

CORPORATE SOCIAL RESPONSIBILITY AND THE PERFORMANCE OF SHELL PETROLEUM DEVELOPMENT COMPANY, PORT HARCOURT

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ABSTRACT

This study investigated the effect of corporate social responsibility (CSR) on the performance of Shell Petroleum Development Company (SPDC) in Port Harcourt. Adopting a descriptor-explanatory design, the research combines descriptive and explanatory methods to ascertain the status and nature of CSR activities in SPDC. The study population comprised 1,460 management staff and stakeholders from selected organizations within SPDC. Using Sallant and Dillman's (1997) method for finite populations, a sample size of 304 was selected through a two-method sampling technique ensuring unbiased and representative participation. Multiple regression analysis was used to analyze the result. Findings indicate that CSR initiatives, particularly in education and agriculture, significantly impact the growth of SPDC. The study concludes that CSR is essential for the growth and stability of SPDC. The study recommended for an increase in funding for local education, providing scholarships, establishing vocational training centers, and supporting educational infrastructure to foster community development and improve local employment opportunities. Additionally, SPDC should enhance its agricultural support programs by providing resources, training, and infrastructure development to improve food security, create jobs, and boost economic stability, thereby positively impacting SPDC's performance and reputation.

Keywords: Corporate social responsibility, growth, education, agriculture, shell SPDC

INTRODUCTION

Today, it is observed that man organizations have only prioritized profit and misplace their social responsibilities. It appears that these organizations are only concerned with taking from the society without considering the welfare of its people. This is believed to be a leakage in the normal cycle between the organization and its environment. Organizations are expected to relate with their environment in as much as their industrial activities are associated with different hazards in their host society they are supposed to be responsive to compensating environmental exploration. Organizations' engagement in Corporate Social Responsibility to facilitate and sustain its performance by contributing to the growth of the society.

The society is aware of the contribution of the organization, and is likely to vow more support for the organizational growth. In the real sense, where the society values the contribution of the organization to her growth and society, the people will want the organizations to continue the operations without ceasing.

Research, conferences, and submissions from welfare economists and management scholars demonstrated that in order to establish mutual advantages and foster harmony, firms must be socially responsive to their surroundings (Baron, 2007; Godfrey, Nile & Hansen, 2010). Obure (2016) noted that while maintaining environmental consciousness, economic expansion is frequently viewed as a competing goal, emphasizing the monetary advantages of greater eco-efficiency. Akpan (2006) noted that the natural environment plays a crucial role in supporting economic activity and progress by giving us the resources we need to manufacture goods and services and by absorbing waste that results from undesirable processing byproducts.

Corporate Social Responsibility in education involves a company's commitment to contributing to the educational development of the communities in which it operates. This includes initiatives such as providing funding for schools, offering scholarships, establishing vocational training centers, improving educational infrastructure, and supporting educational programs. The goal is to enhance access to quality education, thereby fostering community development, enhancing local skills, and creating future employment opportunities.

Corporate Social Responsibility in agricultural support initiatives refers to a company's efforts to promote and support the agricultural sector within its operational areas. This includes providing resources, training, and support for local farmers, promoting sustainable farming practices, investing in agricultural technology and infrastructure, and implementing programs that boost agricultural productivity and economic stability. These initiatives aim to improve food security, create job opportunities, and foster the economic development of agricultural communities.

The growth of Shell Petroleum Development Company (SPDC) through Corporate Social Responsibility (CSR) can be understood by examining how CSR initiatives in education and agricultural support contribute to various dimensions of organizational growth. By investing in CSR, SPDC can build a positive corporate image, leading to increased customer loyalty and potentially higher sales and market share.

The Niger Delta, particularly around Shell Petroleum Development Company (SPDC) in Port Harcourt, continues to suffer from environmental degradation and socio-economic issues due to Shell's activities. Despite some CSR efforts by Shell, as noted by Burger (2011) and Sule et al. (2014), the region faces marginalization, low growth, and instability. Usman (2014) attributes these issues to the lack of basic social amenities, leading to unrest and sabotage. Critics like Fentiman and Zabbey (2015) argued that Shell's CSR efforts are insufficient, and Obure (2016) highlights that environmental problems have gained national and global attention, affecting foreign investments. The recent increase in public awareness and demands for compensation from oil-bearing communities further complicates the situation. Carroll and Buchholtz (2009) emphasize the importance of addressing community needs for better cooperation and growth, although this may impact organizational performance. Therefore, it is crucial to investigate the effect of CSR on the performance of organizations within SPDC to understand and address these ongoing challenges.

The study has the following research questions :

- i. What effect does corporate social responsibility (Education) have on the growth of organizations in Shell Petroleum Development Company, Port Harcourt?
- ii. How does corporate social responsibility (Agricultural support initiative) enhance the growth of Shell Petroleum Development Company, Port Harcourt?

The broad objective of this study is to investigate the effect of corporate social responsibility on the performance of Shell Petroleum Development Company. Port Harcourt. The specific objectives of this study are to:

- i. Examine the effect of corporate social responsibility (Educational) on the growth of organizations in Shell Petroleum Development Company, Port Harcourt.
- ii. Determine the relationship between corporate social responsibility (Agricultural support initiative) and the growth of Shell Petroleum Development Company, Port Harcourt.

The study designed the following hypotheses that:

H₀: Corporate social responsibility (Educational) has no significant effect on the growth of organizations in Shell Petroleum Development Company Port Harcourt.

H₀: There is no relationship between corporate social responsibility (Agricultural support initiative) and the growth of Shell Petroleum Development Company, Port Harcourt.

REVIEW OF RELATED LITERATURE

Concept of Corporate Social Responsibility

According to Ijaiya (2014), Corporate Social Responsibility (CSR) encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a particular time. Usman (2014) expands on this by describing CSR as a voluntary system for corporations to integrate social and environmental concerns into their operations and public interactions, beyond their economic and legal obligations. This concept implies that organizations bear moral, ethical, and philanthropic responsibilities, in addition to their duties to generate fair returns for investors and comply with the law.

Baba and Onuoha (2018) describe CSR as a function of corporate citizenship, involving moral, ethical, and social obligations between a corporation and the public (David et al., 2005; Wang, 2007). It includes corporate policies or practices that impact stakeholders (Smith, 2013). Kenneth et al. (2006) and Adeyanju (2012) define CSR as the intelligent and objective concern for societal welfare that prevents harmful activities, regardless of their immediate profitability, and promotes human betterment. Adeyanju (2012) also characterizes social responsibility as a personal obligation to act in one's interests while ensuring that this freedom does not hinder others from doing the same, emphasizing the importance of obeying laws to respect others' rights.

Ndu and Agbonifoh (2014) assert that CSR involves a continuous commitment by businesses to act ethically and contribute to economic development while enhancing the quality of life for their workforce, families, local communities, and society at large. This philosophy suggests that businesses, as natural or artificial entities, should make decisions that benefit a large number of people and respect the fundamental rights of the organization's public.

According to the World Business Council for Sustainable Development, corporate social responsibility (CSR) encompasses actions made by businesses to promote economic development (Anderson and Bieniaszewska, 2005). According to some writers (Frynas, 2005; Valor, 2005), corporate citizenship, accountability, charity, boosting shareholder value, and involvement in sustainable development are all included under the umbrella concept of corporate social responsibility (CSR). While there are many different ways that CSR is approached in the literature, this article takes the stance that businesses have a duty to consider not only their shareholders but also anybody else who might gain or suffer from their operations (Porter & Kramer, 2006).

Corporate Social Responsibility (CSR) in Education

CSR in education refers to the initiatives and activities undertaken by a company to support and enhance educational opportunities within the communities in which it operates. This can include funding for schools, scholarships, vocational training programs, infrastructure development, and other educational resources aimed at improving access to and the quality of education.

Corporate Social Responsibility (CSR) in Agricultural Support Initiatives

CSR in agricultural support initiatives involves a company's efforts to aid and develop local agricultural practices and infrastructure. This can encompass providing resources and training for farmers, promoting sustainable farming methods, investing in agricultural technology and infrastructure, and supporting programs that enhance food security and economic stability within agricultural communities.

Concept of Growth

The concept of growth, particularly in the context of organizations such as Shell Petroleum Development Company (SPDC), encompasses several dimensions. Growth refers to the process by which an organization increases its size, scope, and capacity over time. This can manifest in various ways, including financial performance, operational efficiency, market share, and social impact. Growth in terms of higher sales and revenue generation. Improved profit margins and net income, reflecting the company's financial health. Streamlining operations to reduce costs and improve productivity. Increasing the production capabilities or service offerings of the organization. Developing new products, services, or processes that contribute to the company's efficiency and competitive edge. Market Share: Expanding the company's presence in existing markets and entering new ones.

Theoretical Framework

Stakeholder Theory

This research was anchored on the stakeholder theory, first presented by Ian Mitroff in his 1983 book "Stakeholders of the Organizational Mind." This theory provides a framework for examining the groups that a corporation should be accountable to by outlining the functions of organizations and the important people connected to them. Stakeholder theory essentially states that people who are affected by a firm have a duty and right to participate in its decision-making (Kotler and Keller, 2006).

A primary stakeholder group, according to Kotler and Armstrong (2008), consists of people whose continuous involvement is necessary for the firm to survive. Together with public stakeholders like governments and communities that supply markets and infrastructure, uphold the law, and are obligated to pay taxes, this group also includes shareholders and investors, staff members, clients, and suppliers. Conversely, secondary groups are individuals or groups that have an impact on the corporation but do not interact with it or are not necessary for its survival.

According to the notion, businesses should take into account the interests of different stakeholders when conducting business, producing goods, and making decisions. According to Mallin (2009), stakeholders have an impact on the company's actions in addition to being the beneficiaries of CSR initiatives. According to Yi Tang and Mack (2018), actors that have an impact on institutions interact with one another to create and change these institutions. Mallin goes on to say that if stakeholders in CSR initiatives are viewed as players, then it can be concluded that CSR is the outcome of these many actors' interactions. Zu (2008) emphasizes that this theory defines the actors and their roles and interactions in order to handle measuring and testing concerns.

Empirical Review

Scott (2017) looks into how different CSR initiatives affect two profitability metrics: returns on assets (ROA) and earnings per share (EPS). CSR performance is rated on a scale of "good" to "bad" based on seven strength and seven weakness characteristics, respectively. The study concludes that while profitability is generally negatively correlated with weaker indicators, profitability is negatively correlated with low corporate social responsibility, profitability is unaffected by positive indications, and profitability is unaffected by strong corporate social responsibility performance. Profitability is found to be negatively impacted by the environment strength indicator, which is the lone exception.

A study on corporate social responsibility and organizational development was carried out by Obure (2016). His study used an Equity Bank case study to evaluate the impact of corporate social responsibility (CSR) on organizational growth. He employed a descriptive research design in order to achieve the study's aims. The CSR beneficiaries and Equity Bank employees who were selected by stratified random sampling made up the population. According to his research, leadership development programs and education contribute to the expansion of an organization's workforce at a lower cost, foster customer loyalty and base extension, make it easier to enter new markets, and support the long-term growth strategy of the company. Initiatives to improve financial access and literacy have been found to have an impact on business growth. The bank gains from these initiatives by expanding its customer base, opening up new markets, and realizing greater returns than it paid for the projects. His research

suggested integrating CSR into institutional initiatives meant to promote the expansion and advancement of organizations.

Ojide et al. (2015) conducted a study titled "Infrastructural Development in Ogoniland in the Niger Delta Region of Nigeria: A Participatory Development Approach." Their research focused on assessing infrastructural development in Ogoniland using a participatory development approach. Employing a survey research design, they surveyed four hundred households in the community using a multistage sampling method. Their analysis, utilizing an ordinal logic regression model, revealed that infrastructural development in the Ogoni community has been influenced by government interventions and the corporate social responsibility programs of oil companies.

In a similar vein, Ndu and Agbonifoh (2014) conducted a study on corporate social responsibility in Nigeria, specifically examining the petroleum industry and the Niger Delta Area. Their research aimed to evaluate the constraints and challenges to adopting the principles of corporate social responsibility in the Niger Delta Area. Employing a survey research design, data were collected and collated through sets of questionnaires, interviews, and observations. Their findings indicated that the Niger Delta region is lagging in development due to the government's reluctance to prioritize the area's development over expected high returns from petroleum exploration. Additionally, the study highlighted a lack of knowledge and willpower within the government to make informed decisions regarding the exploration and management of multinational companies operating in the area. The study recommended the development of a joint action plan and implementation strategy involving all stakeholders in the oil business in the Niger Delta area, based on encouraging multinational companies to operate in accordance with the provisions outlined by the Committee on Economic Development on the Social Responsibility of Business Corporations

METHODOLOGY

The study employed a descriptor-explanatory design, integrating both descriptive and explanatory methodologies. The descriptive aspect was particularly suitable for understanding the status and nature of corporate social responsibilities among organizations affiliated with the Shell Petroleum Development Company in Port Harcourt. The target population consisted of management staff from selected organizations and stakeholders associated with Shell Petroleum Development Company in Port Harcourt. These selected organizations constituted the survey population, totaling 1,460 management staff and stakeholders.

A two-method sampling technique was utilized to select 304 individuals from the management staff and stakeholders of Shell Petroleum Development Company in Port Harcourt. The simple random technique ensured equitable participation among population members and mitigated potential biases in the selection process. The final sample size of 304 individuals was representative across various demographic variables such as gender, age, marital status, educational qualification, and work experience. This sample size was deemed essential for gaining a comprehensive understanding of the target population. To determine the appropriate sample size, the research adopted Sallant and Dillman's (1997) method for finite populations. The formula used is as follows

$$N_s = \frac{N_p (p) (1 - p)}{(N_p - 1) \left[\frac{B}{C} \right]^2 (p) (1 - p)}$$

Where: N_s = completed sample size required; N_p = sample population; P = proportion expected to answer in a particular way (50%) or, at most, 0.5; B = acceptable level of sampling error (0.05 = + 5%; 0.03 = + 3%); C = Z statistic related to the confidence interval (1.645 = 90% confidence; 1.960 = 95% confidence level; 2.576 = 99% confidence level) Therefore;

$$N_s = \frac{1460 (0.5) (1 - 0.5)}{(1460 - 1) \left[\frac{0.05}{1.96} \right]^2 (0.5) (1 - 0.5)}$$

Where:

$N_s = 304.3000066$ (Approximately 304)

$N_p = 1,460$

$P = 50\%$ or 0.5

$B = 0.05$ or $\pm 5\%$

$C = 1,960$

All data collected was presented and analyzed using multiple regression analysis to test hypotheses.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Table 1: Questionnaire Administration

Questionnaire	Frequency	Percentage
Administered	304	100
Returned	291	95.72
Unreturned	13	4.28

Source: Field Survey (2023)

Table 1 indicates that 304 questionnaires (100%) were administered; 291 questionnaires (95.72%) were returned while 13 questionnaires (4.28%) were not returned. Based on the result, the study analyzed data the returned questionnaires.

Test of Hypotheses

Hypothesis One

Table 2: Model Summary on Corporate Social Responsibility and growth of organizations.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.785	.56569

Predictors: (Constant), educational and agricultural support initiative.

Table 2 shows that 79.0% of the variation in the growth of organizations is explained by predictors such as educational and agricultural support initiative. The remaining 21% unexplained variation shows that there are other factors that can affect the growth of organization in Shell Petroleum Development Company. Port Harcourt. As a whole, the regression does a good job of modeling the growth of organization. More than half of the variation in the growth of organization is explained by the model.

Table 3: Coefficients on corporate social responsibility and growth of organizations.

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	-.687	.157		-4.369	.000
	Educational & Leadership	.161	.060	1.52	2.693	.008
	Agricultural Support	.792	.037	.685	21.656	.000

Dependent Variable: The growth of SPDC

Table 3 shows that educational and leadership development initiative, financial literacy and access initiatives, environment conservation initiative and environmental activities significantly relates with growth of organizations in Shell Petroleum Development Company. Port Harcourt. It is depicted from the result that educational and leadership development initiative, environment conservation initiation and environmental activities have positive relationship with the growth of organizations in Shell Petroleum Development Company. Port Harcourt. An only financial literacy and access initiative has a significantly negative relationship with the growth of organizations in Shell Petroleum Development Company. Port Harcourt. Agricultural support initiative and employee safety and health are seen to be insignificant.

Discussion of Findings

Findings shows that corporate social responsibility variables (educational and agricultural support initiative) have effects on the growth of Shell Petroleum Development Company, Port Harcourt River State in Rivers State. Educational activities are found to be significantly related with growth of Shell Petroleum Development Company, Port Harcourt River State in Rivers State. This is supported by the study of Obure (2016) which found that education and leadership initiatives influence organization growth.

Finding also shows that corporate social responsibility variables (agricultural support initiative) have effects on the growth of Shell Petroleum Development Company, Port Harcourt River State. This is

supported by the findings of previous studies. Olayinka and Temitope (2011) found that CSR has a positive and significant relationship with performance measures.

CONCLUSION AND RECOMMENDATIONS

Corporate social responsibility is crucial to the growth of Shell Petroleum Development Company, Port Harcourt. The implementation of CSR may reduce conflicts, increase production, profit and longevity of organizations Shell Petroleum Development Company, Port Harcourt River State in Rivers State. This is because CSR serves as a strategic approach to ascertaining mutual benefits between the people of Ogoni Land and Oil companies in the area. When companies invest in CSR, their operations are likely to be smooth without obstruction. In fact CSR will not only boost corporate image of the companies, but promote their acceptability and business expansion. If the people of Ogoni can attribute the growth of the land to the existence of organizations in the area, they will rather lure the organizations into expanding their business scope. Meanwhile, the profitability of the organization will also continue to increase. For organizations to grow in the Ogoni land, the growth of Ogoni land must also be pursued in Rivers State.

The study recommended the following:

- i. SPDC should increase funding for local schools, provide scholarships, establish vocational training centers, and support educational infrastructure. Investing in education will foster community development, improve local skills and employment opportunities, strengthen community relations, and contribute to SPDC's sustainable growth.
- ii. SPDC should provide resources and training for local farmers, support sustainable farming practices, and develop agricultural infrastructure. Promoting agricultural development will improve local food security, create jobs, enhance economic stability, and positively impact SPDC's performance and reputation.

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