

PERCEIVED EMPLOYMENT PRACTICES AND CORPORATE SOCIAL RESPONSIBILITY POLICY OF MULTINATIONAL OIL COMPANIES IN THE NIGER-DELTA REGION OF NIGERIA.

Joy O. EKWOABA, Oladimeji J. ODETUNDE, and Grace A. ADEGBOLA

Department of Industrial Relations and Personnel Management
Faculty of Business Administration
University of Lagos

E-mails: ekwoaba2002@yahoo.com, jekwoaba@unilag.edu.ng.

Abstract

The Niger-Delta region south-south Nigeria had been both economic and political battle ground for years. The agitations in the oil producing communities among other things is borne out of the perceived discriminatory employment practices and unfulfilled corporate social responsibilities (CSR) policy of the Multinational Oil Companies (MOCs) operating in the area. This neglect of the region created high unemployment and youths' restiveness. The study therefore examined how the communities perceived the performance of Multinational Oil Companies with respect to employment practices and corporate social responsibility in the region. The research utilized purposive sampling technique to select three oil producing communities in Warri-South Local Government Area of Delta State. Data was collected by deploying survey instrument with structured questionnaires. This was distributed to two hundred and ten (210) randomly selected indigenes of the communities. Hypotheses were tested on perception of the recruitment and selection, Corporate Social Responsibility and their effects on development of Niger-Delta (ND) region using chi-square and regression analyses based on 0.05 level of significance. The result indicated a positive perception that Multinational Oil Companies have positive impacts on the oil producing communities (recruitment and selection practices $X^2 = 113.181$, $P < 0.05$; corporate social responsibility $X^2 = 119.714$, $P < 0.05$). These findings clearly negate the general impression of employment discrimination against indigenes of Niger-Delta communities and failed corporate social responsibility of the Multinational oil companies to the Niger-Delta region. Therefore, it is recommended that Multinational Oil Companies in Niger Delta should adopt community relation through recruitment and selection practice and corporate social responsibility strategy to enhance host community development.

Keywords: *Employment, Recruitment, Social responsibility, Oil Companies and Niger Delta*

1. BACKGROUND TO THE STUDY

History of oil exploration in the Niger Delta of Nigeria dated back to 1938, when Shell D'Arcy (now Shell Petroleum and Development Company - SPDC) was granted license to prospect for oil. This led to discovery of oil in 1956 at Oloibiri, the present day Bayelsa State while production in commercial quantities started 1958. The discovery of crude oil changed not only the economic landscape of the Nigerian states and its external relations, but also the social, economic and ecological fate of the affected communities in the Niger Delta region. The discovery of a nation's wealth in the long run became the discovery of a region's woes. Environmental pollution, loss of aquatic life and biodiversity became prevalent despite the wealth surrounding them (Aghalino, 2011 and Effiong, 2011).

The oil communities in the Niger Delta played host to the Multinational Oil Companies (MOCs), with fishing and farming as their primary source of livelihood. These primary sources of livelihood have been eroded by the operations of these companies with its attendant hardship. The people were prematurely thrown into the labour market and discriminated against in employment opportunities (Aghalino, 2009). A study by Aghalino (2011) noted that the region was faced with increased level of unemployment, and had no evidence of infrastructure or development and no visible plans to empower them to achieve their daily socio-economic and basic needs. It is obvious that Multinational Oil and Gas Companies cannot solve all the host communities' (HC) challenges; however, giving job priority at par with their educational qualifications to the host communities would have

ameliorated their basic needs and provided opportunities to exercise their full potentials at the work place (Effiong, 2011). Social responsibility of giving back to the communities through employment to its citizens should be a laudable goal of these companies rather than just profit maximization (Effiong (2011). This can be better achieved by engaging all stakeholders affected by their operations in the Niger Delta region (NDR).

Reynard and Forstater (2002) opined that companies are beginning to realise the fact that in order to ensure continued existence, business practices may have to be moulded from the normal practice of solely focusing on profits to factor in public goodwill and responsible business etiquettes. The labour policy with human face will not only douse tension between MOCs and host communities (HCs) pertaining to employment issues, it would also minimize the claims and counter claims of development structure and strategies pursued by the MOCs (Ejumudo, 2010; Ishmall, 2009). Furthermore Yomere (2002) argued the development of the region's human capitals (HCs) should be as paramount to MOCs as issues of profit making, since their source of revenue is from the HCs regional natural resources. Ray, Geoffrey and Vinay (2005), in their work suggested some physical projects or infrastructures provision as another source of employment to the indigenes. The indigenes can be employed to man and maintain the facilities, and wages earned will help them meet basic needs of life. This type of CSR strategy will reduce youth restiveness in the region.

Attempts to get the right people at the right time and at the right quantity have always pitched the HC of the region against the MOCs. Aghalino (2011), Omisore and Okofu (2014), explained the HC want as much as possible to influence the labour policies via recruitment policy of the MOCs, this means setting aside employment policies to accommodate indigenes. These studies held that setting the rules aside to favour the hosts citizens will bring about development and peace in the region. Armstrong (2011), opined that the success of any organisation is highly influenced by the calibre of its human resource, which in turn, is affected by the organisation's HRM practices. Any organisation that wants to be competitive in this era of globalisation must realise the importance of employees; how to get the best out of the employees is a strategy they must practice starting with their recruitment and selection strategy.

A robust and flexible Human Resource practice of an organisation and engagement of the stakeholders such as the host communities in matters that affect them can earn MOCs social license that can guarantee peaceful operational environment (Natufe, 2001; Chukwu et al, 2013; Osaze, 2013; Chidi, 2014). Providing employment and engaging the relevant stakeholders by way of social dialogue is a way that shows that the MOCs are socially responsible, because by so doing they can contribute positively to the development of the HCs (Effiong, 2011 and Aghalino, 2013). Stakeholders especially host communities want to see organisations not only as corporate citizen but also as corporate statesman. Organisations cannot feel unconcerned about the plight of their stakeholders because the health and state of mind of the stakeholders will impact on the health of the organisation, particularly on the side of community as has been the case in the NDR of late, where hostilities and restiveness have affected smooth business operations (Aghalino, 2014, Ishmall, 2009, Ejumudo, 2010, Aguinis, 2011). If what the HC need is employment, the MOCs should see to this by providing the hosts employment even when they are unable to meet all the employment needs of the people.

The decision to employ the indigenes can bring about development which should not be looked at alone from the physical structures that companies may put in place. Furthermore, employment of the indigenes can be a

guarantee of a peaceful work environment/social license which both the MOCs and the HCs need in order to make a headway in their relationship, peaceful work environment is a test of the existing relationship whether it is cordial or not. A cordial environment gives room for dialogue and it allows free flow of information from where matter of utmost importance to both parties can be shared. This research therefore examined how to put in place an acceptable human resource practice through recruitment and selection exercise that would be favourable to all parties especially the host community. The study equally examined which human resource practice will lead to community development and empowerment of the indigenes. The study also examined the Niger Delta communities' perception on MOCs CSR Policies; relationship between recruitment and selection practices of MOCs and their CSR Policies. Based on the aforementioned, the following questions and hypotheses guided the study:

Research question

- i. what perception will the Niger Delta community have of the Recruitment and Selection practices of the MOCs?
- ii. how will the Niger Delta community perceive the CSR policy of the MOCs?
- iii. what effects will perceive recruitment and Selection practices of the MOCs have on the development of the Niger Delta community?
- iv. will perceive CSR policy of the MOCs have significant effect on the development of the Niger Delta community?
- v. will there be an interaction effect of perceived Recruitment and Selection practices and CSR policies of the MOCs on the development of the community?

Hypotheses tested

- i. Niger Delta communities does not have perception of the Recruitment and Selection practices of the MOCs
- ii. Niger Delta community does not have perception of the CSR policy of the MOCs
- iii. Recruitment and Selection practices of the MOCs does not have significant effect on the development of the Niger Delta communities.
- iv. CSR policy of the MOCs does not have significant effect on the development of the Niger Delta communities.
- v. Recruitment and Selection practices does not significantly interact with CSR policy of the MOCs to effect the development of the Niger Delta communities.

2.0. Literature Review

2.1. Theoretical Foundation

This study rests on the Relational Theory as proposed by Elton Mayo (1924), Social Exchange Theory by George Homans (1958). Stakeholders Theory by Edward Freeman (1984) and Group Behaviour Theory by Kurt Lewin (1952) in Smith (2001). The central ideas are that the ways of improving the moral of workers are not necessarily with monetary incentives but with other forms of relationship, that corporate social responsibilities are responsibilities of organisations whether they be of economic, legal, ethical or philanthropic, and lastly, that people supports what they create. Smith (2001), concluded that individuals, organisation and communities achieve their set goals once people are allowed to be part of organisation and its problem solving process.

The premise of **relational theory** is that employees are more motivated when they have positive cohesive relationship with management through employee participation in management's decision makings. According to relational theory positive relationship between management and employees builds motivation, encourages productivity, increases profits of organisation, reduces organisational conflict, increases team spirit and work and kills individualism at work. **Social Exchange Theory**

Social exchange theory, of George Homans (1958) suggests that the interactions individuals choose to create and maintain are the ones that maximize rewards and minimize costs (Long-Crowell, 2014). Social exchange theory assumes that humans are rational beings who seek rewards and avoid punishments and the standards that humans use to evaluate costs and rewards vary over time and from person to person (West & Turner, 2007). In the context of social exchange theory, employees would prefer to work in organisations where they are not only giving adequate pay, recognition, window for multiple job holding but also freedom to participate in management's decision making process. The theory maintains that employees are likely to keep and value relationships which gives them adequate remunerations and sense of belongings.

Stakeholders Theory by Edward Freeman (1984) underlines the principle of relationship between all groups in an organisation (managers, employees, contractors etc). According to the principle of stakeholders' theory, corporation between groups will help in revenue achievement (Kuraszko and Rok, 2007). It is the duty of managers in organisation to shape the relationships with all the individuals who works or does business with the organisation. Furthermore, the theory states that positive relationship between all the stakeholders of an organisation brings improved performance, productivity and profits the organisation. **Group Behaviour Theory** by Kurt Lewin (1952) examined how employees' behaviour is a function of what is obtainable in the environment the work and how other operational condition in the environment affects employees behaviour. The theory says that employee's work environment has a great influence on his behaviour. The theory suggests that people react to workplace changes especially if it is not a favourable workplace change. Lewin further suggest that if an organisation want to succeed, it should try work environment changes that are favourable to the employees.

The management of organisations should ensure that conflict between stakeholders is kept at the barest minimum by building strong- stable relationship among all stakeholders and good working environment for employees. A conducive working environment and stable relationship between all stakeholders does give a sense of belongings, encourages positive behaviour and ensures the survival and successes of organisation.

2.2. Employment Practices

Employment practices such as recruitment and selection is of great importance in determining the functionality of organisations and in achieving organisational goals. Employment practices if applied and used appropriately to a great deal influence the commitment of employees to organisations (Hasan, 2016). The employment practices of recruitment and selection used for this study are explained as follows:

Recruitment and selection are vital human resource management functions of business organization, Multinational Oil and Gas Companies (MOCs) inclusive. These are terms that refer to the process of attracting and choosing candidates for employment in organisations. The quality of employees an organisation has depends heavily on the effectiveness of recruitment and selection functions (Gamage, 2014). Recruitment and selection that brings in wrong employees who are not capable, have huge negative financial consequences on businesses. Thus, the overall aim of recruitment and selection within organisations are to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

Opatha (2010), explained that recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is those activities used by an organization to attract job candidates who have the organisation's needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. Ofori and Aryeetey (2011) in their argument sees recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Bacon and Hoque (2005) on their part argue that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes; with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999). Sinha and Thaly (2013) in supporting Barber et al (1999), noted that the following recruitment methods as can be used either singly or in combinations by organisations - employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc. Most organizations uses a combination of two or more of these recruitment methods as part of their recruitment process. Gamage (2014), noted that recruitment provides the organization with a pool of potentially qualified job candidates. The quality of employees that organisations have highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted (Ekwoaba, Ikijie & Ufoma, 2015). Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization: the path organisations must follow in order to attract the right individuals who will achieve the overall strategic goals of organisations.

Selection on the other hand is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). Selection Ofori and Aryeetey(2011) opine is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available. In selection one or more methods are used to assess applicant's suitability in order to make the correct selection decision. Selection can alternatively be seen as that process of rejecting a number of applicants and select only a few applicants to fill vacancies (Ekwoaba et al, 2015). In corroborating with Ekwoaba et al (2015), Gamage (2014) states , that selection function may be a negative function rather than a positive function. According to Gamage (2014) in Ekwoaba et al (2015), *the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible.* Selection is an extremely important aspect to consider for

businesses: selecting the right applicant builds the reputation and brand values of the organisation, attracts customers, breeds employees loyalty and peaceful working environment, grows revenue and organisational development (Chojnacka & Wisniewska, 2016; Henry & Temtime, 2009).

2.3. Employment Practice and Corporate Social Responsibility.

An organization's Human Resource function can be instrumental in facilitating a comprehensive approach for creating a culture of sustainability and environmental stewardship (Liebowitz (2010)). These culture Chidi (2013, 2014), argued involves making significant changes to the organization's systems for: employees' recruitment, selection, orientation, training and development, performance appraisal, compensation, succession planning process and mentoring. Armstrong (2011) opines that organisations manages their most valuable assets(employees) using human resource management strategic and coherent approach. Osaze (2012) in his work notes that, though many Nigerian business organizations try hard in their human resource functions, a lot of other organisations do not have functional human resource practices thereby abusing Nigerian employees who find themselves in such organisations. The Brundtland Commission- (formally the World Commission on Environment and Development (WCED In 1987) and Ako (2014), argued that creation of jobs by organisation in their host communities brings about sustainable development. This sustainable development, the commission, argues meets the needs of the present without compromising the ability of future generations to meet their own needs. Therefore, organisation's CSR strategy should not only be to give physical structures to the community, but must also bring sustainable development. To Liebowitz (2010) and Woodward, (2008), the sustainable development must have strong background in technical, environmental, safety, and/or scientific areas of development. Daw and Gray (2005) opined that there are abundance of road blocks that could stall an organization's sustainability effort; and they include lack of top management support, insufficient resources, and inability to obtain buy-in from employees, and insufficient collaboration among departments can all lead to failures.

For Waldman, Siegel, and Javidan (2006) and Korontzis (2013), sustainable development is a representative of corporate social responsibility (CSR), which according to them are legal actions on the part of the firm that appear to promote the good of the society beyond the interest of all stakeholders. Aguinis (2011) and Rupp, (2011), in agreeing with Waldman et al and Korontzis, argues that CSR is a context-specific organizational actions and policies that take into account stakeholders' expectations of the organisation in terms of its economic, social, and environmental performance. Organizations' corporate social performance (CSP) has positive correlation to their reputations and to their attractiveness as employers and thus their ability to attract and retain prospective workers (Obalola, 2008, Wang, Tong, Takeuchi, & George, 2016). An organization's CSP also gives competitive advantage to the organization (Amaeshi, Adi, Ogbochie, & Amao 2006). Amaeshi et al further, argued that CSR in Nigeria is specifically aimed at addressing the socio-economic developmental challenges of the country- poverty alleviation, health-care provision, infrastructure development, and education. Their argument stands in stark contrast to many Western CSR priorities such as consumer protection, fair trade, green marketing, climate change concerns, or socially responsible investments (Natufe, 2001, Armstrong, 2011). In his own argument Aguinis, (2011), attributed the absence of strong governmental controls over the social, ethical, and environmental performance of companies in developing countries as hindrance to CSR; this has led to activism by stakeholder groups to driver for CSR. The activism according to Lund-Thomsen (2004), describes the outcome of micro-level struggles between companies and communities over the distribution of social and environmental hazards which are created when globalisation forces interact with each other. According to Osaze, (2012) and Mgbame, Chijoke-Mgbame, Yekini and Yekini (2017) , the successes made so far on CSR initiatives of MOCs in Nigeria are not functions of benevolent or philanthropic move of the companies, but are results of restiveness by the employees some of whom are indigenes of the HCs and contributions of other Stake Holders like the NGOs, human rights groups and civil societies. To Ismail (2009), Frynas (2005), Abubakri, Ogodo and Adedawole (2014), Ejumudo (2012) and Edward (2011) corporate social responsibility should be dedication by organisations to decently add to the economic development of the workers, their families as well as host communities and society at large. For French (2008) and Pour, Nazari and Emami (2014), there exists significant relationship between HRM and CSR. Scouarnec (2005) opined that HRM has substantial impact on CSR. Reinforcing the above positions, Weiss (2008) argues that CSR developed from the advancement of the working practices and consequently from superior contemplation of the environmental and social effects of the organization's activities.

Coulon (2011) approximates that CSR's main concerns are to better the lives of employees at work and to attract the top employees. For Redington (2005), Secchi, (2007), Lee, (2008), Owoso (2010), Fountaine, (2013) and Wamere (2012), the significant position of HR professionals and effective people-management as essential elements of thriving CSR programmes. Organizations are now appreciating the gains of integrating sustainable

CSR into their activities. CSR to organisations now are not just valued for attracting and retaining employees; but seen as the correct thing to do. As human resources influence many of the key systems and business processes underpinning effective delivery, it is well positioned to foster a CSR ethic and achieve a high performance CSR culture. According to Mees and Bonham (2004) cited in Strandberg (2009), CSR minus HR equal mere Public Relations (PR). Greening and Turban (2000) found that job applicant and employee perceptions of a firm's CSR determines their attractiveness towards the organizations. Organizations need to enable HRM to serve as a steward of human assets within their operational frameworks. To enact real change within global communities, organizations will need to strengthen HR's capacity to help employees become more proactive and integrated into their cultures of responsible leadership (Strandberg, 2009). Sharma, Sharma and Devi (2009), suggested human resource management strategies to take a leading role in encouraging CSR activities at all levels. Good relationships with employees also allows a company to gain additional benefits including improving their public image, increasing employee morale, and support from the community (Zappala & Cronin, 2002). HRM and CSR bring community development through people organisation management interactions (Flora & Flora, 1993). These community development improves the ability of communities to collectively make better decisions about the use of resources such as infrastructure, labour and knowledge. For community development to occur, people in a community must believe in working together to make a difference and organising themselves to address their shared needs collectively. Chidi (2013), argues that recruitment practices helps to attain maximum performance; this in-turn helps to build community development. For Chidi (2014), an organisation should put in place policies to guide the conduct of selection practices in order to achieve optimal performance.

Ejumudo (2008, 2010) contends that recruiting host communities members as a form of CSR is in tandem with the principles of justice that seeks to achieve an accommodation or balance between access to environmental costs or burdens (pollution, unemployment, social and economic dislocation and crime) and environmental benefits (nutrients, food, clean air and water, health care, educational assistance, skills acquisition and development, community development and transportation and safe jobs. This has not been the case in Nigeria and in the Niger Delta region in particular. Rather, corporate social responsibility in Nigeria has been very divisive (Yomere, 2002), pitching ethnic groups against one another. So divisive that the corporate social behaviour of MOCs affects those to be employed in highly technical departments. Yomere (2002), opined that highly qualified youth from the Niger Delta hardly find favour in the recruitment policies of the multinational oil companies. He argues further that any policy which does not allow or discriminate against graduate youths of region in meeting the so called standard of excellence, or any policy that allows recruiting graduates from outside the Niger Delta is totally unacceptable to the youths. Poverty and youth restiveness will be drastically reduced if oil companies' corporate social responsibility is geared towards addressing the youth employment challenges and environmental problems that has been the root cause of poverty, unemployment, disease, and conflicts in the region.

The MOCs have been severely criticized for their activities in the Niger Delta region because they fall short of the principle of sustainable development. A principle to which they are to be party of in terms corporate financial responsibility, corporate environmental responsibility and corporate social responsibility. MCOs are members of World Business Council for Sustainable Development (WBCSD), an organization committed to upholding good corporate social behaviour. The bone of contention between the oil companies and host communities is the degradation of the environment and increased unemployment level. The possible solution to the Niger Delta question/crisis is the call for their headquarters to be located within the HCs. Oil multinational companies should stop paying lip services but redefine true corporate social responsibility with a human face consistent with global standards. Like Chukwu et al (2013) argued, job creation, diversification and training and empowerment programmes for the communities, need to be considered by MOCs before looking elsewhere. Akinwale (2009), corroborated Chukwu et al by arguing that youths of Niger Delta should be properly engaged through proper recruitment and selection, to reduce youth restiveness, Niger Delta crisis and bring peace to the area.

3.0. Methodology

The Omadino, Obodo and Aja-Osolo communities in Warri South Local Government Area of Delta State, Nigeria constitutes the population of study. These targeted population were drawn from the Warri South Local Government Area's total population of 311, 970 (National Population Commission's Census, 2006). The communities were chosen because they are not only in Niger Delta region but have MOCs operating in them. The respondents were gotten by enumerating the houses in the communities into even and odd numbers. The respondents includes those who live in odd numbered houses and are employed as Administrative Officer, Floor

men (Drill floor men), Materials Co-ordinator, Health, Safety and Environment Co-ordinator, Roustabout Maintenance Co-ordinator, and any other white and blue collar employees who works MOCs located in the communities.

In determining the sample size, the study was specifically guided by the recommendations of minimum of 5:1 subject to questionnaire item ratio as postulated in Tabachnick and Fidell (2007) and Osborne and Castello (2005). Tabachnick and Fidell (2007) and Osborne and Castello (2005) item ration was used as to give the large population maximum representation and accuracy as well as increase the generalizability of results obtained. The study used survey method that relies heavily on structured questionnaire as a method of gathering data for analysis. The questionnaire contains 49 items, the sample size of $49 \times 5 = 245$. This represents 245 respondents of which 82 questionnaires were administered at each community- this gives equal representation of respondents to each of the communities. The study employed the random sampling method as the appropriate procedure for sampling. The respondents were selected through the use of a table of random numbers- This implies that every employee whose serial number corresponds with the number selected from the table of random numbers was selected, thereby giving all respondents in odd number houses equal chances of representation. Of the 245 questionnaires, only 210 questionnaires were retrieved and analysed.

4.0. Analysis, Results and Discussions

This analysis dwells on primary data generated from the field. The data acquired from the field were tested with simple linear regression.

Hypothesis 1:

H_0 : The Niger Delta community will not have a positive perception of the Recruitment and Selection practices of the Multinational Oil Companies.

The result of the analysis shows that the Niger Delta community have a positive perception of the Recruitment and Selection practices of the Multinational Oil Companies ($X^2 = 113.181$, $P < 0.05$). Since the result is positive and statistically significant, we can conclude that the Niger Delta community have a positive perception of the Recruitment and Selection practices of the Multinational Oil Companies thereby supporting Environment and Development (WCED In 1987), argument that creation of jobs by organisation in their host communities brings about sustainable development.

Table 1 Perception of the recruitment and selection practices of the multinational oil corporations

Regression Analyses.

X^2	Df	Level of Significance	Remark
13.181	18	0.05	Significant

Field Survey, 2017

Hypothesis 2:

H_0 : The Niger Delta community will not have a positive perception of the Corporate Social Responsibility policy of the Multinational Oil Companies

The result shows that the Niger Delta community have a positive perception of the Corporate Social Responsibility policy of the Multinational Oil Companies ($X^2 = 119.714$, $P < 0.05$). Since the result is positive and statistically significant, we can conclude that the Niger Delta community have a positive perception of the Corporate Social Responsibility policy of the Multinational Oil Companies and this supports Ejumudo (2008, 2010) statement that recruiting host communities members as a form of CSR is in tandem with the principles of justice that seeks to achieve an accommodation or balance between access to environmental costs and environmental benefits.

Table 2 Perception of the Corporate Social Responsibility policy of the Multinational Oil Companies

Regression analysis

X^2	Df	Level of Significance	Remark
119.714	19	0.05	Significant

Field Survey, 2017

Hypothesis 3:

H_0 : Perceptions of recruitment and Selection practices of the Multinational Oil Companies will not have significant effect on the development of the Niger Delta community.

Development of the Niger Delta community was regressed on perception of recruitment and selection practices of multinational Oil companies. The result of the regression analysis shows that perception of recruitment and

selection practices have significant effect on the development of the Niger Delta community ($r^2=0.429$, $P<0.01$). Since the coefficient of the development of the Niger Delta community is positive and statistically significant, we can conclude that perception of recruitment and selection practices has significant impact on the development of the Niger Delta community. Hence, Hypothesis 3 which states that perception of recruitment and selection practices have significant effect on the development of the Niger Delta community is shown. This negates Yomere (2002), opined that highly qualified youth from the Niger Delta hardly find favour in the recruitment policies of the multinational oil companies. Table 4.4.3 summarizes the results of the regression analysis on Hypothesis 3.

Table 3. Simple Regression Analysis to test the Predictive Power of Perception of Recruitment and Selection Practices on Development of the Niger Delta community.

Dependent Variable	Independent Variable	F	R	R ²	Adj. R ²	P<.
Development of the Niger Delta community	Perception of recruitment and selection practices	156.554	0.655	0.429	0.427	0.001

Field Survey, 2017

Hypothesis 4:

H_0 : Perceptions of Corporate Social Responsibility policy of the Multinational Oil Companies will not have significant effect on the development of the Niger Delta community.

Development of the Niger Delta community was regressed on perception of Corporate Social Responsibility policy. Development of the Niger Delta community is the dependent variable while perception of Corporate Social Responsibility policy was the independent variable. The result of the regression analysis shows that perception of Corporate Social Responsibility policy have significant effect on the development of the Niger Delta community ($r^2=0.250$, $P<0.01$). Since the coefficient of the development of the Niger Delta community is positive and statistically significant, we can conclude that perception of Corporate Social Responsibility policy has significant impact on the development of the Niger Delta community. Amaeshi et al supports this with the argument that CSR in Nigeria is specifically aimed at addressing the socio-economic developmental challenges of the country- poverty alleviation, health-care provision, infrastructure development, and education.

Table 4. Simple Regression Analysis to test the Predictive Power of Corporate Social Responsibility Policy on Development of the Niger Delta community.

Dependent Variable	Independent Variable	F	R	R ²	Adj. R ²	P<.
Development of the Niger Delta community	Corporate Social Responsibility	69.241	0.500	0.250	0.246	0.001

Field Survey, 2017

Hypothesis 5:

H_0 : Recruitment and Selection practices will not significantly interact with CSR policy of the Multinational Oil Companies to effect the development of the Niger Delta community. Development of the Niger Delta community was regressed on recruitment and selection practices and CSR policy. Recruitment and selection practices and CSR policy are the dependent variables while Development of the Niger Delta community was the independent variable. The result of the moderated regression analysis shows that recruitment and selection practices significantly interacted with CSR policy of the Multinational Oil Companies to effect the development of the Niger Delta community ($r^2=0.632$, $P<0.01$). Since the coefficient of the development of the Niger Delta community is positive and statistically significant, we can conclude that recruitment and selection practices significantly interacted with CSR policy of the Multinational Oil Corporations to effect the development of the Niger Delta community. Hence, Hypothesis 5 which states that recruitment and selection practices significantly interacted with CSR policy of the Multinational Oil Companies to effect the development of the Niger Delta community is shown.

Table 5. Moderated Regression Analysis to test the Interactive Power of Perceived Recruitment and Selection Practices, CSR policy of the Multinational Oil Corporations and the Development of the Niger Delta community

Dependent Variables	Independent Variable	F	R	R ²	Adj. R ²	ΔR ²	P<
Perceived recruitment and selection practices and CSR policy	Development of the Niger Delta community	88.031	0.795	0.632	0.625	0.632	0.001

Field Survey, 2017

4.1. Discussion of Findings

The results of the hypotheses tested based on data collected from the communities confirms that recruitment and selection practices and corporate social responsibility policies of the MOCs can bring about development to the Niger Delta Region. Specifically, the result obtained implies that perceived recruitment and selection together with corporate social responsibility are significant determinants that can impact community development to the three communities of Niger Delta. Also host Communities believed that the companies' recruitment and selection practices are of standard, but want it more accommodating to the host communities' member. This supports Akinwale (2009), Chukwu et al. (2013) and Omisore and Okofu (2014), arguments that recruitment and selection as well as corporate social responsibility exercises are important for job creation that affects organisations –host community relationship as gainfully employed youths would not have time to create problems for companies in their communities.

It was also found that the Niger Delta communities have a positive perceptions of the corporate social responsibility of the MOCs. This finding is consistent with the findings of Ismail (2009), Frynas (2005), Abubakri, Ogodo and Adedawole (2014), Ejumudo (2012) that CSR is very vital to the development of host communities and the MOCs should make CSR part of their corporate policies. The finding is also consistent with studies carried out by Ismail (2009), Frynas (2005), Abubakri et al (2014), Ejumudo et al (2012) whose findings shows that CSR is very vital to the development of host communities and that MOCs should make CSR part of their corporate policies. They maintained CSR projects address relevant needs of the HCs and that companies should consider the bottom-up approach in community development drives in other not to be perceived as exploiters but partners by their host communities. Also found is that the ND communities perceive the MOCs recruitment and selection practices as capable of bringing development to the communities, through reduced unemployment level.

5.0. Conclusion

It is an undisputed fact that the Oil and Gas sector is a capital labour intensive sector/employer whose ability to deliver to the different stakeholders especially their shareholders depends on the skills, competencies, productivity, commitment and motivation of its workforce. This makes the management of human resources, including recruitment and selection practices, critical. No serious organisation irrespective of what sector they find themselves should toy with its human resource. Also the MOCs cannot meet all employment issues of the HCs, but they should do the best they can by considering the indigenes first if there is going to be any recruitment and selection exercise. By so doing, there will be peace and assurance of social license, less cost of production, and money saved can be spent on further development projects. Another way employment can be created/maintained is by the companies being ethical and engaged in sustainable operations so that less damage can be done to the HCs so that the people who are not directly employed by the MOCs can be engaged in either their traditional fishing or farming profession.

People are the most important asset in an organisation because they are the key determinant to whether an organisation will achieve its objectives or not. There is sufficient evidence from the study to show that recruitment and selection practices can contribute positively towards the effective development of the different host communities. This perception alone cannot bring expected dream to reality except with the MOCs having in place a recruitment and selection practices that would not discriminate against the indigenes. Government and the MOCs are often willing to pass the cost of oil extraction on to local communities – through the act of abandonment and leaving the HCs to their fate despite the huge wealth from the region. This externalization of costs undermines community development via significant environmental degradation, unemployment and associated health problems to mention but a few. No company should undermine the potential contribution of CSR to community development in the Niger Delta. While oil MOCs argue that community development is principally the responsibility of government, government on their part believes that oil MOCs should be involved in the development of their host communities. Multinational Oil companies should irrespective of

whose obligations (organisation or government) contribute to the development of Niger Delta Region of Nigeria.

6.0. Recommendations

Based on the findings, the study recommended that MOCs in the Niger Delta should adopt community relation/CSR strategy through community development projects that would meet the needs of the HCs through all stakeholders' involvement as this would enhance the performance of oil and gas companies. In addition, government and its agencies should employ its policies to ensure that MOCs stop ignoring the demands and agitations of the oil communities. *It is* also recommended that the MOCs should try as much as possible to put a viable recruitment and selection practices in place to enable the HCs contribute their own quota in terms of developing their communities rather than wait for the MOCs alone to do that

Similarly, multinational oil companies should adopt effective mechanisms to mitigate the sufferings of the members of their host communities by giving employment to indigenes and also ensure enabling environment that supports return to agriculture for those not employed by the MOCs. Also, MOCs should give priority to things that can reduce or wipe away any form of aggressive relationship between them and their host communities. These include people empowerment programmes, community forums to discuss issues as it affects the communities and infrastructural development. The aforementioned would promote good communications between the communities, oil companies and the government as well as will shape intra and intergroup relations.

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