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Sustainability Efforts of One Oil Company in Niger Delta of Nigeria

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Abstract

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by

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MIT-IT project management, American Intercontinental University, 2009

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

Environmental degradation and socioeconomic dilemma continue to stigmatize oil

production in the Niger Delta of Nigeria. Sustainability programs of oil companies often

determine the improvement of living conditions in the region. This explanatory

qualitative case study, guided by systems thinking theory and sustainable value

framework, explored practitioners' perceptions of sustainability programs to identify its

impact on business and the host communities. The research question was designed to

address how sustainability efforts of a single oil company in the Niger Delta contributed

to the business performance and the livelihood of the local people. Research data were

gathered from a sample of 20 experienced sustainability practitioners of the oil company,

partnering nonprofit organizations, and community leaders through face-to-face

semistructured interviews. Data were segmented and categorized. The data analysis

process revealed several themes regarding the challenges and shortfalls of sustainability

programs in the region. The oil company's understanding of sustainability as programs

and projects focused on preserving resources for future generations was not evident in

practice. Findings from the study suggested the need for improved inclusiveness of

people in driving sustainability projects. Inclusive sustainability should enhance the oil

company's contemplation mechanism to ensure eco-saving thinking and processes, which

could result in improved quality of life and business performance in the region. The

research findings underscore the need for oil multinational corporations (MNCs) to use a

business lens in viewing sustainability to achieve sustainable value.

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Dedication

I dedicate this study to My Lord Jesus Christ, upon whom I relied for the strength and courage to achieve this highpoint in my life. I also dedicate this to my late father, Mr. Elias Mordilim Anosike. Your designated career for me was as a medical doctor; I hope you'll accept a doctor of business in exchange. I felt your presence when I felt despondent, and the perseverance you instilled in me urged me on. I know that you are smiling in heaven.

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Section 1: Foundation of the Study

The sustainability dilemma facing the Niger Delta Region (NDR) of Nigeria continued to provoke bitter dispute regarding the ramifications of oil wealth. The discovery of oil had deepened socioeconomic imbalance and environmental degradation in the region with concomitant animosity toward oil companies (Ako, 2012). The region remained an ongoing quagmire from the ceaseless Nigerian government inertia. Peripheral sustainability initiatives by oil companies' leaders hindered corporate-community relations that affected the ability of the oil company's leaders to increase their firms' financial performance (Lugard, 2013; Renouard & Lado, 2012). Although the region had experienced increased sustainability efforts by oil companies' leaders, the infertility of land and water received little attention. The predominant occupation in the NDR is farming and fishing; hence, the environmental damage caused by oil wealth decreased farming productivity (Olufemi, 2010). The challenges of sustainability were multidimensional. A unified understanding of sustainability should enable effective collaboration toward sustainable development (Sharma & Kearins, 2011). Extracting the perceptions or factors of the perceived sustainability challenges from experienced practitioners would provide an insight and possible solutions for stakeholders in the region.

Background of the Problem

Fifty years of independence and increased oil production have rendered agriculture and fishing industries unproductive in the NDR (Eneh, 2011). Prior to independence in 1960, the Nigerian people were 95% self-sufficient with agricultural and

fishing products accounting for over 75% of Nigerian export goods (Eneh, 2011).

Although oil production provided over 80% of the total national revenue, the oil

companies also caused 62.8% of the oil spills, which were environmentally destroying

the area (Eneh, 2011; Olufemi, 2010). The region had become the most environmentally

impoverished in Nigeria as a result of oil production (Idemudia, 2011).

The NDR is an enormous wetland and constitutes nine of the 36 Nigerian states,

or 7.5% of Nigeria, and it is home to over 31 million people (Olufemi, 2010). The area

had a 560 kilometer coastline which bordered one of the most sensitive wetland regions

in the world (Olufemi, 2010). Persistent annual oil spills, which average over 150 per

year, had destroyed the productivity of the land and water of the area (Murphy, 2013).

Although oil companies' revenues contributed immensely to social infrastructural

development, one of the major shortfalls to economic advancement in the NDR was

environmental degradation (Idemudia, 2011). The sustainability efforts of the oil

companies' leadership had failed to reduce or eliminate poverty and hunger from the

environmentally damaged communities (Ojo, 2012).

Over 75% of executives worldwide agreed that sustainability provided economic

value, but less than 40% endeavored to integrate sustainability into their business

processes (Mirvis, Googins, & Kinnicutt, 2010). Business and society had inextricable

relationship as organizational decisions ensured economic success and continue to

influence the social conditions of the host communities (Schaltegger, Ludeke-Freund, &

Hansen 2011). The social conditions of the NDR continued to deteriorate despite the

sustainability efforts of the oil companies' leaders (Lugard, 2013). Presently, the failed

efforts and policies of the Nigerian government had also contributed to the deterioration within the NDR communities (Renouard & Lado, 2012). The area needed consistent and successful sustainability efforts to rehabilitate the environment and increase the productivity of the region.

Problem Statement

The people of NDR have experienced over 11 million gallons of oil spills every year over the past 5 decades (Murphy, 2013). Although 60% of the local people depend on agriculture, remediation of the environmentally impoverished area may take up to 30 years (Nwonwu, 2010; UNEP, 2011). The general business problem was that persistent environmental deprivation has reduced economic value of land and water, resulting in negative perceptions of the oil companies in NDR (Adekunle et al., 2013; Imobighe, 2011). The specific business problem was that oil companies' leaders did not have a holistic understanding of the efficacy of their sustainability efforts to increase citizens' support for both their sustainability projects and their continuing operations within the region. The lack of understanding limited oil companies' leaders cognitive abilities to identify potential improvements for achieving sustainable value (Gallo, 2012), and to increase citizens support for both their sustainability projects and continuing operations in the region.

Purpose Statement

The purpose of this explanatory qualitative case study was to explore the subject oil company's leaders sustainability initiatives in the NDR and the derivative effects, and thereby provide the oil company's leadership with information for improving their

sustainability program and to gain increased support for its continuing operations. A single case study design provided an in-depth investigation of the ongoing sustainability efforts of one oil firm in Nigeria. Data emerged through open-ended interviews of 20 experienced sustainability practitioners' responses. Experienced sustainability practitioners, who had responsibility on current sustainability projects, provided information regarding their perceptions of the phenomenon. Extracting perceptions of experienced sustainability practitioners could enrich the understanding of the phenomenon to saturation (Petty, Thomson, & Stew, 2012; Trotter, 2012). Documented evidence of sustainability programs from news articles and community newsletters became available to augment participants' responses. The shared perceptions of experienced sustainability practitioners could better inform future sustainability changes to enhance the expected results and improve community relations. Additionally, recommendations from the study provided a holistic framework to help oil companies' executives increase economic, social, and environmental performance in the NDR. The oil companies' leaders could improve business practices by reducing the impact of oil production on the environment and social imbalance without compromising profitability (Hart & Milstein, 2003; Stocchetti, 2012). The oil industry may benefit from the findings by implementing the recommendations to address the socioeconomic and environmental concerns to increase citizens' support for their sustainability projects and continuing operations within the region.

Nature of the Study

Qualitative researchers use experiential sampling to clarify meanings and descriptions of the event as against quantitative research, which uses numeric descriptions (Upjohn, Attwood, Lerotholi, Pfeiffer, & Verheyen, 2013). The interpretive construction of qualitative research provides a human perspective about a phenomenon to achieve collective social values (Trotter, 2012). Because qualitative research method is holistic, all aspects of participants' lived realities regarding sustainability in the region had to emerge. Presenting a human perspective through multiple data collection, qualitative methodology uncovers participants shared belief (Fairweather & Rinne, 2012). Investigating individual's experiences and perceptions to develop a greater understanding of their lived experiences within a context embodies a qualitative methodology (Thyer, 2012). The one-on-one approach of qualitative methodology is an advantage, particularly interviewing participants in their real life environment, which is relevant for achieving greater understanding of the research problem.

The objective of this research was to describe the results of the sustainability actions of a single oil company in the NDR to provide the oil company's leadership with information for improving their sustainability program and increase citizens' support for continuing operations in the region. Because of the nature of this study, case study was appropriate among other designs, including narrative, ethnography, phenomenological, and grounded theory. The case study provided a holistic perspective on an ongoing occurrence and represented a critical test of the occurrence (Yin, 2013a). It incorporates exploration and analysis of a single case within an environment to elucidate a

comprehensive insight into the case (Pastore, Carr- Chellman, & Lohmann, 2011). The narrative approach focuses on stories of lived experiences of an individual while ethnographic approach provides a logical way of identifying and understanding behavior within a context (McNamara, 2011; Robinson, 2013). The phenomenological approach focuses on elucidating meaning and individual lived experiences to gain knowledge of the phenomenon. Grounded theory focuses on specific social activity which could develop new areas for future research (Finlay, 2012; O'Reilly, Paper, & Marx, 2012). The complexity of sustainability in the Niger Delta calls for a holistic approach to enhancing the understanding. This case study design provided the appropriate blueprint for developing in-depth insights by exploring the experiences and perceptions of sustainability practitioners of one oil company to increase understanding of the phenomenon in the NDR.

Research Question

The sustainability efforts of one oil firm and the resulting impact on economic performance and livelihood of the local people in NDR informed the study. The central question of the study was: How have the sustainability efforts of a single oil company in the NDR contributed to the business performance and the livelihood of the local people?

The interviews involved asking open-ended questions to help address the central question. The following were the interview questions:

1. How would you define the term sustainability as used in corporate literature?

2. Describe the ways in which corporate sustainability efforts have enhanced the livelihood of the local people?

3. Describe the ways in which corporate sustainability efforts have addressed the environmental issues in the region?

4. Describe the ways the local people have been hurt by the efforts.

5. What factors do you think have contributed the most to the Niger Delta Region having the reputation as a "sustainability paradox"?

6. How has the economic value to shareholders been enhanced by corporate sustainability efforts?

7. Describe the most recent sustainability project that you were assigned.

8. Reflecting on the most recent project and the impact, describe any recommended future changes you would make for improving the expected results of similar projects?

9. Describe anything else you would like to add that would aid in understanding of the phenomenon.

Conceptual Framework

In 1956, Jay Forrester created the systems theory. After working on the concept to his satisfaction, he published the theory in 1958 (Forrester, 1958). In 1986, he associated capital investments with systems and explicated how they helped markets to grow. In 1971, he evaluated the interaction of human minds in order to find systemic influences in behaviors. In 1991, he combined all the concepts behind his systems thinking studies and identified dynamics in those systems that controlled the outcomes (Lane & Sterman, 2011). His systems thinking research continued, as he associated it with diverse areas of human endeavor.

In 1978, Jay Wright Forrester collaborated with Peter Senge on a project they called *tests for building confidence in system dynamics* models. This project was one of the activities of Peter Senge that sharpened Peter Senge's postulations on *The Fifth Discipline*. In 1984, he collaborated with P. Sylvestre-Baron, a French scholar, on the *principle of systems*. Systems thinking is a mindset used to model the behavior of complex systems for better understanding of the interrelationships within systems. The relational standpoint between elements determines the behavior of the whole (Ackoff, 1971; Mingers & White, 2010). Systems thinking, as Jay Wright Forrester propounded, is appropriate in guiding this research study because systems thinking provides a secondary conceptual framework.

Viewing sustainability holistically should promote interaction between elements, cocreating ideas and mutual understanding of the situation. Reductionist reasoning undermines the systemic interrelationship. Because business and society have an interrelation, balancing business needs and societal needs creates a purposeful system (Ackoff, 1971; Kassel, 2012). Adaptable organizations will thrive in uncertainty. Increasing the ability of the collective whole to make responsible choices should induce sustainable development (Gharajedaghi, 2011). One of the ways to address sustainability is innovation, using fresh thinking to break boundaries and envision all interacting parts of the system toward a common purpose (Mingers & White, 2010). Systems thinking provides an expanded worldview that thrives in common ideology as partners collaborate to survive in perpetuity. Investigating sustainability activities of a single oil company in Nigeria uncovered possible ways to create lasting value for stakeholders. Increased

understanding of the interdependencies of sustainability challenges could help organizations achieve change (Gharajedaghi, 2011).

Sustainable value framework and systems thinking in this study provided the concept for oil Multinational Corporations (MNCs) to address sustainability challenges to achieve sustainable development in the NDR. Sustainable value framework set forth by Hart and Milstein (2003) is the underlying related concept of the study. Globally, many organizations are embracing sustainability, but few are making it part of their decision making processes (Mirvis et al., 2010). Despite the leading role of oil companies in Nigeria with respect to sustainability initiatives, their intentions remain doubtful, particularly as the natural resources and human conditions continue to degenerate (Ojo, 2012). Integrating sustainability into business strategy promotes innovation needed to turn sustainability into profitability (Hart & Milstein, 2003). Expansive thinking organization may uncover opportunities from economic, social, and environmental concerns. Sustainability presents multifaceted problems, and the four areas of sustainable value framework provide the holistic approach to ensure success (Hart & Milstein, 2003). The four sets of drivers have inextricable relationships, which involve the consequences of industrialization (pollution and waste control from operations), transparency and involvement of civil society stakeholders, new technology that enable disruptive solutions, and growth trajectory for all (Hart & Milstein, 2003). Addressing the four sets of drivers could reduce the complexity in the region to enable sustainable value.

Definition of Terms

5S +: A total management quality tool that can help organizations' leaders to develop sustainable companies by achieving (a) profitability, (b) safety, (c) cost reduction, (d) legitimacy, (e) environmental performance, and (f) on-time delivery (Ho, 2010).

Biodegradation: The technique that converts hydrocarbon polluted environment into harmless end products for reuse (Adekunle, Igbuku, Oguns, & Shekwolo, 2013).

Business of sustainability: Creating shareholder value by addressing opportunities originating from economic, social, and environmental performance (Paki & Ebienfa, 2011).

Complexity: The interrelatedness between chaos and order, communications, and organizations (Bouchier, 2012).

Emergent property: An attribute derived from the analysis of the system as a whole (Gallo, 2012).

Purposeful system: The ability to adapt and adjust to produce the desired outcome (Ackoff, 1971).

Stakeholders: Interrelated entities and places (Jensen & Sandstrom, 2011).

Sustainable value: Creating an ongoing value for all stakeholders (Laszlo & Zhexembayeva, 2011).

Viral innovation: Creating effective integration of sustainability challenges by using innovation minded workforce to drive innovation (Edgeman & Eskildsen, 2012).

Assumptions, Limitations, and Delimitations

Assumptions

Sustainability in the NDR is ambiguous, and this paradox has received widespread condemnation across the globe. Many researchers have addressed the deficit of sustainability with respect to business practices. Thus, the assumptions underpin the study and address the deficit of sustainability in practice. The assumptions provided interpretations that are relevant to consider for improved findings (Bennell, Snook, Macdonald, House, & Taylor, 2012). The following assumptions underpin the study: (a) participants may have provided biased information, (b) the findings may have improved corporate sustainability in the region, (c) interviewing 20 participants may have provided an in-depth understanding of sustainability in the NDR, (d) participants' responses represent the general perception in the oil industry in Nigeria, and (e) participants may have withheld negative information.

The common assumption within a single case study is that it provides a holistic understanding of the phenomenon of study and focuses on a real life event (Yin, 2013a). A single case study involves an exploration of a unit of analysis (a case or an organization) over time through in-depth data collection (Beverland & Lindgreen, 2010). The phenomenon of sustainability is fragmented. Several authors have addressed the urgent need for businesses to balance economic, social, and environmental issues (Beiser, Wiwa, & Adebajo, 2010; Brennan et al., 2011; Naimi, 2011; Sklair & Miller, 2010). A case study is holistic, describing participants' perspectives in respect to decisions, processes, and implementation within an organization (Yin, 2013a). The participants'

selection was through purposive sampling to ensure voluntary participation. Purposive sampling focuses on experts with extensive knowledge of the phenomenon to provide a saturation point of responses (Trotter 11, 2012). Documented evidence (news articles and community newsletters) and similar literature relevant to the study provided support, and addressed the potential risk of assumptions.

Limitations

While a single case study provided an in-depth knowledge of the phenomenon, it used a limited sample size. The notion of sustainability had different interpretations in every situation grounded in equity (Woodcraft, 2012). The problem of perception and application of sustainability across the oil industry may affect the accuracy of the information. The oil company providing the list of participants presented a potential for bias. Documented evidence (news articles and community newsletters) of sustainability programs in NDR augmented interview responses to reduce possible sample frame bias (Yin, 2013b). The following are limitations of the study: (a) one oil company is a unit of analysis, (b) selection of the participants by the oil company's public affairs executive, (c) the accuracy of the data is dependent on the truthfulness and openness of participants, (d) the number of participants and their availability for the interviews, (e) lack of transparencies and low trust of participants, and (f) time and limited resources.

Delimitations

The scope of the study was limited to interview of 20 participants from a single oil company, partnering non-governmental organizations (NGOs) and community leaders in Niger Delta of Nigeria. The sampling focused on participants who have responsibility

and experience regarding sustainability for the interviews. The participants described

their perceived effect of current sustainability efforts on the business and the region. The

potential pool of participants was confined to middle and top management level

individuals of the oil company, partnering NGOs project managers, and community

leaders. The data collection process followed the guidelines stipulated by Walden

University. The purpose of the study was to explore the sustainability initiatives of one

oil company in the NDR, and describe the perceived impact on economic, social, and

environmental performance. Only experienced sustainability participants of one oil

company provided information.

Significance of the Study

Contribution to Business Practice

The quest to increase economic capital continues to derail sustainability efforts in

the host communities. By increasing understanding of corporate sustainability efforts of a

single oil company and highlighting the outcomes in the region, the findings contributed

to business practice. Previous studies on oil MNCs sustainability efforts in the NDR

focus on economic pursuit, corporate reputation, poverty, environmental degradation, and

sustainability failures. Although these studies are relevant, the inability of the oil MNCs

to control and clean the impoverished land and water is equally significant to

sustainability success in the region. In essence, adopting the recommendations and

incorporating into organizational strategy may help improve business practice in Nigeria

by demonstrating the oil company's commitment to improving the quality of life in the

NDR. The findings of the study added to corporate sustainability by provoking change,

installing a system mindset and understanding of the interdependencies of business and society. Individual decisions in organizations may cause human suffering; rethinking decisions and adapting to the changing demands as a whole induce sustainable value (Gharajedaghi, 2011; Hart & Milstein, 2003). Understanding of one oil firm's application of sustainability in the NDR may enable innovation needed to help meet the demands of all stakeholders in the NDR.

Implications for Social Change

The purpose of this qualitative single case study is to describe one oil firm's present sustainability initiatives in the NDR. The findings may contribute to positive social change by adopting and implementing the recommendations to enhance the economic value of land and water in the NDR with resulting improvement of the quality of life in the region. An integrated sustainability effort that focuses on waste control, corporate legitimacy, new technology (innovation), and wealth creation (growth trajectory) could result in improved agricultural productivity and achievement of sustainable development. The Nigerian government could use the findings to develop new policies and regulatory framework to drive the culture of sustainability toward success. Additionally, the oil industry's leaders could use the findings to improve understanding of the phenomenon and actively develop processes for reclamation of land and water in the area. Improved understanding may induce derivative increases in community relations resulting in decreased resistance to business operation in the region.

A Review of the Professional and Academic Literature

The purpose of the study was to describe the sustainability efforts of a single oil company and highlight the benefits to all the stakeholders in the Niger Delta of Nigeria. The central research question was: How have the sustainability efforts of a single oil company in the NDR contributed to the business performance and the livelihood of the local people? An extensive literature review could increase the understanding of corporate sustainability and the impact on oil rich Niger Delta. The concept of sustainability remains confusing in different parts of the world. However, sustainability has become the basis of a new form of ethics and organizational performance. The oil industry in Nigeria needs to find the interception of economic capital and societal concerns in order to generate sustainable value.

Despite the growing acceptance of sustainability by oil firms in Nigeria, accountability remains elusive. The primary intent for the literature review was to establish credence to the research problem by revealing theories, the past and present information on the concept of sustainability. The inability of firms to address sustainability with a business lens leaves these firms ill-equipped to link sustainability to the creation of shareholder value (Hart & Milstein, 2003). The growing environmental concerns and poverty has provoked an intense focus on the sustainability construct. The fast-paced changing environment hinders the efficacy of sustainability initiatives by multinational oil companies in the developing countries. The literature review covers the past and present studies on sustainability challenges and oil MNCs sustainability efforts in the NDR. The literature review covers the following key areas: (a) Oil MNCs and the

sustainability paradox in the region, (b) Globalization and corporate social responsibility (c) Rethinking organizational behavior for sustainability, (d) Sustainability integration and shared value, (e) Multidimensional value creation for sustainability, and (f) Systems thinking.

Source of Inquiry

The literature about sustainability and the NDR encompasses politics, economics, culture, social, environment, ethnicity, and conflict. A collection of peer-reviewed journals, textbooks, doctoral dissertations, and government articles comprises the literature review. Walden University library was the main source of information while Google scholar provided additional access to relevant information. Walden University library provided access to relevant articles from the collection of a doctoral dissertation, management and business databases such as Business Source, INFORM/Global, and ProQuest databases. The primary search terms or topic included sustainability, sustainable development, and corporate social responsibility in the oil and gas industry in Nigeria. Additional sources of information will emerge during the data collection phase of the study. The focus of a single case study was to explore and describe corporate sustainability activities of one oil firm in Nigeria and the resultant outcomes. The articles reviewed were relevant to the research problem and provided in-depth knowledge about the way and manner organizations embrace sustainability, the intentions or perceived intentions, the outcome and the need to embrace the triple bottom line: economic, social, and environmental issues for future survival.

Oil MNCs and the Sustainability Paradox in the Region

The south-south geopolitical zone of Nigeria comprises of nine states, known as the Niger Delta Region (Olufemi, 2010). Several years of economic and political victimization by the Nigerian government has increased poverty in the region. Additionally, the initial attitude of oil MNCs toward social and environmental stewardship deepened the injustice in the region (Olufemi, 2010). Shell petroleum Development Company of Nigeria (SPDC) started operations in 1930s, and today controls the largest share of Nigeria's crude oil (Ogula, 2012). SPDC, Exxon-Mobil, Chevron-Texaco, Agip, and Total-Elf operate over 5,284 oil wells, including thousands of miles of pipelines across the region (Ogula, 2012). These oil MNCs started corporate stewardship programs dating back to the 1960s and 1970s; however, the region remains grossly underdeveloped (Ogula, 2012). The basic infrastructural deficit continues to make life unbearable for the local people. Because it is a wetland, the predominant occupation in the region is farming and fishing (Allen, 2012). Thus, the lackadaisical attitude by the Nigerian government and oil MNCs toward development is not helpful to the local people (Akhakpe, 2012; Ogula, 2012; Olufemi, 2010).

Increasingly, oil MNCs were facing the growing need to integrate environmental and social performance into economic pursuit to enable sustainable value. Integrating the expectations of the local people into corporate stewardship strategy should enable sustainable development (Akhakpe, 2012; Allen, 2012; Ogula, 2012; Olufemi, 2010). Translating the natural resources into the development had become a destabilization. Good governance could improve implementation in the determination to stabilize the

management of oil resources (Diugwu, Ijaiya, Musa, & Egila, 2013). Improvement of regulations and enforcement could increase anticipatory measures to reduce oil spill. Active involvement of all the interest groups in monitoring and reporting irresponsible corporate behavior may reverse the current sustainability deficit in the region (Allen, 2012; Diugwu et al., 2013; Omolola, 2013). In spite of efforts to improve environmental management and social imbalances, in the region, the Nigerian government lacked the capacity to drive sustainable development (Omolola, 2013). The operational framework needed reframing to incorporate human wellbeing in the quest for sustainable development.

The region was fast becoming an ecological wasteland as a result of oil production. The environmental damage caused by oil extraction had reduced the productivity of the farmlands and fishing waters in the region (Adekunle et al., 2013; Odoemene, 2011; Pius, 2013). Similarly, the environmental degradation stemming from oil spills and waste disposal made agriculture unattractive to the local people. Because of the absence of basic infrastructure and productive farmlands, poverty became pervasive in the Niger Delta communities (Ebegbulem, Ekpe, & Adejumo, 2013; Imobighe, 2011; Odoemene, 2011; Pius, 2013). Improved environmental actions should enable social performance to reintegrate displaced local people and induce sustainable development. Soil remediation through biodegradation of hydrocarbon pollution may improve the economic productivity of land (Adekunle et al., 2013). Integrating wellbeing into oil production will induce mutual interaction among stakeholders to help reduce hostility in the region (Akhakpe, 2012; Cools et al., 2012; Odoemene, 2011; Pius, 2013). Human

wellbeing presents a significant concern to stakeholders in the Niger Delta. A refocused community development program is necessary to ensure a better life for the population and enhance the stability in the area. Equity and inclusive participation for the distribution of oil wealth are essential to enable sustainable value in the region. Making the local people part of the decision making process may strengthen trust in order to induce a shared value (Akhakpe, 2012; Ebegbulem et al., 2013; Imobighe, 2011; Pius, 2013).

Inclusive decision-making refers to democratic participation of stakeholders which enable people to determine their needs. Through democratic principles, development is sustainable as citizens contribute to meet their needs (Onweazu, 2012). Neglecting the democratic dimension of development produces adverse effects. Hence, the increasing agitations have disrupted oil production in the region (Duru & Ogbonnaya, 2012). From the late 1990s, the relationship between oil MNCs and the host community degenerated into anarchy, which resulted in militancy, vandalism, hostage taking, and reduction in socioeconomic activities (Duru & Ogbonnaya, 2012; Onweazu, 2012). Different interpretations of criminality underscored the marginalization, and underdevelopment in the region (Akpomuvie, 2011). The local people in their desperation to survive infiltrated the normative values with criminality. The debacle included activities such as sabotage and oil theft, which led to a $61.6 billion loss to Nigeria, between 2006 and 2008 (Paki & Ebienfa, 2011). Cumulative attacks on oil infrastructure took a toll on the oil rent income by decreasing production and economic activities in the region. In 2009, SPDC experienced an 85.9 % decline in oil production as

a result of disruptions (Paki & Ebienfa, 2011). Understanding the multiplicity of problems resulting from oil extraction is crucial for sustainability. Implementing existing environmental laws in the area is a step toward achieving sustainable development (Akpomuvie, 2011; Paki & Ebienfa, 2011).

Disruption of oil production became a hindrance toward sustainable value in the region. The constant friction between oil MNCs and the local people continues to interrupt oil production (Jike, 2010; Lugard, 2013). The Nigerian dependence on oil mono-economy put an increased pressure on the resource drain, without a sustainable solution for the social and environmental problems. Poverty existing in the midst of plenty resources created the notion of the resource curse (Jike, 2010; Lugard, 2013). In spite of the increased income coming from oil production, the host communities remained infested with restiveness, stemming from poverty and hopelessness. The implication accentuated the link between economic imbalance and environmental harm (Jike, 2010; Lugard, 2013; Mikkelson, 2013). Implementation of corporate social responsibility (CSR) initiatives by oil firms had not improved the living conditions of the inhabitants (Lugard, 2013). As a result, oil production continued to experience disruptions. Attack on oil pipelines and kidnapping of oil workers by the restless youth deepened the instability (Eneh, 2011). The wave of criminal activities demonstrated the severity of the anguish, which altered the collective mindset for sustainability in the region (Eneh, 2011). In contrast, not all attacks on the oil pipelines had shared grievances; rather personalized economic greed had become a motivating factor for militancy and vandalism (Okonofua, 2013; Oluwaniyi, 2010). Militancy became a tool

for the political elite. Driven by economic greed, the political elites manipulated the local downtrodden into criminality. Peaceful demonstration against injustice and unfairness had no economic value. It rather represented a manipulative inclusion of restive youth into stakeholder disrepute just to provide economic benefits (Okonofua, 2013). A correlation existed between deficit in governance and maintenance of infrastructure on one hand, and oil pipeline leakages in the region on the other hand.

Increased deliberate attacks unfolded in the region, making oil theft a profitable venture (Anifowose, Lawler, Horst, & Chapman, 2012). Because socioeconomic issues were rampant in the region, it was essential to consider the plight of the people to achieve sustainability. The network of pipelines across the region made it difficult for effective movement of goods and services. The network of pipelines had become the source of incessant oil spills and gas flaring that rendered land and water unproductive in the region (Anifowose et al., 2012; Ogwu, 2011). A systematic way for proper accountability of oil operations was necessary to help promote sustainability. The agricultural prowess of the Niger Delta people had suffered due to constant oil spills, which rendered the land infertile and left the river polluted, causing frequent fish extinctions (Ogwu, 2011; Wokocha, Doris, & Ihenko, 2011). On many occasions,' oil spillage on land lasted for over 12 days in the area. Because crude oil is toxic, it attacks soil components and renders the soil infertile (Wokocha et al., 2011). Although, evidence shows a global decline in oil spill incidents, the contribution of CSR to the improvement remains unclear. Mandatory government regulation creates a transparent environment that allows businesses to profit by caring for the planet (Frynas, 2012). The voluntary nature of CSR

encourages innovation, which produces process driven initiatives to help clean oil spills.

However, the combined benefits of CSR and government regulation have not improved

oil spill control in the developing countries (Frynas, 2012; Renouard & Lado, 2012).

Presently, the legitimacy of oil companies continues to degenerate as efforts to ameliorate

the livelihood of the local community remains inadequate (Renouard & Lado, 2012). The

reality calls for collective thinking toward sustainability. Incorporating the interest of

people into the business is crucial to enable supportable value.

The impact of oil pollution, socioeconomic imbalance, and environmental

degradation has continued to bedevil the host communities in Nigeria. Consistent efforts

to control oil spill incidents may help restore the environmentally impoverished region

for sustainability (Bayode, Adewunmi, & Odunwole, 2011). Additionally, the inaction of

Nigerian government continued to exacerbate the living conditions in the

environmentally impoverished region (Bayode et al., 2011). Businesses have some

responsibility in contributing to social and environmental performance. As such,

considering financial, social, and environmental issues underscores the concept of

sustainable development (Hidayati, 2011). The commitment to contribute toward social

and economic development through collaboration with the local communities to achieve

sustainable value, exemplify sustainable development (Hidayati, 2011). Viewing

sustainability with a single lens as a cost center deepens the misconception, which

obscures integration. The partitioning of shareholder value from nature is problematic for

sustainability (Usunier, Furrer, & Perrinjaguet, 2011). The perceptions of sustainability in

the local communities need consideration by oil MNCs to determine factors that invoke

insecurity and mistrust in the region. Culture shapes perception. Increased understanding of cultural implications may help establish compatibility of corporate social and economic responsibility (Usunier et al., 2011).

The perception of the Niger Delta communities on oil MNCs sustainability actions is one of mistrust. Increasingly, oil firms are addressing social and environmental issues. However, the host community continues to dwell in poverty and an environmental conundrum (Hilson, 2012). On the other hand, developing the capacity to facilitate successful implementation of sustainability initiatives is essential to enable better understanding of the needs of stakeholders (Hilson, 2012). The concept of CSR reflects the global nature of business today and the lack of ethical governance in organizations (Brammer, Jackson, & Matten, 2012; Sklair & Miller, 2010). Today increased stakeholder driven CSR has diversified the characterization of organizational objectives toward sustainable development. Global organizations face constant pressure to account for social and environmental stewardship (Brammer et al., 2012). An appropriate CSR puts quality of life and environmental issues at the core of practice. Capitalist approach reduces the importance of human wellbeing toward sustainability (Sklair & Miller, 2010). Embracing collaboration between firms, the government, and citizens can increase capacity and involvement of all stakeholders toward sustainability. Additionally, issues of sustainability have interconnected elements, yet the quest to satisfy shareholders compromises the people and the planet (Naimi, 2011; Sklair & Miller, 2010). Economic, social, and environmental issues should work together to enable long term profitability and meet the needs of the society (Naimi, 2011). Integrated approach strengthens the

commitment from all quarters, improving trust through improved communications. Trust enhances the organizational reputation and legitimacy, derived from economic, social, and environmental issues (Naimi, 2011). The adoption of sustainability by oil MNCs in Nigeria continues to grow remarkably, but surprisingly the efforts have not improved the livelihood of the local people.

Increased demand for effective sustainability efforts has provoked collaboration between the civil society groups and the oil industry in the region. As a result, the oil firms were increasing partnership-focused CSR in the Niger Delta communities (Aaron, 2012). However, the fragmented perceptions of CSR outcomes are problematic, and what constitutes development is often unclear. A negative correlation between intent and outcome of CSR efforts was common in the region (Aaron, 2012). The global memorandum of understanding (GMOU) implemented by Shell and Chevron represents an improvement from the past programs. Infrastructural constraints prevalent in the region put an impediment on achieving considerable improvement. The quick win attitude mars the intentions of oil MNCs, making the efforts a mere affirmation (Aaron, 2012; Schrempf, 2012). Security considerations provide overriding factors that determine CSR projects. A partnership designed to drive corporate reputation leaves the interest of the local people unattended. By not incorporating the interest of the local people, the community partnership creates a public discord (Gardner, Ahmed, Bashir, & Rana, 2011; Schrempf, 2011). Affirmation of CSR strategy is not sufficient; aligning resources with strategy are crucial for successful implementation. Additionally, embracing collaboration increases the commitments in the larger sustainability context to ensure equitable

distribution of value (Gardner et al., 2011; Schrempf, 2012). Shifting the liability mindset of responsibility to social connection may increase transparency needed to achieve sustainable development. Openness regarding the content of social and environmental impact assessment initiates equitable interactive space for corporate-community dialogue (Gardner et al., 2012). Equitable distribution of oil wealth becomes a shared value through the development of connection.

The pressure to attain economic recognition has intensified the squeeze on Nigeria's oil resources, which has made it difficult to attain equitable distribution of wealth (Onweazu, 2012). The oil wealth from NDR had massively increased the national revenue and decreased the environmental and social capital in the region. As a result, disintegrated youths organize formation of militia groups in the context of impoverishment (Dahou, 2012). The Nigerian government amnesty program achieved a remarkable arms retreat through youth empowerment and reintegration (Dahou, 2012; Orogun, 2010). Conversely, militarization and restive youth, continues to correlate in the absence of sustainable development in the area (Dahou, 2012). Counter militarization has not deterred militancy as behavior of actor's remains unaffected. A lasting solution continues to elude the region which accentuates the oil resource curse theory of poverty in the midst of plenty (Banks & Sokolowski, 2010; Orogun, 2010). Although oil MNCs have sophisticated measures and resources to drive sustainability, the prevailing thinking in the NDR is that of hopelessness and trepidation (Onweazu, 2012). At the same time, the host communities resented oil companies' nonchalant attitude about the depleting of natural resources in the environmentally impoverished region (Donwa, 2011). Adopting a

new attitude toward environmental reporting is crucial to promote transparency. Accurate environmental reporting could help to illustrate indigenous quandary.

An attitudinal change underpins the adoption of sustainability. The essence of adopting responsible oil production is the manifestation of change (Stack, 2012). It is vital for the oil companies to match words with actions by focusing on operational transformation. The oil companies in the Niger Delta have sophisticated CSR platforms that generate new programs from time to time. It appears the underlying CSR intention is to protect oil pipelines and oil fields in the socially and environmentally sensitive areas (Stack, 2012). Providing income to the local people through oil exploration and pipeline construction, which may ultimately impoverish the land and water, is not socially responsible (Stack, 2012). The public outcry, today, makes business as usual a thing of the past. Therefore, incorporating better CSR framework into a business model should begin to enable successful implementation (Saadatian, Tahir, & Dola, 2010; Stack, 2012). However, lack of agreed standards has polarized the conceptualization of sustainability, making self-interest and self motives a more convenient choice of action (Brennan, Binney, McCrohan, & Lancaster, 2011). Self interest becomes convenient as the multiplicity of conceptualization of sustainability leaves organizations in a quandary. In order for any action to achieve sustainability, it is imperative to contextualize the action (Brennan et al., 2011). A business action becomes sustainable when the action is both supported by nature and the people for which the business exists (Beiser et al., 2010; Brennan et al., 2011). Human wellbeing and societal performance provides an essential ground for organizational survival. Addressing the social issues in the Niger Delta could

initiate a lasting resolution (Beiser et al., 2010). Bringing sincerity of purpose in the

frontline may help to mitigate the confusion in the sustainability domain.

CSR suffers from the confusion of what constitutes development in the host

community. In this confusion, oil MNCs embrace different sustainability efforts to

enshrine their social authority in the host communities. Adoption of CSR by oil MNCs to

improve corporate-community relations has not altered the violence in the region

(Idemudia, 2010a). Adherence to CSR is not enough to drive implementation, which

implies that corporate- community strategies cannot crystallize when business operations

remain unchanged (Idemudia, 2010a). In the absence of a collective contract as a driver

for CSR, the resulting effect is inconsistent community support. A systemic deficit limits

the positive effects of CSR projects in the region. Because the effects of the projects are

not significant, the local people have become doubtful regarding corporate intentions in

the NDR (Idemudia, 2010a). Internalizing the impact of oil production to address social

and environmental issues is likely to engender community support toward conflict

dissolution (Idemudia, 2010a).

The field risks of oil production are multidimensional, and mitigation is crucial

for the development in the area (Spence, 2011). These risks notably include

environmental, health and safety, liability risks, and reputational risks. Managing these

risks is critical to making the area productive and to increase the organizational position

in the market place (Spence, 2011). Embracing CSR enables leaders and decision makers

to address the various stakeholders, which has become an answer in place of ineffective

government (Spence, 2011). Similarly, the ineffectiveness of the Nigerian government

and corrupt practices contribute to CSR failures in the NDR (Idemudia, 2010b). The oil wealth provided a shared interest for both the government and the oil industry. Improving the livelihood of the local people has continued to challenge the oil companies. The southern perspective to CSR has emerged to broaden the normative discourse. The impact of the new perspective has not increased understanding of the phenomenon (Idemudia, 2011). Southern CSR adoption reveals a shortfall as government engagement remains unclear.

The distributive oil rent income has failed to facilitate positive economic development to the local people (Baidoo, 2012). The government inability to provide basic social amenities has impeded socioeconomic development in the oil rich Niger Delta. The civil society groups provide public goods as a result of government inefficiencies (Baidoo, 2012). For oil MNCs, the inefficiencies of government make it impossible to have a conflict free enclave. Albeit oil rent remains the highest income provider for the Nigerian government; corrupt practices and neglect continue to fuel underdevelopment in the region, leaving oil MNCs in constant apprehension (Baidoo, 2012; George, Kuye, & Onokola, 2012). Conversely, oil companies control their CSR programs, but a lack of meaningful change makes the efforts questionable. Although oil MNCs claim to have engaged in consultation before embarking on CSR programs, the scope of consultation needs clarity. The target community needs clarity and meaningful consultation to counter corrupt government, which may rejuvenate their perception for better understanding of the CSR efforts (Baidoo, 2012).

The impact of corrupt practices poses a hindrance to sustainable value in the Niger Delta (George et al., 2012). Embracing corporate philanthropy rather than CSR, the oil MNCs have created a disconnection between business and society. In so doing, the oil MNCs have negated the collective whole and initiated an individual pursuit of economic needs in the area (George et al., 2012). Government officials and oil companies co-opt community leaders into corrupt practices undermining development efforts (George et al., 2012). Overwhelming evidence shows that corruption, lack of enforcement, and marginalization accentuates sustainable development deficit in NDR (Ogundiya, 2011). The misuse of public funds for self-aggrandizement has altered the political terrain, making development an illusion. Rendering corruption impotent to foster meaningful and shared understanding of development may help advance development in the region (George et al., 2012; Ogundiya, 2011). The cumulative effects of this anomaly are youth restiveness, entrenched poverty, and disruptive behavior, which directly affect oil production. CSR projects provided the platform for oil MNCs to address decades of environmental disaster and socioeconomic inequalities, stemming from oil extraction (Gilberthorpe & Banks, 2011). Developing CSR projects within a context should engage the local community in order to achieve the desired outcome (Gilberthorpe & Banks, 2011). The effectiveness of CSR lies in collective good, focusing on the needs of all stakeholders to achieve sustainable value.

The public is increasingly demanding better CSR performance. An increased performance should improve the living conditions of the indigenous people. Sustainability efforts should satisfy the needs of the local inhabitants (Shrivastava &

Kennelley, 2013). In the face of globalization, understanding the interdependencies of business and society is necessary for organizations to promote social and environmental concerns. Because the notion of globalization is foreign, it faces resistance by the local people (Mintzberg, 2010; Shrivastava & Kennelley, 2013). Lack of effective collaboration and localizations of globalization in the host community hinders sustainable development. The notion of the place-based enterprise provides a new dimension on ownership as the motivation to pursue environmental, social, and economic performance (Shrivastava & Kennelley, 2013). Although place and sense of ownership initiates a genuine effort toward realizing sustainability, it fosters resistance against globalization. Understanding place-based behavior may improve organizational mindfulness toward sustainable value (Barr, Gilg, & Shaw, 2011; Shrivastava & Kennelley, 2013). Involvement of the local people in the planning process is essential for sustainability success in the region. The complexity necessitates reframing of environmental practices, including individuals and consumers' responsibilities in regulating the practice (Barr et al., 2011). Integrating sustainability into organizational decision making creates a collective mindset to improve shareholder value.

The impact of oil production on the NDR is illustrative. The powers wielded by the oil MNCs and their dominance over the global oil operation have fueled the pursuit of shareholder wealth accumulation (Obi, 2012; Omotosho, 2013). In Niger Delta, the extractive powers of Exxon-Mobil, Chevron-Texaco, Total Elf, Agip-Eni, and Shell have increased the region's economic significance in the global arena (Obi, 2012). Control over the oil wealth has become a transnational, national, and local phenomenon, which

has increased economic greed in the region. Poor capacity and corruption impairs Nigeria's charge for economic and environmental performance (Omotosho, 2013). The structural imbalance favors oil MNCs economic interest and negates the livelihood of the local people (Omotosho, 2013). The policies of the Nigerian government have failed to address the paradox of oil wealth. Inadequate sustainability actions of the oil MNCs continue to deepen the social inequalities and friction in the area. The present path of globalization through oil production remained unsustainable in the NDR (Omotosho, 2013). A new democratized reglobalization is imperative to drive an inclusive and equitable wealth distribution in Nigeria (Obi, 2012; Omotosho, 2013).

Globalization and Corporate Social Responsibility

Arising from globalization is CSR, which has enabled organizations to address the demands of multiple stakeholders (Iwu- Egwuonwu, 2010). Empirical evidence shows that organizations with a genuine commitment to address stakeholders concerns create sustainable value for their shareholders (Flammer, 2013; Iwu- Egwuonwu, 2010; Scherer & Palazzo, 2008). Evidence shows increased efforts of businesses to act responsibly by viewing the environment as a resource. External pressure to become responsible has institutionalized environmental CSR as the norm (Flammer, 2013; Misani, 2010). Acceptance of CSR has manifested in global accountability by large corporations. For example, 80% of the global fortune 250 companies are transparent regarding corporate responsibility and 75% have established CSR strategy (Misani, 2010). Proactive firms develop distinctive social programs to maximize stakeholders value (Misani, 2010). In the face of globalization, organizations use proactive measures to address human

wellbeing for sustainability. Widespread system failures in developing countries need a proactive CSR approach to achieve sustainable value. A proactive integration of social and environmental issues into the core of organizational activities is the driver for CSR (Preuss & Barkemeyer, 2011; Vallance, Perkins, & Dixon, 2011).

Managing organizational stakeholders is a strategic activity for the firm. Like CSR, a strategic activity of the organization creates value (Bhattacharyya, 2010). It uncovers new business opportunities and increases awareness of socioeconomic and environmental issues. By initiating strategic CSR activities, a firm can reduce the cost as well as establish a competitive edge (Bhattacharyya, 2010). Adopting CSR practices, an organization reveals the underlying intentions driving the activities. Early adopters respond to public outcry to internalize collective wellbeing (Haberberg, Gander, Rieple, Helm, & Martin-Castilla, 2010). Lack of business perspectives could hinder acceptance of CSR by willing firms. A rush to establish CSR practices by an organization facing increased public interest could lead to ineffective practices (Haberberg et al., 2010). Caring for the people and the environment has become a way for businesses to improve organizational performance (Delios, 2010; Haberberg et al., 2010; Thigpen, 2011). Responsible organizations face increased financial risk in the face of globalization (Delios, 2010). Increased understanding of social responsibility in business practice could help redefine organizational competitiveness.

Although, many organizations believe that a profit is not the end for businesses, but the disagreement lies in use of profit (Vohra & Sheel, 2012). This implies an influx of practices regarding social responsibility. Reaching an agreement on what constitutes

social responsibility practices could strengthen the correlation between the practices and financial performance (Saleh, Zulkifli, & Muhamad, 2011; Vohra & Sheel, 2012). Evidence shows that using corporate responsibility to drive reputational performance have a direct impact on financial performance (Saleh et al., 2011). Implementing superior CSR, a firm may enable differentiation to drive productivity. Business activities have changed as a result of globalization. Politics and business have merged, increasing public responsibilities of organizations (Scherer & Palazzo, 2011). The responsibilities of government and businesses to society have become interconnected in a globalized world. Business organizations are influencing the global regulation through the extended responsibilities of the new CSR perspective, increasing political understanding to improve economic performance (Scherer & Palazzo, 2011).

Although CSR perspective is fragmented in different parts of the world, the general notion of business duties is similar in many countries. The global interest on poverty and environmental damage compel business organizations to develop a context specific CSR execution plan (Preuss & Barkemeyer, 2011). The CSR standards in the developed countries are the dominant model used in developing countries. The challenges of sustainability remain a global interest (Barkemeyer, 2011). However, environmental issues receive more attention than social issues. The bias toward environmental issues may alter the input of CSR for sustainable development in developing countries (Barkemeyer, 2011). The normative standard for global CSR practices has a bias toward western context. A consistent effort to make corporations in developing countries adopt and commit to CSR framework reveals western adoption deficit. Organizations in the

developing countries present higher possibility to adhere to global reporting initiative (GRI) and United Nation's global compact (Lim & Tsutsui, 2012). On the other hand, low accountability in developing countries undermines CSR and GRI principles. In the face of globalization, contextualization through a broader application could reduce western hypocrisy and increase political will in the developing countries (Lim & Tsutsui, 2012). Improving the perception and support for the local context based CSR may galvanize the local people to buy-in in order to deliver the desired result (Barkemeyer, 2011; Khan, Westwood, & Boje, 2010; Preuss & Barkemeyer, 2011). The local community's perception in the face of dominant western CSR needs congruency to impact the process of sustainable development.

Organizations should incorporate social and environmental issues into their business goals to achieve sustainable value (Vallance et al., 2011). Neglecting one issue makes the organization ill-equipped to deal with the multiple challenges of sustainability. Because social inequalities have not received the desired attention, a renewed social sustainability has emerged (Vallance et al., 2011). Following the Bruntland Report that highlighted the interconnectedness of economic, social, and environmental goals, the interest on sustainable development has become profound (Vallance et al., 2011). The profusion of sustainability efforts has fragmented the conceptualization of this phenomenon. Such fragmentation makes it difficult to achieve a collective good in the NDR. Businesses have an obligation to act responsibly to reduce the impact on the planet. The global discourse received widespread attention at the 1992 United Nation conference on Environment and Development, held in Rio de Janeiro, Brazil (Hamann, 2012). The

emphasis on business of CSR continued at the 2002 Summit in Johannesburg, South Africa. Business organizations can achieve a common interest by balancing business and societal needs (Hamann, 2012). A renewed sense of social sustainability underpins the concept of sustainable development (Rogers, Gardner, & Carlson, 2013; Vallance et al., 2011). Understanding the tripartite philosophy of social sustainability, which involves: (a) development (human needs), (b) bridge (behavior), and (c) maintenance (continuation) may help an organization achieves sustainable development (Vallance et al., 2011). Provision of physical infrastructure provides easy access within the local communities to increase interaction and reduce segregation (Rogers et al., 2013). Improving social capital may help communities become sustainable.

The constraints of irresponsible decisions facing humanity impede sustainable development (Rogers et al., 2012). Part of the constraints is mitigating the socioeconomic inequality toward sustainability. Social and environmental sustainability have interdependent components that work together for sustainability (Benedict, 2013; Rogers et al., 2012). A well functioning ecosystem is necessary for healthy living. Conversely, a society should function well to ensure environmental protection by the people. Imbibing responsible behavior as doing good may improve one's perception about nature and humans (Venhoeven, Bolderdijk, & Steg, 2013). Promoting healthy living through ethical governance becomes essential for environmental sustainability in developing countries (Benedict, 2013; Dos-Santos, 2011; Rogers et al., 2012; Venhoeven et al., 2013). The emerging philosophy from the developing countries is a state driven capitalism. Although the new trend is at a formative stage, the transition is redirecting responsibilities of the

nation-state in emerging economies (Dos-Santos, 2011). Making laws and providing

leadership, the nation-state has become central to effective distribution of wealth in the

face of globalization. The new thinking can achieve the objectives by putting social

issues at the core of the regulation to ensure human wellbeing for sustainable

development (Dos-Santos, 2011).

Rethinking Organizational Behavior for Sustainability

The perception of CSR is improving. It is clear to many firms that a business

operation is part of society. Ethical behavior is slowly becoming a means to gain

competitive advantage (Emerald Group, 2012; Lin-Hi & Muller, 2013). Organizations

have a greater role to play in society, which goes beyond profit making. Finding a

balance between the public interest and financial performance is the logic (Emerald

Group, 2012; Lin-Hi & Muller, 2013). A new mindset creates institutional logic to

influence organizational behavior. Institutional logic is a concept common to many

organizations. The notion of common purpose, community involvement, long term

perspective, emotional engagement, self organization, and innovation are all common

practices in many firms (Emerald Group, 2012). Working interdependently, these

concepts enable the culture of CSR. The journey toward sustainability needs a redefined

worldview to ensure equal distribution of value (Brandon, 2012; Ecimovic, 2010).

Balancing the future and the present is the focus. Therefore, sincerity of purpose is the

essence of a new vision as new sets of values emerge to drive sustainability (Brandon,

2012; Ecimovic, 2010). The permeation of shareholder maximization in the corporate

psyche calls for self-awakening toward transformation. Driving organizational

performance through responsible behavior may enable a novel culture, which

conceptualizes order in a chaotic situation (Macaux, 2012). The premise of value created

by industrialization is paradoxically myopic. Infusion of morality into decision-making

increases the value domain, connecting business and society for sustainable value

(Macaux, 2012). Focusing on collective whole enhances moral capacity to enable

responsible leadership toward sustainability (Brandon, 2012; Emerald Group, 2012;

Macaux, 2012).

   Despite increasing significance of corporate sustainability, the journey remains

ambiguous as organizations continue to seek clarity and the best pathway toward a

change success (Linnenluecke & Griffiths, 2010). For example, competing values

framework (CVF) of organizational culture reveals the linkage between corporate

sustainability and organizational culture (Linnenluecke & Griffiths, 2010). The notion of

shared value or pattern of behavior demonstrates the organizational culture.

Organizational culture determines the actions and failures of implementing organizational

change program (Linnenluecke & Griffiths, 2010). Successful implementation of

corporate sustainability and the effects are dependent on collective ideology that

underpins organizational culture (Ayestaran, 2010; Linnenluecke & Griffiths, 2010). The

CVF provided a framework that examines cultural perspectives of organizational culture:

integrative perspective (unified) and differentiation perspective (subcultures). Adaptive

processes put sense-making and interpretation in the center stage of change (Holmberg &

Tyrstrup, 2010). Understanding everyday event triggers a new mindset in relationship

with the global challenges. An adaptive organization thrives in sustainability related culture change (Holmberg & Tyrstrup, 2010; Linnenluecke & Griffiths, 2010).

The culture of sustainability thrives in collaboration, as individuals share experience and adapt to the new realities (Ayestaran, 2010). Globalization has uncovered a new interconnectedness of business and the society, which have increased organizational considerations to achieve economic performance (Ayestaran, 2010). This shift calls for a new integrative approach that focuses on both the present and the future survival of humanity. Imbibing a culture of sustainability to address the current realities is essential for organizational competitiveness (Ayestaran, 2010; Frank, 2011). The conventional way of applying sustainability as a public relation initiative cannot advance the phenomenon (Frank, 2011). Organizations have continued to make unrealistic decisions for economic reasons. Environmental degradation and poverty has become a global phenomenon and only a transformed mindset can achieve sustainable value (Arora & Romijn, 2011; Frank, 2011). Equal distribution of profit dominates global discourse on economic development, reducing the capitalist formation that shapes power relations. The rhetoric of corporate responsibility found in previous frameworks had no place in current practice (Arora & Romijn, 2011). The success of a sustainability evolution is inherent in peoples change experiences as such a dependable process is essential for effective change.

The psychology of stewardship shows that an individual's behavior drives an action (Hernandez, 2012). Economic and social dimensions are causal to individual decisions in a firm. Agency theory promotes self-interest in decision making while

stewardship theory promotes shared mental model, putting collective interest above self to foster long term value (Hernandez, 2012). A broader based achievement is the goal of sustainability, thus understanding stewardship behaviors may empower firms to become sustainable. Manifestly, individual understanding of the firm's behavior is subjective (Lange & Washburn, 2012). Individuals perceive social responsibility in a positive light than social irresponsibility. Social irresponsibility provokes a negative cognition about a firm's reputation (Lange & Washburn, 2012). Social irresponsibility is an act of social misconduct, which may damage a firm's reputation. Therefore, the attribution of social irresponsibility is a reflection of individuals understanding of the event, but relative to the firm's environment (Lange & Washburn, 2012).

Formulation of a new perspective to drive change was achievable in a multi-behavior situation (Salonen & Ahlberg, 2011). A new perspective formulates through experiential assessment of the situation. The interactive force between attitude and behavior is the driver for transformation. Arising from the interaction is social change (Salonen & Ahlberg, 2011). Social change is the essence of achieving sustainability. The government can play a vital role to enable increased participation toward social change (Salonen & Ahlberg, 2011). Improved governments make policies and influence actors toward social change. Enabling the environment should promote a development to empower individuals in order to embrace change (Salonen & Ahlberg, 2011). A favorable environment provides sustainable choices to consider, creating the possibility to achieve behavior change (Salonen & Ahlberg, 2011). The fast-paced global challenges are intense; business leaders should consider the transformation in order to meet the demands

of extended stakeholders (Rijke et al., 2012). Infusing sustainability through a structured framework may provoke shared values to drive organizational prosperity. A framework that promotes shared responsibility provides a fit for purpose system to enable adaptive governance (Rijke et al., 2012). Multistakeholder interaction indicates a close fit, incorporating differing values and beliefs in organizations operation. Adopting holistic mindset makes it possible to induce culture of sustainability (Rijke et al., 2012).

Sustainability has become the new form of competitive advantage. Sustainability implies using natural resources responsibly to provide for present and future generation (Jordan, 2013). A productive harmony of business and society is essential in the face of depleting natural resources and economic imbalance across the globe (Jordan, 2013; Lubin & Esty, 2010). The demand on natural resources is increasingly worrisome as the human population continues on the upsurge. The human population will reach 9-10 billion by 2050 (Jordan, 2013). The pressure on the natural resources and the global economic imbalance continues to grow as emerging economies increase consumption (Lubin & Esty, 2010). As a result, leaders should develop a global vision and a clear plan of execution to ensure successful sustainability integration into the organizational system. Using multidimensional lens to view sustainability should uncover opportunities to enable competitive advantage (Bonn & Fisher, 2011; Jordan, 2013; Khanna & Speir, 2013). A positive correlation exists between shared value and effective decision making. Appreciation of higher morality and regulatory pressure influences organizational decision toward adoption of environmental stewardship and implementation of pollution practices (Khanna & Speir, 2013). Proactive pursuit of environmental stewardship

promotes adoption and pollution practices for improved organizational performance (Bonn & Fisher, 2011; Khanna & Speir, 2013). Integrating environmental management into organizational operations to reduce waste is vital for the future. Integrating corporate culture into environmental realities may reveal opportunities for economic performance (Asuquo, 2012). Environmentally friendly organizations become envisioned, increasing corporate performance in lieu of new opportunities (Asuquo, 2012; Bonn & Fisher, 2011; Khanna & Speir, 2013).

The purpose of business today, incorporates social and environmental stewardship to maximize shareholder value (Karns, 2011; Marcus, 2012). Adopting change in a transitional stage of development creates a better chance of success. Embracing change can forestall the growing impacts of business in the emerging markets (Karns, 2011). The uncharted waters of sustainability create a daunting task, yet it is undeniably crucial for organizational survival today (Marcus, 2012). Effective communication delineates organizational activities to induce innovation needed for the appropriate fit between business and society (Miller & Mooney, 2010). Sustainability arena has diverse actors communicating within a network of relations. Organizational actions have a direct relationship with culture and ideology (Miller & Mooney, 2010). Developing a shared mental model may entrench innovation and enable sustainable value. Increased cognitive awareness enables an organization to foresee and adapt to the fast changing societal demands (Lopez-Gamero, Molina-Azorin, & Claver-Cortez, 2011). The cognitive ability of oil companies to manage environmental risks, stemming from operations is essential for financial performance (Lopez-Gamero et al., 2011; Sylves & Comfort, 2012). Inter

organizational collaboration increases efficiency to detect or manage disaster. For example, inefficient coordination manifested in the 1989 Exxon Valdez and the 2010 BP oil spill disasters as both the company and government actions failed (Sylves & Comfort, 2012).

Creating operational principles to enable organizational performance as well as satisfy societal needs induce shared value (Porter & Kramer, 2011). Creating shared value (CSV) is integral to sustainability. An organization community performance thrives when shared value is optimal. Many organizations use CSR as a peripheral activity for reputational enhancement rather than business performance. CSV is a core management function for the efficient use of resources to improve performance by enhancing social conditions (Porter & Kramer, 2011). The concept of capitalism has expanded to include collective whole by establishing shared value. Sustainability is multitasking and uses cocreation of value to crystallize (Martilla, 2011). A collaborative framework is necessary to enhance interdisciplinary cooperation toward cocreation of value. Balancing issues and mediating interest are both central for achieving sustainability. Democratizing participation increases the knowledge, steering the process into a shared outcome (Martilla, 2011).

Corporate sustainability thrives through collaboration to enable culture fit. Adoption of corporate culture increases the likelihood for an integrated approach for sustainability. A proactive organization can achieve shared value through economic, social, and environmental performance (Prior, Daly, Mason, & Giurco, 2013). Improving economic performance at the expense of environmental and social issues provides a short

term benefit, if not unexpected risk. Organizational foresight aimed at recognizing the impact of business activities on society initiates innovative approaches that engage all stakeholders (Prior et al., 2013). The disparities at organizational, socioeconomic, and environmental domain have hindered the successful implementation of corporate sustainability (Chowdhury, 2013). Organizational normative behavior should embrace proactive measures to enable sustainable value. Improving behavioral competence through organizational citizenship behavior has become inevitable for the viability of business and society (Chowdhury, 2013). A new culture of shared value is integral to effective implementation of sustainability.

Participatory environment promotes shared value and increases foresight to help achieve sustainability (Albert, 2011). Increasing the participation may help reduce resistance to change and improve foresight capabilities (Albert, 2011). Participatory framework is an effective way for an organization to increase foresight and innovativeness toward a true sustainability. Incorporating sustainability thinking and futures thinking (foresight) should help to advance sustainability paradigm (Albert, 2011; Floyd & Zubevich, 2010). The increased understanding and popularity of sustainability reveal the linkages to the futures. It is a shared belief that human actions are rapidly creating an unsustainable world (Floyd & Zubevich, 2010). The essence of this paradigmatic change is rethinking, continuing inaction compromises future abilities for sustainability. Using integral sustainability framework promotes different perspectives to illuminate emergent relations (Floyd & Zubevich, 2010). As a result, integral

sustainability becomes the driver for a collective understanding of people, planet, and profit.

Sustainability Integration and Shared Value

The word, *sustainability*, has influenced the global interest which necessitated rethinking about the future (Conard, 2013). Integrated sustainability becomes the way businesses operate to achieve a condition that continues into the future without interruption. In doing so, formation of collective action becomes the means for value creation (Conard, 2013). Sustainability integration is the driver for shared value system. Capitalizing on human behavior an organization should consider creating a shared value system to enable a culture of sustainability (Bertels, Papania, & Papania, 2010). Embedding sustainability into the fabric of organizational processes enables a common interest to achieve both economic growth and human wellbeing (Bertels et al., 2010; Gond, Grubnic, Herzig, & Moon, 2012). Organizations may achieve sustainability integration by consolidating the use of management control systems (MCS). An effort to promote and control for sustainability within a unified MCS could improve organizational performance (Gond et al., 2012). Conversely, interorganizational collaboration provides the framework for the internalizing sustainability through reinforced commitment and adequate resources to ensure a successful outcome (Bertels et al., 2010).

The first step toward sustainability is internalization. An organization that reacts to externalities and uses that as being socially responsible is a haven for economic uncertainty (Thomason & Marquis, 2010). Internalizing sustainability goals represents

the first attempt to build consensus across the organization (Thomason & Marquis, 2010). The final step involves re-engineering the mindset and the attitudes across organizational supply chains (Thomason & Marquis, 2010). Imbibing a new mindset toward sustainability may provoke equitable value creation across organizational stakeholders. The expanded dimension of social responsibility compels companies to look inwards and outwards to enable sustainable actions (Kouchaki, Okhuysen, Waller, & Tajeddin, 2012). Environmental factors influence an organization performance. Equitable distribution of resources could elevate environmental dynamics to influence change efforts (Kouchaki et al., 2012). Economic aspects of corporate sustainability emerge when an organization considers the expanded relations between economic, social, and environmental issues (Kouchaki et al., 2012).

Economic performance continues to determine organizations competitiveness. However, a focus on people and planet made proper business sense in view of global challenges (Edgeman & Eskildsen, 2012). Establishing appropriate corporate governance will increase organizational responsiveness toward environmental and social performance. Good corporate governance is essential for technological innovation needed to drive sustainable development in host communities (Micah & Umobong, 2013). The people of Niger Delta communities have not experienced sustainable development from oil production. Embracing innovation for sustainability should provide oil companies the tools to deliver sustainable value (Micah & Umobong, 2013). The emergence of sustainability created multiple challenges by increasing the need for organizations to achieve economic, social, and environmental performance (Edgeman & Eskilden, 2012).

An effective combination of innovation, sustainability, and enterprise may help advance corporate sustainability. Effective integration of sustainability challenges through innovation and innovative minded workforce is viral innovation (Edgeman & Eskildsen, 2012). Given the mounting challenges of sustainability, a speedy integration of innovation into an organization's strategy may help achieve sustainable value. Using innovation minded workforce to drive sustainability in organizations may enable sustainable value (Edgeman & Eskildsen, 2012).

A sustainable organization remains proactive through learning and innovation, empowering their stakeholders while maintaining operational efficiency (Benn, Edwards, & Leppan, 2013). The openness in the new paradigm of sustainability promotes development of community of practice, enabling participants to envision shared complexity (Benn et al., 2013). Sense-making across sustainability presents dispersion of knowledge and understanding as democratization of learning brings stakeholders in harmony. The democratization of organizational learning and change has given equal participation of stakeholders to enable integrated sustainability (Benn et al., 2013). The interdependence interactions manifest in shared complexity for sustainability. Conversely, a holistic transformation creates better policies and technologies from which innovation for sustainability emerges (Leach et al., 2012). The transformation uses a multidimensional approach, which includes: (a) goal setting and formulation of standards to guide innovation, (b) social and technological approaches to foster innovation, and (c) equitable distribution of value. These three dimensions of direction, diversity, and

distribution, respectively enable individuals to make better choices toward sustainable value (Leach et al, 2012).

In spite of the global interest and the people demand for equity, enclave situated conflicts have shown resilience against oil production in Nigeria. The socioeconomic inequalities continue to plague the developing countries as wealth differences grows (Diewiks, Erik, & Gleditsch, 2012). Implicitly the conflict in the NDR relates to economic development, hence, social and environmental fairness may lead to peace (Diewiks et al., 2012). Oil MNCs perceptions on development presents obstructive and helpful sources of economic development. The complexity of sustainability calls for managers to develop sustainable innovation skills (Sherwin, 2011). Using inclusive innovation to shape community development programs could lead to improved social and business performance (Muthuri, Moon, & Idemudia, 2012). The steady decline of the natural resources has provoked innovation from unexpected parts of the world. Sustainable organizations have successfully created opportunities by developing novel technologies and resources to meet with the fast changing challenges of sustainability (World Economic Forum, 2011). By improving the livelihood of the people for which businesses exists; the march toward environmental stewardship becomes consolidated for the collective whole (Diewiks et al., 2012; Muthuri et al., 2012; Sherwin, 2011; World Economic Forum, 2011).

Environmental stewardship has become a global mark for organizational competitiveness. When organizations increase capacity along with environmental strategy, achieving competitive advantage becomes a reality (Delmas, Hoffmann & Kuss,

2011). Putting resources in place to support environmental strategy could strengthen the link to competitive advantage (Delmas et al., 2011). The Deming Cycle (plan-do-study-act) provides an organization with the necessary tools to execute environmental management for improved business performance (Ho, 2010). Implementing an effective environmental management enables an organization to establish an efficient system for improved performance. Additionally, using total the quality management tool (5S+) to integrate global sustainability, a firm can become sustainable (Ho, 2010). Increased visualization of societal future may trigger innovation through consistent monitoring toward change (Beers et al., 2010). Sustainability innovation provided a multiminded framework to encourage new ideas for better performance across organizational stakeholders. The projected images of societal issues influence the understanding of the complexity (Beers et al., 2010). Increased understanding of the content and visualized images of change projects could provide the grounds for sustainable innovation.

The ongoing sustainability challenges need managers to think outside the norm, using innovative solutions to meet the needs of multiple stakeholders. Establishing a creative environment is essential for exploiting new ideas (Rimanoczy, 2010). A new leadership attitude based on innovative thinking is the driver for change. The new thinking thrives in collaboration, utilizing team efforts to drive the culture of sustainability (Haanaes et al., 2011; Rimanoczy, 2010). The emergence of sustainability is the response to the depletion of natural resources and growing economic imbalance. Forward looking organizations embrace sustainability to improve business performance (Haanaes et al., 2011). Sustainability practitioners recognize the paradox of sustainability

and management shortfalls by accepting that improvement comes with learning. Promoting participatory management increases organizational thinking to enhance understanding for sustainability.

The growing uncertainty in the global environment calls for expansive thinking and transparency in addressing the human needs and the depletion of natural resources. Accurate sustainability reporting may help improve operational legitimacy in an organization environment (Comyns, Figge, Hahn, & Barkemeyer, 2013). Evaluating the content of sustainability reporting provides improved information efficiency (Comyns et al., 2013). Reporting differences makes it harder to harmonize the quality dimensions of sustainability reporting. Enforcing regulatory framework regarding quality induces credibility of sustainability reporting. Sustainability performance encompasses economic, social, and environmental value; in lieu of that, organizations should seek to satisfy diverse stakeholders for future survival (Comyns et al., 2013). Effective strategy formulation and systems for sustainability success relies on human interaction and transformation. Using foresight practice organizations could project the future from which learning emerges to enable adaptability (Vechiatto, 2012). Managerial planning, which encompasses all internal activities, the external environment, and the adaptability of core competencies may help organizations respond to the emerging challenges of the future. (Vechiatto, 2012). It is the procedure from which strategies emerge within a firm's environment that guarantees effective change.

Strategic thinking is necessary for addressing the business of sustainability. Drucker's perspective for strategic thinking is an effective means for organizations to

increase understanding of current realities to help create strategic options and prioritize activities (Zand, 2010). Drucker's strategic thinking process includes defining the problem to enable interventions (Zand, 2010). The essence of sustainability is to mitigate the growing depletion of the natural resources and social issues. Using systematic processes to develop organizational strategy is likely to deliver sustainable solutions (Zand, 2010). Establishing strategies to deliver financial and societal value is imperative for organizational competitiveness. To achieve economic progress while creating social and ecological value is sustainability (Schaltegger et al., 2011). The emergence of a business case for sustainability increases the cognitive ability of all participants, which provides the framework to drive responsible decisions (Schaltegger et al., 2011).

Promoting cocreation of value may foster social and economic prosperity (Porter & Kramer, 2006). Organizations can benefit from integrated CSR, extend the brand loyalty, and satisfy stakeholders (Hillestad, Xie, & Haugland, 2010). Embedding sustainability in the core areas of a firm initiates the business case for the multidimensional opportunities of collective development. The new strategy is the beginning of the sustainability journey. Early clarification of the strategy should motivate stakeholder participation to address the overall interest of the business and the society (Hillestad et al., 2010). Isolating sustainability from the core business strategy could create an operational deficit (Laszlo & Zhexembayeva, 2011). Organizations should rethink to embed sustainability for improved shareholder value (Laszlo & Zhexembayeva, 2011). For many organizations, sustainability strategy is a common practice, but the performance remains suboptimal (Epstein & Buhovac, 2010).

Implementing sustainability strategy is deficient when an organization fails to establish a structure to drive the strategy (Epstein & Buhovac, 2010). The adoption and the integration of sustainability in organizational decision-making are a strategy for success (Epstein & Buhovac, 2010). Integrating corporate citizenship and total responsibility management into corporate strategy enhances CSR performance (Gorenak & Bobek, 2011).

Embracing a long term perspective to formulate a strategy is sustainable leadership. Creating long term strategy to help rethink the normative purpose of business may improve social performance and profitability (Avery & Bergsteiner, 2011). Because businesses exist for the community, the interest of the community is integral to that of the business. Therefore, attending to the needs of all stakeholders and enhancing the long term relationship is crucial for sustainability (Avery & Bergsteiner, 2011). Although, research and practice have shown that adopting sustainable strategy increase an organization's performance, the decision to adopt lies with the executives (Avery & Bergsteiner, 2011). Self-aggrandizement may keep executives away from embracing a long term change, endangering the organization advancement into sustainability. Similarly, the selfish attitude of executives may negate achieving shareholder value in the long run (Allio, 2011). The existing threats to corporate capitalism and social responsibility have become essential in an organization decision making. Balancing shareholder and stakeholder value eliminate self-interest and increases performance for collective good (Allio, 2011).

Repositioning sustainability from the sideline into the fabric of business strategy enhances the overall value for business (Hoivik, 2011). An organization that creates an inclusive platform enables stakeholder participation to achieve increased understanding for CSR implementation. Organizational learning and integration of stewardship enhance the interconnectedness of business and society to foster sustainable value (Hoivik, 2011). Proactive dialogue enables the organization to incorporate the business interest and the society interest in order to achieve lasting value (Hoivik, 2011; Paloviita & Luoma- aho, 2010). By adopting and implementing CSR, a new corporate strategy emerges to win stakeholder support. Arising from the adoption of CSR is a series of renewal processes for new practices. Integrating stakeholder perception in organizational processes improves perception (Costa & Menichini, 2013). Sustainable firms use effective communication to improve stakeholder perception in order to achieve a shared value. Using multidimensional approach to analyze differing CSR frameworks may help an organization improve stakeholder perception to enable new strategy (Costa & Menichini, 2013). Achieving corporate strategy through CSR generates a long term perspective that promotes the multidimensional value creation.

Multidimensional Value Creation for Sustainability

Integrating sustainability into organizational transformation enables a common objective and reconciles the divergent conceptualization of sustainability (Ramirez, 2012). Learning based evolution of mindset is essential to increase the collective understanding of the planet (Wals & Schwarzin, 2012). Organizational learning can occur within existing mental model (single loop) or during the transition into a new model

(double loop). The realities of sustainability complexity need rethinking to challenge the norms, and use a new model for sustainable value (Smith, 2012). Organizational learning provokes dialogue. Achieving sustainability can emerge through dialogic interaction by systematically driving the transition toward success (Ramirez, 2012; Smith, 2012; Wals, & Schwarzin, 2012). As organizations increase understanding of sustainability and benefits, new thinking emerges to deinstitutionalize selfish and harmful ways of doing business. Social responsibility has extended business concerns in an attempt to balance the relational construct from which sustainable value emerges (Smith, 2012). Embracing the holistic approach should enable a proper fit between shareholders and stakeholders interest.

The theory of sustainable value framework promotes a multidimensional approach, which involves, cost reduction, legitimacy and reputation, innovation, and growth trajectory (Hart & Milstein, 2003). The four drivers of sustainability enable better performance for shareholders. Leaders that ignore the new constituencies of stakeholders leave their organization ill-equipped to gain sustainable competitive advantage (Hart & Milstein, 2003). Organizations can increase performance by establishing a fair and balanced use of resources to diversify value creation. A caring organization relies on the collective support of stakeholders for future survival (Fleck, 2011). Nurturing organizational challenges to benefit stakeholders creates a lasting legitimacy for sustainable growth (Cheng & Ahmad, 2010; Fleck, 2011). The pressure on oil MNCs to act responsibly with stakeholders alters the norm in the enclave of Niger Delta. Ethical consideration strengthens the new sustainability domain, which integrates internal and

external factors for stakeholder operations (Cheng & Ahmad, 2010). Proactively involving the stakeholders allows organizations to turn environmental and social opportunities into sustainable value.

The emergence of sustainability has punctured the myopic pursuit of wealth, to accommodate social and environmental stewardship for future survival (Laszlo, Laszlo, & Dunsky, 2010). Inclusive approach toward sustainable value is an evolutionary system design framework (ESD). The interaction derived from ESD increases mutual understanding and cooperative cocreation of value (Laszlo et al., 2010). In the face of global uncertainty with diverse threats to humanity, businesses address the challenges of value creation. The business of business has become multidimensional by incorporating human and environmental issues to improve performance (Bridoux, Coeurderoy, & Durand, 2011; Laszlo et al., 2010). The case for sustainability should consider financial implications and the externalities to ensure better business results (Hogevold & Svensson, 2012). The business of sustainability presents a multitude of activities that initiates cost reduction and strengthen profitability. Experienced sustainability practitioners recognize that sustainability goes beyond public relations; proper inclusion of stakeholders will ensure equal distribution of value (Hogevold & Svensson, 2012). Involving external practitioners to collaborate with organizations supply chain could enable a lasting improvement. A better understanding of sustainability emerges from information driven organization (Spitzeck & Hansen, 2010). Information efficiency uncovers the opportunity to lower cost, make a profit, and improve social performance.

The stakeholder dimension for sustainability has interrelated components, which implies that partitioning of stakeholders' concerns could impede the pursuit to achieve sustainable value (Slawinski & Bansal, 2010; Spitzeck & Hansen, 2010). Promoting dialogue among organizational stakeholders may improve innovation. Achieving sustainable value is multidimensional, using an inclusive approach will empower stakeholders to act for improved organizational stakeholder governance (Jensen & Sandstrom, 2011; Spitzeck & Hansen, 2010). Stakeholder theory poses a challenge to globalization as new power network emerges to redefine value creation. Incorporating global complexity, stakeholder theory provides a sense of divergent value creation for sustainability (Jensen & Sandstrom, 2011). Given the hyper-complexity of sustainability challenges, an organizational short term and long term business approach can converge by using exemplary standards in the field of sustainability (Slawinski & Bansal, 2010). The pursuit of economic success continues to dominate the perception of organizational performance. Because the pursuit is narrow-minded, it is a deficit toward achieving sustainable value (Kras, 2011). This ongoing sustainability concern has unfolded a new form of ingenuity that uncovers the awareness of the human mind and a new sense of responsibility with nature. Thus, an uncompromising need arises for leaders to embrace rethinking to affect a multidimensional approach toward sustainability (Kras, 2011; Slawinski & Bansal, 2010; Spitzeck & Hansen, 2010).

The need to employ a multidimensional approach on the current state of the natural resources by embracing ethical behavior is essential for organizational competitiveness (Brans & Kunsch, 2010). In this respect, adaptive, systemic, multi-

criteria control ASMC perspective provides the mechanism for adequate rethinking and refocusing of decision making processes increase equality and morality (Brans & Kunsch, 2010). The willingness to incorporate all facets of human perils into decision making processes lie with the practitioners. Organizations strive to improve performance by increasing integration, intensifying interaction, learning as a whole toward increased complexity (Brans & Kunsch, 2010; Gharajedaghi, 2011). Increased understanding of events through cooperative learning and process integration becomes the instrument for achieving sustainable competitive advantage (Gharajedaghi, 2011; Schrettle, Hinz, Rathje, & Friedli, 2013). Improving organizational knowledge management capabilities induces congruent according to stakeholders demand (Schrettle et al., 2013). Maturity of firm's sustainability actions incubates through new knowledge that affects the processes for superior performance (Schrettle et al., 2013). A sustainable organization presents a proactive perspective, adapting with the changing times. Pursuing sustainable development rather than attributing environmental management to human behavioral deficit is more practical (Udo & Pawlowski, 2010). Thinking sustainable development addresses the extended human surroundings, bringing all stakeholders in harmony to share a common value for a better world (Kras, 2011; Udo & Pawlowski, 2010).

Change agents should consider convergence of sustainability challenges to enable cocreation of value. Promoting cocreation increases participatory perspective from which all elements of the whole moves toward triple bottom line: economic, social, and environmental value (Venkatesh, 2010). Sustainability challenges are multifaceted, creating hyper-complexity in both business and society. In that regard, taking expanded

view to address all the stakeholders will enable sustainable development (Udo &

Pawlowski, 2010; Ventkatesh, 2010). Increased collaboration of all interest groups could

hasten participation to improve the regulatory framework toward sustainable

development in developing countries (Pinske & Kolk, 2012). For business organizations,

financial benefits make it attractive to get involved. This implies that multistakeholder

partnership should consider financial performance beyond environmental issues (Pinske

& Kolk, 2012). Embracing systems thinking enables individuals to focus on the

interdependencies of business and society. Applying a systemic framework increases the

understanding of sustainability as all elements of the whole advances with a common

value (Laszlo & Zhexembayeva, 2011).

Systems Thinking

Emergent properties of nature necessitated a new perspective that reveals the

relational underpinnings. Shift from eco-centered thinking to eco-social reveals the

relation between nature and humans (Stevens, 2012). A systemic configuration grounded

in dynamic interaction of actors advancing in complexity. Coevolving in a finite and

restricted natural environment, humans, make decisions that violate the ecosystem

capacity (Stevens, 2012). Reinforcing social viewpoint based on systems perspective re-

invigorates environmental and social sustainability to harmonize with business (Stevens,

2012; Viswanathan, 2012). The complexity of sustainability is best handled with the tools

of complex adaptive systems that stimulate learning. A well- coordinated approach to

manage chaos and stability can lead to sustainable innovation (Mierlo, Leeuwis, Smits, &

Woolthuis, 2010). Systems mechanism normalizes learning to further provoke innovation

needed to reduce systemic imperfections. The interactive freedom underpins collective learning from which sustainable innovation emerges to advance sustainable development (Mierlo et al., 2010; Viswanathan, 2012). The complexity and the interrelatedness of business and society make sustainability systems situated cognition.

As organizations struggle with the paradox of fitting sustainability into the organizational systems, inadequate knowledge and tools continue to hinder successful implementation (Gallo, 2012). A lack of collective understanding of a complex system reduces the cognitive ability to apply systemic thinking in resolving stakeholder issues. Arising from the inadequacies are behaviors that push the entire system to the verge of chaos (Gallo, 2012). Emerging future releases multistakeholder dimension in the conflict zone. Confronting the linear form of thinking as to promote systemic thinking may increase understanding of the complexity needed to affect conflict (Gallo, 2012). A lack of convergent perspectives has diversified perceptions of sustainability, and makes frequent the notion of personalized interest (Davidson & Venning, 2011; Garrity, 2012; Parks & Roberts, 2010). A system experiences tragedy of the commons when self-interest drives economic growth. The dilemma facing the commons needs appropriate recognition to enable behavioral change for improved psychology of economic growth (Garrity, 2012). Sustainable development crystallizes through behavioral improvement as social responsibility and ethical governance becomes the psychology. The challenges are hyper complex; a broader mindset enriches development strides by integrating socioeconomic imbalances into the myopic particularistic mindset (Davidson & Venning, 2011; Garrity,

2012; Parks & Roberts, 2010). Ideally, focusing on systems thinking provides a holistic

perspective to help organizations institutionalize sustainability.

Understanding sustainability from a holistic perspective is imperative for complex

systems (Espinoza & Porter, 2011). Complex adaptive systems and a viable systems

model are workable tools suitable for organizations seeking to achieve sustainability

(Espinoza & Porter, 2011). Because sustainability remains a work in progress, continuous

improvement emerges by using both complex adaptive systems and viable system model

(Espinoza & Porter, 2011). Increased understanding of chaotic mechanisms and learning

are complementary for organizations striving toward sustainability. Embracing

multiplicity of views to address the cluster of stakeholders enables new opportunities

deriving from economic, social, and environmental issues (Bene et al., 2011). Using

resilience thinking to understand the complexity unravels the interconnectedness of social

and environmental systems. The processes of achieving resilience building in the context

of uncertainty relates with systems perspective, if not multidimensional to converge

perceptions (Bene et al., 2011; Kahn, Barton, & Fellows, 2013). A coordinated balance of

communication provides a healthy relational system. Relational dysfunction undermines

the composition of sustainable value (Kahn et al., 2013). Organizational resilience

increases in a relational balanced system as greater cognition of system actors induce

beneficial permanence. Integrating theoretical frameworks into organizational

transformation is critical to solving the diffusion in the sustainability domain (Bene et al.,

2011; Kahn et al., 2013).

The fast-paced global economy is a threat to the ecosystem. Accompanying environmental issues of sustainability is the ill-fated pursuit of materialism that creates social injustice (Fiksel, 2012). Understanding the linkages of sustainability challenges may help organizational competitiveness. Utilizing the triple value model, the linkages of value emerges in all three areas of economic, social, and environmental concerns. Like the industrial revolution, the scale of the sustainability revolution is multidimensional, occurring at multiple levels: cognition, action, and regulation (Burns, 2012). The workplace is an interactive space, and continuous improvement empowers all members as sustainability becomes a collective good (Kira & van Eijnatten, 2010). The dynamics of collaboration in the workplace provokes emergent complexity that enables distributed competency in the social, environment, and financial domain (Kira & van Eijnatten, 2010; Wesphal & Zajac, 2013). Continuing reliance on traditional organizational change paradigm undercuts a firm's drive towards sustainability. Organizations evolved in a socially constituted network of which economic performance should have social contextualization (Wesphal & Zajac, 2013). Emphasizing the multilevel behavior in a socially structured world could foster integration through corporate governance to enable collective human actions (Wesphal & Zajac, 2013). Embracing systems framework organization encourages a co-evolution mindset, involving new stakeholders into sustainability efforts.

A system thinking approach reconciles the relational construct between business and societal needs (Kagan, 2010). Openness is essential to harnessing the stream of relations in the sustainability domain. A systems perspective emerges through dialogue

and reconciliation of members, fostering a new connected mindset (Bouchier, 2012; Kagan, 2010). Reconciling the present with the future, and the global with the local dimension uses a complex control system, which initiates cultures of sustainability. Increasing relational interaction provides an organization the capacity to equalize the value for stakeholders (Bouchier, 2012; Haanaes et al., 2012; Kagan, 2010). A systemic perspective recognizes the significance of logical diversity, reality diversity, feedback loops, and interdependent systems. Using transdisciplinary activities enable systems thinking to provide a platform for culture of sustainability. Conversely, achieving sustainability is by nature a collaborative emergence (Haanaes et al., 2012; Murray, Haynes, & Hudson, 2010). Learning ubiquity strengthens the relational interaction between the constituents to improve organizational competitiveness. Business organizations face the challenges to act responsibly, but the complexity demands a collaborative response (Murray et al., 2010). Because the whole is greater than the sum of the parts, no unilateral arrangement can solve the global sustainability problems. By improving collaboration and converging relations, an organization advances toward ecological excellence, economic stability, and social balance (Bouchier, 2012; Haanaes et al., 2012; Kagan, 2010; Murray et al., 2010).

Transition and Summary

In Section 1, the background of the study highlighted the extent of environmental and social problems in the oil rich Niger Delta. The much acclaimed sustainability efforts of oil MNCs has not improved the livelihood of the local people. The instability in the region has become a global concern. The general problem is the persistent environmental

deprivation, which has reduced the economic value of land and water in the oil rich region. The purpose of the study is to explore sustainability efforts of one oil company and the follow-on effects on the host community and the company. A qualitative method and a single case study design guided the study because it offered the prospect of depth information. The central research question is: How have the sustainability efforts of a single oil company in the NDR contributed to the business performance and the livelihood of the local people? The sustainable value framework set forth by Hart and Milstein (2003) is the related concept. The four sets of sustainable value drivers have interconnected components. A review of literature highlighted corporate sustainability challenges, sustainability efforts and the impact on the oil rich Niger Delta. Additionally, the literature review provided background to the problems and factors surrounding corporate sustainability paradox in the region.

Section 2 presents a detailed description of the purpose statement, participants, data collection, data analysis, and reliability and validity of the study. In Section 3, I present the findings from the research and the implication of the findings to business practice and social change. The result of the study may improve business practice as well as effect positive social change. Therefore, a discussion of the application of the study to business practice and the implication for positive social change emerged. The discussion on reflections and recommendations led to a conclusion.

Section 2: The Project

This section contains a description of the focus of the study. The purpose

statement includes the research strategy of inquiry as a qualitative single case study.

Collecting data from the sample population increased understanding of the phenomenon

(Trotter, 2012). The section concludes with an explanation of the study's reliability and

validity. The following are the subsections in this section: (a) the purpose statement, (b)

the role of the researcher, (c) the participants, (d) research method, (e) research design, (f)

population and sampling, (g) ethical research, (h) data collection, (i) data analysis, and

(k) reliability and validity.

Purpose Statement

The focus of this explanatory qualitative case study was to explore sustainability

efforts of a single Nigerian oil company and their derivative effects on NDR citizens and

business performance. Using a single case study to investigate the phenomenon provided

a holistic insight. The sample population comprised of experienced sustainability

practitioners of one oil firm. Using a small sample population is the aim of a qualitative

study to enhance the richness of data (Petty et al., 2012; Trotter, 2012). A purposive

sample of 20 experienced individuals with similar background provided an in-depth

understanding of this phenomenon (Ogbuagu, 2013). I used open-ended interviews, tape

recordings and transcriptions to address the research question of this study. Conducting

open-ended interviews elicited the lived experiences of sustainability practitioners to

increase understanding of the phenomenon (Ogbuagu, 2013). Documented evidence

(news articles and community newsletters) corroborated the interview responses. The

social impact of findings may contribute to the livelihood of the local community by improving quality of life in the region. The recommendations suggested critical factors to enable sustainable value in the region. The oil company's leaders can improve business practices by embracing the opportunities from social and environmental concerns to increase performance (Hart & Milstein, 2003; Stocchetti, 2012). Implementing the recommendations may help improve business sustainability and the livelihood of the local people.

Role of the Researcher

Through face-to face interviews, an in-depth understanding of one oil firm's sustainability activities emerged. I formulated new knowledge about the phenomenon and findings to advance business practice and effect positive social change (Holloway & Biley, 2011; Lunde, Heggen, & Strand, 2013). Additionally, using effective communication the interview response enabled a rich description of the phenomenon to help achieve reliable interpretation (Sather, 2012). Effective communication provided trust and ensured a successful data collection. Using semistructured interviews which I tape-recorded and transcribed, I carried out data collection. I used the local dialect at times during the interview session to improve interaction. However, I used English language for the interviews. I had no prior relationship with the participants as well as knowledge of their work environment. Intensive exploration of the business processes and multiple data collection procedures were relevant for assuring reliability and validity of this case study (Yin, 2013a).

Participants

The study's total of 20 participants consisted of eight subject oil company's executives, and three community leaders and nine partnering NGO project managers of the oil company in Niger Delta. Using a small sample of experienced sustainability practitioners extracted in-depth perceptions of the phenomenon (Ogbuagu, 2013; Trotter II, 2012). Each participant had responsibilities on sustainability efforts in the region. Data emerged by conducting face-to-face interviews, which I tape recorded and transcribed verbatim. I preserved the data collected from participant interviews in a safe deposit box. Data will remain in the safe deposit box for a period of five years per Institutional Review Board (IRB) regulations. At the completion of five years, I will shred all hardcopy data and physically destroy digital format data. Each participant signed an informed consent form before commencing the interviews. The form stated the purpose of the study, and explained the confidentiality, risk, and benefits to increase trust. Additionally, the consent form affirmed the participant's right to withdraw.

Oil exploration and production in Nigeria is a community of leading multinational companies some of which are: Exxon-Mobil, Shell Petroleum Production, Chevron, and Total-Elf. The Nigerian government has a majority stake in the multinational oil production. Therefore, National Petroleum Investment Management Services (NAPIMS) provided access to participants. NAPIMS granted approval to assist and assigned the public affairs executive of one oil firm who selected and organized the participants for the interviews. Appendix A consists of my request for permission and NAPIM's approval of my request. Participants participated voluntarily and received no compensation. The

participants signed a letter of consent. Additionally, the participants had the right to withdraw without any penalties. I was the only one that had access to data collected to protect the confidentiality of the participants. The public affairs executive received a copy of NAPIMS approval letter, the background of the study, problem statement, purpose statement, and the interview questions by email. It was necessary to maintain close communication to establish rapport in order to ensure a quality response from the participants (Yin, 2013a).

Research Method and Design

Research Method

A quantitative method relies on statistical analysis, which may not provide in-depth meaning and interpretation of participants lived experiences (Upjohn et al., 2013; Yin 2013a). The lack of explanation in the quantitative method would not have been beneficial to the study objectives regarding in-depth understanding of the phenomenon (Lunde et al., 2012). Both qualitative and quantitative methodologies can provide a richer data through using a mixed method. Effective combination of qualitative and quantitative methodology may enhance the validity of findings (Lunde et al., 2012). However, the mixed method assigns equal weight to both qualitative and the quantitative sections of a study to enhance the findings. The statistical component of the quantitative method reduces the depth of explanation and understanding of the phenomenon. A qualitative method relied in the interpretation and description of meaning to gain a richer understanding (Sather, 2012). The one-on-one approach of qualitative methodology for interviewing participants was advantageous for addressing the research problem (Sather,

2012). An in-depth examination increased understanding of sustainability issues in NDR to help address the research question from the participants' perspectives.

The intent of this explanatory qualitative study was to explore sustainability efforts of one oil firm in Nigeria and their resultant effects on the host communities and the company. An explanatory qualitative case study provided the benefit of using multiple data sources to facilitate an investigation within a context to enable increased understanding of the phenomenon (Frost et al., 2010). The research method provided the examination of sustainability in detail to enable increased objectivity. The research method described different individuals' perspectives on the phenomenon to develop a shared meaning. Because a holistic understanding was the objective, a qualitative method provided a broader and deeper perspective of the phenomenon (Tracy, 2010).

Research Design

I used an explanatory case study approach to investigate the effects of sustainability activities of one oil company in the NDR. A case study design follows an orderly field procedure to collect data from the participants in their real life environment (Yin 2013a). Data collection emerged through the semistructured interview session that contains multiple open-ended questions. The analysis of participant's response ascribed meaning and identified the emerging themes (Ritholz et al., 2011). One of the issues of uncertainty in a case study is clarity of the unit of study (Crowe et al., 2011). Thus, distinguishing between the selected unit of study and the larger units is relevant to the study. Investigating a single unit may provide valuable evidence to corroborate cause and effects, otherwise known as pattern-matching (Crowe et al., 2011). The intensive analysis

of a single unit was vital for gaining insights of sustainability mechanism, activities, and the effects on economic, social, and environmental issues. The complexity of sustainability calls for a holistic examination of one environment to elicit expert experiences of the phenomenon (Tracy, 2010). I chose an explanatory case study because of the design's capability of providing insightful disclosures to help increase the understanding of the oil company's sustainability program and the effects on the region.

Prior to choosing a case study design, I reviewed the potential application of other qualitative design such as ethnography, phenomenological, narrative, and grounded theory. Ethnography focuses on shared culture of a group which involves a prolonged observation of the group of study. Ethnography was not appropriate because it focuses on the patterns of behavior and social connections within organizations and the society (Staller, 2012). The narrative approach focused on stories of lived experiences of an individual and did not fit the purpose of the study. The phenomenological approach focuses on elucidating meaning and individual lived experiences to gain knowledge of a phenomenon (Finlay, 2012). However, the design is not holistic and in-depth to saturate sustainability paradigm in the region. I did not choose the grounded theory because it seeks to generate a theory that explains the topic in the views of the participants (Staller, 2012). A single case study design enabled an in-depth exploration, description, and assessment of sustainability efforts of one oil firm through semistructured interviews of experienced individuals (Barratt, Choi, & Li, 2011; Pastore et al., 2011). The semistructured interviews used open-ended questions to elicit information from a small

sample of experienced participants with the same background in order to achieve the desired outcome.

Population and Sampling

A purposeful sample from the population of the oil company sustainability practitioners, partnering NGOs, and community leaders informed the findings. The sample selection reflected a diverse mix of experienced individuals within a unit of analysis. The participants participated voluntarily and conveniently. A small sample of 20 experienced participants provided in-depth information to increase understanding of sustainability in Niger Delta (Petty et al., 2012; Trotter, 2012). The public affairs executive of the oil company generated a list of eligible participants, including community leaders, and partnering NGOs for the interviews based on the individual's sustainability experience. I contacted each participant to arrange for the interview session. The goal of qualitative sampling is to focus on a small sample of participants for gathering wide-ranging information about the issues (Trotter, 2012).

The rationale for a small sample size was to elicit profound information with each participant to a point of saturation (Petty et al., 2012). Interviewing few participants of similar background enabled the researcher to determine the saturation point. The interviews took place in the participants' work environment. Each interview session lasted for a minimum of 30 minutes. The qualitative interpretation obtained from a case study may help to explain the data in real life context for improved understanding of the phenomenon (Beverland & Lindgreen, 2010; Thyer, 2012). A purposeful sample of experienced sustainability practitioners may contribute relevant information to enable a

deeper understanding of the issues (Petty et al., 2012). A detailed description of the
sustainability efforts may enhance the understanding of corporate sustainability in the
region.

A purposeful sampling technique provided a homogeneous sample of experienced
participants (Trotter, 2012). Purposeful selection enabled the preselected criteria for
selecting participants. The homogeneous sample participated voluntarily, providing
detailed responses, which became saturated at a point (Trotter, 2012). Purposeful
sampling was essential for identifying experienced participants. The interview activities
depended on a convenient participation. Each participant from the oil company had a
management level experience regarding sustainability initiatives. The partnering NGOs
and community leaders had sustainability program and project experience in the region.
The use of experienced sustainability practitioners emerged from the belief that
individuals at the helm of the oil company's sustainability projects could provide an in-
depth description of the issues (Petty et al., 2012).

Ethical Research

I protected all participants in accordance to Institutional Review Board (IRB)
guidelines. A good understanding of ethical considerations with respect to protection of
research participants was essential for IRB approval. IRB mandate requires adequate
protection against risk, physical, psychological, social, and economic mischief to
participants for research purposes. It is essential to appreciate and respect each participant
to increase trust and enable adequate rapport (Yin, 2013a). Adequate protection of
participant's rights and confidentiality was essential to obtain IRB approval and ensure

credibility of the research (McNamara, 2011). Data collection commenced after the IRB

approved the study proposal and issued an approval number for the research (Walden

University IRB approval #1234567543).

The participants signed an informed consent form Appendix B that provided full

disclosure of the research proceedings. The form recognized each participant's rights and

confidentiality. The consent form contained the IRB approval number and expiration

date. Information about the study such as the background, purpose of the study was also

clear in the consent form. Additionally, the consent form contained all the contacts

information, including a Walden University representative number. The participants had

the option to call a Walden University representative to clarify their rights as participants.

The participants signed the signature section of the consent form before the

commencement of the interviews. Participants received a copy of the signed form for

their record. The consent form is Appendix B.

All participants participated voluntarily without any compensation. The

participants had the rights to withdraw from the interview at any point in time without

any reason. Satisfying ethical and privacy guidelines was possible through the protection

of participants' identities. Because no experimental procedures took place, the

participant's withdrawal procedure was straightforward with no penalties. A pleasant and

interactive environment was necessary to help elicit in-depth responses from the open-

ended questions (Tracy, 2010). The informed consent form stated participant rights,

confidentiality, and the duration for data maintenance. To store and secure the data, I

placed the data in a safe deposit box for a period of five years after which I will destroy

all data. The five year period provides adequate time for analysis and review of research data. The destruction of hardcopy and digital format data will be through the use of a shredding machine and physical means respectively to ensure the data cannot be recovered.

Data Collection

Instruments

The instrument for data collection was semistructured face-to-face interviews. The interview questions designed by the researcher provided the framework for the in-depth interviews. The semistructured multiple interviews extracted the views of participants to ensure the accuracy and in-depth analysis (Bluhm, Harman, Lee, & Mitchel, 2010). Appendix C presents the interview questions. Questions on the instrument aimed at capturing lived realities of sustainability efforts of one oil company in Nigeria. The interview sessions used flexible means to ensure a well-informed response (Yin, 2012). Open-ended questions allowed the participants to provide detailed responses. A broad response was the essence of open-ended questions. Using a quality tape recorder to record the interview responses was necessary to help preserve the data (Gordon, 2012). Achieving an adequate transcription was essential for quality interpretation. I used a standard format to retrieve the responses in detail, including silence and pauses. A quality transcription enabled a higher level of analysis to achieve in-depth description of data. Using NVivo 10 software to analyze the interview transcripts provided quality interpretation.

Data Collection Technique

Data collection stemmed from the semistructured face-to-face interviews of experienced sustainability practitioners. Appendix C contains the interview questions. A recent study achieved CSR advances by using semistructured interview (Khan et al., 2010). Because of the flexibility of the semistructured interview, the investigation engaged different participants in a similar environment (Crowe et al., 2011). To ensure adequate responses, I used a semistructured face-to-face interview technique to enable proper communication between me and the participants. The interviews involved 20 experienced individuals that have responsibilities related to current sustainability initiatives of one oil firm in Nigeria. The interviews utilized the questions in Section 1. Although the interviews took place in a manner that assured reliable responses, the questions were not restrictive. The interviews elicited in-depth information by using the guided conversation method (Yin, 2012). In case studies, multiple sources of data serve to corroborate evidence gathered from other sources (Yin, 2012). Additional data emerged from interviews with community leaders, and partnering NGO project managers involved in the sustainability projects. Community leaders and NGOs gave accounts of the completed projects, and the perceived effects. Documented evidence of current sustainability programs from news articles and community newsletters augmented the interview responses.

During the interviews, I used open-ended questions to obtain a broad perspective from the participant's responses. Because open-ended questions are not restricting, the questions extracted detailed participants' understanding of sustainability practices in one

oil firm. The responses increased understanding about value creation with respect to the triple bottom line: economic, social, and environmental value in the region. Each interview sessions began with an exchange of pleasantries and a brief introduction. A casual discussion about the research followed immediately to establish rapport and motivate the participants (Yin, 2012). An excellent rapport may help extract accurate responses from participants. Because it is necessary to make participants comfortable, each participant received the interview questions through email before the interview day. Effective communication induced proper researcher and participant's relationship, enabling quality responses from each participant.

The informed consent form assured each participant's rights and confidentiality of the information provided. Each participant read and signed an informed consent form before commencement of the interview. Appendix B presents the consent form. Although the interview sessions lasted about one hour, the depth of each participant response determined the length of the session. It was essential to de- emphasize length of the interview to avoid participants rushing their responses due to time constraint. During the interview, each participant had ample time to respond to each question (Babbie, 2010). I used a tape recorder to record the interviews after which I transcribed the recordings for data analysis. NVivo 10 software facilitated data analysis and identified themes emerging from the data. Appendix D contained the themes developed from the data.

Data Organization Techniques

Data organization began after transcribing the interview responses. It was necessary to label the tapes and transcripts file to ensure clear identification of

information (Ritholz et al., 2011). Additionally, I backed up information obtained from interview transcripts in zip- drives and computer files to ensure data preservation. A journal file contained field notes taken during the interviews, arranged in categories and descriptions from interview responses (Ritholz et al., 2011). I created a master list that identifies all data and its file location to enable easy information retrieval. Data collected were in different files, listed in chronological order, using documents title, and date. Regular back- up of relevant documents for the duration of the study prevented any sudden loss of data. Adequate documentation and preservation of data should increase data integrity of the study (Bluhm et al., 2010).

I saved all relevant documents in file format and labeled and categorized the files using identifiers to differentiating identifiers (Marshall & Rossman, 2010). Data were in codes to provide easy access and retrieval from the storage files. The coded labels had distinct meanings drawn from information gathered from participants' responses (Buchanan & Jones, 2010). To achieve effective interpretation of data, the Nvivo 10 software aided the analysis and organization of data. A password protected external hard drive contains the electronic format data. All data collected are in a safe deposit for preservation over 5 years. At the completion of 5 years, I will shred all hardcopy data and physically destroy all digital format data. Securing of the data was necessary to protect rights of the participants.

Data Analysis Technique

A semistructured interview of 20 experienced sustainability practitioners provided the means for data collection. I analyzed the interview transcripts to assign codes and

develop emerging themes in order to describe segments of the data (Ritholz et al., 2011).

Appendix D contains the themes. Participants' responses addressed the central research

question. The following are the interview questions:

1. How would you define the term sustainability as used in corporate literature?

2. Describe the ways in which corporate sustainability efforts have enhanced the livelihood of the local people?

3. Describe the ways in which corporate sustainability efforts have addressed the environmental issues in the region?

4. Describe the ways that the local people have been hurt by these efforts.

5. What factors do you think have contributed the most to the Niger Delta Region having the reputation as a "sustainability paradox"?

6. How has the economic value to shareholders been enhanced by corporate sustainability efforts?

7. Describe the most recent sustainability project that you were assigned.

8. Reflecting on the most recent project and the impact, describe any recommended future changes you would make for improving the expected results of similar projects?

9. Describe anything else you would like to add that would aid in understanding of the phenomenon.

The techniques for data analysis included interpretative analysis based on

descriptive framework. A direct interpretative logic is necessary to determine any

meaningful patterns (Yin, 2012). Categorization of data through analytic manipulation

provided clarity to the evidence. Analytical strategy provided a thorough examination of the evidence to ensure credible interpretation (Tsang, 2013). As the conceptual proposition guided the data collection techniques, the analytic strategies were relevant for addressing the research question (Svensson & Doumas, 2013; Yin, 2013a). To achieve meaningful description of data, I coded segments of the interview transcripts.

The NVivo 10 software package facilitated the task of organizing and analyzing data. The software provided an effective mechanism for performing analyses of qualitative data to ensure consistency and validity of the process (Bergin, 2011; Buchanan & Jones, 2010). Organizing qualitative data requires segmenting data, discovering themes through coding, and characterizing the data in the form of description, figures, or tables (Ritholz et al., 2011). I imported the interview transcripts in word format into NVivo 10 software before applying codes (Buchanan & Jones, 2010). The NVivo 10 software aided the selection of coded segments of data in one place (nodes) to enable identifying emerging patterns or perceptions. By using the NVivo 10, software, themes emerged to ascribe meaning to participants' responses.

The participants' names were in codes to ensure confidentiality. For example, I used the numbers P1 through P20 to identify individual participants respectively. It was crucial to segment and categorize relevant participants' responses to reflect the conceptual framework. The segments of data for coding were in categorizes and listed as nodes in the software. I selected and highlighted a segment of data in NVivo software to apply coding. I discovered emerging patterns within the data from which I conceived a quality description of the case in response to the research question.

Reliability and Validity

Reliability

The consistency of the research method throughout a study improves reliability. A reliable study is consistent with the research method to eliminate doubt and increase credibility (Svensson & Doumas, 2013). The intent of this study was to maintain a consistent use of the research method. My use of a single interview question template for gathering data was significant to the reliability of the study. Properly recording and transcribing data were crucial to fostering reliability of the study (Gordon, 2012). I used tape recorder to record the interviews to enable credible transcription.

The nature of the interview questions prevented biased responses. Misrepresentation of the targeted population may arise from sampling to affect the reliability of the findings. The characteristics of participants were in conformity to the target population to reduce sampling bias. The reliability increased because the sample represented only experienced sustainability practitioners (Trotter, 2012). A case study relies on a small number of participants in order to obtain in-depth and detailed responses. A small purposeful sample improved the reliability of the study by using purposeful models (Harper & Cole, 2012; Trotter, 2012). Data collected will be in a safe deposit box for a period of 5 years after which I will destroy all the data. The preserved data in a safe deposit box may help verify consistency of data with the research method in the future. A shredding machine will ensure the destruction of hardcopy research data. Physical destruction of digital format data will guarantee that any information is irretrievable.

Validity

Multiple interviews and documented evidence (news articles and community news letter's) provided validity by comparing and verifying all the relevant data. The use of multiple sources to verify and to confirm the interpretation of themes was necessary to enable a diverse perspective toward conclusion and increased validity of the findings (Halkier, 2013). Data collected inferred the causal relationships between corporate sustainability efforts of the oil company and the program's effects on the communities and the company in the region to improve the validity (Erikson, 2012). The phenomenon received an in-depth explanation to establish a convergent conclusion (Yin, 2013a). An explanatory case study is suitable for uncovering cause and effects process by using systematic comparison and exploration (Byrne, 2013; Tsang, 2013; Yin, 2013b). My analysis of participants' responses identified patterns of perceptions about the company's sustainability projects and the associated animosity in the region (Byrne, 2013; Halkier, 2012). The findings may relate to a larger context to enable further analysis of both internal and external validity (Yin 2013b).

Transition and Summary

The purpose of this qualitative case study research was to explore and describe the sustainability efforts of one oil firm in Nigeria and their effects on the people of NDR and the oil company. A deeper understanding of corporate sustainability and the impact on the Niger Delta people of Nigeria were the objective of the study. An understanding of the phenomenon may enable new ways to drive sustainability to create sustainable value. Implementing the recommendations may possibly improve the livelihood of the local

people and the business practices of the oil company. I collected data using face-to-face interviews of experienced sustainability practitioners of one oil firm. Participants participated through purposeful sampling of 20 individuals with in-depth knowledge of the phenomenon. The interviews took place at the participant's workplace.

The interviews used open-ended questions to ensure well-informed responses from the participants. The interview encouraged participants to provide elaborate responses by developing rapport. A quality tape recorder recorded the interviews after which transcribed. I carefully analyzed the data, interpreted, coded, and described segments of data in response to the research questions. The research method provided consistency throughout the study to enhance credibility of the research findings in Section 3. Additionally, using documented evidence (news articles and community newsletters) to augment interview responses was to assure the validity and establish convergent conclusions. In Section 3, I present the findings from the research and the implication of the findings to business practice and positive social change, recommendations for actions, and recommendations for future research. Section 3 also contains a discussion of personal reflections, summary, and conclusions.

Section 3: Application to Professional Practice and Implications for Change

This section contains a presentation of findings gathered from an analysis of data collected from face-to-face, open-ended, semistructured interviews with 20 sustainability practitioners in the NDR. The participants included sustainability practitioners of one oil firm in Nigeria, community leaders, and project leaders of partnering community based NGOs in the Niger Delta of Nigeria. The results from participants' responses provided an in-depth understanding of one oil company's sustainability programs and their effects in the region and the company. The description of findings addresses the central research question provided in Section 1. Section 3 includes (a) an overview of the study, (b) a discussion of the application of findings to professional practice, (c) implication for social change, (d) recommendations for action and future research, (e) reflections, and (f) conclusions.

Overview of Study

The purpose of this explanatory qualitative case study was to explore sustainability efforts of a single Nigerian oil company and their effects on NDR and the company's business performance. I sought to understand the meaning and common themes stemming from participants' perceptions regarding sustainability projects of one oil company in the region. The standpoints of the participating oil company's sustainability practitioners, and partnering NGOs and community leaders in the region enabled forming actionable recommendations for improving business and society. I addressed the following central research question: How have the sustainability efforts of a single oil company in the NDR contributed to the business performance and the

livelihood of the local people? I selected participants based on their experience or involvement with current sustainability efforts of one oil company in Nigeria. Semistructured interviews with a purposive sample of eight sustainability practitioners from one oil company, nine partnering NGO project managers, three community leaders, provided the interview data for the research.

The results from an analysis of participants' responses to the interview questions revealed various understandings of the concepts of sustainability. I first explored participants' understanding of the concepts of sustainability. Additionally, the impact of sustainability programs of the oil company on the livelihood of the local people underwent analysis from two perspectives: (a) the oil company executives' perspectives and (b) the perspective of the host community and participating NGO's. In each case, to facilitate inference involved presenting and synthesizing emerging themes. The distribution of participants' responses to asked to define sustainability as used in the oil company's corporate literature reflected:

- Forty-five percent defined sustainability as preservation of resources for future generation.

- Twenty-five percent defined sustainability as a lasting project designed solely for the benefit of society.

- Fifteen percent of the company executives defined sustainability as corporate social responsibility.

- Ten percent defined sustainability as public relations activities of the company designed to help reduce interference of oil production in the local communities.

- Five percent of the participants' responses were a combination of the previously listed categories.

Key themes also emerged to explain the impact of sustainability programs on the livelihood of the local people and business performance. Interview questions 2, 3, 4, 6, and 8 asked participants to discuss the impact of sustainability efforts on the livelihood of the local people, environmental issues, how efforts have hurt the local people, impact on economic value to shareholders, and future recommended changes, respectively. Generally, participants agreed that the sustainability programs of the company have positively affected the livelihood of the local people in different ways. Twenty-seven percent of participants (mostly company executives) viewed these impacts as capacity building activities that empowered the communities to participate in program development and implementation. Participants (20%) mostly NGOs viewed the global memorandum of understanding (GMOU) as a positive impact. Participants (38%) could not identify specific ways in which corporate sustainability efforts have addressed environmental issues in the region. Forty-three percent of participants identified public enlightenment and community engagement programs as ways in which efforts have addressed environmental issues. Conversely, shareholder value received little or no impact as expressed by 31% of participants.

Overall, participants' responses demonstrated a convergent perception regarding increased community inclusion and ownership of projects. All the participants recognized that a community-centered management is gradually becoming an established norm. Although positive trends exist in community development, the participants acknowledged that an improved inclusion mechanism was necessary in developmental programs to ensure sustainability.

Presentation of the Findings

The central research question was: How have the sustainability efforts of a single oil company in the NDR contributed to the business performance and the livelihood of the local people? Through the interview questions, I sought to address the central research question by exploring the perceptions of sustainability practitioners from one oil company. A sample of eight middle executives (sustainability practitioners) from one oil company, and 12 representatives of partnering NGO's, and host communities' representatives provided insights pertinent to addressing the central question. In supporting participants' views, documented evidence (Regional Development Committee newsletters and news articles) formed integrated parts of findings to enhance credibility. Participants' understanding of the concepts of sustainability was first explored. Additionally, the impact of sustainability programs of the oil company on the livelihood of the local people underwent analysis from two perspectives: (a) the oil company executives' perspectives and (b) the perspective of the host community and participating NGO's. In each case, emerging themes were part of presented and synthesized materials to facilitate inference.

Research Question 1, 6, 7, and 9: Understanding of the Concept of Sustainability

Individuals' cognitive framing of sustainability often determines the perceptions

behind sustainability programs (Lucea, 2010). The following interview questions 1, 6, 7,

9 were employed to explore the understanding of the concept of sustainability in the

NDR. Interview question 1 asked participants to define the term sustainability as used in

their oil company's corporate literature. Interview question 6 pertained to a description of

the most recent sustainability project that the participants carried out. Interview question

7 focused on participant discussion of how economic value to shareholders had improved

through corporate sustainability efforts. Interview question 9 referred to participant

descriptions of anything else they would like to add that would aid in understanding of

the phenomenon. From participant responses, the following themes emerged to describe

practitioners' perceived understanding of sustainability in Niger Delta:

- Inclusiveness and community engagement

- Preservation of resources for future generation

- Corporate social responsibility programs

- Legitimacy and reputation

Inclusiveness and people oriented programs. Essentially, participants

recognized the role of people as the driving force behind sustainability. Participants (75%

mainly NGO representatives) endorsed the concept of sustainability as programs of the

oil company that increase community engagement. This sentiment was summed up well

by Participant 11 who stated, "it [sustainability] involves planning, involving people in

the design, planning and execution…so that when people own the project, they can put everything they have to sustain it." The second part of the quote further echoed a sentiment about ownership that had previously featured during the interview by some participants. In support of the ownership view, Participant 3 stated,

> Sustainability is not just investing in a support project for communities, but also the ability of the community's stakeholders [the people] to take ownership of those projects and actually own them, run them and use them to a maximum capacity.

Likewise, Participant 19 asserted,

> The truth is that when projects are planned for the community and people are involved from the onset; it should be documented. So when issue arises in the future, it becomes a collective effort to resolve problems as all parties were involved in developing and driving projects. Including the local people as drivers of community projects should help to reduce conflicts.

Participant 15 made a similar claim,

> People should be involved in the development projects. The idea and the objectives of the GMOU are good ones, but until the communities are meant to participate in those development processes it cannot be fully actualized. What I mean by participation is not just organizing SMEs, trying to find out what they need, but actually getting them involved in the implementation of such projects. That's the only way they can own and call it their own, and be able to work hard to maintain it.

In support of improved developmental processes, Participant 12 emphasized the need for integration by stating,

Sustainability should be at the core of every developmental process; it should not be an afterthought; it should be put in place at the planning stage. It should be given a prominent place. Sustainability needs to stand on its own in the planning process of every project. This is to ensure that the need for such a project is sustained and enable usage for the future generation. This is the biggest problem that Nigeria as a nation has. It is easy for the government to conceive projects, and get them abandoned because the elements that can make them functional are not there. Our developmental process needs to incorporate sustainability processes.

Participant 13 expounded sustainability as a broad paradigm, challenging oil companies' leaders to use a holistic lens in viewing sustainability in the region by asserting,

Sustainability should be looked at from the broad concept of the word. Sustainability has been defined as doing things today in a way that it does not jeopardize the opportunity of future generation to enjoy the same thing that the current generation is enjoying. Now we don't have to define sustainability from the corporate context of how my company can operate and continue to operate. It does not have to be define in such a way because when you are defining it from that perspective, you are putting naira and kobo (money) into the picture and at the end of the day you may have to forfeit the basic element of sustainability

which would jeopardize the whole effort. So what I am saying is that let the oil

companies look at sustainability from a broad sense. Let them look at pollution,

aquatic and marine life; let them look at human sustainability people living in the

environment that they are working.

Participant 18 provided a stakeholder engagement and accountability explanation,

I do not think that it is something that one stakeholder alone can totally drive.

More people should have a better understanding on how to drive sustainability

programs in order to make it work. If there are no doctors, nurses and drugs, you

can have a very big hospital that cannot cure malaria. Some of the hospitals built

under the GMOU have not been staffed for over one year. Government have not

assigned or posted doctors, nurses and other medical personnel to the community

hospital. Again why should government not send health personnel to the hospital?

In the Niger Delta, many things go wrong because people transfer duties of

government to oil companies. Other stakeholders should get involved, including

sincerity on the part of the community.

Participant 7 reiterated the need for inclusive sustainability management: "We work with

the community. We work in the area of building the capacity so they can be the ones

actually driving their own development processes". In support of community

involvement, the managing director of the oil company explained,

GMOU model is an agreement that provides greater community involvement in

management of their development activities through the Regional Development

Committees [RDCs] (Bello, 2012). Since the inception of GMOU in 2005, the

company has funded the RDCs through which roughly 200 projects have

benefitted more than 400 communities (Bello, 2012; BusinessNews, 2013).

Preservation of resources for future generation. The perception of

sustainability as preservation of resources resonated in participant responses. Participants

(45%) expressed a common understanding of sustainability as preservation of resources

for future generation. Equally, 25% of participants agreed that long lasting non-profit

projects or programs of organizations were solely for the benefit of society.

Participants (five out of eight company executives) defined sustainability majorly as

company activities designed to ensure preservation of resources for future generation.

Participant 9 provided a clear declaration regarding the idea of preserving resources for

future generation:

> Sustainability is the ability to reap today what God has given you in a manner that
>
> you don't exhaust it so that you can leave it for the children of tomorrow to live
>
> in. It is the ability to have something grow and continue to grow for the future for
>
> the common good of the people.

Among NGOs and community representatives, sustainability majorly meant the effort

that ensured the preservation of resources for future generation, Participant 12 stated,

> There are many definitions of the term 'sustainability' but the most popular is
>
> how the needs of today could be met without compromising those of the future
>
> generation. The basic thing is how we ensure continuity in any form of human
>
> society.

Participant 16 added:

The term means the ability of the project being able to outlive the sponsors in terms of community development mostly as an NGO. Basically, when you do a project, do you just go away or does the project continue to bear fruits.

Several participants affirmed the need to preserve resources to ensure the future generation meeting their own needs. Participant 2 asserted,

We call it external development and we define it to mean the development that meets the requirements of current generations without compromising the capacity of the future generations to meet their needs and this is very broad and clear, but you can now relate to our own community development.

Similarly, Participant 7 proclaimed:

I believe sustainability has to do with what you do now that ensures good livelihood of the people here that does not jeopardize the natural resources of the environment and does not jeopardize the opportunity of future people to live in a sustainable manner.

Participant 5 echoed the same opinion by expressing,

I would define sustainability in terms of the triple-double line which is the intervention in any company. Intervention considers profit, environmental performance and also social performance. I believe all these three things together makes up sustainability. The critical thing is that the future generation should be able to have their resources as they are today. So that they can have a livelihood that is not in any way impaired. Companies or institutions should create space to

ensure that that integrity or integration resource is not disputed- one is not worse

than the other, to me that's sustainability.

Corporate social responsibility programs. The concept of CSR involves

businesses' leaders contributing to their host communities. Espousing profit as a means

rather than an end, CSR promotes community development through which organizations'

managers and employees could contribute to social and environmental performance.

Participants (three out of eight company executives) proclaimed sustainability as equating

to the company's CSR programs. The major focus of the oil company CSR programs

includes (a) health, (b) education, (c) capacity building, (d) environment, (e) sports, (f)

arts, and (g) culture as stated by the company managing director (Bello, 2012). Evidence

from the analysis of data collected indicated that most of the sustainability projects are

non-financial. These include programs focused on capacity building of local people,

training and public enlightenment. Examples include revalidation and registration of

community contractors (P11, P19); training component of the amnesty program and

others (P12). The nonfinancial projects accounted for 46% of recent sustainability

projects. Infrastructure projects reportedly covered about 31% of all recent sustainability

projects. While financial programs, accounted for 11% of recent programs implemented

by the oil company's leaders. Financial programs refer to program for transferring cash

directly to the local people in the form of micro-credit. Some of the projects provided by

the RDCs include (a) skills acquisition, (b) housing, (c) hospitals, (d) concrete bridges,

(e) education, and (f) micro-credit programs (BusinessNews, 2013). Participant 1

asserted,

We make reference to what we do in terms of corporate responsibility, we believe that what is described as sustainability is a responsibility, contributions from big businesses to the world in which we live beyond the making of profit. We described it as corporate responsibility because we believe that responsibility encompasses social, environmental, and economic responsibility. It also has to do with your policies and the way you treat your employees, your interaction with other partners. So what is referred to as sustainability we refer to as corporate responsibility, which is giving back to the society where we do business.

Participant 2 in describing the importance of corporate responsibility explained in clear terms:

We conduct monitoring and evaluation to ensure that we evaluate the project at intervals to see whether it is delivering the original objectives or not. That is what we have been doing and that is the importance of social responsibility.

Likewise, Participant 3 asserted,

Some of the mistakes that some companies have made in the past is that they have the impression that they can assume the role of government. They think when you do corporate responsibility, you can take over government responsibilities. No, it is wrong because our business is to look for oil from the ground and sell. But suffice it to say that it is also good to give back to society. In giving back, we are mindful of the fact that we cannot assume the role of government.

Participants suggested different ways the company's managers and leaders have given back to the local communities. Participant 13 in support of the idea of giving back

and the achievements of GMOU stated: "Based on the GMOU and the funds released by

the company over these years...the communities have been able to implement a number

of projects that brought about development". Regardless of the instability in the region,

participants responses demonstrated the central role of CSR in addressing social issues in

the region.

Legitimacy and reputation. A separate but minority view of NGO's and

Community representatives' perceived sustainability as public relations activities of the

company to ensure reduced interference of oil production from the local communities.

"Sustainability is a term used in describing the company's ability to do business

continuously and not do business in a way that is capable of jeopardizing the company's

opportunity of doing business in the future (P13)." Several participants (78%) expressed

that shareholders benefitted economically from corporate sustainability efforts of the

company. Trust gained from community development programs improved the company's

reputation, and reduced conflicts between the host communities and the oil company.

Participant 10 emphasized,

> Sustainability value to us mostly is in terms of reputation, if the reputation is good
>
> it means you can attract new talents, you can access new businesses that will be
>
> available to you…They look at us as partners; they appreciate the little efforts we
>
> are doing and then they trust us…we are recording very little oil spill for a very
>
> long time while it is favoring the entire Niger Delta. Our disruptions are minimal,
>
> community disruptions, in terms of blowing our pipeline, sometimes close-down

is also minimal, and this stands for our huge development and sustainable development at once.

Participant 20 added: "And then, on the part of the company too, they have had hitch free operations in most cases, which has led to no doubt increased production and profit therein." Speaking during the launching of one of the RDCs office, the chairman stressed the need to maintain a peaceful environment to guarantee the success of oil operations. He further assured that the leadership of the RDC would not overlook any criminal acts against the company infrastructure in the region (Onabu, 2013). Participants viewed the manner in which sustainability efforts contribute to shareholder value differently. Two of the NGO participants suggested that the oil company's sustainability efforts have negative economic impact on the shareholders. The participants' explanation was premised on government inactivity and disruptive acts of the local people. Participant 13 expressed,

> These oil companies came with such mindset only to find out that you pay to the government, and government squanders the money, government does not do anything for the communities, the people will come and hold you responsible tomorrow and it will stop you from doing you work. So the corporate sustainability thing is more of damage control kind of thing and it is eating deeper into the profit margin of the companies and that is going to negatively affect the shareholders.

In supporting the argument of negative impact from mistrust and conflict in the region, Participant 14 asserted,

They are leaving the eastern operations by selling off their   facilities, which is not

done yet, but it is something that's in the pipeline. What must have frustrated

these companies to leave could be un-conducive environment to operate and too

much of oil spillage and theft as well as too much burden of community programs

on the oil companies through the CSR projects. This affects the output of the oil

companies. And if it should affect the oil companies, I see every reason why it

should also affect the shareholders.

Participant 6 viewed reputation as relating to business performance by stating,

Yea, one of the things is that you get a license to operate from the government.

You get social license to operate from the community so that is where the social

and corporate social responsibility comes into play...if you get your corporate

responsibility right and your able operate safely, cost effectively it boosts your

company, it boosts your image; it adds more value to the shareholder.

Participant 5 summed that view by asserting: "Sustainability value to us mostly is

in terms of reputation, if the reputation is good it means you can attract new talents, you

can access new businesses that are available to you".

Research Questions 2, 3, 4, 5, and 8: Impact of Sustainability Efforts on NDR

Sustainability challenges generate interactive complexity among individual

disposition and organizational culture, and stakeholders. The relational standpoint among

these elements should provide the driving force in achieving the desired outcome

(Ardichvili, 2013). Conceptual multiplicity of sustainability has become a hindrance as

contextual underpinning increases disharmony in communities. Harmonious coordination

and definitional convergence could improve predictors of sustainability performance. Although the disposition of sustainability remains contradictory in practice, the general perception refers sustainability as economic, social, and environmental aspects of the relationship between business and society. A narrow assessment of sustainability increases uncertainty, it is proper to use a holistic approach in measuring the impact sustainability practices (Gallo & Christensen, 2011; Opp & Saunders, 2012).

To explore the company executives' and NGO's/community representatives' perspectives of the impact of sustainability programs on host communities, I employed interview questions 2, 3, 4, 5, and 8. Interview question 2 addressed the impact of sustainability programs on the livelihood of the local people. Interview question 3 asked participants to describe the ways in which corporate sustainability efforts have addressed the environmental issues in the region. Interview question 4 asked participants to describe the ways the local people have been hurt by the efforts. Interview question 5 asked participants to describe factors that have contributed the most to the Niger Delta Region having the reputation as a "sustainability paradox." Interview question 8 asked participants to reflect on the most recent project and the impact, describe any recommended future changes for improving the expected results of similar projects. From participants' responses the following themes emerged to describe practitioners' perceived impact of sustainability programs on local communities of Niger Delta:

- Better planning and ownership of projects

- Inconsistency toward environmental sustainability

- Government failure and corruption

- Disagreement and community conflicts

- Improved consultation

Better planning and ownership of projects. There was a general agreement among participants regarding the effect of sustainability efforts of the oil company on the livelihood of the local communities. Participants expressed that recent efforts have positively affected the livelihood of the local people even though they differ in their perception of degree and means. Participants (company executives) viewed these impacts as capacity building activities such as trainings that gave community members the ability to conduct self-directed needs assessments, set up small scale enterprises, and participate more actively in program development and implementation (P2, P3). The overall rationale, according to Participant 3 is "to ensure that development and by extension sustainability of these projects is driven by the communities themselves such that they take the ownership of whatever investment is located in their place." The GMOU has created a union of corporate-community interest, a realization that drives sustainable value. Because the company's leaders have honored their obligations regarding financial contributions toward development of the communities, the trust between the company and the communities has improved (Tolar, 2012; Vanguard, 2013). Participant 1 admitted,

> The GMOU moves the responsibility for designing and executing sustainable
>
> development program away from the company to the local communities
>
> themselves. It does this by providing the local communities with the tools
>
> to carry out their own community development projects through the RDCs in the

region.

On the other hand, participants (NGOs) seem to have adjudged the GMOU as a key channel through which the oil company sustainability programs have made the most impact. It should be noted that the NGOs clearly understood GMOU as a process of engagement and as different from Infrastructure (bridges, roads, schools, hospitals), direct financial assistance (micro-credits). The increased participation of the local people means quite a lot in their perception of the wellbeing and livelihood of the community. These could be surmised from Participant 15 assertion,

> Talking about sustainability, one that comes readily to the mind, because of the kind of work we do is the GMOU. The idea of sustainability it's a departure from what used to be the norm in the way the oil companies relate with their host communities, trying to give them what they think the communities need. There is a shift in that practice towards allowing the communities to be on the drivers' seat; taking decisions about their development process and being the ones to decide what they think they want. And the idea behind it, is to ensure that they (the people) own these projects, because when that ownership comes in, then that is when sustainability plays out well. This is because what is yours; you would work hard to sustain it.

Inconsistency toward environmental sustainability. The analysis revealed that 38% of participants were not able to state specific ways in which corporate sustainability efforts have directly addressed environmental issues in the region. Only one of the participants from the NGOs made a direct statement about sustainability impacts on the

environment, "if I may go into details, you see that the mangrove forest is gradually regenerated by the company. We're beginning to see some of the rare Flora and Fauna being preserved, things that are not really in the core area of the company, but they're doing it." (P8).

Participant 1 referred to restoration of drill sites by stating,

> Interestingly, you will find out that right now, we have like I said, I may not be able to give an-accurate number, but we have a number of drill sites that had been restored better than what they were before we acquired them several years ago. We are done with them; we have decommissioned those wells and we have restored those vocations to the green that they were before we have to get them.

> Participants (43%) cited public enlightenment Initiatives of the company as ways in which corporate sustainability efforts have addressed environmental issues in the region. Participant 5's response to Question 3 revealed little insight on environmental stewardship. Participant 5 expressed,

> We have processes that help us define what are the clinical issues of the environment. These are developed to make sure that our entry and exit will not in any manner destroy the environment so that the livelihood of the people are maintained. Now on the other end is also helping the people to understand the importance of environmental stewardship. So environmental education also go ahead with it, you know when you're doing any work with it. It's important when we are policing our asset; we are also educating the communities.

Affirming this view, Participant 4 stated:

So the starting point will be to have your strategies focused areas, and for us we are concerned about health, education, economic empowerment and of course because of the nature of the industry where I work, the environment is very free to us such that anywhere we have our operations we want to ensure that whatever we do, we are able to return the land or the environment back to the natural state.

Sustainability programs have not yielded significant results as Participant 12 admitted, Corporate sustainability was not an issue, so the environment was never seen as something that should be nurtured and saved in a manner that our impact on the environment now will not compromise the need for the future generation to use it. Because it was not put into consideration, the environment in the Niger Delta was completely degraded: emission and oil spills. But now efforts are being made to address them especially arising from the UN report on the restoration of Ogoniland.

Participant 13 corroborated the view of environmental degradation by affirming, In the GMOU, there is a clause that says assuming there is an oil spill in an area within the community; the community would help manage or check such cases to see that it does not escalate to broader or wider waters or land areas. And of course we also have own oil spill unit that manages issues like that when they occur in their operation areas. The issue of the environment goes beyond oil spill but am just restricting it to oil spill because that is the most common thing you see happening in the Niger Delta area. Another big issue of concern is the issue of oil bunkering and theft which is not something that is caused by the oil

companies. This is even a greater danger to the environment than occasional oil

spills that happen during oil company's normal operation. I tell you that when you

go to waterways and see the level of vandalization of oil pipelines and the amount

of spills in the water as a result of pipeline vandalization, it is not something that

you want to equal to occasional oil spill.

In contrast, Participant 14's response to question 3 revealed no impact from sustainability

initiatives on environmental issues in the region. Participant 14 stated:

But I have not really seen any effort from oil companies who are based in the

region, in terms of carrying out sustainability projects and programs that will help

in mitigating the environmental challenges. At the moment they are trying to

reconstruct houses and roads that were destroyed by flood, which is still ongoing.

But what about the terrain, the common problems of pirates and oil thieves, gas

flaring amongst others ravaging the region. I don't know if steps are been taken to

curb some of these challenges. If there are, then I think it will go a long way to

help, but as it is now, I don't think they are carrying out any sustainable projects

that have actually handled the aspect of environmental issues in the region.

Participant 15 corroborated by expressing,

For me, I wouldn't say that corporate sustainability efforts have actually

addressed environmental problems in the region. Environmental problems are still

there. But what I feel that they are doing in a bid to make up for the damage is

providing the communities with developmental projects and all that. Still that has

not been able to deal with environmental problems in the region.

Participant 16 corroborated the view of awareness through education as a positive occurrence in the face of environmental quagmire in the region. Participant 16 presented an optimistic view by stating,

Though much has not been achieved regarding the environment but to some extent serious awareness has been created. People have been able to know that degrading the environment is not helping anybody. In fact, it is destroying their own livelihood. Before people used to encourage their people to go into bunkering but at the end of the day, everybody suffers. Creating awareness has been able to make people understand that such practice is not good. No matter where you run to, you will still become a victim because one relative could be involved. Inhabitants of these places could not engage in farming. So a degraded environment does them badly. They rightly state that they do not catch fish anymore. It has also increased the level of poverty in these communities. They are beginning to realize that destroying the environment through bunkering is not really helping them.

Although several participants could not express their perception succinctly regarding the impact of sustainability efforts on environmental issues, the collective perception evidenced a significant inconsistency toward environmental sustainability in the NDR.

Government failure and corruption. Participants (42%) equally distributed among company executives and NGOs/Community representatives identified corruption

and failure of governance as the single factor that has contributed the most to the NDR

having the reputation as a "sustainability paradox".

> A case in point is corrupt governance. People get into government and turn the
>
> public purse into private use. The government has overbearing power in this
>
> country. If all the funds that have gone to the Niger Delta have been used for what
>
> they are meant for, I don't think what has happened would have occurred. The
>
> funds were coming from all directions. The amount of internally generated funds,
>
> the Niger Delta Development Commission (NDDC), local government etc get
>
> embezzled. What has not helped the issue is that people have failed to challenge
>
> their leadership (P9).

Similarly, 41% (from both company executives and NGOs/Community representatives)

asserted multiplicity of problems in the NDR as a major factor that has aided

sustainability paradox in the region. Participant 2 professed,

> The problems are multifarious, they are not limited to environmental issues, like
>
> I said, poverty, lack of education, lack of standard schools, lack of basic road
>
> infrastructure, no dedication, it is creeks, where everywhere is water so you don't
>
> have minimal transportation infrastructure, these are the issues.

Participant 3 supported the idea that government's leadership has shifted its responsibility

to oil companies' leadership by failing to address social and environmental problems in

the region. Participant 3 corroborated this perception by noting,

> The major problem we have is the failure of governance in the Niger Delta region.
>
> If you and I go to the US now and set up an oil company, the local community

will not expect us to tar their roads or build bridges. What is expected of us is to

pay our taxes, and all the thing that we need to do. If you want to perform

corporate social responsibility, it is about values and ethics. But in this area, if

we have a functional government: local, state and federal, playing their roles in

the highest order, the roles of oil companies would have been different.

Participant 5 stated:

I think the biggest problem or challenge is the fact that the place is very remote in

the sense that asset is mostly by river or water and it's difficult to go to those

areas and as a result of failure in government to build infrastructure in those

places, it is almost like exclusion of the people from the mainstream of Nigeria.

The fact of being excluded angers and that anger is being expressed in different

forms.

Supporting this view Participant 6 explained,

In my own opinion, one of the greatest issues in Niger Delta is security, lack of

security and rule of law. Now, that one is also due to lack of government

visibility because the people have been deprived for a very long time and

government have not been responsible.

Similar views was expressed by Participants 1, 4, 7,8, 10, 11, 12, 13, 14, 15, 16,

17, 18, 19, 20. This notion of government was a common perception among participants.

However, the oil company received considerable responsibility regarding sustainability

paradox of the region. Participant 8 noted:

So I mean the issue is that....the government has not also had a proper regulatory

system in place to ensure that some of these environmental factors are taking into

consideration. Now the oil industry shares part of the problems. I personally know

that it is a very difficult thing to superimpose a flare reduction program, In terms

of the oil industry, I think they look a long time to appreciate the fact that the

people were highly irritated as such they underestimated their reaction.

Government failure in the context of sustainability refers to the inability of

Nigerian government to provide socioeconomic needs of the Niger Delta and hold the oil

MNCs accountable for environmental degradation. The absence of government

legislation and legal damages explains the increasing sustainability paradox in the region.

Disagreement and community conflicts. The majority of the participants (65%)

believed that sustainability efforts of the oil company leadership had no negative effect

on the local people. Those with this view consisted of 13% (3 out of 20) of participants

who stated explicitly that corporate sustainability efforts have no negative impact on the

local people and 52% who viewed the idea that corporate social responsibility has a

negative impact on the local people as a consequence of misperception. The latter group

of participants included equal numbers of company and NGOs/Community

representatives. However, a total of 31% of participants (all from the NGOs/Community

representatives group) believed that the corporate sustainability efforts have hurt the local

people. Recently, an inter-community conflict created a dispute between the company

and one of the communities due to an alleged misrepresentation for the signing of the

GMOU. This dispute created disunity and internal wrangling in the community (Harris-

Okon, 2012; Ogbodu, 2013). Participant 20 explicitly stated,

Yes, severally because corporate sustainability requires that the organization takes

care or cognizance of what should impact the local communities negatively, and

deal with it the way it ought to, such that it does not destroy the environment. But

that is not the situation in most cases in those communities. So the operation of

these oil companies have negatively affected the lively system of these local

people, so much so that it has increased the level of poverty in those

communities…These situations mostly in those Riverine areas are affected by

chemicals used by these oil exploration companies. And it stands the test of time

because they get far longer than you expect, and the aquaculture or ecosystem is

affected very drastically, and these people need to now go far into the deep sea to

fish.

Participants (13%) referred to direct cash transfer programs like "amnesty program" as

creating a negative incentive among the youths. Participant 13 asserted,

Young people don't want to do anything they are looking at militants as their role

models they don't even want to go to school. They tell you so and so person

didn't go to school, and he has a lot of money. There is a total collapse of the

social life around the community. I tell you, this is creating more problems. As we

speak, there is growing sea piracy. In those days you go through the sea without

anybody harassing your boat. Prostitution has also increased.

The issue of accountability and trust emanated from Participant 8 responses to

question 4. Participant 8 narrated,

There are issues and accountability within those communities. For instance,

the oil company hired some people who are mainly community people to help

guard pipelines. But the oil company gives the contract to the communities

involved. Communities then nominate people within the community to do the

work. The local people nominated to do the work will be given identity cards, no

letter of employment. Sometimes they are underpaid.

Participant 19 cast an aspersion to community members, who benefit from

sustainability efforts but remain a nuisance to their community by stating,

They do not want to do anything anymore because of easy money. They fold

their hands and wait because they belong to oil producing communities. At the

end of the day, some money will be paid and it will be shared. Many of them

refuse to work. At the end of the day, once a starter pack is released to them, they

simply sell it off. Afterwards they wait for the free money, and life goes on...

Many of them that I know in the communities have gone to South Africa to learn

trades, but they are still in the community waiting for the sixty-five thousand

stipend every month. It is a pity that the beneficiaries do not plan to open shops.

Such persons will surely become a nuisance to the communities.

Although sustainability programs were viewed as a positive endeavor in the

communities. Internal conflicts arise when competing interests and personalized motives

generate conflicts between the oil company and communities.

Improved consultation. Increased community engagement and better planning

were the most recommended future changes for improving sustainability efforts. Thirty-

six percent of participants believed that there is need to increase community engagement.

The majority of the participants expressing this view are from the NGOs/Community

representative group. Participant 1 stated:

> What I will like to see more is a situation where the communities are involved in
>
> certain things which only they can do very well. Like taking care of the forests,
>
> you know taking care of the ecology helping to identify those rare flora and
>
> animals that are almost on the verge of extinction. Some of them only exist within
>
> the Niger Delta all over the world.

More funding and improved engagement were the future expectation of RDCs, who

called for the Inclusion of women and acceptance of the GMOU by all stakeholders

(Editorial, 2012).

Equal number of participants (27%) from both company executives and

NGOs/Community representatives believed the impact of sustainability programs could

increase through better planning and improved consultation. Some of the key issues

mentioned included, providing for adequate consultation, clearly spelling out

sustainability strategies and designing programs that carefully examine and incorporate

measures to counter unintended consequences. The following are excerpts of participants'

responses capturing these different views:

> Any intervention going to the communities must be in the proposal that clearly
>
> spell out the sustainability strategy of that intervention, that is one. And again
>
> they should really incorporate a lot of capacity building through the reorientation
>
> because these two things are the things that can really tackle the sustainability
>
> issue that we are talking about (P4).

Participant 10 added:

>The timeline for consultation prior to implementing the projects I think should be a lot more. The gestation period to get this project will be properly articulated well, will take you almost a year of proper work, with NGOs study people, collecting people, organize them to form corporative and things like that will take about a year but normally on the time pressure, so you look at some of these things and they have impacts on the quality of results.

Participant 16 expressed,

>I have also noticed that the amnesty program is also a problem. Many of them that I know in the communities have gone to South Africa to learn trades, but they are still in the community waiting for the sixty-five thousand stipend every month. When they get it, they squander it and continue to wait for the next month. My worry is: at the end of the program, what will happen?

There is a strong relationship between inclusive management and sustainability demonstrated in the findings. This implies that interrelation of elements (social interaction) determined the behavior of the whole (Systems thinking). The different views of sustainability generated increased understanding to enable improved cognitive ability of oil companies' leaders for a productive harmony of business and society.

The findings of this study related to systems thinking theory and sustainable value framework. Systems thinking represented the notion that relational interaction among elements creates emergent social structures (Forrester, 1958). Oil companies' leaders have an obligation to both shareholders and society; as such integrating the actions of diverse

actors to formulate a conviction capable of changing the norm, is essential for a new
balanced order (Bush, 2013; Forrester, 1958). Participants' responses revealed
congruence with systems thinking theory. The absence of systemic thinking could deepen
the paradox of the phenomenon in the region. Sustainable development has become a
source of profitability and relational excellence in host communities (Baumgartner, 2013;
Kahn et al., 2013). An integrated management of corporate sustainability needs a holistic
perspective to ensure beneficial permanence in economic, social, and environmental
performance (Baumgartner, 2013).

Integrating sustainability into business strategy to move beyond compliance is in
congruence with a sustainable value framework. The mixed views of participants are
consistent with the four quadrants of a sustainable value framework, (a) waste control, (b)
reputation and legitimacy, (c) innovation, and (d) equitable value (Hart & Milstein,
2003). The framework implied that a planet saving behavior is integral to organizational
performance. Leaders of sustainable organizations activate a holistic mindset for
managing the multiplicity of sustainability issues to achieve a common future and make
development sustainable (Boonen, Aerts, & Tavernier, 2013; Pereira, 2012). A
sustainable value framework provides managers with a conceptual model and a structured
approach to address the inextricable relationship between business and society

Applications to Professional Practice

I focused this qualitative explanatory case study on exploring one oil firm's
current sustainability programs and the impact on both shareholders and the people of
Niger Delta of Nigeria. Participant responses were consistent with the perceptive

disagreement of sustainability and suggested expanded thinking for the future. Openness and consistent dialogue may reconcile perceptions and foster a new connected mindset (Bouchier, 2012; Bush, 2013). Competing perceptions make sustainability a stakeholder-driven construct as differing pressures in the host communities incapacitate normative management (Escobar & Vredenburg, 2011). The mechanistic approach of normative management produces a disconnected capitalism not capable of responding simultaneously to economic, social, and environmental pressures.

The findings obtained from this study strongly related with systems thinking theory as any dichotomy between the internal and external environment of the organization undermined sustainable development. The findings also revealed the need for increased inclusiveness and integrative approach to enable new governance for sustainability (Baumgartner, 2013). Leaders of sustainable organizations are redirecting their approach, reducing reductionism and embracing co-creation of value toward sustainability (Baumgartner & Korhonen, 2010). The current complexity produces an emergent state of combined socioecological complex adaptive processes from which consensus and performance translate to sustainability (Bush, 2013). Participants affirmed the need for leaders of oil MNCs to integrate environmental and social performance into a common economic pursuit to enable sustainable value. Integrating the expectations of the local people into corporate business strategy could mitigate the level of resources needed to address local community problems (Akhakpe, 2012; Olufemi, 2010).

The findings from this study provided useful insights to the oil company's leadership for the establishment and implementation of sustainability programs in Niger

Delta communities. Increased understanding of the relationship between stakeholders and sustainability may help the company in managing sustainable development in the region. The findings may provide a new business lens for viewing sustainability as a means to concurrently improving human wellbeing and profitability through proper stakeholder engagement.

Implications for Social Change

The productivity of land and water in the Niger Delta will increase when greater understanding of sustainability induces an integrated framework and consistent stakeholder engagement in oil production. Several scholars addressed integrating sustainability into the core business strategy of organizations to drive innovation needed to achieve equitable value (Edgeman & Eskildsen, 2012; Micah & Umobong, 2013; Mirvis et al., 2010). An integrated sustainability effort that focuses on (a) waste control, (b) corporate legitimacy, (c) new technology (innovation), and (d) equitable value could result in improved agricultural productivity and achievement of sustainable development (Hart & Milstein, 2003). The Nigerian government could use the findings to develop new policies and regulatory framework to ensure good governance for the betterment of the local people.

The findings from this study evidenced the importance of improved understanding of sustainability for delivering sustained social change. In general, 65% of the participants' responses revealed positive social outcomes from the sustainability programs of the oil company. Furthermore, participants agreed that sustainability programs of the company had positively affected the livelihood of the local people even though they

differ in their perception of degree and means. The GMOU empowered community members to manage programs and projects for their respective communities. The GMOU provided community members the ability to conduct self-directed needs assessments for small scale enterprises (P1, P2, & P13). Participants' responses regarding the impact of sustainability programs on environmental degradation revealed the consensus that the oil company's programs had failed to address environmental issues. The participants' responses implied that the intent of the oil company's leadership was to maintain peace and stability for their oil operation through community projects such as hospitals, schools, housing, and entrepreneurship programs. The validation of inclusive sustainability by the research findings could promote eco-system saving behavior to increase agricultural productivity in the region.

Recommendations for Action

Despite the sustainability efforts of oil MNCs leaders, the Niger Delta continues to experience deterioration of environmental and social conditions. The result of the research will benefit the oil company's leadership in designing and implementing sustainability programs. The findings may also benefit Nigerian government in making policies and legislation for addressing emerging challenges of environmental degradation and management of agriculture in the region. Based on the findings from the research, I proffer a number of actionable recommendations. First, to eliminate fragmentation and doubts, the oil company's leaders should embrace a regenerative thinking (a shift from mechanistic to an ecological worldview) for sustainability to enable systems thinking capabilities in addressing the complexity. A regenerative framework redefines what

sustainability means in the context of progressive harmonization of a dynamic system (Mang & Reed, 2012). The process introduces a higher level of community engagement in which stakeholders become responsible for advancing sustainability. Regenerative methodology would allow the oil company's leaders to set goals based on the needs of stakeholders as development becomes a mutually beneficial partnership.

Second, I recommend collective sense-making and enaction processes with stakeholders to generate multidimensional responses for sustainability. This process discounts individual contemplation as insufficient to generate responses to sustainability (Bush, 2013). Developing multileveled mental models is essential for creating social structures appropriate for organizing relational complexity. Collective sense-making process should ensure a cognitive fit among stakeholders for sustainability in the region.

Third, I recommend the development of a sustainability system instrument panel containing performance indicators of sustainability programs and trends for transparency and accountability. Oil production involves multileveled processes and support systems; therefore, sustainability performance measurement should include an evolving dynamism of economic, social, and environmental (triple bottom line) factors. The sustainability instrument panel would be the basis for assessing performance against the triple bottom line factors as stakeholders monitor and audit the results of the key business processes (Poveda & Lipsett, 2013). The transparent nature of the sustainability instrument panel would encourage collaboration among the oil company stakeholders to gain trust in the local communities. Improved decision-making and sustainability assessment processes should result from the design, development and implementation of the instrument panel.

The sustainability instrument panel could provide a basis for improving effectiveness and efficiency of sustainability programs through catalyzing increased stakeholder engagement.

Fourth, to further develop and strengthen a corporate culture of sustainability, the oil MNCs leaders should empower and upgrade the skills of their project managers with methods, tools, and techniques to execute projects, programs, and project portfolios using sustainable methods. I recommend the adoption of green project management methodology to ensure the use of sustainable methods for project delivery. Green project management integrates a framework of best practices for project and sustainability management based on the UN Global Compact ten principles and relevant ISO standards (I.E., ISO: 2600, ISO: 50001, ISO: 9001, ISO: 14001, ISO: 21500). The adoption of green project management in the development and implementation of systems and platforms that are currently serving as polluting agents would mitigate and possibly eliminate the environmental issues. By empowering and enabling project managers, the sustainability programs could mitigate environmental and social impact of oil production to achieve sustainable development in the region.

This study will provide strategic support for improving sustainability best practices in Nigeria's oil and gas industry. Dissemination of findings from the research will use various methods. I will present a copy of the study to the public affairs department of the oil company. Participants (NGOs) will receive a summary of the study to share among other nonprofit organizations and community leaders. Through the publication of the study in the ProQuest/UMI dissertation database, academia and others

will have access to the research. Other publications focusing on sustainability, CSR, and sustainable development provide additional opportunities for publishing the findings from the research. I will seek to share the result from the study in Nigerian Institute of Management conferences and oil and gas conferences.

Recommendations for Further Study

The result of the research described and extracted the perceptions of sustainability practitioners and partnering NGOs regarding recent sustainability programs of one oil firm in Niger Delta. The findings of the qualitative explanatory single case study illustrated the divergent perceptions of sustainability and the impact on both shareholders and the local communities in the region. Although the participants recounted the importance of an inclusive sustainability, a good number also expressed that corruption and government ineptitude contributed majorly to sustainability deficit of oil companies' leadership in the region. Future studies in this area could use multiple case study research to determine whether corruption and government inertia reduces understanding of sustainability in the oil industry. Further study could also present understanding of the differences between private and public sector cognitive expression of sustainability programs in business practices. The outcome of such studies could increase understanding of sustainability and stakeholder management in the oil industry. The findings from this research could also provoke innovation processes needed to overcome corruption in managing sustainability in business practices.

Reflections

In this research, I focused on exploring, describing, and analyzing the perceptions of experienced sustainability practitioners and partnering NGOs in managing sustainability programs of one oil firm. Sustainability has become a source of competitive advantage in global organization (Bridoux et al., 2011; Laszlo et al., 2010). Twenty five years of management and leadership experience provided the framework for investigating sustainability efforts of one oil company in Nigeria. I recognize I delved into this study to contribute to the betterment of the local people through improved business practices. Throughout the research, I bracketed personal presuppositions and biases to ensure participants freely and objectively expresses in-depth perceptions of the phenomenon. Through this qualitative case study, I sought to increase my understanding of sustainability through open-ended interview questions.

The findings from the research underscore the assumptions held prior to conducting the research. Although I held uncertainties regarding whether participants would provide accurate information, the richness of the research findings dispelled my initial concerns. Participants' differing perceptions of sustainability increased the understanding of business leaders and NGOs cognitive framing of the phenomenon. The flexibility and depth of the qualitative case study design enabled me to obtain credible findings through in-depth perceptions and data triangulation (Yin, 2012).

Summary and Study Conclusions

Through this qualitative explanatory case study, I explored and identified sustainability perceptions of one oil company and partnering NGOs with regards to their

sustainability programs and the program's impacts on the local people. Findings from the study uncover the divergent perceptions and cognitive framing of sustainability. Results from the research revealed that inclusiveness of people was the most significant factor in driving sustainability programs. Additionally, government ineptitude and inaction were strongly associated with sustainability paradox in the region. Competing ideas, values, and motivations demonstrated the need for openness to ensure accountability in measuring the impact of sustainability programs.

Although there was a general agreement that sustainability programs (GMOU) left a positive impact on the local people, the extent and means were not definitely determined. Agricultural productivity and environmental issues received negative impact with regard to sustainability. In general, 85% of participants indicated that sustainability programs were to compensate for the environmental issues plaguing the region and to maintain the oil company's license to operate. Because the established GMOU presented narrowly contemplated sustainability programs, the challenges fostered disharmony. The process of designing, developing, and implementing sustainability programs is essential for enabling equal partnership among stakeholders (Oil company, Government, NGOs, and Host communities) and for developing consensus that represents a holistic view. Integrating the actions of all actors to promote the interrelationship of the challenges could enable an improved sustainability mindset. The meaning of these results underscores the need for leaders of oil MNCs to use a broader business lens in viewing sustainability. Through a broad business lens, oil companies' leaders could increase shareholder value deriving from economic, social, and environmental issues.

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Appendix A: Request for Research Assistance/Approval Letter

Mr. Charles Anosike
BNL French Estate
Jabi. Abuja
Program:
Doctorate of Business Administration
(Leadership)
Walden University,
Minneapolis, Minesota.
USA
Date: 13ᵗʰ/03/12

RECEIVED

22 MAR 2012

General Manager
Nigerian Petroleum Investment Management Services (NAPIMS)
8 – 10 Bayo Kuku Street
Ikoyi, Lagos State,
Nigeria

REQUEST FOR RESEARCH ASSISTANCE:
"Sustainability Efforts of One Oil Company In Nigeria: A Single Case Study"

Dear Sir,

My name is Mr. Charles Anosike, I am a Nigerian and a Doctoral Student at Walden University, Minneapolis, Minnesota, USA. I am completing my Doctoral project titled *"Sustainability Efforts of One Oil Company In Nigeria: A Single Case Study"*. The main purpose of study is to explore and describe sustainability effort of a single multi-national Oil Company in the Niger Delta region of Nigeria and its resulting effects on the local people. In this study I would need to conduct semi-structured interviews with about 8-12 mid to top management level executives in one of your Joint Venture multi-national Oil Companies. We expect some of the participants to be from NAPIMS.

I humbly request your assistance in gaining access to these participants as this study would provide an in-depth understanding of the sustainability paradox in the Niger Delta. Such understanding of sustainability may improve business practice and effect positive social change in the community.

The interviews are expected to last no more than thirty minutes each. It would be recorded and transcribed for a qualitative data analysis. At the point of interviews participants would sign a letter of consent that would inform them of the scope and ethical considerations.

Best Regards

Charles Anosike

NIGERIAN NATIONAL PETROLEUM CORPORATION
NATIONAL PETROLEUM INVESTMENT MANAGEMENT SERVICES
(NAPIMS)
8/10, BAYO KUKU ROAD, IKOYI, LAGOS.

Cablegram: **NAPETCOR**
Telephone: 2692281
Telex: 7901215-18
Cable: **NAPETCOR**

Ref: NAP/JV/EXP/S&E.07.09

May 28, 2012.

Date:

Mr. Charles Anosike,
BNL French Estate,
Jabi,
Abuja.

Dear Sir,

REQUEST FOR RESEARCH ASSISTANCE: "Sustainability Efforts of One Oil Company In Nigeria: A Single Case Study"

References:
NAPIMS: NAP/GGM/02.03 dated April 25, 2012.
CNL: NMA-PUB-CNL-NNP-LEK-00062L dated May 9, 2012.

Please refer to the letters under reference on the subject.

This is to inform you that your request to Chevron Nigeria Limited (CNL) which was presented to us for consideration to support your research assistance has been granted.

You are required to contact Mike Kabi of Policy, Government and Public Affairs Department on Tel: +23412772222 Ext. 63685 and E-mail: MKQS@chevron.com for further information.

Yours faithfully,
NIGERIAN NATIONAL PETROLEUM CORPORATION

M. A. FIDDI, *FNAPE*
Group General Manager, NAPIMS

Appendix B: Consent Form

Dear Sir/Madam,

You are invited to take part in a research study of one oil firm sustainability efforts and the resulting effects on business performance as well as the local people of Niger Delta. You were chosen for the study because of your experience in sustainability, and your level of involvement on recent sustainability projects. This form is part of a process (informed consent), which is designed to provide you information about the study to enable you make informed decision on whether to participate or not. The signed copy will be collected by the researcher before commencement of the interview. The name of the researcher is Charles Anosike, who is a doctoral student at Walden University. Data gathered will be analyzed to shed light on sustainability and value creation for stakeholders.

Background Information

The purpose of this study is to explore and describe one oil firm present sustainability initiatives and the impact on business performance as well as the local people of Niger Delta. Data from the study will provide a better understanding of sustainability construct and the resulting effects on business and society. Adopting and implementing the findings and recommendations may contribute to positive social change through proactive efforts to reduce waste and increase productivity of the area. The oil industry could use the findings to improve understanding of the phenomenon and actively develop processes for reclamation of land and water in the area.

Procedures:

If you accept participation in this research, the researcher will conduct a face-to-face interview with you at a time and place convenient for you. The interview will be audio recorded. The interview session will last approximately one hour or until you have completed your responses to the questions. There are no standard procedures for ending participation and you can refuse to continue with the study at anytime without any penalties.

Voluntary Nature of the Study:

Your participation in this study is voluntary. You have a right to withdraw from the interview, or rescind your responses at any time with or without a reason. You may also wish not to respond to any questions that you are not comfortable with or you feel are intrusive.

Risks and Benefits of Participating in the Study:

There are no major risks expected from your participation in this study. You will benefit from participating in this study by helping the researcher identify the causality of sustainability paradox in Niger Delta. Your participation may further provide you with a sense of self-pride knowing that you could help increase understanding of business of sustainability.

Compensation:

There will be no compensation for participating in this study.

Confidentiality:

The researcher guarantees confidentiality of all information that you disclose during the interviews. Your name or anything that identifies you will not be included in the information you provide and this information will only be used for the research study only. Data collected will be stored in a safe deposit for a period of 5 years as require by the Institutional Review Board (IRB). The data will be destroyed after that.

Contacts and Questions:

The researcher can be contacted in Nigeria by calling the phone number 2348033496839. In case you have any questions before or after the interviews, you can also contact the researcher via email at charles.anosike@waldenu.edu or anosikec@gmail.com. You can call the Walden University representative at 1-800-925-3368 ext. 1210# from within the USA, 001-612-312-1210 from outside the USA, or email address irb@waldenu.edu) in case you need to discuss privately anything regarding your rights as a participant. The Walden University's approval number for this study is 10-30-13-0198061 and it expires on October 29, 2014.

I will leave a copy of this form for you to keep.

Statement of Consent:

I have read and understood fully all the information contained in this consent form and hereby voluntarily participate in this study. By signing below, I agree to all the terms described in this form.

Respondents' Name _____

Respondents' Signature_____

Date of Consent_____

Researchers' Signature_____

Appendix C: Interview Questionnaire

The following are the interview questions:

1. How would you define the term sustainability as used in corporate literature?

2. Describe the ways in which corporate sustainability efforts have enhanced the livelihood of the local people?

3. Describe the ways in which corporate sustainability efforts have addressed the environmental issues in the region?

4. Describe the ways that the local people have been hurt by these efforts.

5. What factors do you think have contributed the most to the Niger Delta Region having the reputation as a "sustainability paradox"?

6. How has the economic value to shareholders been enhanced by corporate sustainability efforts?

7. Describe the most recent sustainability project that you were assigned.

8. Reflecting on the most recent project and the impact, describe any recommended future changes you would make for improving the expected results of similar projects?

9. Describe anything else you would like to add that would aid in understanding of the phenomenon.

Curriculum Vitae

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Charles Anosike, is principal partner and consultant at Agency Consulting Ltd in Abuja,

Nigeria. Agency Consulting specializes in Project Management, Organizational

Development and Change, Leadership Development, and Sustainability.

www.agencyconsults.com

Our Vision: We promote and enable shared value through ethical leadership to improve

organizational performance for sustainability.

Our Mission: Agency Consulting seeks to help organizations achieve lasting

improvement in their performance through human development.

The fast changing business environment is leaving organizations in constant rethinking to

adapt for change. Agency helps organizations to imbibe systems thinking approach,

focusing on collective whole to achieve sustainable value. We work with organizations to

identify the preferred culture of the whole in order to achieve the desired outcome. By

using OCAI-Organizational Culture Assessment Instrument, Agency can effectively help

organizations to integrate internal and external factors relevant for successful change.

Charles gained solid foundation from his doctoral research/dissertation, which focused on sustainability efforts of one oil company in Nigeria. Drawing on sustainable value framework and systems thinking, organizations can uncover opportunities deriving from economic, social, and environmental issues to create sustainable value for stakeholders. Charles has over 15 years management experience, a fellow at Chartered Management Institute (FCMI), member of Institute of Consulting (MIC), Green Project Manager-GPM, member of Nigerian Institute of Management (MNIM) and Chartered Management Practitioner (Licensed by Nigerian Institute of Management).

President/CEO

Browse.Com Nig Ltd www.browse-ng.com

February 2003 – Present

ICT, SOFTWARE & TRAINING

A consummate chief executive, plays a vital role in Browse.Com as President/CEO, a leading ICT company established in 2003. He expertly provides IT Project leadership in development, management, consulting, and administration in network connectivity and provision of training in public and private sector.

He has a passion for high-tech business solutions, LANWAN technology infrastructure, equipment, software development, internet solutions and enhanced communication services.

With over a 15 years of experience in management and product development, veritable track record in increasing performance through dynamic IT leadership and quality

management , strategic planning, technology innovation and change. He is equally adept in interpersonal and technology skill to create a unique blend of innovative solutions and products while pushing the creative envelope and thrive on opportunities to drive people, processes and technology.

Organizations (Professional membership)

International Society of Sustainability Professionals

Member 2012

Institute of Consulting

Member (MIC) 2012

Academy of Management

Executive Member 2010

Nigerian Institute of Management (Chartered)

Member (MNIM) 2012

Computer Professionals of Nigeria

Member 2009

Millenium Development Ambassador-Teachers Without Borders

2007

Nigerian Economic Summit Group

Member Environmental Sustainability Policy Commission 2013

Certifications

Chartered Management Practitioner

Nigerian Institute of Management (Chartered)

<u>Certified Leadership Consultant</u>

American Academy of Project Management

<u>Master Project Manager (MPM)</u>

American Academy of Project Management

<u>Green Project Manager (GPM)</u>

Honors & Awards

Fellow

Chartered Management Institute-FCMI

September 2011

Fellow

American Academy of Project Management-FAAPM

2009

He was a Member of the National Technical Working Group (Vision 2020) ICT Thematic Committee, Federal Republic of Nigeria (2009).

Member, Board of Directors of the Daily Times of Nigeria Plc (2005)

Appointed member board, Nigerian Integrated Water Resources Management Agency (2009)

Education

Organizational Culture Change and Leadership Workshop based on Organizational Culture Assessment Instrument-Organized by OCAI-ONLINE

June 27-29, 2013, Zwolle, Netherlands

Academy of Management Africa Conference, Jo'Burg, South Africa

January 7-10, 2013

Stanford Business School- Stanford Executive Summit

Barcelona, Spain April 5, 2010

Walden University

DBA, Doctor of Business Administration (leadership)

2009 – 2014 (expected)

Doctoral Dissertation topic: Sustainability Efforts of One Oil Company in Nigeria

Grenoble Ecole de Management - Grenoble Graduate School of Business

Executive Education, Energy Management-July 2012 – 2012

American InterContinental University

MIT, IT-project management

2009

Skills & Expertise

- Project and Program Management

- Change Management

- Program Management

- Management Consulting

- Organizational Culture Change & Leadership Development

- Corporate Sustainability

- Strategic Information Management

Hobbies:

Fitness, skating, music,