interviews, or within 72 hours of each interview to retain contexts,

focus, and meanings intended by the participants. Audio recording of each interview was

matched with the transcript to ensure fidelity of meanings. Matching helped in ensuring

accuracy in data analysis. To ensure accuracy and validity, the transcripts were analyzed,

interpreted, typed, and emailed to participants to check and approve, or add any

additional information. Leung (2015) noted consistency in the data handling process

strengthens the reliability and dependability of the study. Connelly (2016) recommended

ensuring consistency in transmission techniques, by using same word form and text

structure, verbatim accounts, and maintaining consistent formatting.

Data Organization Technique

Data generated from the interviews was recorded, labeled, and stored along with

the transcripts, which were clearly labeled for identification and retrieval of information

stored. Backup files were created in computer storage systems to ensure no loss of

information (Carr, 2014). Data collected was stored in the order of conducting interviews.

I used consistent labeling and line numbering as recommended by Connelly (2016).

A journal of handwritten notes recorded during the interviews served to cross-

match information stored in the files (Yin, 2017). Organizing the notes in chronological

order ensured adequate preservation of data to strengthen the integrity of the study

(Morse, 2015). Thomas (2016) posited the notes taken, the audio recordings, and the data

generated form part of the database of the study and should be properly stored. Data was

stored in coded labels directly related to the responses gathered from participants (Noble

& Smith, 2015). All raw data generated from this process was stored in a locked cabinet

for 5 years. Access to the cabinet was limited to the person involved in the research. This

measure is taken to protect the rights and confidentiality of participants in line with the Belmont Report protocol.

Data Analysis

Researchers adopt triangulation in qualitative case study designs to deepen the understanding of the phenomenon being studied. Triangulation helped to enhance the credibility and validity of the study (Varpio et al., 2017). Triangulation enabled the establishment of convergence of data and findings in a study (Fusch & Ness, 2015). Hussein (2015) identified four common triangulation methods that researches used to achieve rigor and enhance the credibility and validity of studies. The four methods included (a) data triangulation, (b) theoretical triangulation, (c) investigator triangulation, and (d) analysis triangulation. Researchers also recognized methodological triangulation, which required the use of two different research methods to study the same phenomenon (Hussein, 2015; Thomas, 2016). The purpose of this study was to explore strategies CSR program managers use to improve outcomes in Nigeria's oil and gas industry. In this study, I used methodological triangulation as an approach to generate robust data and strengthen the reliability and validity of the study (Eid & Elbanna, 2018). Hussein (2015) posited the use of methodological triangulation involved the use of two or more methodological approaches to study the same phenomenon. I used methodological triangulation, by using two sources of data, to ensure robust data collection that would strengthen the accuracy and validity of the study.

Triangulation and Computer Aided Analysis

      Methodological triangulation. In this study, I applied methodological triangulation as an approach to ensure rigor that generated robust data for the study to ensure validation. Methodological triangulation involved the use of multiple sources of data to study a phenomenon in the same study, and triangulating the data generated to ensure depth of data and findings (Hussein, 2015; Thomas, 2016). The application of methodological triangulation in this study involved the use of two sources of data, data generated from interviews with participants and data generated from review of company documents. Morse (2015) advised the use of triangulation along with other approaches like member checking and thick description to achieve rigor in studies to enhance reliability and validity.

      Data transcription. The process of generating data for this study involved transcribing interviews conducted with participants in the study and using the journal notes taken during the interviews as back up for the information provided by participants. A good and consistent method of transcribing the interviews not only helped in the generation of robust data but also helped in engendering positive engagement and good working relationship with the participants . Although I used a computer software program to help in the coding and analysis of data generated (Lucas et. al, 2014), I had the responsibility to produce a reliable and credible case study report . As suggested by Dasgupta (2015), I listened carefully and repeatedly to the interview recordings, using a slow-motion playback device to ensure accurate transcription. All the transcriptions occurred 72 hours after the interview with participants. Transcriptions of the interview

recordings were typed and stored using Microsoft Word. To ensure confidentiality,

participants' names were in codes such as P1-P10. I used color coding to identify themes

in transcribed interviews as recommended by Cole and Harbour (2015). This process

ensured that themes from data generated are identified, categorized, and coded as they

relate with the central research question to ensure proper analysis. (Thomas, 2016; Vohra,

2014).

      Use of NVivo software. Data generated from the interviews with the 10

participants was coded and analyzed with the aid of NVivo software 2012 version. Data

from the interviews was recorded digitally (Carr, 2014). This digital recording formed the

basis of the analyzing and coding process. Coding of the data using NVivo software

helped me to generate themes and categorize the data. Yin (2013a) posited that the

analytical strategies and techniques must be relevant to resolving the research question.

While I had the responsibility to identify, categorize and code the themes relating to the

research question, the use of NVivo software helped ensure consistency in the coding and

analyzing process.

      Computer assisted qualitative analysis software such as NVivo also helped to

further ensure accuracy (Lucas et al., 2015). NVivo, is essentially a qualitative analysis

software unlike Atlas ti, which is used across qualitative and quantitative research. NVivo

is also a Windows compatible software. Lucas et al., (2015) confirmed the use of a

computer assisted qualitative data analysis software (CAQDAS), such as NVivo, helped

in establishing trustworthiness of a study.

The conceptual framework for this study was the stakeholder theory. Other key concepts in the study included stakeholder management, stakeholder engagement, and corporate social responsibility (CSR). The conceptual framework and the identified key concepts in the study had impact on the themes identified in this study. The interview protocol for this study is divided in two parts (Appendix B). The first part consisted of rapport building questions aimed at generating positive environment to conduct the interviews. The second part contained 10 open-ended and semi structured interview questions that were used to interview participants in this study.

Reliability and Validity

In a qualitative research study, the concept of reliability and validity is related to the issues of establishing and verifying accuracy, reliability, dependability, and transferability of data and findings in a study. Varpio et al. (2017) indicated using a qualitative research method to assess data from multiple sources helped to strengthen the internal and construct validity of a study. In any empirical research, threats to authenticity, credibility, and transferability were of primary concern to the researcher (Onwuegbuzie & Corrigan, 2014). Establishing reliability and validity focused on the plans and strategies adopted by the proponent of the research (Anney, 2014; Yin, 2013b). As noted by Sarma (2015), researchers made personal choices of the approaches that would be adopted for achieving reliability and validity in their studies . In this study, I adopted a pluralistic strategy that included triangulation of data, member checking, thick description, journal note taking, transcription, and analysis of data to establish reliability and validity.

Reliability

The reliability of this study was addressed by ensuring accuracy and credibility of data and findings of the study. Credibility included authenticity, believability, and rigor of a study, particularly from the perspective of participants and their experience of the phenomenon (Yazan, 2015). In this study, I established credibility through peer debriefing and member checking. Leedy and Ormrod (2015) noted that peer debriefing is a veritable tool for establishing credibility, while Marshall and Rossman (2016) recommended member checking as a suitable verification approach for a qualitative study. For this study, two outside individuals reviewed the study to ensure the interview questions were easy to understand, that the interview questions addressed the research question, and that the interview questions would elicit full responses from the participants (Merriam & Tidsell, 2015).

Member checking was a key strategy for ensuring the accuracy and fidelity of data generated (Onwuegbuzie & Byers, 2014). As noted by Birt, Scott, Cavers, Campbell, and Walter (2016), member checking was used to encourage participants to check the accuracy of findings and data generated to validate content and meaning expressed during the interviews. Member checking enabled the strengthening of the internal validation process by ensuring the reliability of the data collection process (Berger, 2015). Through member checking the participants had the opportunity to verify the meanings expressed and the meanings they wanted to convey in the interviews.

Researcher bias is a major factor that can affect the credibility and reliability of a study (Merriam & Tidsell, 2015). To guard against personal bias, I adopted the research

practice of bracketing as used by Robertson and Thomson (2016). The method of
bracketing in qualitative research involved the mitigation of potential bias and
preconceptions that may affect the research process. Bracketing entailed my setting aside
any personal bias on the phenomenon. Bias could also be managed by elimination of the
source of the bias (Sorsa, et al., 2015). However, as Merriam and Tidsell (2015) advised,
bias could be managed by identifying and monitoring how such personal bias may
influence the data collection and interpretation process.

   To ensure completeness and reliability of the data generated, data was sourced
from multiple sources and triangulated. Accessing data through multiple sources
strengthened the internal and construct validity of the study (Marshall & Rossman, 2016).
Hussein (2015) stated methodological triangulation provided multiple sources of
evidence and ensured rigor and completeness of data. In this study, rigor was achieved
through indepth interviews with participants and through review of company documents.
Data generated from these two sources was triangulated to enhance the reliability and
validity of the study.

Validity

   The validity of this study was addressed through approaches involving the
concepts of transferability, dependability, confirmability, and data saturation.
Transferability included the ability to apply the study in other contexts or settings (Morse,
2015). To meet this measure of reliability and validity, I described in detail the various
procedures and processes adopted during the study. This strategy involved a detailed
description of the context of the study and the various assumptions made in the course of

the study (Denzin & Lincoln, 2011). Transferability of the study was enhanced through

rich and thick description of the settings of the interviews and other demographic and

geographic information of participants (Yin, 2013b). The recording of the settings

provided enough detailed information to permit transferability of the study and ensure

harmony between internal and external reliability of the study (Stewart, Gapp, &

Harwood, 2017). Careful documentation and storage of processes and procedures as well

as the use of thick description had importance for credibility and transferability of the

study, which was important for establishing validation

The concept of dependability in qualitative research included the context within,

which the research occurred, the changing circumstances within the context, and how the

changes affected the research. I ensured dependability of the study through thick

description and through data saturation. Thick description involved describing in great

detail the processes and procedures of the study, including recording the meanings

expressed by the participants and the meanings intended, as well as interpreting the

meanings or actions within the context of the study. Thick description enhanced the

ability to replicate the study (Houghton et al., 2015), and also ensured the stability of data

over time and in different conditions (Elo et al., 2014).

Confirmability of the study required detailed recording of the procedures and the

self-awareness and reflexivity of the person conducting the research (Marshall &

Rossman, 2016). I adopted the verification strategy of keeping a reflective diary (Berger,

2015). The diary served to capture detailed field notes to help in the interpretation of field

observations and the identification of emerging themes as noted by Nowell, Norris,

White, and Moules (2017). In addition, the qualitative research process of critical self-reflection served as an approach to ensure neutrality and confirmability (Eriksson & Kovalainen, 2015). I used audiotapes and handwritten notes during interviews, so as not to affect the participants during the course of the interviews

In this study, I used a strategy of data saturation to ensure the validity of this study. The concept of saturation in qualitative research helped to reinforce the validation of a study (Fusch & Ness, 2015). In a case study design, the concern with data generated was whether the sample was good enough to provide deep insight to the phenomenon being studied. Tran, Porcher, Tran, and Ravaud (2016) advised researchers to be clear in the processes they adopt to achieve clarity. I adopted the following procedures to ensure saturation.

As espoused by Palinkas et al. (2015), the sample size included enough participants to provide indepth knowledge of the phenomenon. An initial 10 participants, five from each company, were selected, out of which eight were interviewed for the study. One selected participant in the first case study site subsequently declined the interview, while one selected participant at the second case study site proceeded on vacation. Data generated from the interviews was then evaluated for data saturation. The plan was that if data saturation was not achieved, two additional participants, one from each company, would be invited and interviewed. However, data saturation was achieved at each of the sites by the third participant interview.

Transition and Summary

The focus of this study is to explore strategies CSR program managers used to engage stakeholders to improve CSR outcomes. The objective of Section 2 of this study was to look into the purpose statement for the study, the role of the researcher, the research method, the research design, as well as the population and sampling. Other issues discussed in this section included ethical research, data collection instruments, and techniques, as well as data organization techniques. Section 2 also included the discussion of the issues of data analysis techniques and instruments, as well as the reliability and validity of the test instrument of the study. Section 3 included a presentation of findings and application for business practice and social change.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies CSR managers in Nigeria's oil and gas industry use to engage stakeholders to improve CSR outcomes. The overarching research question in this study was: What strategies do CSR program managers use to engage stakeholders to improve CSR outcomes? The population for the study was 10 CSR managers, five each, from two oil and gas companies in Nigeria. Eight participants were interviewed for the study, as one participant in the first case study company subsequently declined the interview, and one in the second case study company had proceeded on vacation at the time of the interviews. Codes for participants included P1, P2, P3, P4, P5 P6, P7, P8, P9, and P10. Participants P5 and P10 were not interviewed. Locations for the interviews were Port Harcourt for the first case study site and Lagos for the second case study site.

I used 10 semistructured interview questions to interview participants to provide primary data and used document review for the secondary data analysis. Documents reviewed included in-house publications and sustainability reports. The semistructured interviews enabled participants to provide their experiences, opinions, and feelings regarding each research question. Hand coding provided an initial exploration of themes from the interviews. However, I used NVivo software to code and analyze data from the study, enabling the emergence of six themes. The six themes are (a) multifaceted communications, (b) discussions and negotiations, (c) social welfare, (d) empowerment and development, (e) community first, and (f) sustainability. In this section, I present the

study overview, the findings of the study, the discussion of the applications of the study to professional practice and implications for social change, the recommendations for action and further study, reflections on the research process, and the study conclusions.

Presentation of the Findings

The research question for this study was: What strategies do CSR program managers use to engage stakeholders to improve CSR outcomes? Semistructured interviews enabled data collection from eight participants from two oil and gas companies operating in Nigeria's oil and gas industry. Coding of participants included identification numbers and letters P1, P2, P3, P4, P6, P7, P8, and P9. Participants coded P5 and P10 were not interviewed for reasons of declination and unavailability respectively. I organized, coded and analyzed the data by using NVivo software. I identified themes from the responses to interview questions, which formed primary data of the study, and from reviewed documents of the two case study companies. Through 10 semistructured questions in semistructured interviews, I gathered information as the primary source of data in this study.

Participants from the two case study companies responded well to the interview questions. Through the coded items, as elicited from the 10 interview questions, participants provided indepth insight to the primary question of the study, which is the exploration of strategies they use to engage stakeholders to improve CSR outcomes. As shown in Figure 1, participants from the two case study companies (Company X and Company Y) contributed evenly in their responses to the coded items used in the data analysis with a percentage covering 25.28% for participant P2 from Company X and

21.37% for participant P9 from Company Y, 13.92% for participant P1 of Company X

and 16.66% for participant P6 of Company Y (see Figure 3), showing a tendency towards

equal contribution to responses on coded items.
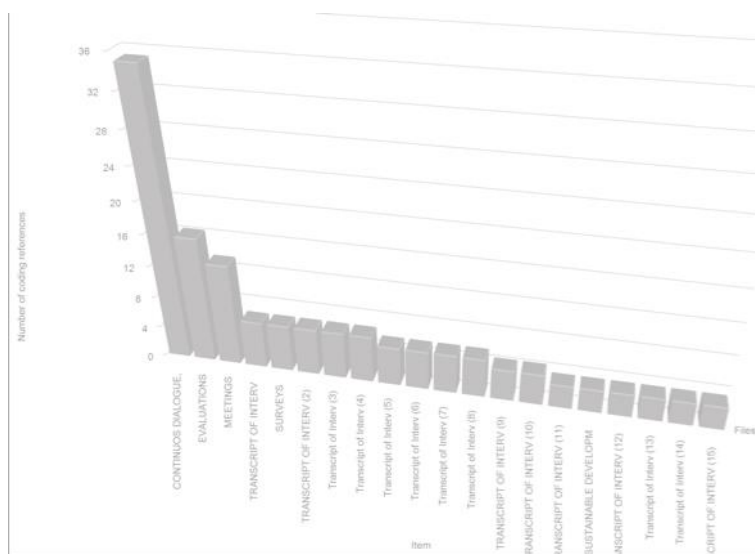
Figure 1. Code items, identified themes and frequency of occurrence.

The codes identified using phrases from participant interview transcripts were (a)

sustainable development, (b) growth of Nigeria economy,(c) policy is country centric, (d)

environmental, public, and social concerns, (e) continuous dialogue and (f) learning, and

constant communication with community. These codes led to the following identified

themes: (a) multifaceted communications, (b) discussions and negotiations,(c) social

welfare, (d) empowerment and development, (e) community first, and (e) sustainability.

These 6 themes defined the emergent broad and specific stakeholder engagement

strategies CSR managers use to improve CSR outcomes in Nigeria's oil and gas industry.

In terms of frequency of occurrence compared to the number of coded items, the theme of

discussions and negotiations had the highest number of occurrences of 35 of the total

number of mentions recorded for all 6), followed by multifaceted communications,

social welfare and sustainability, each recording 21 mentions, with 6 for empowerment

and development, and 5 for community first.
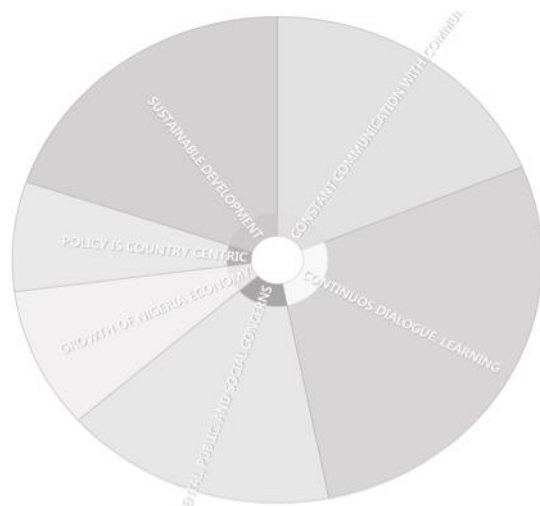
Figure 2. Coded items and share of mentions.

Table 1 shows the coded items and the emergent themes in terms of number of

occurrences and percentage of occurrences with discussions and negotiations

representing 32.11% of all mentions related to all the 6 indentified themes. The next

themes in the order of mentions were followed by multifaceted communication, social

welfare, and sustainability, all with 19.26%, and empowerment and development 6 %,

and community first with 5% of occurrences. In terms of the number of times these

themes were referenced in participants responses, the theme of discussion and

negotiations had 35, followed by multifaceted communication, social welfare,

sustainability, each with 21mentions. Next in order of mentions were empowerment and

development 6, and community first 5. The frequencies of the occurrences from

participants in the two case study companies showed a high emphasis on engagement,

collaboration and coordination as noted by Dawkins (2014).

Table 1

Frequency of Occurrence of Coded items and Themes

Codes	Themes	Number of Occurrences	Occurrence%
Constant Communication with community	Multifaceted Communication	21	19.26
Continuous dialogue, learning	Discussions and Negotiations	35	32.11
Environmental, Social and. Economic Development	Social Welfare	21	19.26
Growth of Nigerian Economy	Empowerment and Development	6	5.50
Policy is Country Centric	Community First	5	4.58
Sustainable Development	Sustainability	21	19.26

Emergent Theme 1: Multifaceted Communication

Constant, multifaceted, and continuous communication with stakeholders

manifested as a specific field led strategy, favored in engaging stakeholders in all CSR

program types embarked upon by managers in the two case study companies. All

participants (P1, P2, P3, P4, P6, P7, P8, and P9) mentioned the use of multifaceted,

multifarious, and multilevel, communication events and activities that made use of all

available channels to reach out to all categories of stakeholders. Strategy elements such

as meetings, surveys, and evaluations deployed under this strategy were specific and

targeted both to the nature of the program and the category of stakeholders engaged in the specific programs.

For instance, while P2 (Company X) mentioned the use of phone calls, emails, chainmail, unilateral and multilateral conversations, as tools of a communication strategy used along with a cooptation strategy in infrastructural development programs in select universities, P6 (Company Y) mentioned the use of newspaper publications, posters, school websites, and social media platforms such as Facebook and Instagram to drive traffic into their scholarship programs. The adopted strategy and the elements used seemed to confirm Esmail et al. (2015) position that in stakeholder engagement, different strategies were required to stimulate productive and enduring stakeholder relationship. Participant P2 reinforced this opinion:

> We hold exploratory meetings. We take the idea the company has in mind to the various stakeholders, to the writers, the publishers, the teachers, the science academy, or the Youth Council. We hold one-on-one meetings, individually and with groups. In these meetings we manage egos and differences. We keep the focus. We hold town hall meetings. We follow up all these with constant communication with community leaders and opinion leaders.

Participant P4 (Company X) emphasized the issue of managers' disposition and availability to stakeholders as key characteristics to engaging stakeholders and improving CSR outcomes, while P7 (Company Y) stressed the need for both contact and communication. P4 stated

Dealing with communities is actually a training on its own. Another thing is that it is a 24 hour job. The community leader can call you at any time and may start abusing you from the moment you answer the call. How you manage such situation is an issue. There are so many formal and informal engagements going on with the communities. This is not the matter of I have written a very powerful email. Normal communications do take place, where you have meetings, send pictures, videos on what you are doing, but the majority of the contacts and communication are informal, one on one, face to face.

In responding to same interview question, which sought to know how the participants select and engage stakeholders in CSR programs, P7 responded

Apart from government being a major stakeholder, how do we really drive down to these schools? We know that these students they belong to different institutions so we try and partner with the association and principals and proprietress. Now these association in our state of operation … they usually have their meeting days, present the program to them and get their buy in. Some of the fears that we always allay is because of issues of getting to the venue of these competitions some of these community schools, they don't have money. Before the government releases money for them the program will be over.

These findings seemed to align with the first strategic level of attraction in the multiple stakeholder involvement system (MSM) as outline by Waligo et al. (2013) in their study on sustainable tourism. They are also in line with the good faith management principles

of stakeholder engagement, as espoused by Dawkins (2014), which include dialogue, negotiation, transparency, and totality of conduct.

Theme 1 revealed the choice of strategy and strategy elements that will engender attraction and ensure early buy in by stakeholders into the CSR programs. Stakeholder theory presupposes that managers who operate under the theory should not only know who their stakeholders are, but should also strive to create and distribute wealth and well being to these stakeholders. Ever present communication opportunities and activities enabled the managers in the two case study companies to proactively engage their stakeholders.

Emergent Theme 2: Discussions and Negotiations

All of the participants spoke about the importance of frequent and continuous contacts and discussions with stakeholders in their CSR programs. Contacts and discussions were required at all stages of the programs, pre to post, to ensure understanding, buy in, ownership, and the enthusiasm required to drive the programs and achieve the desired outcomes. Elements of these strategies included all types of meetings – scheduled, unscheduled, ad hoc, monthly, quarterly meetings, which spanned all cycles of the CSR programs.

The three key elements of discussion and negotiation strategy deployed by participants under this theme were meetings, evaluations and surveys. Out of the total number of 35 mentions recorded for this theme under frequency of occurrence, evaluations featured 16 times as against 13 for meetings, and 6 for surveys, The use of these elements of a strategy of discussion and negotiation tended to also align with the

strategic stage of attraction in stakeholder engagement as espoused by Waligo et al. (2013), and also aligned with Dawkins (2014) good faith negotiation principles in stakeholder management of dialogue and negotiation. The use of the strategy enabled managers in the two case study companies to set the scene for CSR programs, gain the understanding and buy in of relevant stakeholders, and assess the level of stakeholder involvement capacity.

The strategy elements of collaboration and dialogue used by participants in the two case study companies engendered stakeholder salience and enabled participants to know the needs of their various stakeholders, and to find the most effective ways of fulfilling these needs. Identifying stakeholders, knowing their relative importance to the company, and being able to identify and satisfy their various needs is the very essence of the stakeholder theory. As seen from the frequency of occurrence in the response, participants paid significant attention to being able to identify and agree needs of the stakeholders, and being able to ascertain the needs were met. Participants (P1, P2, P4, P6, and P7) acknowledged the multidimensional use of the strategy elements in all of their key CSR programs. As participant P1 stated

> We communicated regularly via emails and phone calls. We instituted quarterly meetings and everyone was briefed on what to come with to the meetings. There were guidelines on how to prepare for the meetings. We rotated the venues of the meetings so that the venues were accessible to the universities. The meetings were chaired by the General Manager External Relations or the Manager Corporate Communications and Public Affairs, and co chaired by the Deans of the

universities present at the meeting. There were a lot of chainmail. There were

constant exchanges, sometimes unilaterally, sometimes multilaterally.

The companies deployed varied elements and tools of this strategy, which focused on the

alignment and cooperation approaches of collaboration as espoused by O'Reilly and

McManus (2015) to ensure that their stakeholders are carried along in their various

programs as outlined by participants P2 and P6. P2 stated

We hold exploratory meetings. We take the idea the company has in mind to the

various stakeholders to the writers, the publishers, the teachers, the science

academy, or the Youth Council. We ask who are the key stakeholders in the area.

We want to know their interests and whether it can work with the idea we have in

mind. We have their input, and we want to know whether the idea fits or can be

modified based on these inputs.

Emphasizing on the focus of carrying stakeholders along, P6 responded

So, we go through a group of people who are representatives of the community.

We can call them CDC, community development council, now the members of

those CDC are taken from each community. Let's assume you have 80

communities clustered into about 15 locations, those 15 locations have a

representative and those representative sit in the CDC so we inform the CDC,

show them how the program is, tell them the benefit of the program and how we

want them to address or communicate this same benefit to their communities.

Emergent Theme 3: Social Welfare

The social welfare theme recorded strong mentions by participants in the two case

study companies. Frequency of mentions for this theme, ranked at par with multifaceted

communications and sustainability, all of, which recorded a total number of 21mentions

each of the total 109 mentions recorded for all six emergent themes. In their responses,

participants associated the theme of social welfare to the well being of the community or

communities in, which their companies operate. The focus on community can be

explained from the perspective proffered by Nartey, Henisz, & Dorobantu (2018)

regarding strategies that multinational corporations adopt in trying to blend in their

market environments.

In their study of 19 gold mining companies, operating 26 mines in 20 countries

across the world, Nartey et al. (2018) posited that in the quest to blend and integrate in

the local marketing environments, multinational corporations adopt two strategies. The

MNCs either develop relationship with high status stakeholder, (usually regulators,

employees or other government officials), or they resort to bridging structural holes or

filling the gaps as mentioned by Amaeshi et al. (2016). The first strategy could lead to

increased cooperation and reduced conflict among other stakeholders, but this is usually

in the short run. The latter strategy of filling the gap could, in the long run, generate

conflicts with other stakeholders, as the implementation of this strategy is limited by

available information and resources (Nartey, Henisz, & Dorobantu, 2018).

Participants in the two study companies tended to favor the strategy of bridging

the gap left in their communities by the absence of government as a way of ensuring the

social welfare of the community. Nzeadibe et al. (2015) posited stakeholder perception is important in the assessment of CSR activities and programs. Negative perception of the CSR programs and activities of the MNCs and other oil companies operating in Nigeria's Niger Delta region has often led to unrest, threats, and shutdowns, exposing organizations to reputational risks (Christensen, Mackey, & Whetten, 2014). Focus on the social welfare of the communinity thus becomes a key stategy direction for engaging stakeholders to improve CSR outcomes and manage risks. This is in line with the stakeholder theory, which provides a platform for recognizing and taking care of the needs of the majority of stakeholders as opposed to the need of only shareholders as envisaged in the dominant shareholder theory (Post, et al., 2016). As participant P4 stated

> We have 110 communities in the State, and there is always the feeling that we are favoring home community ahead of other communities. But as a company we also look at our strategic interest. Where do we have the greatest stake? Even people will tell you guys are not doing anything, or that you are not doing enough. So, you have to take time to tell them what you have done and what you are doing.

Participant P6 responded thus in relation to this theme

> You are very aware that the Niger Delta of which South South is a part of Niger Delta where we operate in the states. These communities are very volatile because of past experiences from our predecessors, but before we carried out any program at all we had a baseline study which addressed the needs of that community and in

> so doing we engaged different levels of pick process in the community different
>
> stakeholders are recognized and identified.

Within the theme of social welfare of the community as a strategy, stakeholder

engagement needed to be multidimensional and multifaceted, as espoused by participant

P9

> Firstly, we define and identify the stakeholders for the initiatives then we engage,
>
> which includes those identified stakeholders, which includes community
>
> leadership, women groups, youth leadership, the underserved, which the CSR
>
> program hopes to address.

Emergent Theme 4: Growth and Development of Nigerian Economy

Participants in the study acknowledged growth and development of the Nigerian

economy as a determinant of the stakeholder engagement strategies of their company

leading to inclination to focus on such CSR activities and program areas such as capacity

development, skills acquisition, economic empowerment, and infrastructural

development. This theme recorded 6 mentions out of the total of 109 mentions recorded

for the 6 emergent themes from the study. Elements of this strategy mentioned by

participants in their responses included development and empowerment as well as

socioeconomic welfare, which recorded 4 and 2 mentions respectively. Development and

empowerment could be a positive and profitable tool for stakeholder engagement.

As Civera, de Colle, & Casalegno (2018) found in their study of the case of

empowerment of coffee farmers, empowerment strategies could lead to effective

stakeholder engagement strategies, while empowerment actions could in turn drive low

power stakeholders to be active business partners. Empowerment and development keys

into the strategy of filling the gap adopted by some MNCs in blending in their

environment, but it also in line with taking care of varying stakeholders interests and

generating wealth for the stakeholders as envisaged in companies operating under

stakeholder theory. Participant P1 reported thus

> As [a] company we are interested in education, health, sports, and human capital
>
> development. We are averse to things having to do with entertainment. We focus
>
> on growth of the Nigerian economy, whether through enabling professional
>
> associations and the like.

The first case study company emphasized the strategy of growth and development of the

Nigerian economy in Document 1 by stating in its report

> Approach to corporate social responsibility is anchored on sustainability, stake
>
> holding and partnership. As part of its CSR activities, the company, through the
>
> Community Relations and Development Department, provides support to its host
>
> communities. Specifically, supports the improvement of infrastructure, health and
>
> educational facilities and encourages local enterprise, facilitating know-how and
>
> building capacity in the sustainable use of resources in its host communities.

The second case study company underlined the claim that its CSR strategy is influenced

by global sustainable development goals (SDGs).

> The Agenda contains 17 global sustainable development goals (SDGs) with 169
>
> accompanying targets. In this section, we discuss how our corporate social
>
> responsibility strategy and practices as well as sustainability aspirations are

aligned with and support the SDGs…. As a deliberate corporate strategy, we

consistently deploy stakeholders-inclusive corporate social responsibility and

sustainability practices that are designed to meet stakeholder expectations and

deliver solutions to identified societal challenges.

Emergent Theme 5: Community First

All the participants interviewed in the study acknowledged stakeholder

engagement strategies tended to be country centric and concentric, beginning from the

inner circle of the community, to the outer circles of the state and then the nation. This

claim is supported by documents studied in the two case study companies. The strategy

of community first recorded 5 mentions overall of the total of 109 recorded for the 6

emergent themes in the study, with component elements of community recording 2

mentions against 2 of nation, and 2 of state.

The focus on community in this strategy is particularly important in the Nigerian

environment as there is notable absence of government in the communities where the oil

companies operate. In the real and existing events of threats, shut downs, and disruption

of activities in the communities, the cost benefit analysis of a community first strategy

favors the case study companies adopting such strategy. As Bodo and Ukpong (2018)

found in their study on the ongoing wetlands remediation in Ogoni, Nigeria, the non

involvement of low power stakeholders in the exercise is already leading to poor

perception of the remediation efforts. As recognized in companies operating under

stakeholder theory, no stakeholder interest should be left unaddressed by managers in

such companies, and communities are very important stakeholders to the oil companies in their legitimacy of demands, and their legitimacy of interests. Participant P1 stated

> We focus on growth of the Nigerian economy, whether through enabling
>
> professional associations and the like…. Because our policy is country centric, we
>
> do what we can to improve people in the country. The policy ensures that when
>
> people make requests, they get prompt response. The community is within the
>
> ambit of that policy. We do things with the community and it is encouraged.

However, for participant P4, the focus of the company's stakeholder engagement drive was rather clear because the company needed to consider where its strategic interest lies.

> Our CSR policy is focused on the public, the community and the nation. We ask
>
> what we can do, how we can do it, and when we can do it, mainly focusing on
>
> economic empowerment. We have the youth empowerment scheme.

Participants claims are supported by documents of the two case study companies, as both companies, Company X and Company Y acknowledged the strategy respectively in available documents studied. In document 2, Company X emphasized its focus on host communities.

> Approach to corporate social responsibility is anchored on sustainability, stake
>
> holding and partnership. As part of its CSR activities, the company, through the
>
> Community Relations and Development Department, provides support to its host
>
> communities. Specifically, … supports the improvement of infrastructure, health
>
> and educational facilities and encourages local enterprise, facilitating know-how
>
> and building capacity in the sustainable use of resources in its host communities.

> Championing best practices in community relations, the company introduced a new strategy called Community Driven Development Strategy

In document 6, Company Y, in like manner, acknowledged a focus on the communities as a critical stakeholder group

> Our long-term sustainability aspiration is to create and deliver shared value to our critical stakeholder groups. Our CSR programs are well aligned with the sustainable development goals and cater to the needs of stakeholders anchored on our five focus areas, which include health and safety, community infrastructure development, education, economic empowerment for youth and women as well as environmental stewardship. These have contributed to the peaceful operating environment and pre-empted disruptions to our activities

Emergent Theme 6: Sustainability

The theme of sustainability tallied third in ranking in the frequency of mentions recorded for the emergent 6 themes in the study, garnering 21 mentions along with multifaceted communications and social welfare. The focus of this strategy in terms of community, business, and project recorded 12, 6, and 3 mentions respectively. Participants in both case study companies emphasized the need for using sustainability driven strategies to engage stakeholders as an approach to improving the outcomes of CSR programs.

Sustainability included reference to the community, the business, and the project. Strand et al. (2015) opined that the link between CSR and sustainability provided platforms through, which other CSR performance constructs can be discussed. The

participants provided holistic views of the dimension of sustainability in their companies

CSR programs. Participants P1, P2, P6, P8, and P9 mentioned sustainability of the

business, while P2 and P6 spoke about sustainability of the project. P1 stated

> If I speak broadly, first of all, we have a policy on sustainable development. We
>
> have a policy on donations and sponsorships. We have policy that guides our CSR
>
> programs. ... We have policies and procedures that guide donations and
>
> sponsorships. In the donations aspect, we are guided by policy on who and what
>
> we cannot donate to. We cannot donate to profit organizations. We cannot donate
>
> to religious organizations. We have to exercise caution in donating to government
>
> bodies.

P2 elucidated the focus on sustainability of the CSR program, while P6 highlighted need

for consideration of the sustainability of the community.

> We are looking at sustainability. In the various programs that we run, whether in
>
> education, health, economic empowerment, agriculture, education, and extension
>
> services… we are looking at how sustainable the program will be. Can the
>
> program sustain itself? What can we do, and where can we stop? What happens
>
> when we stop, because at some point the company has to stop.
>
> However, P6 drew attention to the community component of sustainability

attainment, which supported Anosike's (2014) assertion that for social change to occur in

the host communities of Nigeria's oil and gas industry, the operating companies needed

to link their CSR activities to sustainability of the industry. Ngu and Amram (2018)

agreed and noted that stakeholder engagement was vital for promoting sustainable

development in the corporate sector of the economy. Sam and Zabbey (2018) pointed out

that, if well managed, the ongoing remediation of contaminated wetlands in Ogoni,

Nigeria, presented opportunities for development and creation of sustainable livelihood.

Participant P6 stated

> So, our operations and economic, environmental, public, and social concerns, for
>
> us, are very integral and this is because of we have linked it into our own
>
> operations so that we can achieve our business objective as well as sustainability
>
> for community, persons or places where we operate.
>
> All participants (P1 P2, P3, P4, P6, P7, P8, and P9) acknowledged the practice of

using the identified strategies of engagement in their companies legacy programs or

signature programs, as participant P6 described the programs. In response to interview

question 7, which sought to explore how frequently they used chosen strategies in their

legacy CSR programs, participants responded that they used these strategy elements "in

all the programs", "over time" (Company X) or "in all our programs", and "all the time"

(Company Y).

> Table 2 shows the frequency of mentions of these categories and the

subcategories, showing an unidentified usage pattern for associated stakeholder

engagement strategies and the sub strategies. Participants also mentioned elements or

tools used with these strategies. These elements included phone calls, emails, press

statements, press briefings, press conferences, media briefings, media sessions, social

media platforms as well as meetings and events. Participants did not associate use of

strategy elements with specific strategies but spoke of the use of the elements in relations

to the specific programs they handled. Phone calls included frequent usage and 24 hours

availability (P4). Meetings included ad hoc, scheduled, unscheduled, town hall and even

review meetings (Participants P1, P2, P4, P6 and P7).

Meetings also included exploratory, and dedicated meetings, which manifested

varied activities of brainstorming, learning, sharing, and monitoring, embedded in the

planning structure of such meetings. Using an interview protocol enabled the participants

to provide indepth insight to the preferred strategies of engagement of stakeholders in

their CSR programs, the various elements and characteristics of these strategies, and the

perceived outcomes and benefits of these strategies to their organizations.

Through Questions 1 through 5 of the 10 interview questions I explored the policy

drivers and determinants of stakeholder engagement strategies, and how the strategies

were implemented. Questions 6 through 8 enabled the exploration of characteristics of

the strategies and the frequency and consistency of usage. However, in questions 9,

participants were asked to describe how the outcomes of their chosen stakeholder

engagement strategies have impacted stakeholder relationship in their companies. In

question 10, they were required to identify the perceived key success elements of their

chosen stakeholder engagement

Participants responses indicated overall positive impact on stakeholder

relationship in the 2 case study companies. Participants used words like good, better,

best, transparent, and trustworthy to describe the relationship their stakeholders

Table 2

Strategy Characteristics and Elements of Coded Items

Codes items	Code Characteristics	Mentions per Coded items	Mentions per Characteristic
Constant Communication With Community	Announcements Contacts Social media	21	10 5 6
Continuous Dialogue, Learning	Evaluation Meetings Surveys	35	16 13 6
Environmental, Social and. Economic Development	Community Environmental Public	21	15 1 5
Growth of Nigerian Economy	Development and Empowerment Socioeconomic Welfare	6	4 2
Policy is Country Centric	Community Nation State	5	2 2 1
Sustainable Development	Company Business Program	21	12 3 6

In response to question 10, participants identified concepts such as peer review mechanism, stage gate mechanism, license to operate, and positive risk management as the key success element of their chosen stakeholder engagement strategies. Table 3 shows participants assessment of the impact of the stakeholder engagement strategies on

stakeholder relationships in their companies, and the key success elements identified from these strategies. The findings of this study highlighted the use of some stakeholder engagement strategies that if put into more widespread use across the oil and gas industry in Nigeria might make for more effective stakeholder engagement leading to improved CSR outcomes in the industry. As Aina (2019) noted more effective stakeholder engagement enabled companies demonstrate their understanding of societal needs and how best to address them.

Strategy elements used also included events, with professional conferences on regional and national scale (Participants P1, P2, P6, and P7). The deployment of these strategy elements and tools revealed a multidimensional application of the associated strategies in stakeholder engagement. Table 3 shows the participants description of the impact of the identified strategies on their companies' relationship with stakeholders, and their assessment of the key success elements derived by their companies from the application of the adopted strategies. All of the interviewed participants acknowledged the positive impact of their chosen strategies on their companies relationship with their stakeholders and identified key success elements of these strategies.

Participants responses to the interview questions represented an even pattern of identification with coded items as to confirm Yin's (2013a) position on the use of literal replication logic to predict same results in the context of the presence of the same theoretical concept. Analysis of the responses of percentage coverage showed participant P2 covered 25.28%, P1-13.92%, P3-11.86%, P4-13.79% (Company X), and participant P9-21.37%, P6 -16.66%, P8-13.64%, and P7-11.61% (Company Y) (Figure 3). The

analysis of the response percentage coverage is confirmed the literal replication theory

that companies operating within the same context of the study would produce similar

results (Yin, 2013a).
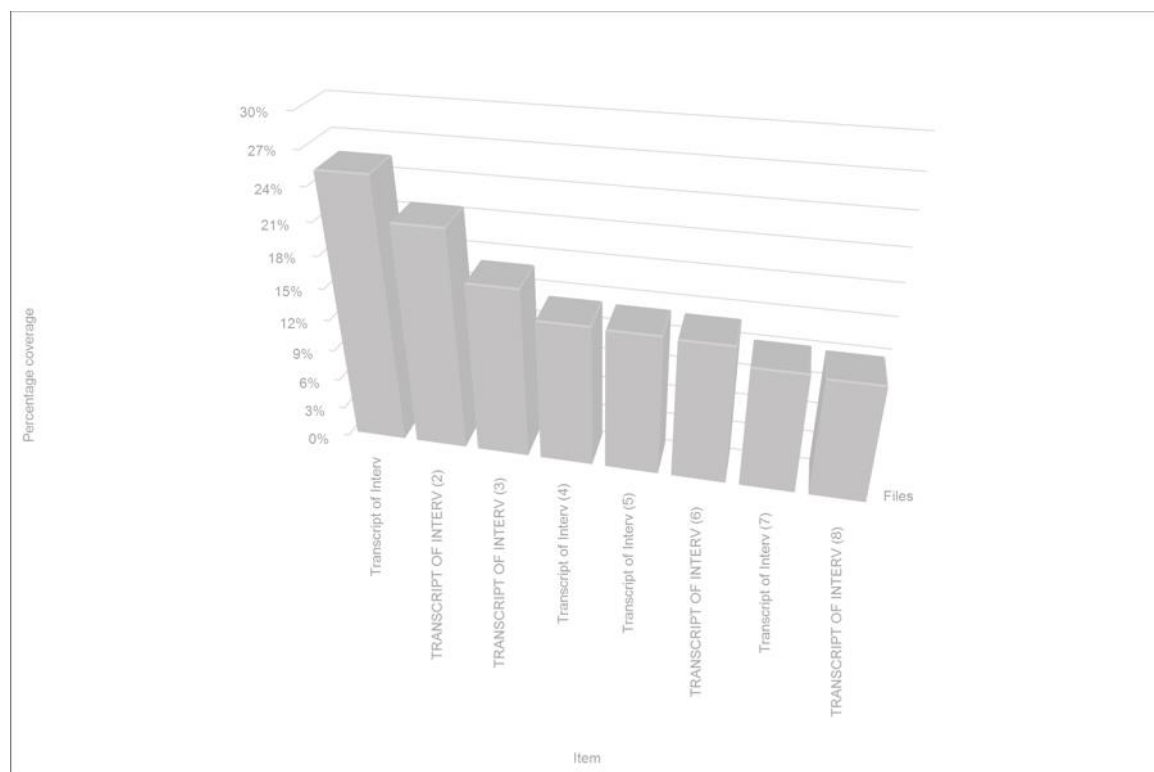
Figure 3. Percentage coverage indicating literal replication of results

Relationship with Conceptual Framework

The stakeholder theory provided the framework for this study. The central

idea purveyed in the stakeholder theory is that firms are in a multiplicity of relationships

with a multiplicity of stakeholders. The purpose of a firm operating under stakeholder

theory and stakeholder management is to create as much value as possible for the highest

number of stakeholders (Pige (2017). These stakeholders could be defined from the

different pedestals of legitimacy of demands, legitimacy of interests, or from legitimacy

of regulation and control (Paul, 2015). Key concepts of stakeholder theory informed the

framing of the 10 semistructured interview questions used to source the primary data in

this study. The six themes identified from the responses of the participants in this study

aligned with key prescriptions of stakeholder theory that firms are in various types of

relationships with varied stakeholders with different interests and needs.

Table 3

Impact on Relationship and Key Success Elements of Strategies

Participants	Impact of Strategies on Relationship	Key Success Elements of Strategies
P1	Collaborative relationship	Peer Review mechanism/ Stage gate mechanism
P2	Better and special relationship	Ownership, social license
P3	Very good media relations	Good media mileage
P4	Best relationship	License to operate/ Increased Profitability
P6	Trust and Credibility/ Transparent relationship	Successful outcomes in all signature programs
P7	Impactful relationship	Monitoring and evaluation
P8	Enhanced reputation	Buy in
P9	Shared responsibility	Positive risk management

Managers under stakeholder corporate governance should create and distribute

wealth to the stakeholders . The identified themes indicated disposition for proactive

stakeholder engagement strategies to fill the void created by poor institutions in the

Nigerian oil and gas industry through improved CSR outcomes (Amaeshi, Adegbite, &

Rajwani, 2016).

Applications to Professional Practice

The purpose of this qualitative multiple case study is to explore strategies that CSR managers in Nigeria's oil and gas industry use to engage stakeholders to improve CSR outcomes. Interviews with the purposely selected participants provided primary data while document review served as secondary data for this study. The data collected aligned with the facts in the reviewed literature to provide insight to strategies deployed by managers to engage stakeholders in the two selected case study companies.

Andrews (2014) highlighted the challenge of translating stakeholder theory and stakeholder management principles to improved CSR outcomes, while Lam, Zhang and Chien (2018) posed the question whether companies can indeed fill the voids left by governments through their CSR programs. This study represented an attempt to explore these challenges from the perspective of business practices in the Nigerian oil and gas industry environment. In relation to this industry, this challenge was best explored in the context of negative perception of the CSR activities of companies operating in the industry (Nzeadibe et al, 2015).

Key in the context of the negative perception of the CSR activities were the mitigating factors that led to poor improvement in CSR outcomes, with attendant impact on positive social change and positive perception of CSR activities. Agbiboa (2014) posited these mitigating factors included the absence of government in the host communities and large scale corruption. Also, included among these factors is poor regulation of CSR activities in the industry (Adegbite, 2015).

In this study, I explored the prospect of filling the voids and overcoming the itemized challenges from the perspective of individual case study company strategies and skill sets that enabled improvement of CSR outcomes in the industry. Garcia Castro and Aguilera (2015) noted companies operating under stakeholder management principles must show keen interest on how to manage the varied interests of stakeholders. Cundy et al. (2013) reported multiple stakeholder engagement practices enabled stakeholders to share knowledge on how to attain and improve CSR outcomes. The strategies underlined from this study were in essence in conformity with the good faith engagement characteristics of dialogue, negotiation, transparency, and totality of conduct as outlined by Dawkins (2014).

Strategies embedding the good faith engagement principles negate the tendency, long existing in the industry, to regard stakeholder engagement as adversary negotiations, which in itself and by itself lead to poor CSR outcomes. Strategies revealed in this study disclosed a preponderance to embrace cooperation and cooptation as driving principles of dialogue, rather than agonism and its attendant conflict resolution, in their collaborative efforts with stakeholders. As Ennals et al. (2016) noted collaboration, as a known strategy framework for achieving better outcomes, especially in the context of Nigeria's oil and gas industry, has attracted little attention. The challenge in business practice underlined how to manifest the strategies across Nigeria's oil and gas industry.

Implications for Social Change

Discussion of impact of Nigeria's oil and gas industry in the country's economy is usually in the context of the resource curse syndrome. The resource curse thesis

explained the paradox of countries like Nigeria, which are rich in oil and gas but are cursed rather than blessed by the resources (Gamu, Le Billon, & Spiegel, 2015). In the absence of governance in the operational areas of the oil and gas companies, there is increasing pressure on the companies to fill the void created by government (Lam et al., 2018). These firms can only fill the void through CSR (Lam et al., 2018), hence the need to adopt more efficient and more productive ways of attaining and improving CSR outcomes.

The adoption of these multiple stakeholder engagement and dialogue processes would lead to more collaborative CSR activities that will lead to improved CSR outcomes. The processes would have positive impact on social change through multiple platforms improvement in society positively impacting social change. Improved CSR outcomes in Nigeria's oil and gas industry could result in improved stakeholder salience and engagement, improved stakeholder relationship and management, increased role and relevance of stakeholders in CSR programs, improved CSR outcomes, and improved stakeholder perception of CSR programs (Wilson, 2016). Such improvements could lead to better social and environmental living conditions for stakeholders, better operating environment for firms in the oil and gas industry in Nigeria, and greater sustainability for the oil and gas industry in Nigeria.

Recommendations for Action

Multiple stakeholder engagement strategies emerged from data collected through participants interviews and the documents reviewed in this study. The four broad strategies driven by sustainability, empowerment and development, community first,

social welfare, and the two specific field led strategies of discussions and negotiations,

and constant communication with community, presented an array of strategies for

engaging the multifarious stakeholders in the CSR activities and programs of companies

operating in Nigeria's oil and gas industry. The majority of the characteristics and

manifest elements of these strategies aligned with good faith stakeholder engagement

principles enunciated by Dawkins (2014) as a template for achieving improved CSR

outcomes.

As Dawkins principles relates to Nigeria, the engagement strategies identified in

this study indicated a moving away from the predominant industry practice of treating

stakeholder engagements as adversary negotiations (Agyemang & Ansong, 2017). This

approach has historically led to poor CSR outcomes from CSR programs embarked upon

by the MNCs and other oil firms operating in Nigeria's oil and gas industry. A

remarkable benefit of the use of these multiple stakeholder engagement strategies by

these two case study companies manifested in better risk management.

The 2 case study companies reported minimal or no disruptions in the operations

of the companies in the last ten years, and, in the remarkable case of the first study

company, since 1999. Nwaneri (2015) noted in a situation of lack of protection of

community rights and weak corporate reputation, derived from poor perception of CSR

programs and outcomes, relationship between firms and their stakeholders became

important. Hörisch, Freeman and Schalteger (2014) noted that this relationship with

stakeholders was important for sustainability management. Responses from the

participants in this study underlined the achievement of these benefits in the case study companies.

The first recommendation would entail an industry wide review of the regulation and the reporting of CSR activities in the industry. Improper regulation and poor reporting of CSR activities have long mitigated the need to robustly engage stakeholders in CSR programs to improve CSR outcomes (Adegbite, 2015). Transparency in stakeholder engagement is a key factor in achieving enduring stakeholder relationship required to drive the attainment and improvement of CSR outcomes. Egbon et al. (2018) found lack of transparency in interpretation and enforcement of the GMoUs signed by Shell Nigeria with its host communities indicated the GMoUs was not yielding the desired or expected outcomes. The findings of the authors indicated a holistic approach to improving CSR outcomes in Nigeria's oil and gas industry. For CSR outcomes to improve, not only policy and practice issues needed to be addressed, but also regulation, reporting, and monitoring issues in the industry need to be addressed.

Another recommendation would entail an industry wide review of CSR practices that would initiate a paradigm shift from agonism and conflict management and resolution to cooperation and cooptation as approaches to stakeholder engagement as demonstrated in the two case study companies. Initiative and general guidelines from regulators in the industry would establish a template that can be tailored and adopted to suit individual companies. This can be monitored through requirements for CSR activity reporting as required by law. Nathan (2013) saw a possible positive impact on society from the GMoUs signed by Shell Nigeria with its host communities, however, Egbon et

al. (2018) on studying the actual implementation of these GMoUs, have raised doubts that the agreement would yield intended results.

Criteria for choosing participants for this study included their ability to benefit from the findings and results of the study. A summarized copy of the approved version of this study would be given to each participant as a token of appreciation for participating in the study. The summarized copies would avail participants of the opportunities to have knowledge as it applies to strategies for engaging stakeholders, with attendant discussion of this study at the company level forming the basis for more widespread knowledge of more productive and efficient stakeholder engagement practices. Copies of the approved version of the study would also be deposited in the library of the regulatory body as appreciation for helping to facilitate access to some of the companies operating in Nigeria's oil and gas industry by issuing letters of invitation as demanded by the companies. The hope is for a crystallization of discussion points around the findings of the of the study that may merit attention at several industry conferences and fora, which takes place at various times in the year in Nigeria.

This study was limited to two case study companies involving the selection of ten participants of, which eight were interviewed. Participants were selected through purposeful sample, which involved perception and judgment that selected participants will share their knowledge on the subject under research. These selection criteria and location criteria might in themselves harbor inherent bias, which might not allow for the generalization of the findings of this study to other companies operating in the oil and gas industry in Nigeria (Noble & Smith, 2015).

In this study, I used a qualitative multiple design to explore strategies CSR managers in Nigeria oil and gas industry use to engage stakeholders in CSR programs to improve CSR outcomes. Selection of participants involved the use of purposeful sampling strategy, and the study location was limited to two case study companies. This limited the representation of the population sample for the study and might have impaired the generalizability of the research results. I served as the main research instrument in this research, using semistructured questions to elicit indepth responses from participants. In the course of the interviews, some participants may not have answered some questions in great depth or may have left out some answers, all of which might have impacted the validity of the study. I also reviewed documents such as in-house publications and sustainability reports from the two case study companies.

The document population was limited to documents that were only available in the public domain. This might have also impacted the details of items used in the data analysis. I also used member checking to ensure reliability of the participants responses within the time frame available for this study. I used NVivo software to arrange, organize, manage, and analyze data generated from the study as a tool for enhancement of the validity, dependability, and confirmability of the study (Leung, 2015).

Recommendations for Further Research

In this study, I used a purposeful sample strategy to select participants from two oil and gas companies operating in Nigeria's oil and gas industry. I also reviewed publicly available documents from the two case study companies to explore strategies CSR managers in Nigeria's oil and gas industry use to engage stakeholders to improve

CSR outcomes. Data gathered and analyzed from the use of semistructured interview questions and responses from participants, along with data gathered from document review and analysis enabled the identification of six strategies for stakeholder engagement in CSR programs to improve CSR outcomes. The identified strategies might provide solutions to the long lingering problem of poor perception of CSR activities in Nigeria's oil and gas industry. Changing the poor perception of CSR activities in the industry would require more expansive research to provide more robust perspective to the successes of these strategies, and to their applicability across board in the industry

A recommended further research would entail the expansion of the sample population size of the industry to a broader sample of five to ten key players in the industry, spread across all the operational zones of the oil and gas industry in Nigeria. This study consisted of a sample of 10 participants, 5 drawn from one company in Port Harcourt, the operational headquarters of the oil and gas industry in Nigeria, and another 5 drawn from one company in Lagos, the administrative and national headquarters of the oil and gas industry in Nigeria. A more robust sample drawn from the top ten oil and gas companies in Nigeria, in terms of volume and acreage, would reveal deeper perspectives to stakeholder engagement practices across the industry.

Another needed area of further research is to incorporate and present the perspectives, experiences, opinions, and views of stakeholders into one robust research with those of the CSR mangers. This research approach would provide more indepth knowledge of the efficacy of the identified strategies from both sides of the divide, thus

allowing for adoption of tested strategies. An alternative research approach could be using a mixed method of research to allow for more robust data analysis (Hussein, 2015).

A final recommended area of further research would be cross matching and linking stakeholder engagement strategies with specific outcomes. Strategies could be linked on a case study company basis or on the basis of a specific CSR program or group of similar CSR program. A cross matching research approach would allow for the production of robust and detailed case study reports that would be of practical benefit to CSR managers in the industry (Freeman, Gergen, & Josselson, 2015) Identified stakeholder engagement strategies from this qualitative multi case study demonstrated and agreed with the reviewed literature that collaborative activities and multi stakeholder engagement processes led to improved CSR outcomes (Maon, Swaen, & Lindgreen, 2015). Decomposing and matching these strategies with specific CSR programs and outcomes would even be more beneficial to society, in terms of stakeholder salience, engagement , and management.

Reflections

In conducting this study, I sought to explore a solution, from the professional practice point of view, of a long observed poor perception of CSR programs of the MNCs and other oil corporations operating in Nigeria's oil and gas industry. As a professional public relations practitioner, I had encountered this perception problem consulting for clients in the industry. I was conscious of the contact as a possible source of bias. I employed the process of bracketing as used by Robertson and Thomson (2016) to set aside any possible bias. As the main instrument of research in this study I engaged

actively with the participants and took notes to enable the sharing of knowledge and experience to ensure a robust gathering of data that would enhance the validity of the study.

Participants in the study generally responded to the questions, providing details, narrations, and illustrations to capture their knowledge and experience, with some notably more enthusiastic than others in their responses. Findings from the study agree with the reviewed literature that companies operating under stakeholder management are focused on creating and distributing value to their stakeholders. The challenge being how to distribute these values to the satisfaction of the various and differing stakeholders, sometimes with conflicting interests (Dawkins, 2014). The findings also showed that collaborative activities and multi stakeholder engagement strategies are best suited to achieving improved CSR outcomes.

Conclusion

The focus of this qualitative multiple case study was to explore strategies CSR mangers in Nigeria's oil and gas industry used to engage stakeholders in CSR programs to improve CSR outcomes. The study involved the interview of participants using semistructured interview questions, and the review of company documents. The data gathered was analyzed to identify strategies CSR managers used to improve outcomes using frequency and co-occurrence. The use of an interview protocol for the interviews strengthened the dependability of the data gathered. The use of multiple sources of data and the tool of data triangulation ensured a more robust data gathering, while researcher

bias identification and bracketing as well as member checking enabled strengthening of the reliability and credibility of the study.

NVivo software was used to organize, manage, and analyze data collected enabling the indepth study and analysis of two different organizations under the literal replication model Yin (2013a). Findings of the study supported the existence of collaborative activities and multiple stakeholder engagement strategies that could enable improvement in CSR outcomes and enable CSR managers in these companies to fulfill their role of creating and distributing wealth to their stakeholders (Bridoux & Stoelhorst, 2016). The findings of the study also supported that, in the context of the Nigerian oil and gas industry, adoption of process oriented and community oriented strategies including multiple stakeholder engagement and collaboration strategies will enable improved CSR outcomes (Maon, Swaen, & Lindgreen, 2015). The findings of the study also indicated that knowledge of some strategies and practices in the engagement of stakeholders in CSR programs in Nigeria's oil and gas industry could lead to improved CSR outcomes, and could help ameliorate the poor perception of CSR activities in the industry.

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Appendix A: Doctoral Study – Qualitative Research Interview

INFORMED CONSENT

College of Management and Technology

Walden University

College of Management and Technology

Dear Sir/Madam

I am a doctoral student of Walden University in the United States of America. As a student and Public Relations practitioner, I am conducting a research on COLLABORATION IN CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMS IN NIGERIA'S OIL INDUSTRY. The purpose of this study is to explore strategies CSR program managers in Nigeria's oil and gas industry can use to engage stakeholders to improve CSR outcomes.

Your participation in this study involves being interviewed for about 45 – 60 minutes to discuss your views, opinions, and practices on the topic. Your participation in this study is voluntary. Your responses may help contribute to the knowledge of how to effectively engage stakeholders in CSR programs, and also how to improve the outcomes of CSR programs. This study is being carried out as part of requirement for the award of Doctorate in Business Administration (DBA) from Walden University.

There are no foreseeable risks that may befall you in the course of this research. All data generated in the course of this research will be stored in a locked cabinet for 5 years. All confidentialities resulting from the interview processes will be kept and maintained. After 5 years, all data stored will be destroyed. Responses to the interviews

will be anonymous, as participation in the interviews and their responses there from will

not be identified or disclosed.

Please find attached to this cover letter a consent form. You are to sign this form

in the space indicated to affirm that you voluntarily agreed to participate in this interview

at the agreed time discussed with you.

Yours sincerely

Amuzie .E. Akpaka

DBA Student

CONSENT FORM

By signing this form, I acknowledge that I understand the nature of the study, the

potential risks to me as participant, and the meaning of maintaining my confidentiality. I

authenticate that I am 18 years or older and that I have voluntarily agreed to serve as

participant in this study.

Sign……………………………………………Date……………………………

………

Appendix B: Interview Protocol

This interview protocol will be adopted for interviewing the participants of this study. I

will obtain the names of participants of this study from the websites of their companies,

and confirm them by personal visits to their company premises. Participants will be CSR

program managers in the selected firms who have been involved in the CSR programs of

their firms for at least 5 years. After obtaining their names and email addresses, I will

send to each of the participants an email requesting for an interview. The interviews will

follow a semi-structured interview format with open ended questions to allow

participants to fully express themselves during the interviews.

Semi-structured interview format is a breech between structured interview format and

unstructured interview format. A structured interview format utilizes close ended

questions, usually used in surveys, do not give room for additional answers or expansion

of answers. An unstructured interview format utilizes more of observations, with

questions derived from what is observed.

A semi-structured interview format follows a guide used for every interview, but allows

informal and unstructured interview questions that allow researchers to provide in-depth

understanding of the topic of the research. The semi-structured interview format also

provides for a set of instructions that allow for the generation of reliable and credible

qualitative data. Open ended questions that are often contained in semi-structured

interviews allows researchers to ask follow up questions that enable clearer and deeper understanding of the issue being researched. These questions enable further exploration of participants' thoughts, feelings, experiences, knowledge skills, ideas and preferences. The email interview request that will be sent to participants will state as follows:

Dear XX,

As a manager who has been involved in your company's CSR programs for at least 5 years, you have been chosen to participate in this doctoral study on strategies CSR program managers can use to engage stakeholders to improve CSR outcomes. By agreeing to participate in this study, you will allow me to interview you for no more than one hour. Your participation in this study is voluntary, and should you agree to share your experiences and opinions and views on the matter under exploitation in this study, I will provide you with the purpose of this study and the open-ended and semi-structured questions for the interview prior to the interview. Any information provided by you will be kept strictly confidential, and data generated from all the interviews will be presented in aggregate form. I plan to conduct the interview between Tuesdays and Thursdays in your office. I will be glad if you provide me with a phone number to call you regarding appropriate time for the interview. If you have any questions regarding the study or the interview, please feel free to call either the researcher or the faculty chair by clicking reply all or emailing me directly. The researcher's name is: AMUZIE AKPAKA, phone number: 08033061916. The faculty chair's name is: Dr. BRENDA JACK, email: Brenda.jack@waldenu.edu.

Thank you for your kind consideration.

Yours Sincerely,

Amuzie .E. Akpaka

On receipt of acknowledgement of participant's willingness to participate, I will ensure

that each participant signs the Consent Form prior to the interviews, and I will keep the

forms in a secured and locked cabinet for 5 years. No one other than me will have access

to this cabinet. I will call each participant to agree and fix time for the interviews. I will

remind participants of their rights to withdraw from the interviews at any time, and that

all information generated from the interviews will remain confidential. I will thank each

participant for volunteering to share their experiences on the study, and I will remind

them that the study questions will relate to strategies for engaging stakeholders in CSR

programs to improve CSR outcomes. The same protocol will be followed to ask each

participant the interview questions.

On completion of each interview session, I will thank the participant, and I will follow

this up with a thank you email, which will read thus:

Dear XX,

I would like to thank you for participating in the doctoral research study on strategies

CSR program managers can use to engage stakeholders to improve CSR outcomes. I

appreciate your taking out time from your busy schedule to grant me an interview. The

results of the interview are currently being collated and analyzed. Thank you for sharing

your experiences and opinions.

Yours Sincerely,

Amuzie .E. Akpaka

Doctor of Business Administration Candidate

Walden University

Appendix C: Research Question

The research question for this study is: What strategies do CSR program managers use to engage stakeholders to improve CSR outcomes? The research question is in alignment with the proplem statement and purpose of the research. Semistructured interviews will serve as instruments to explore the opinions, perceptions, and experiences of participants to find answers to the research question (Bryman, 2012). The interviews questions contained in the semistructured interviews are designed to align with the research question.

Interview Questions

1. How does the CSR policy of your organization impact on your company's choice of CSR stakeholders engagement strategies?

2. How do you involve stakeholders in the planning process of your CSR programs?

3. How do you select stakeholders you involve in your CSR programs?

4. How do you engage stakeholders selected for your CSR programs?

5. How do you use dialogue in engaging stakeholders in your CSR programs?

6. What strategies of dialogue do you use in engaging stakeholders in your CSR programs?

7. How often have you used any of these strategies of stakeholder engagement in the CSR programs of your company in the last ten years?

8. What notable CSR program has your company carried out in the last 5-10 years, using your preferred strategy for engagement of stakeholders, and how has this program achieved its goals?

9. How have the outcomes of this CSR program impacted on your company's relationship with its stakeholders?

10. What has been the key success elements of this strategy used by your company to engage stakeholders in its CSR progam