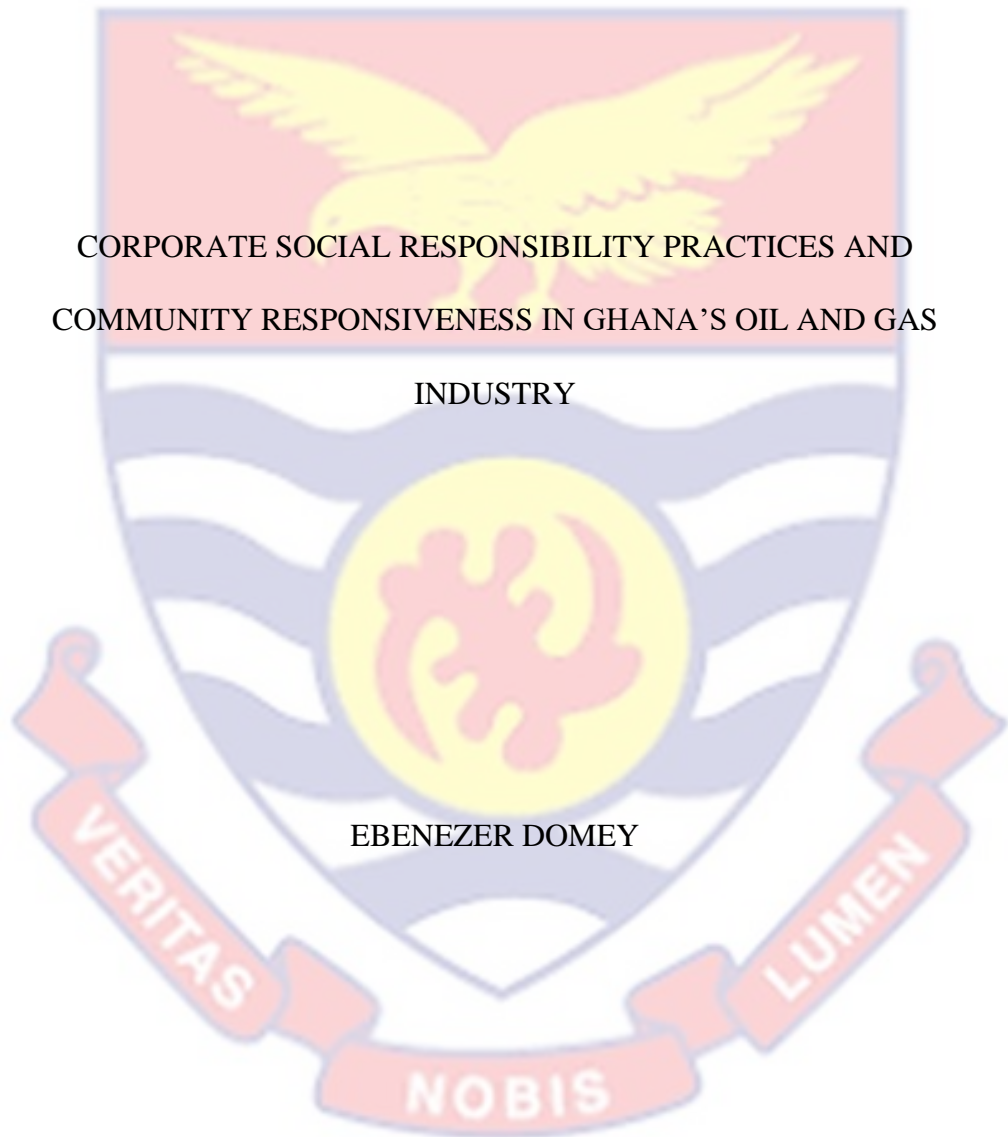


UNIVERSITY OF CAPE COAST

CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND
COMMUNITY RESPONSIVENESS IN GHANA'S OIL AND GAS
INDUSTRY



EBENEZER DOMEY

2021

UNIVERSITY OF CAPE COAST

CORPORATE SOCIAL RESPONSIBILITY PRACTICES AND
COMMUNITY RESPONSIVENESS IN GHANA'S OIL AND GAS
INDUSTRY

BY

EBENEZER DOMEY

Thesis submitted to the Institute for Oil and Gas of the, College of Humanities
and Legal Studies, University of Cape Coast, in partial fulfilment of the
requirements for the award of M.Phil. Degree in Oil and Gas Resource
Management

MAY 2021

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own unique research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

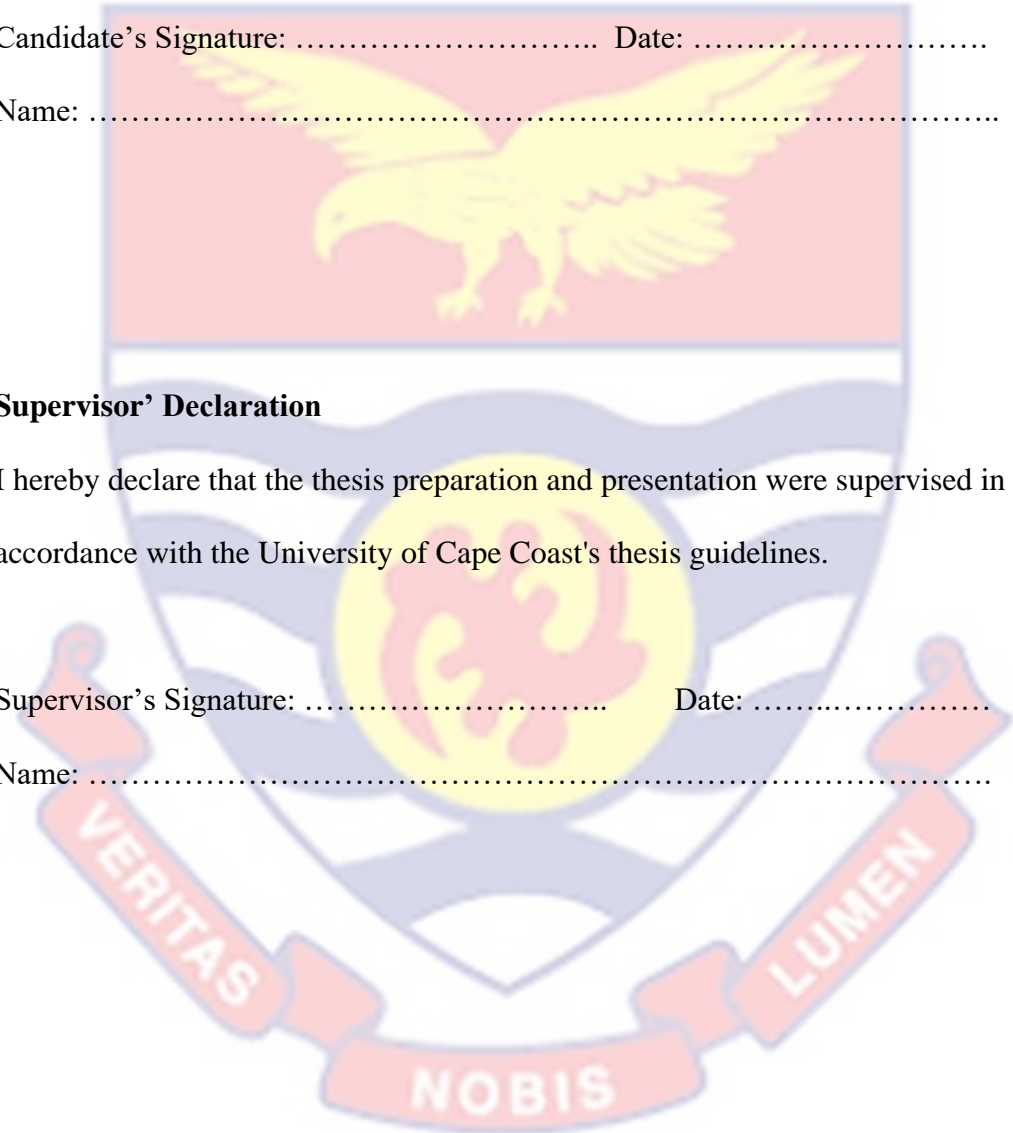
Name:

Supervisor' Declaration

I hereby declare that the thesis preparation and presentation were supervised in accordance with the University of Cape Coast's thesis guidelines.

Supervisor's Signature: Date:

Name:



ABSTRACT

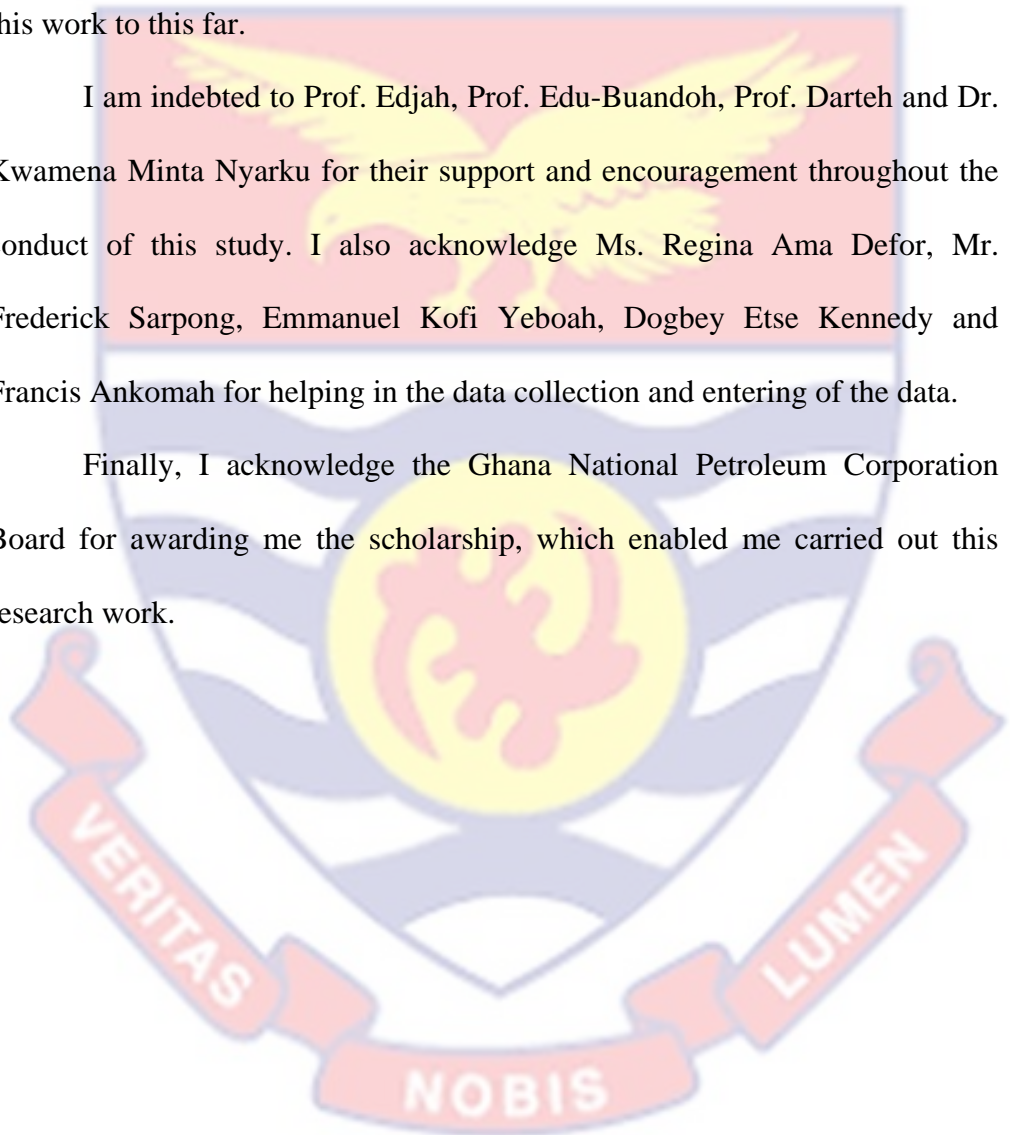
The main aim of the study was to assess the Corporate Social Responsibility (CSR) practices engaged in the oil and gas industry in Ghana. The study employed the embedded mixed methods research approach in achieving the outcome of the study. Using the quota sampling technique, 14 companies comprising 7 exploration and production, and 7 service providers were used for the quantitative aspect. The purposive sampling method was used to select four oil and gas located communities in the Western Region of Ghana for the qualitative aspect. Questionnaire and interview guide were used for the quantitative and qualitative data collections, respectively. For the quantitative aspect, mean, standard deviation, Mann Whitney U-test were used, whereas thematic analysis was used for the qualitative analysis. Findings of the study revealed that economic responsibility was the highest, whereas, philanthropic was the least among the four dimensions of CSR executed by the oil and gas companies. There were statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of legal responsibilities and philanthropic responsibilities. Regarding community responsiveness, three main themes emerged from the study: community engagement, community expectations, and community satisfaction. It was concluded that community responsiveness among oil and gas-located communities was relatively low, communities expected more engagements and dialogue from the companies. It is recommended that companies in the upstream oil and gas sector must ensure community engagement before rolling out CSR programmes as it increases the community responsiveness in the industry.

ACKNOWLEDGEMENTS

I sincerely express my heartfelt gratitude to the following individuals for their support, encouragement, and direction throughout the conduct of this study. First, much appreciation goes to my supervisor, Prof. Omowuni O. Iledare, for his wonderful and immeasurable contributions which have brought this work to this far.

I am indebted to Prof. Edjah, Prof. Edu-Buandoh, Prof. Darteh and Dr. Kwamena Minta Nyarku for their support and encouragement throughout the conduct of this study. I also acknowledge Ms. Regina Ama Defor, Mr. Frederick Sarpong, Emmanuel Kofi Yeboah, Dogbey Etse Kennedy and Francis Ankomah for helping in the data collection and entering of the data.

Finally, I acknowledge the Ghana National Petroleum Corporation Board for awarding me the scholarship, which enabled me carried out this research work.



DEDICATION

To my daughter



TABLE OF CONTENTS

	Page
DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF TABLES	viii
FIGURE	ix
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	7
Research Questions	7
Significance of the Study	8
Delimitation	8
Limitations	9
Organisation of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Review	11
Stakeholder Theory	11
Carroll's CSR Pyramid	12
Empirical Review	15
CSR practices in the Oil and Gas Industry	15
Community Responsiveness and CSR	20

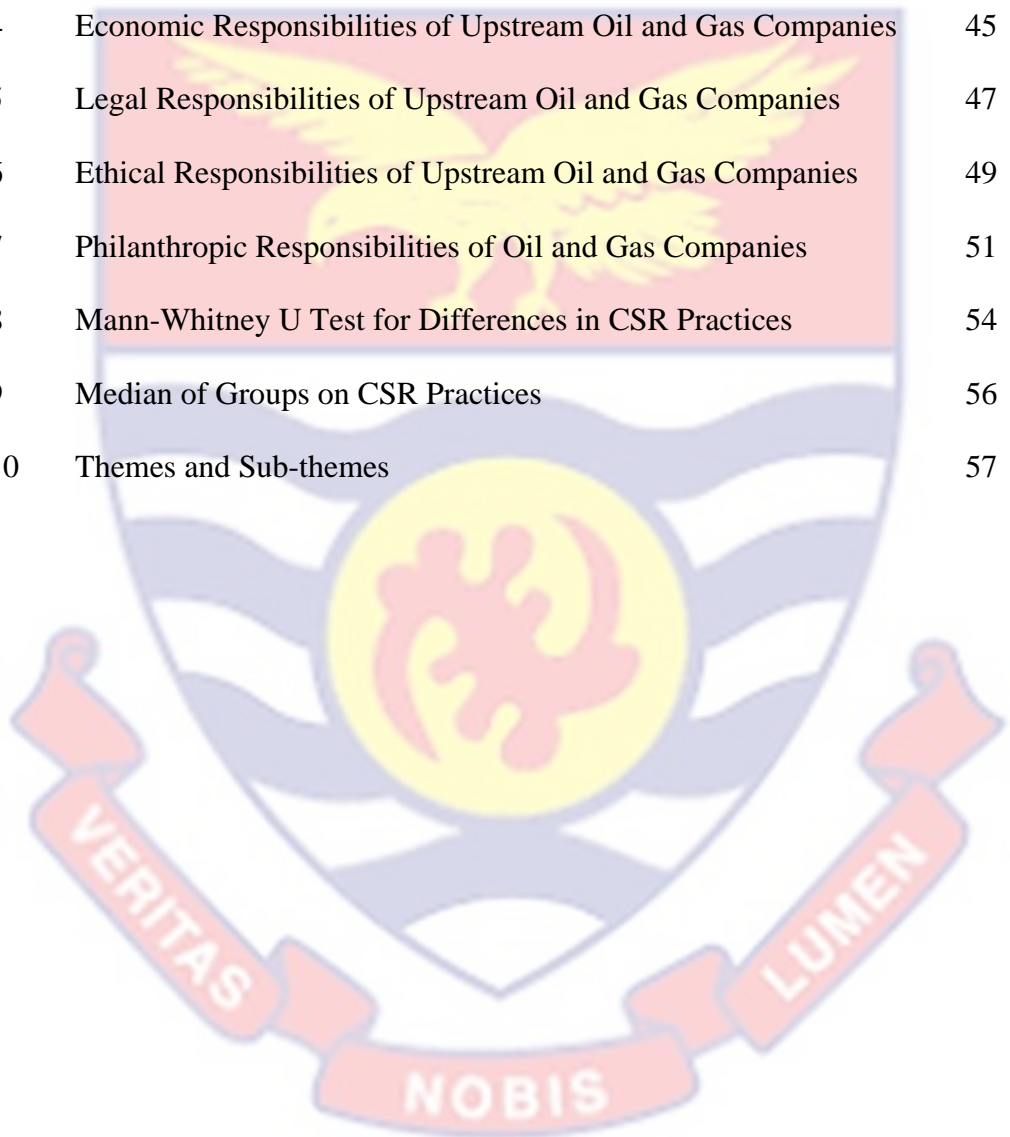
Chapter Summary	25
CHAPTER THREE: RESEARCH METHODS	
Research Philosophy	26
Research Approach	27
Research Design	28
Study Organisation/Area	30
Population	31
Sampling Procedures	32
Data Collection Instruments	33
Validity and Reliability Test	35
Data Collection Procedures	36
Data Processing and Analysis	37
Ethical Consideration	39
Chapter Summary	40
CHAPTER FOUR: RESULTS AND DISCUSSION	
Analysis	41
Background Characteristics of Respondents	42
Main/Empirical Results	44
Research Question 1	44
Research Question 2	53
Research Question 3	57
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	70
Summary	70

Conclusions	73
Recommendations	73
REFERENCES	75
APPENDIX A: QUESTIONNAIRE	89
APPENDIX B: INTERVIEW GUIDE	93



LIST OF TABLES

Table	Page
1 Reliability Test	35
2 Response Rate	42
3 Background Characteristics of Respondents	43
4 Economic Responsibilities of Upstream Oil and Gas Companies	45
5 Legal Responsibilities of Upstream Oil and Gas Companies	47
6 Ethical Responsibilities of Upstream Oil and Gas Companies	49
7 Philanthropic Responsibilities of Oil and Gas Companies	51
8 Mann-Whitney U Test for Differences in CSR Practices	54
9 Median of Groups on CSR Practices	56
10 Themes and Sub-themes	57



FIGURE

Figure	Page
1 Carroll's pyramid	13



CHAPTER ONE

INTRODUCTION

Ghana is endowed with a plethora of natural resources. Ghana has been exporting natural resources such as gold, diamonds, bauxite, and timber. The first offshore well in Ghana was drilled in 1970 but the field received little attention because it was not economically viable (GNPC, 2008). In 2004, the nation gave offshore oil exploration and production licenses to various corporations. In 2007, Kosmos Energy and Tullow Oil Companies discovered oil in commercial quantities in Ghana's Western Region, and named as Jubilee Field. In December 2010, Ghana officially began oil production at the Jubilee Field. The Ghana National Petroleum Corporation (GNPC) published in their 2008 Annual Report that the Jubilee Field has 800 million barrels of estimated proved reserves (GNPC, 2008).

Aside the Jubilee Field, fields like the TEN and Sankofa, have been discovered in Ghana. The key players in Ghana's oil and gas industry are Ghana National Petroleum Corporation (GNPC), Kosmos, Tullow, Anadarko, ENI and in recent times Aker. According to the 2013 first and second quarter financial report of the GNPC, 115,000 to 200,000 barrels of oil are produced per day.

There are a number of expectations from both the local and international front regarding the activities of the key players involved in the Ghana's oil and gas sector. Among these expectations is the Corporate Social Responsibility (CSR).

Background to the Study

Campbell, Craven, and Shrives (2003) and Wheeler, Fabig, and Boele (2002) noted that companies operating within environmentally or socially damaging activities by their very nature are subject to questions of legitimacy regarding their promotion of corporate social responsibility (CSR) through deliberate business initiatives. According to Spence (2010), CSR entails more than the invisible hand's operation; it is linked to the idea that firms owe duties to their external stakeholders that go beyond those entrenched in legislation. The word "responsibility" suggests an obligation to someone or something, while the modifier "social" implies that businesses have responsibilities to society as a whole.

Carroll (1979) claims that CSR is concerned with society's expectations of a company. As societal expectations for businesses change over time and across nations, corporate social responsibility becomes a continual process of corporate behavior adapting to societal expectations. As a result, all corporate activity should be evaluated in light of the expectations placed on businesses (Carroll, 1979). This concept, in turn, has ramifications for firm theories. Stakeholder theory advocates say that managers owe stakeholders a variety of legal and ethical responsibilities. Put differently, managers have to engage necessary stakeholders in decision making especially CSR initiatives.

Globally, CSR studies have focused on creating value for stakeholders (Peloza & Shang, 2011); the impact on financial performance (Ofori et al, 2014); conceptualisation in CSR (Wang, 2015); sustainable development (McWilliams & Siegel, 2011); corporate image (Chung, et al., 2015); and consumer

perspective on CSR (Fatma, Rahman & Khan, 2015). Companies have also adopted different CSR strategies to improved government and society relationships, as well as improve social welfare and performance (Ahmed Haji, 2013). What is lacking or limited in literature is a more contextual CSR studies in the oil and gas industry in developing countries including Ghana.

Africa started developing interest in CSR in the early parts of the last three decades (Visser, 2005). A study conducted by Visser (2011) points out that application of Carroll's pyramid to developing countries in Africa, revealed different order of the CSR layer as economic, legal, ethical and philanthropic responsibilities. The study further added that different sets of CSR activities exist at different jurisdictions. For instance, A GIZ (2014) report hinted that CSR programmes in Ghana, Nigeria, Cameroon, Mozambique, Senegal, Zambia, and Uganda focus mainly on employee matters. Philanthropic initiatives have been in the areas of health, education, skills development, community development, youth employment, environment, corruption, human rights, sports, and poverty.

However, Muthuri and Gilbert (2011) suggest that CSR initiatives in Sub-Saharan Africa also focus on charity, community involvement, and ethics. These CSR initiatives have contributed to positive developments across the Continent (Lauwo & Otusanya, 2014). Some scholars believe that Africa is taking ownership of CSR development and this is to ensure that corporations behave and contribute publicly towards the development of the Continent (Amaeshi & Idemudia, 2015). The concept appears to support the social contract theory (Amoako, 2017) and advocates that organisations must reward deserving

hardworking employees, protect and use resources cautiously to the advantage of all stakeholders.

Corporate Social Responsibility is viewed as a key driver for Ghana's development (Amponsah-Tawiah & Dartey-Baah, 2016). Corporate Social Responsibility operations in Ghana, according to Ndzibah (2009), have centered on event sponsorship, education, health, infrastructure development, environmental protection initiatives, sports, farming, beauty pageants, and charity. These initiatives have sparked sufficient interest in Ghanaian research on CSR practices, antecedents, consequences, motives, nature, and reporting (Hinson et al., 2010; Mahmoud & Hinson, 2012).

In a study on CSR in Ghana by Amponsah-Tawiah and Dartey-Baah (2016) CSR activities were found to have been largely championed by Multinational companies (MNCs) operating in different sectors of the economy. Amponsah-Tawiah and Dartey-Baah (2016) also reported that CSR practices cut across sectors like mining, telecommunication, banking, manufacturing, agriculture and religious bodies. Amponsah-Tawiah and Dartey-Baah findings support the arguments made by Ofori and Hinson (2007) and Tuokuu and Amponsah-Tawiah (2016) that in Ghana, each company's response to CSR engagements is influenced by multi-faceted factors.

CSR programmes help corporate organisations maintain a positive public image and a high degree of integrity and repute. These days, the general public is willing to invest in companies that implement environmentally sound business methods. A company that does not abandon its CSR initiatives is also certain of a

better relationship with the investing community, resulting in increased product sales (Ajala, 2005)

It is worth noting that when the community's needs and expectations are realized, CSR develops solid corporate partnerships, which fosters trust between the community and the enterprise. Companies that are viewed as socially responsible by society, according to proponents, are more likely to benefit tremendously as a result of their efforts (Idowu, 2012).

According to Paetzold (2010) a good community response to CSR provides an opportunity for enterprises to develop a stronger image and reputation in the consumer market, allowing them to broadcast social responsibility to society more widely and, as a result, boost sales and profitability in the long run.

Statement of the Problem

Academic and managerial interest in CSR has been increasing in recent years. It is heralded by some as the new paradigm management and the responsibility of organisation to give back to its neighbouring communities (Godfrey, & Hatch, 2007; Wang, Tong, Takeuchi & George, 2016). The recent rush of research studies in the area may give rise to the impression that CSR practices are applicable and functional in any context, yet there appears to be little empirical evidence to support this notion in oil and gas industry (Spence, 2011) specifically in the Ghanaian context. Empirical studies available in Ghana more often than not concentrate on the CSR practices of other industries such as the banking industry (Dartey-Baah, Amponsah-Tawiah & Agbeibor, 2015), telecommunication industry (Abukari & Abdul-Hamid, 2018), mining industry (Yankson, 2010) and media outlets (Ansah, 2013). Although the CSR practices

of the aforementioned industries are equally relevant, they do not communicate nature of CSR practices from the perspective of the oil and gas industry.

According to Lindgreen and Swaen (2010), and Baxi and Ray (2012) every organisation has unique CSR practices, however Carroll (2015) suggests that there could be some difference and similarities practices of the CSR among different organisations. Although this assertion of Carroll (2015) is granted, there are limited empirical studies that have focused on the similarities and differences in the CSR in the oil and gas industry. The work of Buchanan, Cao and Chen (2018) examined the similarities and differences in the CSR practices of manufacturing firms, while Igwe and Nwadiolor (2015) also studied the differences in CSR practices of mining companies. Though these researchers outlined critical important findings, their researches further highlight the lack of research focus on the differences and similarities of CSR practices among organisations in the oil and gas industry.

Finally, Lim and Greenwood (2017) has argued that for CSR practices to be effective there is the need for communities to be responsive to the initiatives and CSR practices that the organisation put in place. Inasmuch as this is a welcomed view, there is no known empirical evidence related to how responsive communities are towards CSR activities. The same could be said for organisation in the oil and gas industry. Evidently, there appears to be a paucity of research on community responsiveness to CSR activities in Africa and more specifically Ghana. It is based on the lack of empirical literature on the CRS practices, differences and similarities of CSR and community responsiveness towards CSR

activities, and lack of research on the oil and gas industry that this study aims to examine the CSR activities in the oil and gas industry in Ghana.

Purpose of the Study

The general objective of this study is to examine how CSR practices are engaged by the selected companies in the oil and gas industry in Ghana using Carroll's Pyramid. The study also did comparative analysis of CSR practices of the selected companies. Further, the study investigated the community responsiveness to the CSR practices in selected oil producing host communities. The specific research objectives are to:

1. investigate the CSR practices in the upstream sector of Oil and Gas Industry in Ghana.
2. compare the CSR practices among selected companies in the upstream sector in the oil and gas industry in Ghana.
3. determine the extent of community responsiveness to CSR activities in oil and gas producing communities.

Research Questions

The following set of questions was asked to help achieve the set objectives:

1. What are the CSR practices in the oil and gas industry in Ghana?
2. How different or similar are the CSR practices among the various categories of companies in the upstream sector of Ghana's oil and gas companies?
3. What is the extent of community responsiveness towards the CSR activities of oil and gas industry in Ghana and the effect of CSR on community?

Significance of the Study

This study facilitates an understanding of the rank of the various dimensions of CSR according to Carroll's Pyramid. These CSR variables according to the pyramid are to guide managers of oil and gas firms to consider the strategic importance of practicing CSR in all the four dimensions, without compromising the value-added functions they seek to benefit.

The study also encourages oil and gas firms to strictly refer and adhere to local and international standards of corporate social responsibility including the UN Global Compact, OED guidelines for multinational corporations, ISO 26000, and the Ghana National Policy on CSR. The strict adherence and compliance to these standards encourages oil and gas firms to establish a proper code of ethics or CSR policies within their respective organisations to guide their operations.

This study also adds to CSR literature by responding to appeals for in-depth studies on CSR considerations in firms' decisions making. This will help firms to understand and take proactive measures to handle their relative effects on firm performance. This study further develops an integrated model by contributing to the literature from a developing economy's perspective and extends the applications of the Carroll's Pyramid theory to the oil and gas industry in Ghana. The theoretical perspective in this study adds to theory integration literature as applied to CSR studies across the globe.

Delimitation

There is the need for the researcher to clearly state the scope of his/her work or research and this is to help in proper management and understanding of the topic (Topchy, Jain & Punch, 2005). Though, the topic of the study suggests

CSR in Ghana's oil and gas sector, the study focused on only upstream companies. As a result, the findings may not be applicable to midstream and downstream sectors of the oil and gas industry in Ghana. Again, CSR can be researched into using different or a number of theories but this study used Carroll's pyramid and more specifically, the 1991 designed model.

Limitations

One of the major limitations of the study was the use of questionnaire. It did not allow the researcher to probe further for reasons behind the responses given by the respondents. To help reduce the effects of this limitation on the data for the research, an education was given to respondents on the background of the study to help generate sincere responses.

Organisation of the Study

The first chapter included background information for the investigation, statement of the problem, general and particular objectives, research questions, study significance, study delimitation, study limitation, definitions of words, and chapter organization. The second chapter focused on the review of related literature. The third chapter dealt with the research methods which includes the study area, the study design, research approach, population of the study, sampling and sample size, data needs, data collection techniques, data analysis techniques, sources of data, tool for data collection and the structure of the questionnaire, reliability and analysis of the data. Chapter four dealt with the analysis of data collected from the respondents. The analysis will present various results in graphs, charts, tables and diagrams. Chapter five presents the summary

of the study, the conclusions drawn as a result of the discussions and analysis of data and recommendations.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviewed related and relevant literature on corporate social responsibility by scholars and other researchers. It reviewed applicable previous work including relevant theoretical reviews. It described some of the theories that frame this study; and the empirical reviews and document the results of other studies that are closely related to the research work.

Theoretical Review

This section addresses the theory and the model that explain the need for CSR in communities that oil and gas companies operate in. The theory is the Stakeholder theory and the model is Carroll's Pyramid on CSR.

Stakeholder Theory

According to the stakeholder idea, everyone who has a stake in the firm, not just those with a monetary investment, should be happy (Howitt & McManus, 2012). It is a major concern that all stakeholders are taken into account in order to raise the company's value (Kippenberger, 1996; Laczniak & Murphy, 2012). Stakeholder theory has been positioned as strategic in the academic notion of survival in the business environment, according to Laczniak & Murphy (2012). Howitt and McManus (2012), also, encourage company managers to build trust and cooperate with stakeholders without making assumptions. Obviously, the success of a firm depends on a variety of elements.

The "business owners," according to Kippenberger (1996), are the shareholders, and the directors of the organisation are elected by them to provide

direction in order to further their commercial interests. However, Parmar, Freeman, Harrison, Wick, Lauren & De-Colle (2010) agree that the business concern is not only about how shareholders, clients, suppliers, representatives, lenders (stockholders, bondholders, banks, and so on), groups, the media, and business pioneers interact and make esteem, but non-social actors such as the natural environment, ecology, and nature in its entirety must also be taken into account in this disco (Cording, Harrison, Hoskisson, & Jonsen, 2013). Doyle (2006) has carefully explored the idea that a firm must satisfactorily affect various groups of stakeholders in several of his writings.

Doyle (2006) aimed in this area to develop a rational space in setting corporate goals by taking into account all social and non-social actors in his analysis. In such regard, communities within which oil companies operate must be given the right treatments and opportunities that they deserve as they are key stakeholders to the operations of the company. Therefore, the adoption of the theory to underpin this study is because of its appropriateness in establishing the relationship among the variables of interest that include oil and gas companies and oil and gas producing host communities.

Carroll's CSR Pyramid

Oil and gas firms today operate under an ever-widening and more complicated system of social institutional norms and expectations, which coexist with market pressures that are formed and influenced in a variety of ways. Some of these expectations are based on legal requirements, but only some, others are based on ethical standards that may prove to be just as vital to businesses in the long run as laws and regulations. Governments, Non-Governmental groups, and

the general public all place many of these expectations on businesses. Carroll (1991) divides corporate social responsibility (CSR) into four areas for businesses. The four categories of obligation are economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility.

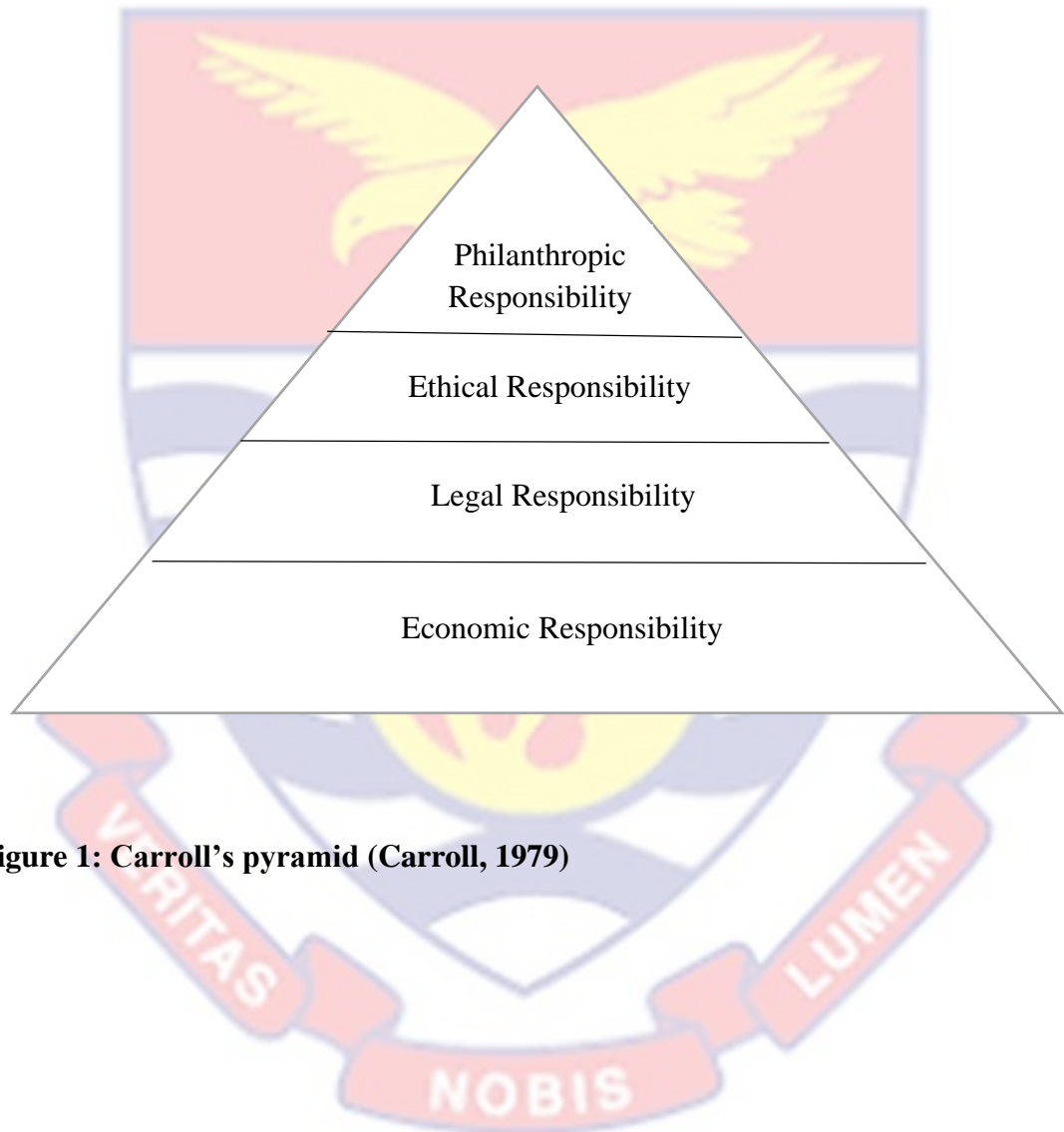


Figure 1: Carroll's pyramid (Carroll, 1979)

Economic responsibilities

Every company's primary goal is to maximize profit in order to ensure the survival and ability to carry out its Corporate Social Responsibility (CSR). Apart from the company's attempts to increase turnover, it also employs the most effective techniques, including ethical and honest bookkeeping, to reduce capital waste in order to ensure the company's existence (Carroll, 2015). Carroll argues that high operating efficiency results in higher turnover, and that a company's success in this area is measured.

Legal responsibilities

Companies are supposed to fulfil legal duties such as tax obligations and royalty payments. Legal obligations imposed on businesses by the norms and regulations of the society in which they operate include both positive and negative obligations (Philips, Freeman, & Wicks, 2003). Companies do so by adhering to municipal laws as well as other international practices, norms, and treaties. This involves respect for human rights at all stages of the supply chain, as well as the avoidance of child-labour and unsafe working conditions. According to Fadun (2014), a company is considered successful when it meets its legal requirements. Furthermore, several CSR experts believe that legislation is a crucial instrument for measuring CSR compliance.

Ethical dimensions

Firms are expected to abide by moral rules that are not coded into law but define appropriate behaviours in society. Conforming to such moral rules means that these firms are exercising their ethical responsibilities that reflect a concern for fair and moral rights. The society expects business to meet newly emerging

values and norms that may reflect a higher performance standard above what is required by law. Because ethical and legal duties interact in a dynamic way, it appears that businesses should strive to operate at higher levels than those required by law (Carroll, 1979, 2016). Carroll goes on to say that businesses must refrain from flouting ethical but rather conduct ethical norms in the pursuit of their goals, appear to be familiar with and respect ethical norms, and act in a manner that is consistent with society traditions and ethical norms. Ethical duties demand that a company adhere to widely held ideas about how people should behave in society (Carroll, 2016).

Philanthropic responsibilities

In a conceptual laboratory, philanthropy is a voluntary or optional act of corporate baits to generate goodwill and improve human wellbeing (Fadun, 2014). Corporate entities implement these programmes and policies for the benefit of local communities. They could be in the shape of a charitable donation or any other sort of aid, investing in the community through projects such as beautification, educational efforts, providing safe drinking water, electricity projects, and capacity building, to name a few. The company considers itself to be a part of the social fabric and assists businesses in justifying their presence in the community (Carroll, 1979, 2016).

Empirical Review

CSR practices in the Oil and Gas Industry

Corporate Social Responsibility, according to Gilmore and Williams (2009), can be a valuable tool for organizations, particularly oil and gas corporations, in enhancing their strategic thinking capabilities. This is because as

firms enter societies and give back to the people in terms of societal requirements, they have a greater understanding of the people and have a higher chance of designing a better plan based on their strategic views. CSR, while not always straightforward or easy to implement, can be extremely advantageous not only to the host communities but also to the oil and gas businesses if implemented properly. This is because businesses will have the community's commitment to acquiring their goods and services long before they consider expanding their sales and operations to other places.

Tomlinson (2017) conducted a global assessment of the oil and gas industry's social and environmental management procedures. It studies how international oil companies' approaches have evolved over the last 20 years, as well as what social and environmental management means in practice. The investigation also brought to light some of the unaddressed difficulties that have arisen in recent years. While most businesses today base their approach to social and environmental management on international standards, they nevertheless confront a number of problems. These include anything from meeting international standards to obtaining and maintaining a good reputation and a "social license to operate," as well as complying with new host country legislation and regulation. The intricacy of these drivers, according to Tomlinson, makes portraying the industry's social and environmental management as "voluntary" corporate social responsibility problematic, and makes the latter word inaccurate.

Buldybayeva (2014) investigated issues of Kazakhstan's oil and gas industry's corporate social responsibility. The study primarily focuses on the

investigation of Tengizchevroil's (TCO) CSR initiatives and results. Data were obtained and analyzed from secondary sources of the sampled companies in Kazakhstan to suit the study's objectives. TCO exhibited significant regard for the agreement throughout its activities in Kazakhstan, according to the report, and has implemented various social investment projects that were included in its Annual Corporate Social Responsibility Report.

Priorities in education, drinking water supply, environmental protection, and the provision of quality health care were also identified, according to the study. When it comes to education, the corporation wanted to train its own employees for future advancement so that they might be included in the nationalization process. TCO had a comprehensive training and development plan in place for its staff to help them achieve this. Over the course of nine years, TCO spent over 28 million dollars on training and development. Every year, the corporation sent its personnel to training courses in other countries. Furthermore, nearly 85% of TCO's workforce was made up of locals.

TCO believed in looking after its own, therefore they provided excellent housing opportunities, as well as help for employees' families and healthcare. TCO invests in a scholarship program as part of its educational programs. It awards 70 scholarships to high school graduates each year, four of which are given to gifted children from the Atyrau region, while the rest are distributed among the employees' children. The corporation also offered internships, with roughly 3000 students per year allowed to participate. TCO invested about 450 million dollars in social projects, including the construction of hospitals and schools, as well as the funding of road, water, and other infrastructure

improvements. In general, the company's documentation indicated that it was having an influence on the provision of CSRs.

In Finland, Ha (2016) did a study to learn more about CSR in the oil and gas sector. Because of society's growing awareness of companies that are socially active, CSR is becoming increasingly important in everyday business. In other words, businesses have made significant investments in CSR initiatives. The main objective of the study is to identify a Finnish company's CSR performance as well as to highlight the benefits and drawbacks of CSR issues. Developing workplace safety and well-being, waste treatment, recycling and utilizing recycled materials, efficient use of water, energy, and natural resources, promoting equality and diversity of human resources, securing customer information and privacy, preventing child and forced labour, investing in cleaner technologies, and developing anti-corruption initiatives are just a few of the CSR practices.

According to Lindgreen and Swaen (2010), and Baxi and Ray (2012) every organisation has unique CSR practices, thus organisations turn to tilt their CSR practices toward specific dimensions. However, Carroll (2015) suggests that there could be some difference and similarities practices of the CSR among different organisations. The work of Buchanan, Cao and Chen (2018) examined the similarities and differences in the CSR practices of manufacturing firms, the work showed that the CSR on firm value varies with the levels of influential institutional ownership and depends on economic conditions. Igwe and Nwadiolor (2015) also studied the differences in CSR practices of mining

companies and also another work in the State Universities' library in South Nigeria pointed out that each company differs in how it implements CSR.

A study conducted by Visser (2011) indicates that application of Carroll's pyramid to developing countries in Africa, revealed different order of the CSR layer as economic, philanthropy, legal and ethical responsibilities. The study further added that different sets of CSR activities exist at different jurisdictions. Philanthropic initiatives have been in the areas of health, education, skills development, community development, youth employment, environment, corruption, human rights, sports, and poverty.

CSR studies in Africa have focused on the antecedents of CSR, corporate human rights (Kimeli & Chemngetich, 2014) and CSR dimensions (Mahmoud, 2016). According to Muthuri (2013) CSR initiatives in Africa are largely executed by self-regulation and voluntary codes of practice in Africa. Tilt (2016) is of the view that CSR in Africa has gained prominence, as compared to previous years.

Silletti (2018), disclosed that the exploration and production companies are mostly made up of IOCs, these companies take on more legal responsibilities due to the impact of their activity and technology (Uliasz-Misiak et al, 2014) on the society as compared to the service companies. Frynas (2009) found that the nature of a company determines CSR concerns and social concerns are highly diverse between different companies. For example, the fast-food restaurants raise the issue of obesity, the clothing industry raises issues of employment and responsibility of firms within complex global chains, while the main issue in the tobacco industry is the long-term health effect of smoking.

Citing the oil and gas industry in Qatar, AlNaimi et al. (2012) explains that, across the sectors of the oil and gas industry there is the need for good will, thus economic responsibilities and ethical responsibilities in the upstream and downstream promote good will, thus all the companies involved in the oil and gas industry approach them vigorously. Kirat (2015) further suggests a neglect of these will limit the impact CSR has on any community. Enuoh (2016) explains that because the activities of the exploration and production companies are highly capital intensive, the companies do more so as to ensure that the communities affected do not retaliate as in the case of oil rich regions in Nigeria. As explained by Alsamawi et al. (2019), the companies have to contend with the notion that they get a lot of profit thus should do more for the communities.

Community Responsiveness and CSR

According to Rahim, Jalaludin, and Tajuddin (2011), CSR efforts are viewed to strengthen likeminded methods among stakeholders, including the host country. This occurs because CSR is a group effort rather than a company-led endeavor. It must be undertaken in collaboration with the members of the host communities, as well as with the assistance of such societies' governments. Oil and gas companies implement CSR initiatives in accordance with the needs of the community, with the agreement and support of the host government. The community, in turn, supports the companies by ensuring that the commitment to CSR is delivered to the people in the most successful manner possible. The effects of CSR initiatives can be seen in how customers of oil and gas firms use the companies' products and services.

Bassey (2012), in a study demonstrated that CSR is all about people's approval of businesses in the communities where they operate. According to Bassey, if a company is accepted by the locals in its areas of operations, patronage to its retail sector will almost certainly be higher than that of companies that do not practice good CSR. Bassey (2012) found that CSR occurs in a number of ways and forms within ExxonMobil, the Nigerian National Petroleum Corporation (NNPC), and the Mobil Producing Nigeria (MPN). Participation in community-organized activities, sponsorship of some community-wide events, issuance of scholarships through any means best defined by the companies, supply and installation of basic amenities, construction of roads and classrooms, supply of learning and teaching materials, contributing to the alleviation of diseases and illnesses, and support in achieving the Millennium Development Goals in general.

Many interactions between companies and local people occur throughout oil and gas activities. Kpolovie and Sado (2016) investigated CSR in Nigeria's oil and gas industries, with a goal to see if the oil prospecting corporations and the communities where they operate had the same viewpoint on mutual coexistence. For the study, a total of 2,487 people were selected from the host communities and oil corporations using a proportional stratified random sampling technique. For each of the seven CSR metrics studied, the study found a significant gap between oil company employees and residents of oil-producing areas. While host communities overwhelmingly supported CSR as a feasible solution for ending the conflict and securing long-term peace in the Niger Delta, oil prospecting company employees had the polar opposite viewpoint. It was strongly urged that

oil producing firms in the Niger Delta prioritize great CSR practices in order to ensure mutual peaceful coexistence and optimal oil production in the region.

Agyei, al et al. (2012) investigated community attitudes and expectations on the oil finding for the Jubilee Oil Field Operations in Ghana. Ten settlements in Ahanta West were included by a cross sectional study, including Cape Three Points, Dixcove, Akwidae Newtown, Princess Town, Boekrom, Ellobankanta, Nsemaba, Kwesikrom, Sankor, and Busua. The villages and towns chosen for sampling were chosen because they served as an important reference point for the Jubilee Oil Field Operations, where the oil activities were projected to have the largest impact. They were gathered from 200 respondents in the selected communities who were drawn from the following groups: fishermen, farmers, traditional elites, bureaucrats, and others.

According to the survey, about 30% of respondents said they had not seen a major shift in their living standards since the findings in commercial quantities was announced. The predicted impact of oil discovery, on the other hand, did not differ significantly among the various communities. The presence of visitors was credited with 60 percent of the respondents' optimism that the oil finding would help them enhance their level of living. In addition, the respondents expressed dissatisfaction with the lack of growth in their towns. On the topic of whether oil discovery would result in additional job possibilities for those living in oil-producing towns, around 84% of respondents expected the firms to do so.

In Nigeria, Eweje (2007) looked into Corporate Social Responsibility (CSR) activities among Multinational Oil Companies (MOCs). The research was qualitative, with semi-structured interviews taking place in Nigeria and London.

The fieldwork of the study was conducted in Nigeria specifically Abuja, Lagos, and Port Harcourt. The study discovered that host communities in the Niger Delta had high expectations for CSR/community development efforts. Above all, communities desire social development programs that give them hope for a stable and long-term future. On the other side, businesses have adopted development programs largely to demonstrate that they are socially responsible. The implication of these findings is that if host communities do not believe that CSR projects will result in long-term economic development, they will continue to push for change and create a hostile climate for multinational corporations.

Mohr, Webb, and Harris (2001) looked at the effects of CSR knowledge on customer behavior and purchasing decisions, as well as if and why CSR has an impact on consumer decisions. Their study tried to estimate the size and composition of the consumer segment affected by CSR. The experiment was designed to see if corporate social responsibility has a substantial impact on customer behavior. The study revealed a clear link between corporate social responsibility and consumer responses. Sen and Bhattacharya (2001) also conducted study on customers' reactions to CSR, which found that CSR has a direct impact on consumers' purchase intentions for a company's products or services. The host communities are either direct or indirect consumers, which is vital to remember.

Fiawoyife (2016) conducted a study in Ghana's Jomoro and Elembelle districts to investigate and analyze the genuine nature of CSR activities and alternative livelihood programmes developed by International Oil Companies (IOCs). The specific goal was to investigate the roadblocks to the implementation

of various CSR initiatives. The study was exploratory in nature, with primary data obtained, using a qualitative research approach, from Tullow Oil Plc, Kosmos Energy Ghana, and some community members in the Jomoro and Elembelle districts.

Two representatives from each of the two oil behemoths were chosen to deliver crucial information on CSR promotion in Ghana's oil exploration communities. Key opinion leaders and district assembly officers with appropriate knowledge of the IOCs operating in the two districts were also sampled and questioned. These individuals provided useful knowledge and statistics on the efficacy of CSR programmes because of their essential role as community leaders and because they are an important reference point for the jubilee field operation, where the impact of oil and gas activity is felt the most.

Both Tullow Oil Plc. and Kosmos Energy participate in similar CSR programmes, although they are different in character, according to the study. Another important conclusion of the study is that problems like land procurement and a lack of community collaboration are characteristic of both corporations' CSR efforts. Business ethics, as well as the managing of stakeholders' expectations and demands, were identified as driving forces in the promotion of CSR activities in that sector.

Lastly, the true nature of both oil firms' CSR operations and alternative livelihood programs is inefficient and unsatisfactory from the perspective of the community. The study indicated that IOCs should broaden their scope of CSR efforts and involve community people in all aspects of their CSR activities in order to avoid failed projects and gain the community's trust.

Chapter Summary

This chapter focused on existing literature to help shaped the foundation of this research. The chapter reviewed literature in-line with the theories underpinning this research. Literature on stakeholder theory and Carroll's CSR pyramid were reviewed. The researcher in this chapter reviewed some empirical literature in line with the research objectives.



CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of the study was to examine how CSR practices are engaged in selected companies (upstream sector) in the oil and gas industry in Ghana using Carroll's model. This chapter presents the methods employed to accomplish the aim of the study. The research frameworks include research design, population, sampling procedures, data collection instrument, data collection procedures, and data processing and analysis.

Research Philosophy

There are a number of philosophical perspectives that affect the structure, process and direction of researchers and these include axiological, ontological, epistemological and methodological assumptions. This notwithstanding, it has been argued that there are two main philosophical issues that underpin research and these are epistemological and ontological. Pragmatism is proposed by Guba and Lincoln (1994) as another ontological position; which suggests that the philosophical position chosen by a researcher should be based on the research question under examination.

This study adopted the pragmatism approach to examine CSR practices in the oil and gas industry in Ghana and Community Responsiveness. Pragmatism is a deconstructive paradigm which advocates the use of mixed methods in research, sidesteps the contentious issues of truth and reality (Feilzeer, 2010) and focuses instead on 'what works' as the truth regarding the research question under investigation (Tashakkori & Teddlie, 2010).

Research Approach

It has been generally accepted that there are three main approaches to research work and these are: quantitative, qualitative and mixed method (Sarantakos, 2005). A research approach is chosen by the researcher based on the nature of objective of the research or the data the researcher wants to gather. Qualitative research is basically exploratory research. It is an approach used to gain understanding of underlying reasons, opinions and motivations according to Sarantakos (2005). Qualitative research is also used to unearth new trends in thought and opinions and dive deeper into the problem. Qualitative data can be collected through a number of methods including focus groups discussions, individual interviews and participation/observations. The sample size is typically small and respondents are selected to fulfil a given quota Sarantakos (2005). Qualitative data are categorical data. Put differently, qualitative data or variable vary in kind or type or attribute.

Unlike qualitative approach, which is interpretive and logical with well described context, the quantitative approach usually begins with the collection of data depending on the hypothesis or theory employed and followed with application of inferential or descriptive statistics (Brikci & Green, 2007). Quantitative research is used to measure the problem by way of generating numerical data or data that can be transformed into usable statistics. It results can be generalized for a larger population (Williams, 2007). This research approach uses measurable data to formulate facts and uncover patterns in research. In quantitative research, the data vary in magnitude.

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Tashakkori & Teddlie, 2010). This approach was used because the two approaches will complement each other and also fit the nature of objectives seeking to be achieved. The study employed the mixed method approach or research which is founded on the pragmatists' philosophy.

Research Design

Research design is the procedural layout to the conduct of any investigation. The design incorporates some of the most important methodological decisions that the researcher makes in conducting a research study (Amedahe & Asamoah-Gyimah, 2015). Adding to the debate, Leedy and Omrod (2010) described research design as encompassing the blueprint that guides the conduct of research study characterized with a greatest control regarding the variables that may well interfere with the validity of the study. There are a number of research designs, however, the use of a particular research design depends on the nature of the study and the kind of information the study wants to collect. This study basically sought to examine CSR practices among oil and gas industries in Ghana and Community Responsiveness. Based on the purpose of this, the embedded mixed methods design was used to conduct the study.

Embedded mixed design, according to Creswell (2014), is a type of mixed design where both qualitative and quantitative methods are combined within a traditional quantitative or qualitative research design. In this regard, the collection and analysis of the second data could be done either before, during, and/or after the traditional design has been exhausted. Relative to the current study, the qualitative design was embedded in the quantitative design. That is to say, the study was primarily founded on the quantitative strand, however, qualitative data were collected in addition, and this was embedded in the main quantitative design. In this case, the qualitative plays a secondary role of supporting the quantitative data. This design was deemed appropriate following the realisation that different research questions needed to be answered, and each type of research question requires different type of data. In this study, however, some research questions required quantitative data while others required qualitative data. In addition, the quantitative had more weight or priority compared to the qualitative.

The embedded-mixed methods design was employed to describe the CSR practices in Ghana's oil and gas industry based on Carroll's pyramid and, also, to investigate and describe the responsiveness of oil and gas-located communities to the CSR practices. It must be noted that the choice of a particular type of mixed research design is based on a number of factors such as the expected outcomes, how the data will be integrated, the timing of the data collection, the priority attached to each data, the researcher's field of study, and the time duration to complete the study, among others. According to Morse and Niehaus (2009) merging of the quantitative and the qualitative strands could be done at four

possible points during the research process: the design, data collection, data analysis, and interpretation stages. In this study, the quantitative and the qualitative strands were mixed at the final stage where both data had been collected and analysed.

Study Organisation/Area

In all, fourteen companies operating in the upstream sector were engaged in this study. Seven of the companies were exploratory and production companies with the other seven being service providing companies. The exploratory and production companies are Tullow Ghana Limited, Anadarko Petroleum Corporation, Kosmos Energy, ENI, Aker Energy, GNPC, Vitol and the service providing companies are ORSAM Oil and Gas, Belmet 7, Zeal Environmental Technologies, Bristow Helicopters International Limited, Ocean Rig Ghana Limited, Schlumberger technical Services Inc. and MODEC (Ghana) Limited.

It is worthy of note that the activities of the oil and gas companies have both direct and indirect social and environmental impact on society. According to Frynas (2009), CSR has emerged as an important approach for addressing the social and environmental impact of company activities. It is therefore, prudent to investigate the CSR activities of the upstream sector. The fourteen companies selected from the two sub-groups helped in analysing both objective 1 and 2.

Objective 3 of the study was conducted in four communities. These communities are Cape Three Point, Princes town, Sanzule and Atoabo. Cape Three Points is a small peninsula in the Western Region of Ghana on the Atlantic Ocean. Forming the southernmost tip of Ghana, Cape Three Points is located

between the coastal village of Dixcove and Princes Town, Ghana. Princes Town or Pokesu is located 5 km east of Fort St. Antonio on Manfro Hill in the Ahanta West District of the Western Region of south Ghana.

Population

Population is the group of individuals from which a sample is drawn to participate in a study (Amedahe & Asamoah-Gyimah, 2015). It is the group of particular interest to the researcher. Put differently, the population of a study represents the unit about which the study is being carried-out. The population of the study was in two folds. The upstream sector of the oil and gas industry was the focus for the CSR practices or initiatives using Carroll's model. Both Exploration and Production (E&P) companies, and service providing companies were considered. According the Petroleum Commission of Ghana (2021), the body that regulates, manages and coordinates the activities in the upstream sector of Ghana's oil and gas industry, there are twenty-one (18) upstream Exploration and Production companies as of 2021, of which eight (8) are engaged in production while the rest are still at the exploration activities. The study, also, focused on service providing companies in the upstream sector (Petroleum Commission of Ghana, 2021). The service providers have different roles, ranging from piping, and welding, transportation, fabrication, catering, waste treating among others, in the upstream sector.

The study employed a single industry approach for homogeneity of the respondents. That is the study focused on respondents in managerial positions for data. This was to provide avenue for in-depth focal analysis of relationship among the constructs of interest (Sung, Song & Park, 2018). Owing to this, the

study dealt with only general managers or sustainability managers who are directly responsible to CSR activities in their respective companies. As hinted by Few et al. (2018) that the elements in the unit for research should be experts whose views could provide trusted insights on the subject matter.

With regards to community responsiveness, defining the population for the study became a bit difficult since the CSR initiatives from these companies cut across the whole country in different forms. However, this study narrowed the focus to oil and gas located communities in the Western Region of Ghana because these communities are directly affected by the activities of the oil and gas companies, located in the region. Basically, four oil and gas-located communities namely, Sanzule, Cape Three Points, Princes Town, and Atuabo were the focus of the study. The participants were members of the aforementioned communities.

Sampling Procedures

Saunders, Lewis, and Thornhill (2007) define a sample as a representative or sub-group of a larger population that is examined to acquire statistical information about the larger population. Two types of sampling techniques were adopted in this study. This was because the mixed methods approach was adopted for the study. The quota sampling technique was employed in selecting the upstream companies. Quota sampling is a method used where the population consists of sub-groups, and the researcher selects from each group to make up the actual sample (Ogah, 2013). A sample of fourteen (14) companies in the upstream sector of Ghana's oil and gas industry were selected using the simple random sampling procedure. The researcher sampled fourteen companies due to

the fact that only eight of the exploratory and production companies were producing oil and gas with the rest at just the exploration stage. More so, with the eight that were producing one had not operated for more than four years at the time the researcher was gathering data. The fourteen companies consisted of seven (7) exploration and production companies and seven (7) services providing companies.

The purposive sampling technique was then used to select four oil and gas located communities in western region of Ghana. The same purposive sampling technique was adopted in selecting ten (10) individual respondents from the four communities to be interviewed to satisfy the qualitative aspect of the study. This included chiefs, assemblymen, opinion leaders and community elders. This sample was deemed appropriate by Creswell (2014). According to Creswell, qualitative samples could take a sample not more than 10. The qualitative aspect dealt with the community responsiveness to the CSR initiatives. These individuals were purposively selected since they wielded a lot of experience and expertise on the subject matter (Creswell, 2014).

Data Collection Instruments

Questionnaire and interview guide were used for the data collection. The questionnaire was used as the instrument for primary data collection in the upstream sector of Ghana's oil and gas industry in dealing with objective 1; which is "*investigate the CSR practices in the upstream sector of Ghana's Oil and Gas Industry*". A questionnaire is gaining information from respondents using a formalized set of questions (Malhotra & Birks, 2006). Questionnaire is a useful data collection tool or instrument in survey research to which explanatory

research design is a typical component (Mathers et al., 2007). The questionnaire was personally designed based on literature, and in line with Carroll's model or pyramid of CSR. The model or pyramid has four dimensions: economic, legal, ethical and philanthropic dimension. The questionnaire was made up 35 items which were organized into two sections labelled 'A' and 'B'. Section 'A' comprised 3 items which solicited information on category and characteristics of the respondents. The category information included category (exploration & production or service) of company in the upstream sector, number of years of operating and the rank of the representative of the company.

The data collected specifically on the category (exploration & production or service) of company in the upstream sector was the main issue in dealing with objective 2 which is "*compare the CSR practices among the selected companies in the upstream sector of Ghana's oil and gas industry*". Section 'B' was made up 32 items on a 5-point Likert-type scale. Items 1 to 6 dealt with the economic dimension, items 7 to 16; legal and items 17 to 22 dealing with ethical, while from 23 to 32 dealt with the philanthropic responsibilities and this section was used in dealing objective 1 which is "*What are the CSR practices among the oil and gas industries in Ghana?*".

An interview guide was designed and used in collecting data from selected individuals in the selected oil and gas located communities. An interview is a data-collection method in which the interviewer [researcher] asks question of an interviewee [the research participant] (Sarantakos, 2005). Eleven (11) questions served as a guide to collecting the data from the individual respondents. However, follow-up questions were asked when it became

necessary as posited by (Sarantakos, 2005). Data collected through the interview was used in analyzing the objective 3 of the study. Objective 3 of the study is “*determine the extent of community responsiveness to CSR activities among oil and gas-located communities*”.

Validity and Reliability

The questionnaire and interview guide were initially given to colleagues and my supervisor for rigorous evaluation. Copies were also vetted by experts in the field of oil and gas and CSR. This, in a way, ensured that the contents were adequate and just in measuring CSR and community responsiveness in the upstream sector of oil and gas industry. This was also to ensure content validity. The questionnaire was pilot-tested using six (6) companies (3 explorations and production on one hand and 3 service providing companies and the other hand) in the upstream sector of Ghana’s oil and gas industry. This was done to get feedback on the items for the refinement of the questionnaire before its final use. The interview guide was also piloted on five (5) respondents to solicit feedback and improve upon.

Reliability statistics measures the ability of an instrument to generate consistent results if used multiple times or replicated (Kent, 2007). This is shown by the Cronbach Alpha value obtained when the instrument is subjected to a statistical test. Pallant (2021) explained that, Cronbach Alpha measures the extent to which all items on a scale measure an underlying construct. Values usually 0.7 or higher are ideal and indicative of reliability. The Cronbach Alpha value obtained for the constructs ranged between 0.783 and 0.924 (Table 1). This is an

indication that, all the constructs and the scales used to measure the variables under study were reliable.

Table 1: Reliability Statistics

Constructs	No. of items	Cronbach
		Alpha
Economic responsibilities	6	0.826
Legal responsibilities	10	0.924
Ethical responsibilities	6	0.912
Philanthropic responsibilities	10	0.783
Overall Scale	32	0.898

Data Collection Procedures

An introductory letter was taken from the Institute of Oil and Gas, University of Cape Coast to introduce researcher as student. The necessary ethical clearance and permissions were sought from the appropriate quarters throughout the study, whenever necessary. The introductory letter was sent to the management of the selected companies and communities to seek permission for the conduct of the study. Upon being given approval, arrangements were made with the heads of the companies and communities on the specific dates and time for data collection.

On prearranged dates, the researcher and two data collection assistants visited the selected companies and communities for the commencement of data collection. Copies of questionnaires were distributed personally to the respondents of the companies who were willing to participate in the study after

the purpose of the study has been duly explained to them. The answered questionnaires were retrieved within two weeks after distribution. The collection took place in two weeks. Even though, the researcher distributed fourteen (14) questionnaires to fourteen different companies, the research could not retrieve 4. All efforts made by the researcher to retrieve them proved futile and a possible reason could be the COVID-19 pandemic since the respondents were always not in their office and were also not ready to administer the questionnaire online.

The research used another two weeks to collect data from selected key individuals in the four selected oil and gas located communities in the western region of Ghana. The researcher again explained to all the respondents the purpose of the study and also encouraged them to willingly provide the needed information required for the study. In the course of the data collection, efforts were made to ensure the validity and reliability of the results of the study.

Data Processing and Analysis

The researcher was able to receive ten (10) out of the fourteen (14) questionnaires distributed. The data collected from the upstream companies on CSR were processed using the Statistical Package for the Social Sciences (SPSS) version 25. The data were coded and entered into the SPSS software. After the data has been entered, the data was screened for errors and missing data before being used finally for the analysis. Data on research question 1 was analyzed using mean and standard deviation. Mann-Whitney U test was used in analyzing question 2 and question 3 was analysed using thematic approach.

For question 1, the responses were scored from 1 as the lowest form of agreement to 5 being the highest form of agreement. Man-Whitney U test is a

non-parametric alternative for T-test for independent samples. Mann-Whitney U test is used to test for differences between two independent groups on a continuous measure. Instead of comparing the means of the continuous variable like in the case of T-test, Mann-Whitney U test compares the medians (Creswell, 2009; 2014). It converts the scores on the continuous variable to ranks across the two groups. The assumptions of Mann-Whitney U test is that, first, there should be a dependent variable that is either a continuous or ordinal variable. The second assumption is that there should be one independent variable comprising two different categories or independent groups (Sarantakos, 2005).

Thematic analysis is a qualitative research method or approach of analysing qualitative data. This method is usually applied to a set of texts, such as interview transcript. With this method the researcher is expected to critically examine the data to identify common themes – topics, patterns and ideas that come up repeatedly (Brikci & Green, 2007; Sarantakos, 2005).

In analysing data qualitatively, thematic content analytical procedures by Braun and Clarke (2006) were used. According to Braun and Clarke (2006), thematic analysis follows six basic steps:

1. Familiarising with the details by reading and transcriptions thoroughly: It helps to keep in mind what exactly is in the details.
2. Initial Codes Generation: Trying to put labels or explanations on a list of ideas already read by the researcher produced from the transcription.
3. In pursuit of patterns: Under various themes, similar codes are grouped.
4. Reviewing the subjects. For their importance and validity of being named themes, the established theme is checked.

5. Defining and naming established themes: Defining the overall quality of the themes until creating a report and the message it holds in it.
6. Creation of a study: This is where the investigator is already happy with the themes generated.

From the steps, the interview data were presented in relation to the themes developed from the data. Also, some direct quotes were used in the documentation of the information obtained. It is essential to record direct comments from research participants because it helps to preserve the original ideas of the gathered data. In fact, in some cases, verbatim quotations were made to support issues where there was a need to do so.

Ethical Consideration

The conduct of the study adhered strictly to ethical issues regulating the conduct of any research. Confidentiality, anonymity, privacy were adhered to. Consents of respondents were sought before data collection will commence. First, the purpose of the study was explained to the respondents, after which their consents were sought. Respondents were made aware that engagement in the study is by volition and not compulsion. The data that was collected were kept confidentially, names of respondents and companies that were to be kept confidential were rightly kept that way and were not disclosed in any part of the work. The data collected were analysed as a group, and for that matter it was not possible to trace responses to respondents.

Chapter Summary

Chapter three discussed the methods and methodological approaches used in this research. The chapter discussed the research philosophy, research design

and research approach. The chapter, also, dealt with the study area, study population and sampling procedure used in data collection. Data collection instrument, validity and reliability evidence and data collection procedures were also discussed in this chapter. Finally, this chapter looked at tools and approaches used in data processing and analysis for this research. Ethical consideration was also discussed in this chapter.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter deals with data processing and analysis employed in achieving the outcome of the study using mean, standard deviation, Mann Whitney U-test and thematic analysis for analysing the three objectives of the study. This chapter further presents results on the CSR practices in the upstream sector of Ghana's Oil and Gas Industry. Compares the CSR practices among the selected companies in the upstream sector of Ghana's oil and gas industry and determines the extent of community responsiveness among oil and gas-located communities.

Analysis

This study examined the practices of CSR among selected companies in the oil and gas industry (upstream) in Ghana using Carroll's Pyramid and community responsiveness. The chapter entails the socio-demographic characteristics of respondents of companies in the upstream oil and gas industry in Ghana. For the purpose of this study, data were collected quantitatively and qualitatively, respectively, from the selected companies in the oil and gas industry, and the oil and gas located communities in which the selected companies undertake their operations.

Table 2: Response Rate

Categories	Frequency	Percentage (%)
Target Sample	14	100
Total responses	10	71.4
Irretrievable responses	4	28.6
Total usable responses	14	71.4

Source: Field data, Domey (2020)

Response rates provide a valuable insight into the accuracy of collected data. The total response (number of people who completed the survey) after the data collection was 71.42%. The total population was 14 and based on Krejcie and Morgan (1970) sampling determination table the sample size of 10 was arrived at. Therefore, our response rate = $10/14 = 0.7142 * 100 = 71.4\%$ (table 2).

Background Characteristics of Respondents

The background information covered the category of companies in the upstream sector, how long respondents' have been working in the company, the respondents' sex and respondents' position in the company. Table 3 presents the background information of the participants.

Table 3: Background Characteristics of Respondents

Variable	Categories	Frequency	Percent
Sex	Male	6	60
	Female	4	40
	Total	10	100
Position in Organization	Gen. Manager	4	40
	Sust. Manager	6	60
	Total	10	100
Length of work	Below 4 years	1	10
	4-6 years	5	50
	7 and above years	4	40
	Total	10	100
Category of Operation	Exploration and production	5	50
	Service Provider	5	50
	Total	10	100

Source: Field data Domey (2020)

Table 3, the study shows that majority (60%) of the respondents were males, whilst the remaining 40% were females. The gender dimension of the analysis was important because Liu et al. (2011) argued that differences in the socio-cultural roles assigned to both sexes promote sustainability and work efficiency. These results also contain length of work or how long the respondent has been occupying that specific position. Table 3 also shows that majority (50%) worked in their companies between 4 and 6 years, 40% worked in their respective companies for 7 years and above, with 10% occupying their current position below 4 years.

Another issue considered under the section was the position of the organization in the upstream company. The results as presented in Table 3

indicated that majority of the staff (60%) were serving as sustainability managers and 40% general managers. This highlights the fact that indeed these respondents were in a good position to respond to CSR related issues. Also, half 50% of the respondents indicated they are in the exploration and production sector. Similarly, an equal proportion of the respondents also indicated they are service providers.

Main/Empirical Results

This section presents empirical results of the study. The results are presented in the order of the research questions the study sought to provide answers. Basically, the study answered three research questions. While the first two research questions were answered quantitatively, the third research question, on the other hand, was answered qualitatively.

Research Question 1

What are the CSR practices among the oil and gas industries in Ghana?

This research question sought to examine the CSR practices among the upstream companies in Ghana's oil and gas industry. Using Carroll's CSR pyramid, this study explored CSR practices within the four dimensions, namely, economic responsibilities, legal responsibilities, ethical responsibilities, and philanthropic responsibilities. The respondents were asked to respond to a number of statements pertaining to each of the four dimensions of CSR practices as executed by their companies. The responses of the respondents were analysed using means and standard deviations. The mean scores ranged from 1.0 – 5.0. For the purposes of analysis and interpretation, the responses were classified as low, moderate, high, and very high using the following score ranges 1.0 – 1.9, 2.0 –

2.9, 3.0 – 3.9, and 4.0 – 5.0, respectively. Table 4 presents the details on economic responsibility agreement for CSR practices.

Table 4: Economic Responsibilities of Upstream Oil and Gas Companies

Responsibilities	Mean	Std. Deviation
The oil and gas company maintains a strong competition with competitors	4.5	.70711
The oil and gas company tries to achieve long and sustained success	4.5	.97183
The oil and gas company maintains a high level of operating efficiency	4.5	.70711
The oil and gas company endeavors to increase its customer.	4.4	.96609
The oil and gas company keeps a strict control over their costs.	4.2	.63246
The oil and gas company consistently reports high profits	3.5	.97183
Mean of Means	4.3	.8300

Source: Field survey (2020)

The results in Table 4 show that all the oil and gas companies practiced economic responsibilities from high to a very high extent. Specifically, the respondents indicated that their companies maintain a strong competition with competitors ($M = 4.50, SD = 0.71$); their companies also maintain a high level off operating efficiency ($M = 4.50, SD = 0.71$); they consistently report high profits ($M = 3.50, SD = 0.97$); and among others, their companies endeavour to increase their customer base ($M = 4.40, SD = 0.97$).

As supported by Kaul and Luo (2018) CSR promotes high levels of efficiency and avoids waste. Yu et al. (2017) explains CSR provides companies with competitive advantage in that it promotes good brand marketing which also

applies to extractive companies. The companies engaging in CSR promotes sustainability as supported by Christensen et al (2007), this is especially done through their sustainability reports. The very high level of response for the companies endeavouring to increase their demand is supported by Mahmoud and Hinson (2012) who hinted that the economic responsibilities of firms or companies are their obligations to meet consumption requirements as well as maintaining their profitability level. However, these reports are usually overshadowed by financial reports that go into detail unlike the sustainability reports or sustainable reporting as shown the response for reporting high profits ($M = 3.50$, $SD = 0.97$). Table 5 presents details on the legal CSR responsibilities.

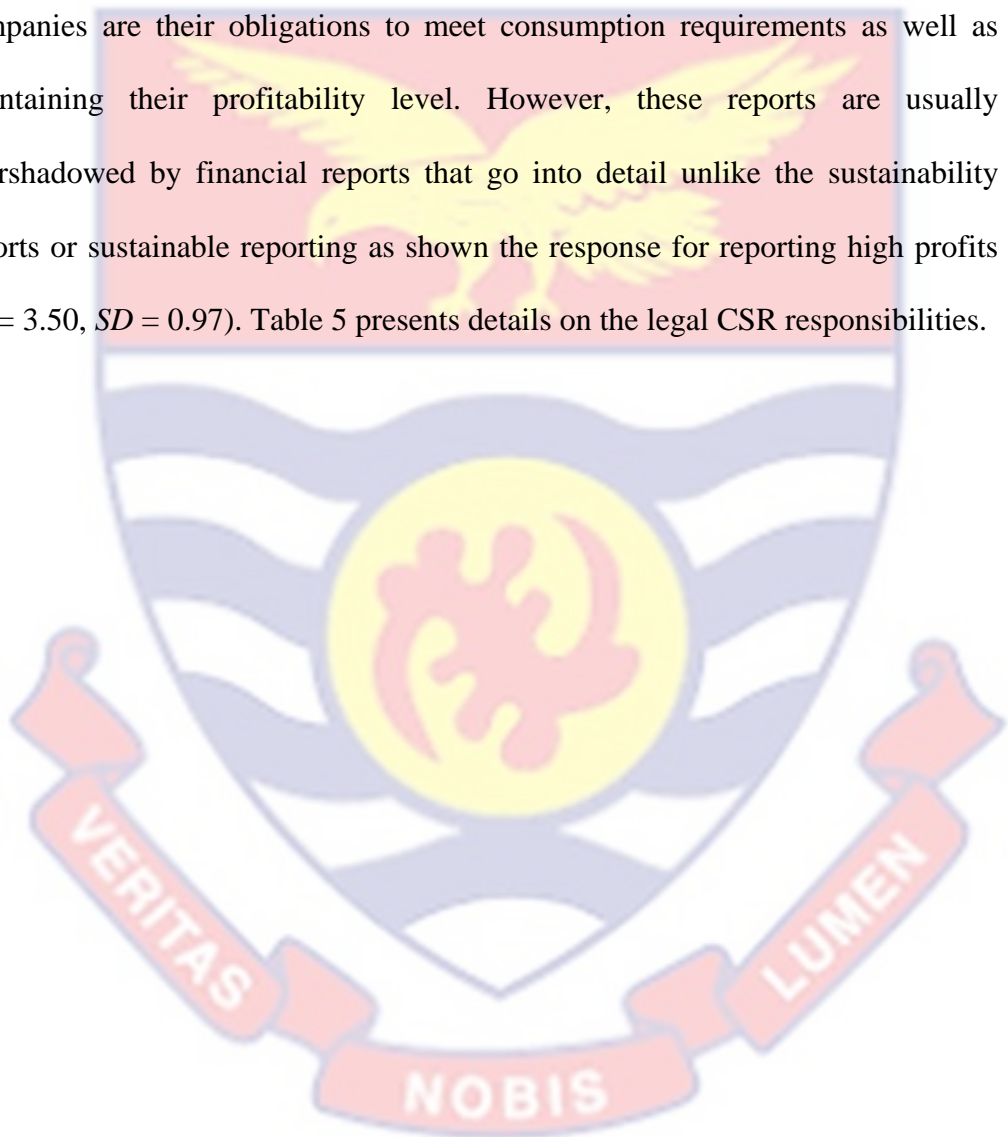


Table 5: Legal Responsibilities of Upstream Oil and Gas Companies

Responsibilities	Std.	
	Mean	Deviation
The oil and gas company fulfils its tax obligations	4.4	.69921
The oil and gas company conduct their activities in a manner that is consistent with the government law.	4.2	1.31656
The oil and gas company respects rules and regulations defined by law.	4.1	1.10050
The oil and gas company respects the rights of the community members	4.1	1.10050
The oil and gas company is one that fulfils its legal obligation	4.1	1.28668
The oil and gas company complies with the various community regulations.	4.1	1.19722
The oil and gas company provides goods and services that meet minimum legal requirement	4.0	1.05409
The oil and gas company is a law-abiding corporate entity	4.0	1.24722
The oil and gas company acts legally in all matters.	3.9	1.19722
The oil and gas company ensures that their operations meet all legal standards	3.7	.94868
Mean of Means	4.5	1.1100

Source: Field survey (2020)

The legal responsibilities of the companies are shown in Table 5. Results show that all the legal responsibilities were carried out to a very high extent, with the exception of two that were carried out to a high extent. The respondents, to a very high extent, indicated that their companies conduct their activities in a manner that is consistent with government and law ($M = 4.20$, $SD = 1.32$); they comply with various community regulations ($M = 4.10$, $SD = 1.20$); they provide goods and services that meet minimum legal requirements ($M = 4.00$, $SD = 1.05$); and they fulfil all corporate tax obligations ($M = 4.40$, $SD = 0.70$). To a high

extent, the respondents indicated their companies respect the rights of community members ($M = 3.70$, $SD = 0.95$); and they act legally on all matters ($M = 3.90$, $SD = 1.20$).

Legal responsibilities are often-overlooked within CSR (Masoud, 2017). To oil and gas companies fulfilling their tax obligations, the respondents agreed on ($M = 4.40$). Ofori-Atta, Finance Minister of Ghana (2018), stated in his annual report that taxes from the upstream oil and gas producing and service companies is a reliable source of revenue to the government. To the companies conducting their activities in a manner that is consistent with the government law the respondent agreed to ($M = 4.20$). Policies and legislation have been developed in Ghana to attract firms and companies to engage in legitimate mining activities (Abugre, 2014). Ayanoore (2020) explains that the upstream companies are law abiding in a general sense of operation with respect to their activities, the society and the environment, till date none of these companies have breach of any of the laws that deal with upstream operations.

This is seen in the Responses regarding the oil and gas company respects rules and regulations defined by law, oil and gas company are one that fulfils its legal obligation and the oil and gas company complies with the various community regulations which scored ($M = 4.10$). Local Content policy is one way in which the companies fulfil their legal obligation, to the oil and gas companies providing goods and services that meet minimum legal requirement the respondents agreed on ($M = 4.0$), this scale also applied to the oil and gas company is a law-abiding corporate entity. The respondents agreed on ($M = 3.90$) to their companies acting legally in all matters and ($M = 3.70$) to the oil and gas

company ensuring that their operations meet all legal standard especially since our oil and gas discoveries are offshore. Issues on ethical responsibilities are presented in Table 6.

Table 6: Ethical Responsibilities of Upstream Oil and Gas Companies

Responsibilities	M	SD
The oil and gas company has policies that ensure the provision of safety and good health among the communities.	4.2	1.2302
The oil and gas company obeys ethical norm which society requires.	3.7	1.0640
Employees in the oil and gas company avoid unethical behaviours.	3.6	0.8407
The oil and gas company conducts itself in a manner that is consistent with expectations of societal mores ethical norms.	3.6	1.1701
The oil and gas company operates fairly with its competitors.	3.4	0.8408
The oil and gas company recognises and respects ethical/moral norms adopted by the society.	3.4	1.0702
Mean of means	3.6506	1.0401

Source: Field survey (2020)

On ethical responsibilities, the respondents indicated that their companies highly conduct themselves in a manner that is consistent with expectations of societal ethical norms ($M = 3.60$, $SD = 1.17$); they recognise and respect ethical/moral norms adopted by the society ($M = 3.40$, $SD = 1.07$); they operate fairly with their competitors ($M = 3.40$, $SD = 0.84$); and they ensure their employees in their companies avoid unethical behaviours ($M = 3.60$, $SD = 0.84$). The respondents further indicated that their companies, to a very high extent, ensure the provision of safety and good health among the communities ($M = 4.20$, $SD = 1.23$).

The very high extent to which the oil and gas companies responded to the provision of safety and good health among the communities is in-line with what Finckenauer reported that societies expect firms to abide by norms and moral rules that are not coded into law but define appropriate behaviours in society (Finckenauer, 2018). Carroll posited that society anticipates that all companies or firms operating in the societies will meet the emerging norms, values and moral rules that reflect higher performance standards above what is required by law (Carroll, 2016). This to a large extent is being satisfied by the oil and gas companies judging from the results from the responses from the respondents. Finally, Table 7 presents the philanthropic responsibilities.

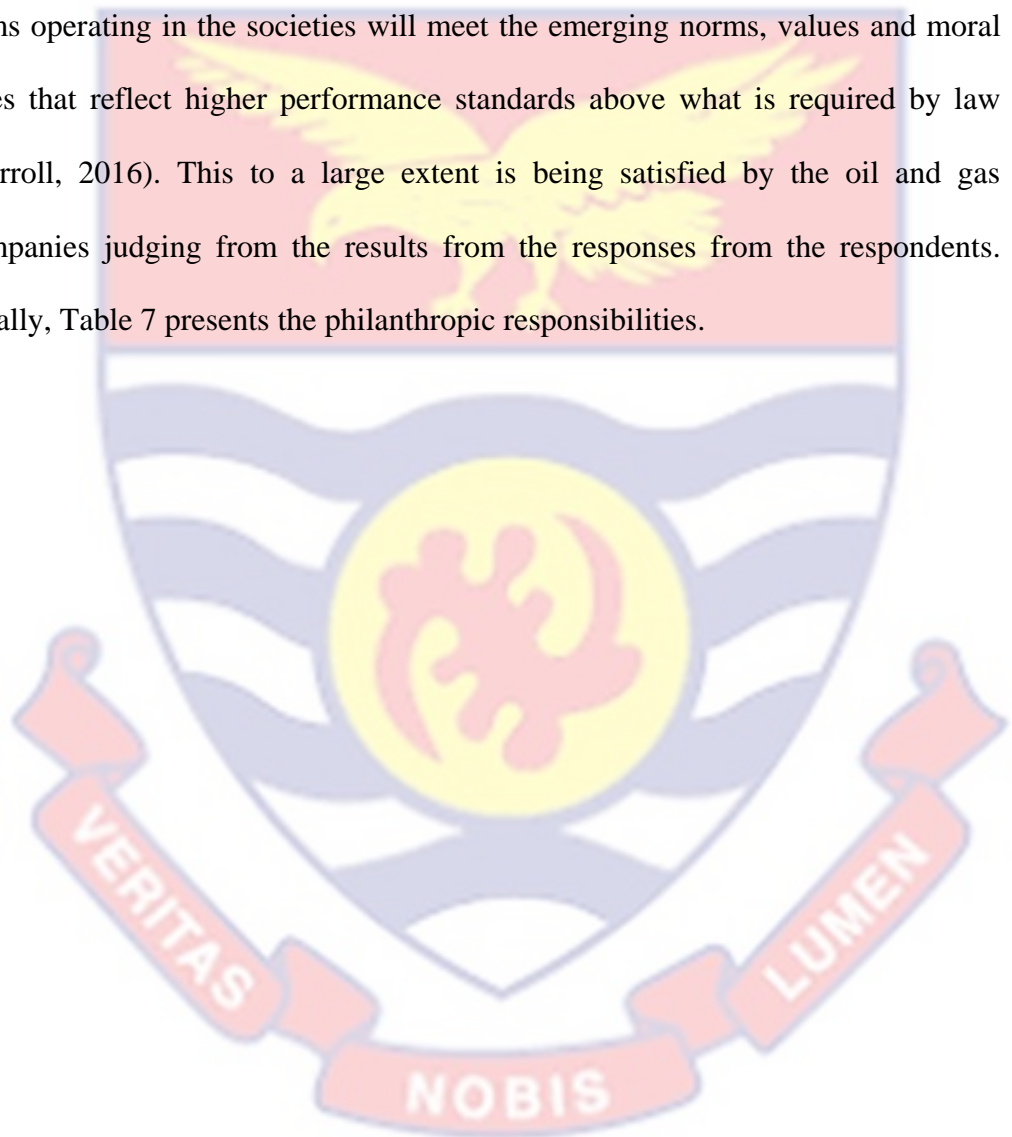


Table 7: Philanthropic Responsibilities of Oil and Gas Companies

Responsibilities	Mean	Std. Deviation
The oil and gas company assists in projects that enhance community's quality of life.	3.7000	.82327
The oil and gas company employs some members with the community.	3.6000	1.26491
The oil and gas company does things which are in line with philanthropic and charitable expectations of society.	3.6000	.84327
The oil and gas oil and gas company assists in promoting and nurturing talents and skills among members of the community	3.5000	.84984
The oil and gas company provides assistance to private and public educational institutions	3.2000	.78881
The oil and gas company has the interest of the community at heart.	3.1000	1.10050
The oil and gas company commits resources to support cultural and social events in the community.	3.1000	.99443
The oil and gas company contributes resources to the community.	3.0000	1.15470
The oil and gas company provides both financial and non-financial support for NGOs.	2.8000	1.22927
Employees of the oil and gas company participate in voluntary and charitable activities in our local community	2.8000	.63246
Mean of Means	3.24	0.97

Source: Field survey (2020)

From Table 7 all the philanthropic responsibilities were practiced to a high extent, with the exception of two that were reported to be moderately practiced. In terms of the companies assisting in projects that enhance community's quality of life the respondents indicated they do this to a high extent ($M = 3.70$, $SD = 0.83$). The respondents indicated that their companies do

things which are in line with philanthropic and charitable expectations of society ($M = 3.60$, $SD = 0.84$); they assist in promoting and nurturing talents and skills among members of their communities ($M = 3.50$, $SD = 0.85$); they provide assistance to private and public educational institutions ($M = 3.20$, $SD = 0.79$); and they employ some members within their communities ($M = 3.60$, $SD = 1.26$). The respondents, however, indicated that their companies moderately provide both financial and non-financial support for other NGOs ($M = 2.80$, $SD = 1.23$).

In the African context, philanthropic activities or responsibilities are what most literature or communities consider when they review CSR. Although it is an approach to CSR activities, it is not limited to it. These activities are usually community targeted. To oil and gas companies assisting in project that enhance community's quality of life the respondents agreed on ($M = 3.700$) and providing assistance to private and public educational institutions ($M = 3.2000$) respectively. This supports what González-Rodríguez, Díaz-Fernández, & Simonetti, (2015) indicated that firms or companies are forced to dedicate adequate resources on CSR initiatives in an attempt to meet stakeholders' expectation. Adoma (2020) explains that community-based projects that improve the quality of life in a community form part of the traditional Ghanaian expectation of CSR.

The respondents also agreed ($M = 3.60$) to the companies giving employment to members of the community. This also applies to the company in line with the philanthropic and charitable expectations of the society. Hayk (2019) highlights upstream companies offering other services such as medical services to host communities to fulfill their CSR obligations. Every community

needs to improve the skills of its active working demographic especially the artisan populace. To oil and gas company assists in promoting and nurturing talents and skills among members of the community the respondents agreed to ($M = 3.50$). Simpsons et al. (2016) states that capacity building is a fruitful approach to oil and gas companies in Ghana directly impacting host communities through CSR. The oil and gas companies also have the host communities' cultural values at heart.

Esteban et al. (2017) express the need to respect the culture of a community, and by doing so one would be able to carry out CSR obligations in a way that will be acceptable to them. To oil and gas company commits resources to support cultural and social events in the community, the respondents agreed to ($M = 3.100$). Finally, to oil and gas company provides both financial and non-financial support for NGOs and Employees of the oil and gas company participate in voluntary and charitable activities in our local community the respondents agreed to ($M = 2.80$).

In all, it can be gleaned from the results that in terms of CSR practices, economic responsibilities ($M = 4.27$, $SD = 0.83$) were predominantly practiced, followed by legal responsibilities ($M = 4.06$, $SD = 1.11$). Ethical responsibilities placed third ($M = 3.65$, $SD = 1.04$); while philanthropic responsibilities were the least ($M = 3.24$, $SD = 0.97$).

Research Question 2

How different are the CSR practices among the various categories of companies in the upstream sector of Ghana's oil and gas companies?

The focus of this research question was to determine whether there are differences in practices of CSR between the exploration and production companies, on one hand, and the service providing companies, on the other hand, in the upstream sector of Ghana’s oil and gas companies. Data gathered on this research question were analysed using Mann-Whitney U test, because the sample of 10 was relatively small, and that a parametric tool such as independent samples t-test could not be used. Table 8 presents the results on the Mann-Whitney U test.

Table 8: Mann-Whitney U Test for Differences in CSR Practices

	ECR	LR	ER	PR
Mann-Whitney U	5.0	.50	3.50	<.001
Wilcoxon W	20.0	15.50	18.50	15.00
Z	-1.616	-2.530	-1.909	-2.627
Asymp. Sig. (2-tailed)	.106	.011*	.056	.009*

Source: Field survey (2020); *Significant, $p < .05$

Note: ECR – Economic Responsibilities
 LR – Legal Responsibilities
 ER – Ethical Responsibilities
 PR – Philanthropic Responsibilities

As shown in Table 8, there is no statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of economic responsibilities ($U = 5.0, z = -1.62, p = .106$) and ethical responsibilities ($U = 3.5, z = -1.91, p = .056$). This supports the findings of AlNaimi et al. (2012), citing that in the oil and gas industry in Qatar, across the sectors of the oil and gas industry there is the need for good will, thus economic responsibilities and ethical responsibilities in the upstream and downstream promote good will, thus all the companies involved in the oil and

gas industry approach them vigorously. Kirat (2015) suggested that a neglect of conscious approach to CSR by firms will limit the impact CSR has on any community.

Though there were no statistically significant differences, practically, the magnitude of the effects were large, as the effect sizes shown in Table 8, were greater than .50 (Cohen, 1988). There results, however, showed statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of legal responsibilities ($U = 0.50, z = -2.53, p = .011$) and philanthropic responsibilities ($U < .001, z = -2.63, p = .009$).

This agrees with Silletti (2018), who disclosed that the exploration and production companies are mostly made up of IOCs, these companies take on more legal responsibilities due to the impact of their activity and technology on the society as compared to the service companies. Uliasz-Misiak et al (2014), supports the fact that production of the activities of the production companies impact more on society compared to the service companies hence much should be expected from the production companies. Table 9 presents median scores for the various categories of companies.

Table 9: Median of Groups on CSR Practices

CSR			Median (<i>Md</i>) Effect size (<i>r</i>)	
Dimension	Category	N		
ECR	Exploration & production	5	4.50	.51
	Service provider	5	4.33	
LR	Exploration & production	5	4.80	.80
	Service provider	5	2.70	
ER	Exploration & production	5	4.50	.60
	Service provider	5	3.17	
PR	Exploration & production	5	3.40	.83
	Service provider	5	2.80	

Source: Field survey (2020)

Note: ECR – Economic Responsibilities
 LR – Legal Responsibilities
 ER – Ethical Responsibilities
 PR – Philanthropic Responsibilities

From Table 9, in terms of legal CSR practices, the exploration and production companies ($Md = 4.80$) did better than the service sector companies ($Md = 2.70$), Enuoh (2016) explains that because the activities of the exploration and production companies are highly capital intensive and it is perceived to have a direct impact on communities, the companies do more so as to ensure that the communities affected do not retaliate as in the case of oil rich regions in Nigeria. Frynas (2009) also indicated that different companies have different concerns when it comes to CSR and this is as a result of their activities and the direct impact these activities have on communities. Similarly, the exploration and production companies ($Md = 3.40$) did better than the service sector companies ($Md = 2.80$) in terms of philanthropic responsibilities. As explained by Alsamawi et al. (2019), the companies have to contend with the notion that they get a lot of

profit thus should do more for the communities. However, in the case of economic and ethical responsibilities, both exploration and production and the service sector companies performed approximately the same way. Generally, it can be said that CSR practices differ between the exploration and production and the service sector companies in the upstream sector of Ghana’s oil and gas companies.

Research Question 3

What is the nature of community responsiveness towards the CSR activities of oil and gas industry in Ghana and the effect of CSR on community?

This research question sought to explore the nature of community responsiveness towards the CSR activities they benefit. To fulfill this objective, ten residents of the selected oil and gas-located communities were interviewed. From the interview transcripts, three major themes and three sub-themes were generated to describe community responsiveness towards the CSR activities of oil and gas industry. The themes and sub-themes are presented in Table 10.

Table 10: Themes and Sub-themes

Theme	Sub-theme
1. Community Engagement	
2. Community Expectations	2.1 Development 2.2 Employment Opportunity 2.3 Educational Support
3. Community Satisfaction	

Source: Filed data 2020

Theme 1: Community Engagement

Participants explained that the oil and gas companies engaged them with respect to their activities and their operations within the communities. In their

explanations, participants revealed that the interaction between the communities and the oil and gas companies was good prior to the production and processing of oil and gas within their communities. A participant narrated the nature of community engagement with the oil and gas companies prior to the extraction. She said:

“When they came to this community at first and they wanted the work to be done faster, they were holding meetings with us. They explained to us the contractor who is coming and what he is coming to do. And when they want something from the community, then they will bring a letter that they want to meet us and then we will meet them...” (Participant B)

However, participants are of the view that after the oil and gas companies started the production, the engagement with the communities have changed. Participants described their engagement with the oil and gas companies as “not good”. This is because the oil and gas companies do not hold meetings with the community members regularly and do not implement the outcomes of their discussions. A participant said:

“...after the meetings and they have had everything they want and they are extracting their gas, they don’t have anything to do with us. For now, what they want they have gotten it so they don’t care. That is what it is.” (Participant B)

Some participants said:

“Let me be honest with you, the oil and gas companies meet with the chiefs within the communities but is one of something. They come, they take our concerns and we don’t see anything again until the following year.” (Participant C)

“Yes, they discussed with us a lot. It is not that satisfactory but it is better than never.” (Participant D)

“Some time ago our leaders went to meet them at Busia Beach Resort since then we have not heard anything and even as for them, they don’t come here.” (Participant E)

“As for our interaction, it is not good. They don’t even come here. It is only Kosmos Energy that comes here to collect money for the water. As for the others, they don’t come here.”
(Participant F)

“Before God, the truth is that in the community their interaction is not not not. It is not good at all.” (Participant G)

Theme 2: Community Expectations

Participants revealed that they were happy when they heard that oil and gas plants were going to be built in their communities. Participant explained that they were happy because they had a lot of expectation. Development, Employment opportunities and educational support were the expectation of participants.

Theme 2.1. Development

Participants in their explanation of their expectations disclosed that they were expecting the development of their communities when the oil and gas companies started working in their communities. Participants expected the oil and gas companies to help in the provision of social amenities such as schools, clinics and construction of their roads. Participants explained that they were expecting these developments because of the assurance they received from the oil and gas companies. Also, participants bank on investors in their communities due to the activities of the oil and gas companies. Some participants said:

“As I was telling you, we were expecting some development because from what I heard from my predecessor, the community was going to be moved. You know any time there is maybe a big company, the land value even changes and it brings a lot of investors around. This is what we were expecting. And even now that the infrastructure didn’t come here at times people lose their way to come here that they want to come and do something here. So, imagine if those infrastructures were to be here it would have really been of benefit to the youth here.” (Participant D)

“...if there is a company in your community, it brings about a lot of development and so we were expecting that the oil and gas companies will be coming to help the Nzema community. They could have help us with a secondary school, as for hospital thanks to God we have some here in this community.

So, even if it is a secondary school, we were expecting that they would have been able to provide for us, that would have help.”

(Participant F)

Another participant said:

“When we heard that oil and gas had come here, we were happy. First of all, they had used cape three-point for it name and we expected that in the future our livelihood would be better but still, our livelihood is still the same. We are facing hardship. (Participant A)

He added that:

“...we expected that they would have come to develop the community for us. Currently, they came that they were going to provide a toilet for us, they have started but they are not done...” (Participant A)

Theme 2.2. Employment Opportunity

Participants explained that they were expecting that the oil and gas discovery would have created employment opportunities for them. Participants expounded they were expecting to be recruited into the oil and gas companies to work in the various sectors or departments. This is because they had received assurance from some of the oil and gas companies that they would be employed. Also, participants were expecting that there would be other employment opportunities due to the presence of the oil and gas companies in the communities. This they said would have resulted in increased trade. Some participants had this to share:

“What we were expecting was employment. When we heard of the discovery of oil here we were expecting employment. Some individuals have come to purchase land and they have promise of the opening oil companies here but up till now we have not seen anything.” (Participant F)

“...whenever the people from Tullow come here, they said there was going to be employment opportunities and they will employ some people. So, as for us we expected that whatever happened people ...even if it is ten people, they would be employed so that if you are a trader or dressmaker your business will also flourish.” (Participant G)

“...when we heard that oil and gas has come, we were happy. First of all, they had used cape three-point for its name and we expected that in the future our livelihood would be better but still, our livelihood is still the same. We are facing hardship...”
(Participant B)

Some participants added that

They promised to employ a lot of our people, when the work opened, they only employed our people as labourers and they have laid off all the labourers. The whole of Nzema we are not saying they should employ everybody but the best is that we have a lot of lands. For example, I have a very vast land but if

they come to open different jobs the people would be employed.

(Participant C)

“When ENI was coming into our community we were happy and we received them warmly. When they came, they assured that they will support us with everything that we needed because they are going to be in this community for about thirty years. But now whenever you send a proposal that you need something then they complain that it is a long process and so that is it.” (Participant H)

Theme 2.3. Educational Support

Participants explained that they expected to have received educational support from the oil and gas companies. This is because some of the oil and gas companies have promised to support them. Participants elucidated that they were expecting to receive educational support in the form of scholarship for their children. Some participants said:

“...and we expected that they would have provided scholarship for our children because there are children who are academically good but when they complete Junior High School and Senior High School, they do not get support and so they stay at home. For instance, one of my children has completed Senior High School but because of financial challenges he is at home.” (Participant A)

“We have school children here, so we were expecting that even if it is scholarship, it should be provided for the children.”

(Participant D)

“When this work came here, we were expecting that our children who have completed school and are here, they would have provided them with scholarship to continue their education. As for ENI they came to deceive us” (Participant C)

Theme 3: Community Satisfaction

Concerning whether the community is satisfied with the Social Cooperate Responsibility level of the oil and gas companies, it was evident that the communities provided varied responses. This is because the oil and gas companies have helped meet some of their needs such as access to portable water and toilet facility. However, participants expect that the oil and gas companies would complete some projects they think are overdue and do more for the communities. Some participants said:

“We know water is life and it is important to get portable water to drink and so providing water is good. But after that, some little things should follow to help us. Little things like scholarships for our children can help them.” (Participant H)

“We are satisfied because we did not have a place of convenience. So, when they brought it, we were happy and so we will plead with them that they should complete it for us. Because if a visitor comes to this community and wants to go to

the toilet, there is no place that he or she can go to.”

(Participant G)

Although the people of Princess-town are satisfied with the fact that an oil and gas company has provided them with portable water, they are not satisfied that the company collects the water bill. A participant said:

“...as for what they have done we are satisfied but we are not satisfied with the money that goes to them. So, we have invited them to come so that we discuss it.” (Participant D)

Also, another participant explained why they are not satisfied with the activities of the oil and gas company in their community:

“They don’t come to do anything to help us and for the boys here when they started the work here, they were using them as contractors/Labourers. We thought that those who started the construction work, if not for anything when they are done, some of them would be employed but when they finished, they laid off all those people. But we will be there and they will bring people from Accra to work here. As for the boys in this town, no they don’t employ none of them and so now that we are talking, if you are a driver for N-Gas and don’t know and you knock down even a fowl, what the boys will do to you! You will be sad. They are not treating us well in this community.”

(Participant H)

The people of Sanzule also depicted that they were not satisfied with the oil and gas companies because they have refuse to employ their citizens. Also,

those that have been employed in other units of the companies have been dismissed. A participant gave an account:

“...when they were building the company, but when they started the oil and gas, they don't know us. Even those who are working as securities at the company have been sacked just recently, they came here to cry. I called the leaders and complained about it. They said according to ENI they should reduce their staff due to the Covid-19 pandemic. But if they have to reduce their staff; do they have to lay off people from Sanzule?” (Participant A)

Discussion

This section presents the discussion and interpretation for research question three which focused on community responsiveness towards the CSR activities of oil and gas industry. Qualitative data was collected for this particular research question. The findings were presented in themes.

Community responsiveness towards the CSR activities of oil and gas industry

The findings revealed that the oil and gas companies involved the communities at the start of the production and processing of the oil and gas. The findings suggest that the oil and gas companies do not discuss their activities with the communities since they started drilling. Hence, the relationship between the oil and gas companies and indigenes of these communities is not cordial. This could potentially lead to violent crisis between the oil and gas companies and the indigenes of these communities. This finding is similar to the findings of

Kpolovie and Sado (2016) who found that there were huge discrepancies in the standard of living between oil and gas companies' staff and the citizens of the host communities. Hence, they recommended that the oil and gas companies should give paramount attention to adopting outstanding CSR practices which will promote mutual and peaceful coexistence between the locals and the oil producing companies.

Similar, to the findings of this current study is that of Fiawoyife (2016) who found that the oil and gas companies did not collaborate with their host communities. Hence, these companies faced challenges in implementing their CSR programmes. They postulate that the oil and gas companies in the study area may face future challenges if they do not involve and collaborate with their host communities as they did prior to the start of their operations.

Consistent with literature (Bassey, 2012) this study found that the oil and gas companies in the study area had undertaken several CSR programmes such as the provision of potable water, public toilet facilities and canteen for schools. This finding can be explained against that fact that the oil and gas companies have acknowledged their CSR. The findings also revealed that the host communities are not satisfied with the CSR programmes undertaken by the oil and gas companies. This could be as a result of the lack of involvement and collaboration between the oil and gas companies and the indigenes of the host communities, leading to the initiating and implementing CSR programmes and activities that are not of paramount need of these communities.

This finding is in congruence with the findings of Fiawoyife (2016). That study found that in Jomoro and Elembelle, both in Ghana, the CSR activities and

programmes were perceived in adequate and unsatisfactory by the indigenes. This phenomenon in Ghana could be that the oil and gas companies have taken their host communities for granted or the institutions that are responsible in ensuring that oil and gas companies carry out their CSR are not supervising the activities of the oil and gas companies.

It is evident from the findings that the communities that host the oil and gas companies expected development of social amenities such as school, clinics and roads. Also, the members of the communities expected that the presence of the oil and gas companies would provide employment opportunity for them and as well provide educational support in the form of scholarship for students. These expectations of the communities could be as a result of their perception that oil discovery is an avenue to generate revenue for themselves, community and the nation as a whole. Therefore, the communities expect that the generated revenue should be used to address some of their developmental challenges.

This could also be due to the loss of livelihood of some inhabitants within these communities. This finding is not different from the findings of previous studies (Agyei, et al., 2012; Odera, Scott & Gow, 2018; Eweje 2007). Agyei, et al. (2012) found that in Ghana, 84% of respondents involved in their study that was conducted in eleven oil communities expected that the oil and gas companies would provide employment for them. Similarly, Odera, Scott and Gow, (2018) found that in Nigeria, the residents in communities where oil and gas companies are operating expected that the oil and gas companies would have provided them with employment opportunities as well as educational support.

Chapter summary

The chapter presented the results and discussion of the results. Data on the first two research questions were analysed quantitatively, while that of research question three were analysed qualitatively. The study found that companies maintain a strong competition with competitors, they also maintain a high level of operating efficiency, and they consistently report high profits. It was also revealed that, to a very high extent, the companies conducted their activities in a manner that is consistent with government and law, they complied with various community regulations, and they provide goods and services that meet minimum legal requirements. The companies highly conducted themselves in a manner that is consistent with expectations of societal mores ethical.

There were no statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of economic responsibilities and ethical responsibilities. However, the study showed statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of legal responsibilities and philanthropic responsibilities. Regarding community responsiveness, three main themes emerged from the study: community engagement, community expectations, and community satisfaction. Development, employment opportunities and educational support were the expectation of participants.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The concluding chapter of this study starts with a summary of the objectives of the study, methodology as well as data analyses techniques. It progresses with a summary of the key findings relating to each objective, conclusions, recommendations as well as suggestions for future research

Summary

The main aim of the study was to assess the CSR practices engaged by the selected companies in the oil and gas industry in Ghana using Carroll's Pyramid. It further compared the CSR practices of the selected companies. Also, the study investigated community responsiveness to the CSR practices in selected oil-located communities. To help achieve the objectives, three research questions were formulated. The study employed the embedded mixed method research approach in achieving the outcome of the study. Using mean, standard deviation, Mann Whitney U-test and thematic analysis as the main statistical technique for analysing the objectives, ten (10) active upstream companies were selected for objective 1 and 2.

The researcher also narrowed the focus to oil and gas located communities in the Western Region of Ghana. Basically, four oil and gas-located communities namely, Sanzule, Cape Three Points, Princess Town, and Atuabo were the focus of the study. Following a self-administered questionnaire developed from a thorough review of the existing literature for the upstream companies, an interview was conducted in the communities.

Data on the demographic characteristics were analyzed using descriptive statistics, including frequencies and percentages. Analyses on the level of CSR amongst upstream oil and gas companies were done using mean and standard deviation as processed by the IBM SPSS Statistic version 19. Analyses on the comparison of the CSR practices among the selected companies in the upstream sector of Ghana's oil and gas industry was done by employing the Mann Whitney U test. Lastly the determination of the extent of community responsiveness among oil and gas-located communities was analyzed using the thematic analysis. A summary of the key findings of the study follows.

Key findings

The focus of the first objective was on the level of CSR practices in the upstream oil and gas sector. The results indicated that all the dimensions based on Carroll's pyramid that is; economical, legal, ethical and philanthropic responsibility were highly agreed to by the respondents as being done. The results ranged from high to a very high extent ($M = 3.6506-4.4700$).

The focus of the second objective was on the comparison of *the CSR practices among the various categories of companies in the upstream sector of Ghana's oil and gas companies*. No statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector were established in terms of economic responsibilities ($U = 5.0, z = -1.62, p = .106$) and ethical responsibilities ($U = 3.5, z = -1.91, p = .056$). However, the results showed statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of legal

responsibilities ($U = 0.50, z = -2.53, p = .011$) and philanthropic responsibilities ($U < .001, z = -2.63, p = .009$).

The third objective focused on the extent of community responsiveness among oil and gas-located communities. Participants explained that the oil and gas companies engaged them with respect to their activities and their operations within the communities. However, participants are of the view that after the oil and gas companies started the production, the level of engagement with the communities have declined. This is because the oil and gas companies failed to hold regular meetings with the community members, and do not implement the outcomes of their discussions.

Participants also in their explanation of their expectations disclosed that they were expecting the development of their communities when the oil and gas companies started working in their communities. Participants expected the oil and gas companies to help in the provision of social amenities such as schools, clinics and construction of their roads. Participants explained that they were expecting these developments because of the assurance they received from the oil and gas companies. Concerning whether the community is satisfied with the Cooperate Social Responsibility of the oil and gas companies, the communities provided varied responses. This is because the oil and gas companies have helped meet some of their needs such as access to portable water and toilet facility. However, participants expect that the oil and gas companies would complete some more projects they think is overdue and do more for the communities

Conclusions

Based on the findings of the study the following conclusions were drawn: For the first objective, it is concluded that there is a high level of adherence to all the dimension based on Carroll's pyramid i.e., economical, legal, ethical and philanthropic responsibility.

With respect to the second objective, it can be concluded there is no statistically significant differences in the CSR practices between the Exploration and Production sector and the Service sector in terms of economic responsibilities and ethical responsibilities. However, statistically significant difference exists in the CSR practices between the Exploration and Production sector and the Service sector in terms of legal responsibilities and philanthropic responsibilities. From the third objective, it can be concluded that community responsiveness among oil and gas-located communities was relatively low as communities expected more engagements and dialogues from the companies.

Recommendations

Based on the key findings and conclusions presented, companies in the upstream oil and gas sector are recommended to:

1. Continue with the practice of adherence to CSR in the upstream as it serves as a good basis for cordiality in the community that they operate in.
2. Both the exploration and production companies, and Service Companies must ensure that CSR practices are enhanced with the exploration and production companies being at the forefront in this campaign as they are the dominant players in the industry

3. Companies in the upstream oil and gas sector must ensure community engagement before rolling out CSR programmes as it increases the community responsiveness in the industry.
4. Furthermore, with regards to policy direction, results from the study, indicate that policy makers and implementers need to provide some form of education that would highlight the importance of CSR in the petroleum industry as it is effective in improving the livelihood of communities, they operate in.

Suggestions for further research

It is suggested that further research should be carried out in the upstream of other developing countries to aid in the understanding of CSR in Sub-Saharan Africa. This will provide in-depth knowledge with regard to how each dimension of CSR relates to one another, as well as how that relationship enhances other outcome variables in the oil and gas industry. In addition, a replication of this study within the downstream of Ghana's oil and gas industry is suggested.

REFERENCES

- Abugre, J. B. (2014). Managerial role in organizational CSR: Empirical lessons from Ghana. *Corporate Governance*, 14(1), 104 – 119.
- Abukari, A. J., & Abdul-Hamid, I. K. (2018). Corporate social responsibility reporting in the telecommunications sector in Ghana. *International Journal of Corporate Social Responsibility*, 3(1), 1-9.
- Adoma, A. D. (2020). A legal appraisal of the emerging oil and gas industry in Ghana. *Nnamdi Azikiwe University Journal of International Law and Jurisprudence*, 11(1), 108-121.
- Agyei, G., Gordon, J., Erasmus, A., & Yakubu, I. (2012). Oil industry activities in Ghana: Community perceptions and sustainable solutions. *Research Journal of Environmental and Earth Sciences*, 4(5), 583-596.
- Ahmed Haji, A. (2013). Corporate social responsibility disclosures over time: evidence from Malaysia. *Managerial Auditing Journal*, 28(7), 647-676.
- Ajala V.O. (2005). Public relations: In search of professional excellence: 2nd edition, May Best Ghana Limited Ibadan, 203-204.
- AlNaimi, H. A., Hossain, M., & Momin, M. A. (2012). Corporate social responsibility reporting in Qatar: a descriptive analysis. *Social Responsibility Journal*, 8(4), 511-526
- Alsamawi, M. A. A., Darun, M. R., Panigrah, S. K., & Al-Refaei, A. A. A. H. (2019). The effect of corporate social responsibility on corporate performance in oil and gas industry. *Journal of Advanced Research in Social and Behavioural Sciences*, 16(1), 1-14.

- Amaeshi, K., & Idemudia, U. (2015). Africapitalism: A management idea for business in Africa. *Africa Journal of Management*, 1(2), 210-223.
- Amedahe, F. K., & Asamoah-Gyimah, K. (2015). *Introduction to educational research*. Cape Coast: UCC Printing Press.
- Amoako, G. K. (2017). *Using corporate social responsibility (CSR) to build brands: a case study of Vodafone Ghana Ltd*. Unpublished Doctoral dissertation, Department of Business Administration, London Metropolitan University, London.
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2016). Corporate social responsibility in Ghana: A sectoral analysis. *In corporate social responsibility in Sub-Saharan Africa*, 1, 189-216.
- Ansah, M. O. (2013). Corporate social responsibility in Ghana: A comparative analysis and business imperative. *International Review of Management and Marketing*, 3(4), 184-189.
- Ayanoore, I. (2020). The politics of local content implementation in Ghana's oil and gas sector. *The Extractive Industries and Society*, 7(2), 283-291.
- Bassey, N. (2012). Corporate Social Responsibility: The Exxon-Mobil Example. Available on: <http://diversityandcommerce.biz/corporate-social-responsibility-the-exxonmobil-examplep1142-170.htm>, accessed: 14th March, 2020.
- Baxi, C. V., & Ray, R. S. (2012). *Corporate social responsibility*. Mumbai, India: Vikas Publishing House.
- Braun, V., & Clarke, V. (2006) Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.

- Brikci, N., & Green, J. (2007). *A guide to using qualitative research design*. Paris, France: Medecins Sans Frontiers.
- Buchanan, B., Cao, C. X., & Chen, C. (2018). Corporate social responsibility, firm value, and influential institutional ownership. *Journal of Corporate Finance*, 52, 73-95.
- Buldybayeva, G. (2014). Both sides of CSR practice: A case from oil and gas industry in Kazakhstan. *Acta Polytechnica Hungarica*, 11(2), 229-248.
- Campbell, D., Craven, B., & Shrides, P. (2003). Voluntary social reporting in three FTSE sectors: A comment on perception and legitimacy. *Accounting, Auditing and Accountability Journal*, 16(4), 558–581.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497-505.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.
- Carroll, A. B. (2016). Carroll's pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility*, 1(1), 3.
- Carroll, A. B. (2015). Corporate social responsibility. *Organisational dynamics*, 44(2), 87-96.
- Christensen, L. J., Peirce, E., Hartman, L. P., Hoffman, W. M., & Carrier, J. (2007). Ethics, CSR, and sustainability education in the Financial Times top 50 global business schools: Baseline data and future research directions. *Journal of Business Ethics*, 73(4), 347-368.

- Chung, K. H., Yu, J. E., Choi, M. G., & Shin, J. I. (2015). The effects of CSR on customer satisfaction and loyalty in China: the moderating role of corporate image. *Journal of Economics, Business and Management*, 3(5), 542-547.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. New York, USA, Lawrence Erlbaum Associates Publishers.
- Cording, M., Harrison, J. S., Hoskisson, R. E. & Jonssen, K. (2013). Walking the Talk: A Multi-Stakeholder Exploration of Organisational Authenticity, Employee Productivity, and Post-Merger Performance: *Academy of Management*, 28(1), 38-40.
- Creswell, J. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches (3rd ed.)*. Thousand Oaks, California: Sage.
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. London, UK, Sage Publications.
- Dartey-Baah, K., Amponsah-Tawiah, K., & Agbeibor, V. (2015). Corporate social responsibility in Ghana's national development. *Africa today*, 62(2), 71-92.
- Enuoh, R. O. (2016). *Corporate Social Responsibility, Multinational Oil Companies and Local Communities in the Niger Delta; Exploring Relations, Contracts and Responsibilities*. Unpublished Doctoral dissertation, Department of Business Administration, University of Bradford, Bradford, England.

- Esteban, V. A., Villardón, M. P. G., & Sanchez, I. M. G. (2017). Cultural values on CSR patterns and evolution: A study from the biplot representation. *Ecological Indicators*, *81*, 18-29.
- Eweje, G. (2007). Multinational oil companies' CSR initiatives in Nigeria: The scepticism of stakeholders in host communities", *Managerial Law*, *49*(6) 218-235.
- Fadun, S. O. (2014). Corporate social responsibility (CSR) practices and stakeholders expectations: The Nigerian perspectives. *Research in Business and Management*, *1*(2) 13-21
- Fatma, M., Rahman, Z., & Khan, I. (2015). Building company reputation and brand equity through CSR: the mediating role of trust. *International Journal of Bank Marketing*, *33*(6), 840-856.
- Feilzer, M. Y. (2010). Doing Mixed Methods Research Pragmatically: Implication for the Rediscovery of Pragmatism as a Research Paradigm. *Journal of Mixed Methods Research*, *4*(1), 6-16. <https://doi.org/10.1177/1558689809349691>
- Few, S., Schmidt, O., Offer, G. J., Brandon, N., Nelson, J., & Gambhir, A. (2018). Prospective improvements in cost and cycle life of off-grid lithium-ion battery packs: An analysis informed by expert elicitations. *Energy Policy*, *114*, 578-590.
- Fiawoyife, S. (2016). International oil companies and the promotion of corporate social responsibility (CSR) in Ghana's oil exploration communities: An analysis. Unpublished Master's dissertation, School of Business, University of Ghana, Accra.

- Finckenauer, J. O. (2018). *Russian youth: Law, deviance, and the pursuit of freedom*. Oxford, England: Routledge.
- Frynas, J. G. (2009). Corporate Social Responsibility in the Oil and Gas Sector. *Journal of World Energy Law & Business*, 2(3), 178-195.
- Ghana National Petroleum Corporation (2008). *Status Report Jubilee Field, GNPC*. Accra, Ghana. Ghana National Petroleum Corporation
- Gilmore, S., & Williams, S. (2009). *Human Resource Management*. Oxford, England: Oxford University Press.
- GIZ (2014). *Partnership landscape analysis, elaborated by Abenaa Addai and Aladino Jasse*, draft July. Inhambane, Mozambique.
- Godfrey, P. C., & Hatch, N. W. (2007). Researching corporate social responsibility: An agenda for the 21st century. *Journal of business ethics*, 70(1), 87-98.
- González-Rodríguez, M. R., Díaz-Fernández, M. C., & Simonetti, B. (2015). The social, economic and environmental dimensions of corporate social responsibility: The role played by consumers and potential entrepreneurs. *International Business Review*, 24(5), 836-848.
- Guba, E. & Lincoln, Y. (1994). *Competing paradigms in qualitative research*. In Denzin, N.K. and Lincoln, Y.S. (Eds), *the handbook of qualitative research*, Sage, Thousand Oaks, CA, 105-17.
- Ha, Q. (2016). Corporate Social Responsibility in Oil and Gas Industry in Finland: Performance of Neste Oil Corporation. Unpublished Master's thesis, Seinajoki University of Applied Sciences, Seinajoki, Finland.

- Hayk, A. C. (2019). Enabling locally-embedded corporate social responsibility: A constructivist perspective on international oil companies delivering healthcare in rural Ghana. *The Extractive Industries and Society*, 6(4), 1224-1233.
- Hinson, R. E., Boateng, R., & Madichie, N. (2010). Corporate social responsibility activity reportage on bank websites in Ghana. *International Journal of Bank Marketing*, 28(7), 498-518.
- Howitt, M. & McManus, J. (2012). Stakeholder Management: An instrument for decision making. *Management Services*, 56(3), 29-34.
- Idowu, S. O., (2012). Corporate social responsibility: A capitalist ideology? *International Journal of Social Entrepreneurship and Innovation*, 1(3), 239-254.
- Igwe, N. N., & Nwadiolor, E. O. (2015). Effectiveness of corporate social responsibility (CSR) reporting in enhancing corporate image. *European Journal of Business and Social Sciences*, 4(5), 1-11.
- Kaul, A., & Luo, J. (2018). An economic case for CSR: The comparative efficiency of for-profit firms in meeting consumer demand for social goods. *Strategic Management Journal*, 39(6), 1650-1677.
- Kent, R. (2007). *Marketing Research: Approaches, Methods and Applications in Europe*. London, England, Thomson learning.
- Kimeli, C. T., & Chemngetich, M. L. (2014). Corporate human rights social responsibility and employee job outcomes in Kenya. *International Journal of Law and Management*, 56(2), 152-168.
- Kippenberger, T. (1996). The performance Pyramid. *The Antidote*, 1(1), 10-11.

- Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review*, 41(4), 438-446.
- Kpolovie, P. J., & Sado, A. A. (2016). CSR for conflict resolution in Niger delta oil and gas industry. *British Journal of Environmental Sciences*, 4(5), 1-53.
- Krejcie, R. V., & Morgan, D. W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Lacznik, R. G., Murphy, E. P. (2012). Stakeholder Theory and Marketing: Moving from a firm – Centric to a Sociatal Perspective. *Journal of Public Policy & Marketing*, 31(2), 284-292.
- Lauwo, S., & Otusanya, O. J. (2014). Corporate accountability and human rights disclosures: A case study of Barrick Gold Mine in Tanzania. *Accounting Forum*, 38(2), 91-108.
- Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: Planning and Design*. New Jersey, USA: Upper Saddle River.
- Lim, J. S., & Greenwood, C. A. (2017). Communicating corporate social responsibility (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public relations review*, 43(4), 768-776.
- Lindgreen, A., & Swaen, V. (2010). Corporate social responsibility. *International journal of management reviews*, 12(1), 1-7.
- Liu, S., Leet, M. & Smith, M. H. (2011). State-of-the-Art-Sustainability Analysis Methodologies for efficient decision support in Green production

operations. *International Journal of Sustainable Engineering*, 4(3), 236-250, doi.10.1080/19397038.2011.574744

Mahmoud, M. A. (2016). Sustainable market orientation: A competitive strategic tool in an emerging economy context. *Journal of Strategic Marketing*, 24(7), 635–654.

Mahmoud, M. A., & Hinson, R. E. (2012). Market orientation in a developing economy public institution: Revisiting the Kohli and Jaworski's framework. *International Journal of Public Sector Management*, 25(2), 88-102.

Malhotra, K.N.& Birk, F.D. (2006). *Marketing Research: An Applied Approach*. London, Britain, Financial Time/Prentice Hall.

Masoud, N. (2017). How to win the battle of ideas in corporate social responsibility: the International Pyramid Model of CSR. *International Journal of Corporate Social Responsibility*, 2(1), 1-22.

Mathers, C.D., Ezzati, M. & Lopez, A.D. (2007). Measuring the Burden of Neglected Tropical Diseases: The Global Burden of Disease Framework. *PLoS Negl Trop Dis*, 1(2), e114
<https://doi.org/10.1371/journal.pntd.0000114>

McWilliams, A., & Siegel, D. S. (2011). Creating and capturing value: Strategic corporate social responsibility, resource-based theory, and sustainable competitive advantage. *Journal of Management*, 37(5), 1480-1495.

Mohr, L.A., Webb, D.J. and Harris, K.E. (2001). Do Consumers Expect Company to be Socially Responsible? The Impact of Corporate Social

- Responsibility on Buying Behaviour. *The Journal of Consumer Affairs*, 35, 1:45-72.
- Morse, J. M., & Niehaus, L. (2009). *Mixed methods design: principles and procedures*. Walnut Creek, California: Left Coast Press.
- Muthuri, J. N. (2013). Corporate social responsibility in Africa: Definition, issues and processes. *Management in Africa*, 1(1) 110-131.
- Muthuri, J. N., & Gilbert, V. (2011). An institutional analysis of corporate social responsibility in Kenya. *Journal of business Ethics*, 98(3), 467-483.
- Ndzibah, E. (2009). CSR in Ghana? Diversity should not mean dumping. *Management of Environmental Quality: An International Journal*, 20(3), 271-277.
- Odera, O., Scott, A. & Gow, J. (2018). Community Perceptions of Nigerian Oil Companies Commitment to Social and Environmental Concerns. *Journal of Global Responsibility*, 9(1), 73-95. <http://doi.org/10.1108/JGR-02-2017-0006>
- Ofori, D. F., & Hinson, R. E. (2007). Corporate Social Responsibility (CSR) perspectives of leading firms in Ghana. *Corporate Governance: The International Journal of Business in Society*, 7(2), 178-193.
- Ofori, D. F., S-Darko, M. D., & Nyuur, R. B. (2014). Corporate social responsibility and financial performance: Fact or fiction? A look at Ghanaian banks. *Acta Commercii*, 14(1), 1-11.
- Ofori-Atta, K. E. N. (2018). *Mid-year fiscal policy review of the 2018 budget statement and economic policy*. Accra, Ghana: Ministry of Finance.

- Ogah, J. K. (2013). *Decision making in the research process: Companion to students and beginning researchers*. Accra, Ghana: Adwinsa Publications (GH) Ltd.
- Paetzold, K. (2010). *Corporate social responsibility (CSR): an international marketing approach*. Hamburg, Germany: Diplomica Verlag.
- Pallant, J. (2021). *SPSS Survival Manual: A Step by Step Guide to Data Analysis using SPSS (7TH ed.)*. London, United Kingdom, Routledge.
- Parmar, L.B., Freeman, R. E., Harrison, S. J., Wicks, C. A, Lauren, P., De-Colle S. (2010). Stakeholder Theory: The State of the Art. *Academy of Management*. 4(1), <https://doi.org/10.1080/19416520.2010.495581>
- Peloza, J., & Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders? A systematic review. *Journal of The Academy of Marketing Science*, 39(1), 117-135.
- Phillips, R., Freeman R. E. and Wicks, AC. (2003). What stakeholder theory is not? *Business ethics quarterly*, 13(4), 479–502.
- Rahim, R., Jalaludin, F. W. and Tajuddin, K. (2011). The Importance of Corporate Social Responsibility on Consumer Behaviour in Malaysia. *Asian Academy of Management Journal*, 16(1), 119–139.
- Sarantakos, S. (2005). *Social research*. New York: Palgrave Macmillan.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students* (4th ed.). Prentice Hall.
- Sen, S., and Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer Reactions to Corporate Social Responsibility. *Journal of Marketing Research*, 38(3), 225–243.

- Silletti, K. (2018). The Affirmative Legal Duties of Corporations in the Current Syrian Refugee Crisis in Europe: A Call for the Adoption of a European Multinational Corporate Code of Conduct. *Journal of International Business and Law*, 17(2), 8.
- Simpson, S. N. Y., Aboagye-Otchere, F., & Lovi, R. (2016). Internal auditing and assurance of corporate social responsibility reports and disclosures: perspectives of some internal auditors in Ghana. *Social Responsibility Journal*, 12(4), 706-718.
- Spence, D. B. (2010). Corporate social responsibility in the oil and gas industry: The importance of reputational risk. *Chicago Kent Law Review*, 86(1), 59-85.
- Sung, B., Song, W. Y., & Park, S. D. (2018). How foreign direct investment affects CO2 emission levels in the Chinese manufacturing industry: Evidence from panel data. *Economic Systems*, 42(2), 320-331.
- Tashakkori, A., & Teddlie, C. (Eds.). (2010). *SAGE handbook of mixed methods in social and behavioral research* (2nd ed.). Thousand Oaks, California: Sage.
- Tilt, C. A. (2016). Corporate social responsibility research: the importance of context. *International Journal of Corporate Social Responsibility*, 1(1), 1-9.
- Tomlinson, K. (2017). Oil and gas companies and the management of social and environmental impacts and issues: The evolution of the industry's approach. WIDER Working Paper 2017/22. *United Nations University*

World Institute for Development Economics Research,
<https://doi:10.35188/UNU-WIDER/2017/246-5>

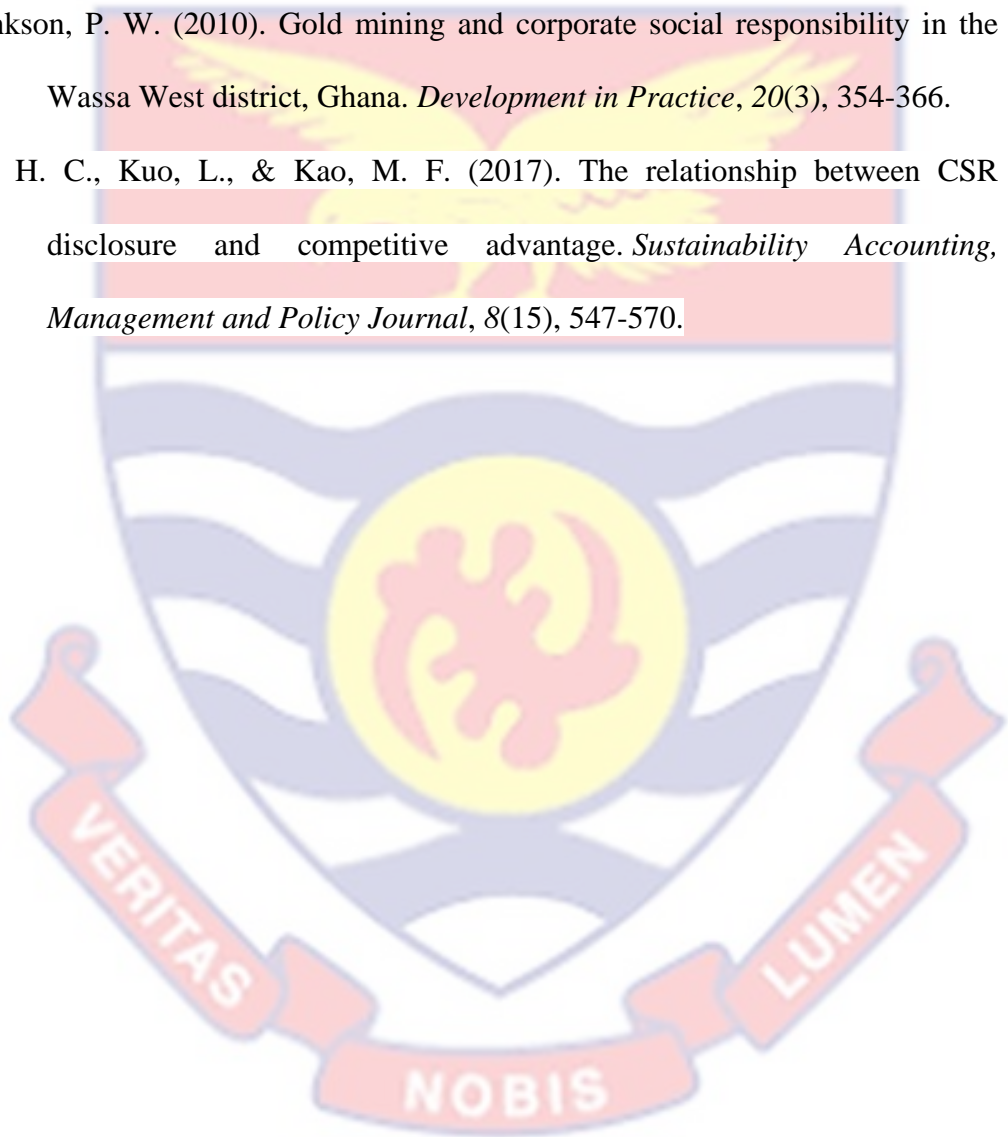
- Topchy, A., Jain, A.K. & Punch, W., (2005). Clustering ensembles: Models of Consensus and Weak partitions. *IEEE Transactions on Pattern Analysis and Machine Intelligence*, 27(12), 1866-1881.
- Tuokuu, F. X. D., & Amponsah-Tawiah, K. (2016). Corporate social responsibility: is it an alternative to government? *Journal of Global Responsibility*, 7(1), 26-38.
- Uliasz-Misiak, B., Przybycin, A., & Winid, B. (2014). Shale and tight gas in Poland—legal and environmental issues. *Energy Policy*, 65, 68-77.
- Visser, W. (2005). Revisiting Carroll's CSR pyramid: An african perspective. In Pederson, E. R., Huniche, M. (eds), *Corporate Citizenship in a Development Perspective*, Copenhagen: Copenhagen Business School Press, 29-56.
- Visser, W. (2011). *The age of responsibility: CSR 2.0 and the new DNA of business*. Sussex, England: John Wiley & Sons.
- Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). Corporate social responsibility: An overview and new research directions: Thematic issue on corporate social responsibility. *Academy of management journal*, 59(2), 534-544.
- Wang, S. (2015). *Chinese strategic decision-making on CSR*. Berlin, Springer Heidelberg.

Wheeler, D, Fabig, H, Boele, R. (2002). Paradoxes and dilemmas for stakeholder responsive firms in the extractive sector: Lessons from the case of Shell and Ogoni. *Journal of Business Ethics* 39(3), 297–318.

Williams, C. (2007). Research methods. *Journal of Business & Economic Research*, 5(3), 65-72.

Yankson, P. W. (2010). Gold mining and corporate social responsibility in the Wassa West district, Ghana. *Development in Practice*, 20(3), 354-366.

Yu, H. C., Kuo, L., & Kao, M. F. (2017). The relationship between CSR disclosure and competitive advantage. *Sustainability Accounting, Management and Policy Journal*, 8(15), 547-570.



APPENDIX A
QUESTIONNAIRE

Dear respondent,

This questionnaire seeks to solicit your views and experiences as a company in Ghana's oil and gas industry. Please note that any information provided in this questionnaire is strictly for academic purposes. The information you provide will not be shared with any other person or institution, and it will be treated as group. Your company's identity will be kept unknown. Please note that participation in this study is not compulsory, and can withdraw from the study at any point in time where necessary. Please provide accurate information to the best of your knowledge.

Respondent's Consent

I acknowledge that the researcher is a student of the University of Cape Coast. I therefore agree to voluntarily participate in this research and any information obtained for this purpose will be used as such and kept confidential. Hence, I give consent to participate in the study and thus, I would honestly provide accurate responses to the questions given.

Respondent's signature:

Date of consent:

.....

Instruction: Please check (√) in the column that corresponds to your response for each item.

Section A – Socio-demographic Characteristics

1. In what category is your company in the upstream sector in Ghana’s oil and gas industry?
 - a. Exploration and production []
 - b. Service provider []
2. How long has your been working in company?
 - a. Below 4 years []
 - b. 4 – 6 years []
 - c. 7 years & above []
3. What is your position in your company?
 - a. General manager []
 - b. Sustainability manager []

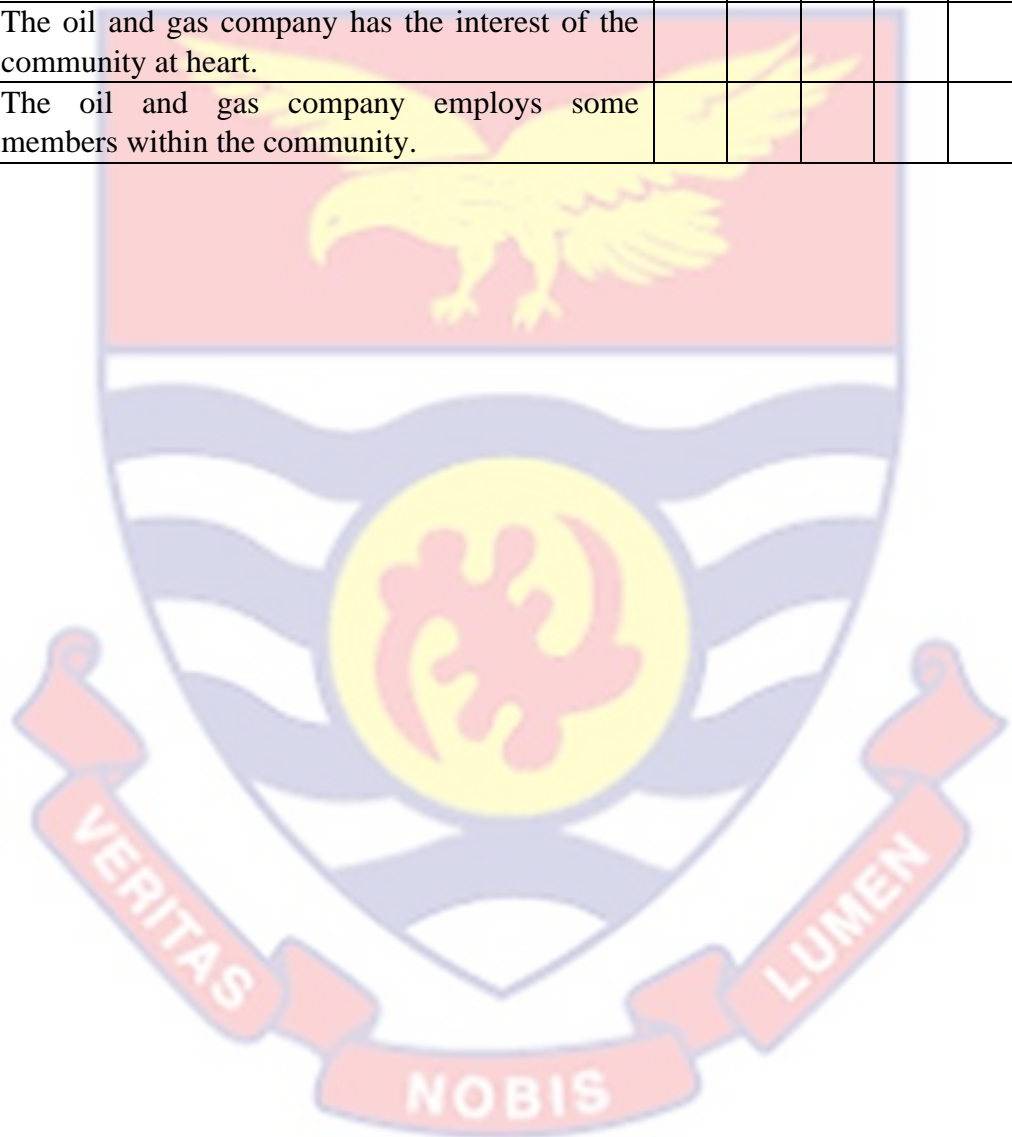
Section B – Corporate Social Responsibility

The following statements pertain to some activities that your company in Ghana’s oil and gas industry is undertaking or has undertaken. Please indicate the extent of agreement to each of the following statements. Where “1” = the least agreement and 5 = very strong agreement.

Statement	1	2	3	4	5
Economic responsibilities					
1. The oil and gas company maintains a strong competition with competitors.					
2. The oil and gas company maintains a high level of operating efficiency.					
3. The oil and gas company consistently reports high profits.					
4. The oil and gas company tries to achieve long-term and sustained success.					
5. The oil and gas company keeps a strict control over their costs.					
6. The oil and gas company endeavours to increase its customer base.					
Legal responsibilities					
7. The oil and gas company conduct their activities in a manner that is consistent with government and law.					
8. The oil and gas company comply with various					

community regulations.					
9. The oil and gas company is a law-abiding corporate entity.					
10. The oil and gas company is one that fulfils its legal obligations.					
11. The oil and gas company provides goods and services that meet minimum legal requirements.					
12. The oil and gas company respects rules and regulations defined by law.					
13. The oil and gas company respects the right of community members					
14. The oil and gas company ensures that their operations meet all legal standards.					
15. The oil and gas company fulfil all corporate tax obligations.					
16. The oil and gas company act legally on all matters.					
Ethical responsibilities					
17. The oil and gas company conduct itself in a manner that is consistent with expectations of societal moral and ethical norms.					
18. The oil and gas company recognises and respects ethical/moral norms adopted by the society.					
19. The oil and gas company obeys ethical norms which society requires.					
20. The oil and gas company operates fairly with its competitors.					
21. Employees of the oil and gas company avoid unethical behaviours.					
22. The oil and gas company has policies that ensure the provision of safety and good health among the communities.					
Philanthropic responsibilities					
23. The oil and gas company does things which are in line with philanthropic and charitable expectations of society.					
24. The oil and gas company assists in promoting and nurturing talents and skills among members of the community.					
25. Employees of the oil and gas company participates in voluntary and charitable activities within our local community.					
26. The oil and gas company provides assistance to private and public educational institutions.					

27. The oil and gas company assists in projects that enhance the community's quality of life.					
28. The oil and gas company commits resources to support cultural and social events in the community.					
29. The oil and gas company provides both financial and non-financial support for other NGOs.					
30. The oil and gas company contribute resources to the community.					
31. The oil and gas company has the interest of the community at heart.					
32. The oil and gas company employs some members within the community.					



APPENDIX B
INTERVIEW GUIDE

1. Please may I know who you are as far as this community is concern?
2. What do you know about Ghana's oil and gas industry?
3. How well do you know this oil and/or gas company?
4. Has there been any form of engagement or interaction between you or your community and this oil and gas company?
5. What do you know about Corporate Social responsibility (CSR)?
6. Has there been any CSR practice or activity done in your community by this oil and gas company?
7. Were you as an individual or a community engaged or talked to before the CSR activity?
8. Were you satisfied with the level of engagement?
9. Do you think your input(s) was/were considered fully in the CSR practice(s) or activities?
10. Is the CSR activity to your satisfaction?
11. What are your expectations?