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Corporate Social Responsibility and Organizational Sustainability of the Oil and Gas Service Sector in Rivers State

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Abstract

This study examines the relationship between corporate social responsibility and organizational sustainability of the oil and gas service sector in Rivers State. The independent variable was noted as corporate philanthropy while the dependent variable was measured as productivity, profitability, and market share. Using a cross-sectional survey design, a census of 253 principal officers of the selected firms, the study gathered primary data which were derived with the aid of structured closed ended questionnaire. The data gathered were analyzed using spearman rank order correlation co-efficiency-statistics. Result derived indicates a strong relationship between dimension of Corporate Social Responsibility used in the study and the measures of organizational sustainability. The finding also reveals strong moderating role organizational culture with Corporate Social Responsibility and organizational sustainability in the studied firms Rivers State. It was recommended that management of organizations in the oil and gas sector should emphasize on the sustainable use of resources as well as look after the maintainability of public gardens, gives charity to schools, hospitals, sports clubs as well as make available safe drinking water and sanitation services for the public to enhance stakeholders welfare. Corporations should endeavour to always use environment friendly technology and practices in research and protection of host communities and the environment so as to enhance reduction in waste and use of recycled and environment friendly disposal system.

Key Words: Corporate Social Responsibility, Organizational Sustainability, Corporate Philanthropy, Productivity, Profitability and Market Share

1. Introduction

Profit maximization is traditional by believed to be the main motive behind the establishment of most business concerns except such humanitarian organizations as the Churches, Schools and other nonprofit making organizations. It is also the intension of these businesses to recoup or recover any fund committed or invested and that actually motivate the entrepreneurs to invest as to the profits they make on the funds so invested- Saale, (2006). This point according to Nwidada, (2010) was made very clear when Adam Smith said: “it is not out of the benevolence of the butcher that we eat meat but out of his desire to make profit. “Kotler (2002) agrees with this view when he opined that: “if entrepreneurs (individual or corporate) are not motivated by the primary motive of making profit, entrepreneurial skill will die and society may not move forward.

This singular profit motive have made entrepreneurs to exploit and socially neglect their host environment and community of operation to the extent that members of these host communities of operation becomes restive which in most cases culminate into demonstrations and work stoppage. This development then prompted researcher and management scholars and some welfare economist to make series of studies after which they submitted that the primary objective of a business concern need not be profit only but that business should be made in relation to their environment and also be seen to be responsive to compensate environmental exploitation The idea of exploitation by business organisations is fast becoming unpopular as communities are becoming conscious of their rights (Nnanna 2006).

Thus, Druker, (1996), formally propounded the concept of Corporate Social Responsibility in business. He argued that any business that is not socially alive to its environment is bond to experience conflict, lower profit and is not expected to live long. On the part of (Rostow 2008), he opined that the welfare of the host community should be very important. He equated the relationship as being matual where one depends on the other, Rostow work further gave credence to the issue of social responsibility as he argued for compensation to production process which inferred with community life. According to Nwachukwu, (2006) the awareness of social responsibility of the firm is not new in advanced nations, it according to him date back to the birth of the Cooperative and Mutualist movement in the 19th century. Since the end of the 1960's this topic appeared in the United States when Pollution risks, Employment security, Accident prevention, Minority promotion and Social usefulness of products began to be taken into consideration. In Nigeria, it is a relatively new concept.

There are many reasons why it is important for managers and organisations to act ethically and do everything possible to avoid harming Stakeholders. However, what about the other side of the coin? What responsibility do managers have to provide benefits to their stakeholder and to adopt courses of action that enhances the wellbeing of society at large? What does social responsibility of the firm mean?. A firm certainly is a place for the production of wealth, but we may also consider it as a place for creating social links between persons associated in a common project through the production of goods and services (Saale 2006). Nevertheless, the term social has two senses: a broad sense which includes everything to do with society, it concerns the integration of the firm in the environment, its relationship with clients, suppliers, public authorities, neighbouring communities and public opinion e.tc. Social responsibility is concerned with how organizations deal with the issues and problems confronting society. Socially responsible decision makers within corporations consider both economic and social impart of their decisions and the firm's operations on the various groups in society. Keith Davis (2003) believes that in meeting its social responsibility to society, a firm must be concerned with more than the narrow, technical and legal requirement. It should recognize that an obligation exists to protect and enhance the interests and welfare of not only the corporations but also those of society.

In today's environment, business organizations are been expected to assure broader and more diverse responsibilities to the various groups within society. There is little doubt that there is an increasing amount of attention directed to the social responsibilities in business firms. However, crities argue that there is more "lip service" than action, more public relation programmes than corporate social responsibility activities, nevertheless, social responsibility is an area in which the modern business firm must develop a stance, accompanied by appropriate policies and activities (Baridam 2005). Nigeria is an oil producing country with a large mineral deposits predominantly in the Niger Delta regions which comprising of Abia State, Akwaibom State, Bayelsa State, Cross River State, Delta State, Edo State, Imo State, Ondo State, and Rivers State. The region collectively produces 85% of the country's gross earnings and 75% GDP. Despite the gains from this region, the region is neglected and dejected as a result of the environmental degradation and lack of social amenities. This situation has resulted in several ethnic demands in the Niger Delta region ranging from the struggle of the Movement for the Survival of Ogoni People (MOSOP) which led to the death of late Ken SaroWiwa. Their genuine demands created great awareness of the consequences of exploration activities. Several charter of demand were made by host communities that it became a great challenge and concern to the Federal Government and Oil Companies in general. The inability and or refusal by oil companies to meet these requests had often led to serious conflicts resulting in loss of life, property, stoppage of work by the oil company, reduction on profit etc. the frequent clashes between the oil companies and their host communities has the capacity of frustrating federal government's objectives of developing the economy through loss of revenue as the agitators continuously vandalize the pipeline and take the expatriate on hostage. The Federal Government on their aspect in a bid to salvage the situation advised the oil companies to intensify their efforts to be socially responsive to their host communities while the fifteen percent derivation will be used for the development of the region. To manage the conflicts means that oil companies should be reasonably responsive socially, and that the host communities should be reasonable as well with their demands. The success of their ideology is an implication that corporate social responsibility is a necessity. The oil companies should see the host communities as stakeholders in the company activities and align their needs serious as societal issue of great importance to mitigate the abject neglect and adverse impact of their operation to the environment. An articulate corporate social responsibility policy would help to prevent further conflicts between the community, federal government and the corporation. (Anele 2004).

In the last decade, sustainability has become an increasingly integral part of doing business in industry. For companies to balance their financial, social, and environmental risks, obligations and opportunities, sustainability must move from being an add-on to 'just the way we do things around here'. As organizations work through these changes, business leaders are starting to recognize that organizational culture play a fundamental part in the shift toward sustainability. Yet, despite a multitude of corporate sustainability reports that describe sustainability as 'the way we do business, most business leader lack a clear understanding of how to embed sustainability in their day-today decisions and processes. Leading firms, including those that make up the Network for Business Sustainability's Leadership Council, are looking forward to understanding how to 'sustain sustainability over the long term. The study seeks to examine the relationship between social responsibility and organizational sustainability of the oil and gas service sector in Rivers State.

This study will further be guided by the following research questions:

i. What is the relationship between Corporate Philanthropy and Profitability of Oil and Gas Servicing Firms in Rivers State?
ii. What is the relationship between Corporate Philanthropy and Productivity of Oil and Gas Servicing Firms in Rivers State?
iii. What is the relationship between Corporate Philanthropy and Market Share of Oil and Gas Servicing Firms in Rivers State?

2. Literature Review

2.1. Theoretical framework

2.2.1. The System Theory and the Stakeholders Theory

The underpinning theories that best explain the subject of this study are the system theory and the stakeholders theory. The system theory propounded by Von Bertalanfy in year 1956 sees the organization as a social system with various subunits or parts known as the subsystems. This parts or subsystem according to Bertalanfy are interrelated and interdependent on one another and thus share resources and work together to ensure the success of the entire organization as a whole and a system. The system theory oppose reductionism and promotes holism, rather than reducing the entity (e.g the human body) to the properties of its parts or elements (e.g organ or cell, the system theory, focuses in the arrangement and relation between the parts which connect them into a whole. The system theory emphasizes interdependence interconnected and openness as opposed to independence isolation and closeness as well as acknowledges complexity as an attribute of reality and focuses on synergy and the combination analysis and synergy. The system theory consider organization as systems with relative boundaries which make exchange with government and must adapt to environmental changes in order to survive. They are open system which interact directly with the environment through the exchange of input and output. The system theory sees an organization as a whole comprising of all employees and as such, it is only when the organizational members have unity of purpose that set goals can be achieved. The significance of the system theory to the subject of this study reflect on the fact that organizations are open system that interact with the public and that are expected to perform its civic responsibilities to their host communities of operation, stakeholders, shareholders as well as to their customers/clients who are directly or indirectly part of the organization. This is in order to enhance a peaceful and harmonious coexistence between them and the organization which in turn enables the organization to have a smooth and uninterrupted operation and thus the realization of set objective.

3. Concept of Corporate Social Responsibility

Corporate Social responsibility is an important part of modern business. The term social responsibility refers to a manager's duty or obligation to make decisions that nurture, protect, enhance, and promote the welfare and well-being of stakeholders and society as a whole Boone & Kurtz, (2009). Hence, management considers social and economic effects in its decisions and operations. While Andrew (2001) sees social responsibility as a business philosophy that emphasizes that firms should behave as good citizens. They should not merely operate within the law, but should consider the effects of their activities on society as a whole. Modern business faces an environment that is often difficult to predict, in order to survive and prosper, organizations must effectively satisfy their stakeholders. Stakeholders are individuals or groups within society who have interest in an organisation's operation and performance. Stakeholders include shareholders, employees, customers, suppliers, creditors and the local community Malcolm (2011) (Andrew 2001).

According to George & Hill (2009), several decisions signal organizations' interest in being socially responsible. Hence managers are not only socially responsible but also shows support for their stakeholders by providing severance payments to help laid-off workers make ends meet until they can find another job, provide workers with opportunities to enhance their skills and acquire additional education so they can remain productive and not become obsolete because of changes in technology, as well as contribute to charities or support various civic-minded activities in the cities or towns in which they are Located, spending money to improve a new factory so that it will not pollute the environment and keeping the operation of the firm open whose closure would devastate the local community among others. According to Malcolm & Andrew (2011), meeting social responsibilities has many implications for businesses which according to them include:

- Taking into account the impact of their activities on the Local community - protecting employment and avoiding noise pollution, for instance
- Avoiding pollution or reckless use of finite resources in production
- Treating employees fairly and not simply meeting the demands of employment legislation.

- Considering the Likely sources of supplies (and whether they are sustainable) and the ways in which suppliers meet their social responsibilities."

While Malcolm and Andrew, (2011) says some businesses willingly accept these responsibilities not because their managers want to do so but because they fear a negative public image, Boone & Kurtz (2005) assert that most companies have adopted social responsibility as the proper business philosophy that has become standard corporate policy. But its acceptance at this Level does not mean that it has always been put into practice, and so Boone & Kurtz (2005) argue that the divergence between policy and actual practice is a common one in business that can best be overcome by assuring that every policy adopted also contains a set of procedures for putting it into practice indeed, Corporate Social Responsibility (CSR) affects all the activities and functional areas of a company, from operations to marketing and sales, from communication and external relations to human resources management, from strategy to audit. European Union proposes a classification of Corporate Social Responsibility (CSR) initiatives, which are grouped into two different categories:

i. The internal dimension, including human resources management, health and safety work, adaption to change, management of environmental impacts and natural resources; and
ii. The external dimension, including local communities, business partners, suppliers and customers, human rights and global environmental concerns

These fundamentals are seen as not only morally and ethically desirable ends in themselves and as part of the organization's philosophy; but also as key drivers in ensuring that society will allow the organization to survive in the long term as society benefits from the organization's activities and behaviour. EFQM presents some common characteristics of Corporate Social Responsibility (CSR) which are:

i. Meeting the need of stakeholders without compromising the ability of future generations to meet their own demand.
ii. Adopting Corporate Social Responsibility (CSR) voluntarily, rather than as legal, because it is seen to be in the long-term interests of the organization.
iii. Integrating social, environmental and economic policies in day-to-day business.

4. Corporate Philanthropy as a Dimension of Corporate Social Responsibility

The word philanthropy is derived from the Greek language, meaning "love for mankind". Corporate philanthropy refers to the giving by a business entity directly to charitable organizations or to individuals in need with the intention of improving the quality of life.

Research, Williams (2010), Philips (2014) suggest that firms are more likely to enjoy business benefits from these relationships when they go beyond simple cash donations and include expertise, access to strategic knowledge, and in-kind resources. Austin (2004) positions corporate involvement along a continuum. At the one end, relationships where firms make traditional donations are labeled philanthrophic. He argues that in the transactional stage, greater business benefits can accrue when the firm focuses donations around specific activities (e.g., a percentage of every sale).

At the other end of the spectrum are integrative relationships that are characterized by shared employees and activities, a relationship that approximates a joint venture (Robbin 2008).

5. Concept of Organizational Sustainability

In the last decade, sustainability has become an increasingly integral part of doing business in industry. For companies to balance their financial, social, and environmental risks, obligations and opportunities, sustainability must move from being an add-on to 'just the way we do things around here'. As organizations work through these changes, business leaders are beginning to recognize that organizational culture play a fundamental part in the shift toward sustainability. Yet, despite a multitude of corporate sustainability reports that describe sustainability as 'the way business is done, most business leader lack a clear understanding of how to embed sustainability in their day to day decisions and processes. Leading firms, including those that make up the Network for Business Sustainability's Leadership Council are looking forward to understand how to 'sustain sustainability over the long term. Every year, the Network for Business Sustainability (nbs.net) funds systematic reviews based on the top priorities identified by its Leadership Council. In 2009-2010, the corporate culture as a knowledge priority. This project aims to summarize an everyday, enduring part of the organization, something that has both penetration and traction, our aims were to summarize what we know (and don't know) about embedding sustainability in organizational culture and to provide a framework for thinking about the practices that may support this process.

In practice, business sustainability consists of managing the 'triple bottom line.' This includes decision-making that takes into consideration financial, social, and environmental risks, obligations and opportunities. This means more than just accounting for environmental and social impacts in corporate reporting. Sustainable business are resilient and create economic value, healthy ecosystems and strong communities. Sustainable business survive over the long term because they are intimately connected to healthy economic, social and environmental systems. We view sustainability as a mean rather than as an end point. In today's business environment, sustainability is something that many companies are striving towards, but few (if any) have yet achieved. One key component of this journey involves embedding sustainability into organizational culture.

Like sustainability, organizational culture is also defined in many different ways. Academic definitions make reference to shared assumptions and values as well as expected behaviours and symbols. An organization's culture guides the decisions of its members by establishing and reinforcing expectations about what is valued and how things should be done. For this reason, culture is often described as 'the norms, ethics, values and policies of an organization'. Over time, an organization builds up its own culture, providing a sense of identity to its members about 'who they are' and 'what they do'(Baridam 2005). An organization's culture is both reinforced and reshaped through the daily practices of its members. For our purposes, a culture of sustainability is one in which organizational members hold shared assumptions and beliefs about the importance of balancing economic efficiency, social equity and environmental accountability. Organizations with strong cultures of sustainability strive to support a healthy environment and improve the lives of others while continuing to operate successfully over the long term (Clark 2009).

6. Measures of Organizational Sustainability

6.1. Productivity

Productivity is basic to organizational effectiveness. Productivity can be seen in two different ways; Labour productivity which simply output divided by the numbers of workers or more often by the number of hours worked Nasar (2002). Amar (2006) defined productivity as the measure of how efficiently and effectively resources (inputs) are brought together and utilized for production of goods and services (outputs) in cognizance of the quality needed by society in the long term. This implies that productivity is the combination of performance and economic use of resources. High productivity indicates that resources are efficient and effectively utilized and waste is minimized in the organization. High productivity provides more profit for investors and promotes the development of the enterprise. It can stimulate improvement and motivation of employees Prokopenko (2007). Productivity is expressed in terms of cost per unit of production; "units produced per employee" or "resources cost per unit of employee" Daff (1998). Productivity improves when the quantity of output increased relative to the quantity of input. Efficiency improves when the cost of inputs used is reduced relative to the value of output. Efficiency is the accomplishment of goals with minimum resources or waste. It includes measures such as time minimization, cost minimization and waste minimization. Organization that achieves these three things are said to be efficient and productive. Speed and time were essence of time and motion studies since the days of scientific management introduced by Taylor that led to management efficiency. They are the source of competitive advantage and "time-based competition (TBC)" (Bateman and Snell 1999). They aim at reducing the total time it takes to deliver a product or service through fast and time design, execution, response and delivery of results. One can therefore say that organizations must respond to market needs quickly by introducing new products first; quickly delivering customers' orders; and responding quickly to customers request. Our conception of time here is the amount of man-hour spent or duration taken to accomplish a task. With respect to cost minimization, our interest is on monetary expenses incurred as a measure of corporate productivity performance. Cost is conceived as expenses incurred on production factors and activities. There is no doubt that every organization seeks to minimize its expenses as much as possible in order to maximize profit.

6.2.Market Share

Market share is the company's sales as a percentage of the sales in its target market (Czinkota 1997). This means that is strategies management and marketing, market share is the percentage or proportion of the total available market or market segment that is being serviced by a company. Market share is the share of overall market sales for each brand. It can be quoted in terms of volume (e.g the brand has a 5% share of the total number of units sold) or in terms of value (Czinkota, 1997). The main advantage of using market share is that it abstracts from industry-wide macro environmental variables such as the state of the economy or changes in tax policy. Market share has the potential to increase profits. Studies have shown that, on average, profitability rises with increasing market share (Kotler and Armstrong, 2001). Because of these findings, many companies have sought to expand market share to improve profitability. Market share is important because it helps one to know the strength of the organization whether they are leaders or minor players and also if the organization is still holding, gaining or losing share of its target market (Kotler, 1999). A strong and adaptive sustainability is necessary for organizations to maintain and expand their market share and thereby being effective (Mc share and Von Glinow, 2003).

6.3 Relationship between Corporate Social Responsibility and Organizational Sustainability

Corporate Social responsibility is an important part of modern business. The term social responsibility refers to a manager's duty or obligation to make decisions that nurture, protect, enhance, and promote the welfare and well-being of stakeholders and society as a whole Boone & Kurtz, (2009). Hence, management considers social and economic effects in its decisions and

operations. While Andrew (2001) sees social responsibility as a business philosophy that emphasizes that firms should behave as good citizens. They should not merely operate within the law, but should consider the effects of their activities on society as a whole.
Modern business faces an environment that is often difficult to predict, in order to survive and prosper, organizations must effectively satisfy their stakeholders. Stakeholders are individuals or groups within society who have interest in an organisation's operation and performance. Stakeholders include shareholders, employees, customers, suppliers, creditors and the local community Malcolm (2010; Andrew 2001).

According to George & Hill (2009), several decisions signal organizations' interest in being socially responsible. Hence managers are not only socially responsible but also shows support for their stakeholders by providing severance payments to help laid-off workers make ends meet until they can find another job, provide workers with opportunities to enhance their skills and acquire additional education so they can remain productive and not become obsolete because of changes in technology, as well as contribute to charities or support various civic-minded activities in the cities or towns in which they are Located. These and other organizational concern for their host communities as well as for their stakeholder, shareholders and the general public in no small measure enables the organization to be highly sustainable by maintaining its economic growth, financial and otherwise. Thus enhancing on time realization of the set objectives of the organization.

7. Corporate Philanthropy and Organizational Sustainability

The word philanthropy is derived from the Greek language, meaning "love for mankind". Corporate philanthropy refers to the giving by a business entity directly to charitable organizations or to individuals in need with the intention of improving the quality of life. Research, Williams (2010), Philips (2014) suggest that firms are more likely to enjoy business benefits from these relationships when they go beyond simple cash donations and include expertise, access to strategic knowledge, and in-kind resources. Austin (2004) positions corporate involvement along a continuum. At the one end, relationships where firms make traditional donations are labeled philanthropic. He argues that in the transactional stage, greater business benefits can accrue when the firm focuses donations around specific activities (e.g., a percentage of every sale).

At the other end of the spectrum are integrative relationships that are characterized by shared employees and activities, a relationship that approximates a joint venture (Robbin 2015).The corporate philanthropy according to Robbin enhances sustainable stakeholders reliance and trust which when maintained by both the organization and the public through the responsibility of each party towards the growth and wellbeing of the other party, enhances high sustainability in terms of growth and financial and non-financial performance especially on the part of the organization.

From the foregoing arguments, we hereby hypothesized thus:

H_{O1}: There is no significant relationship between corporate philanthropy and profitability of oil and gas servicing firms in Rivers State.

H_{O2}: There is no significant relationship between corporate philanthropy and productivity of oil and gas servicing firms in Rivers State.

H_{O3}: There is no significant relationship between corporate philanthropy and market share of oil and gas servicing firms in Rivers State.

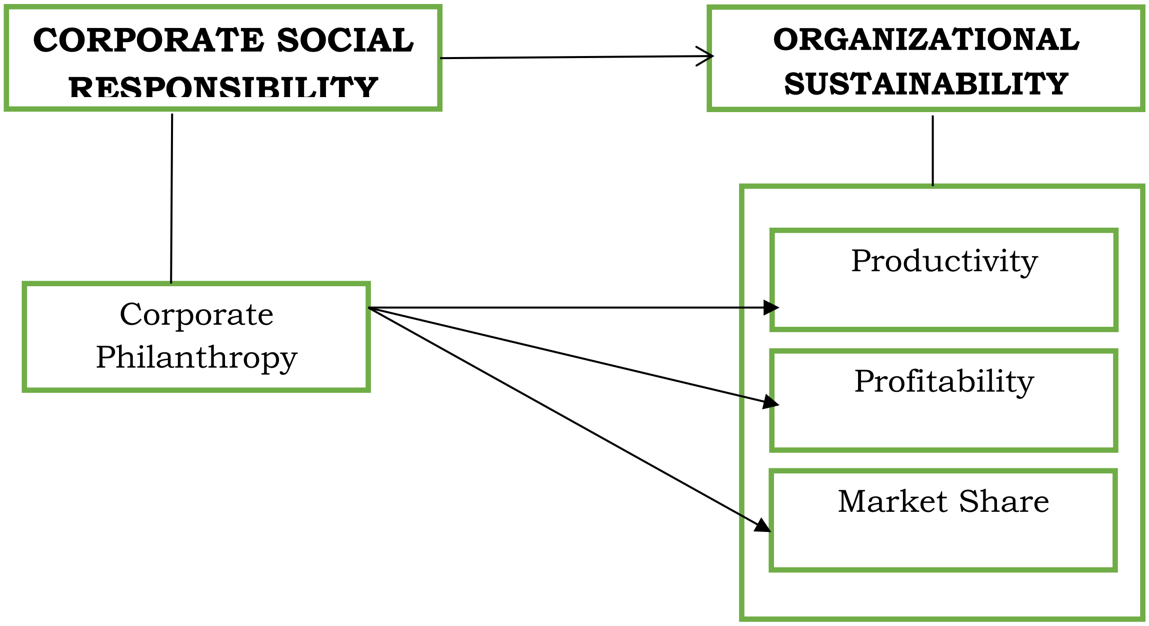

Fig.1 Operational Framework for the hypothesized relationship between cooperate social responsibility and organizational sustainability.

8. Methodology

The study used a cross sectional design. The population of this study covers 23 (twenty-three) registered Oil and Gas Servicing Companies domicile in Rivers State with a staff strength of 743 (seven hundred and forty-three) which makes up the target population.Eleven principal officers were randomly selected from each of the 23 Oil and Gas Servicing firms operating in Rivers State, making a sample size of 253. Descriptive statistics and Spearman Rank Order Correlation was used for data analysis and hypothesis testing with the aid of the SPSS Package version 21.

9. Results and Discussions

9.1.Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover one hypothesis Ho_1 which was bivariate and stated in the null form. We have relied on the Spearman Rank (*rho)* statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at $(p>0.05)$ or rejecting the null hypotheses at $(p<0.05)$.

Table 1: Correlation Result for Corporate Philanthropy and Productivity

			Corporate Philanthropy	Productivity
Spearman's (rho)	Corporate Philanthropy	Correlation Coefficient	1.000	.414
		Sign. (2-tailed)	.	.012
		N	207	207
	Productivity	Correlation Coefficient	.414	1.000
		Sig. (2-tailed)	.012	.
		N	207	207

* Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS 21.0 Data Output, 2019

From the result in table 4.20, it is shown that a positive association exists between Corporate Philanthropy and Productivity. The *rho* value 0.414 indicates a significant association, it is also significant at p.0.012 <0.05. Therefore, based on empirical findings, the null hypothesis earlier stated (i.e. Ho_7) is hereby rejected. Thus, there is a positive and significant association between Corporate Philanthropy and Productivity in Oil and Gas Servicing Firms in Rivers State.

Ho_2: There is no significant relationship between Corporate Philanthropy and Profitability in Oil and Gas Servicing Firms in Rivers State.

Table 2: Correlation Result for Corporate Philanthropy and Profitability

			Corporate Philanthropy	Profitability
Spearman's (rho)	Corporate Philanthropy	Correlation Coefficient	1.000	.286
		Sign. (2-tailed)	.	.091
		N	207	207
	Profitability	Correlation Coefficient	.286	1.000
		Sig. (2-tailed)	.091	.
		N	207	207

Source: SPSS 21.0 Data Output, 2019

The results shown in table 4.21 above, with *rho* value of 0.286, means that there is a weak and insignificant association between Corporate Philanthropy and Profitability. The association is not significant at p = 0.091 > 0.05 significance level. This means that the previously stated null hypotheses (i.e. Ho_8) is accepted and this implies that there is a weak and insignificant association between Corporate Philanthropy and Profitability in Oil and Gas Servicing Firms in Rivers State.

Ho_3: There is no significant relationship between Corporate Philanthropy and Market Share in Oil and Gas Servicing Firms in Rivers State.

Table 3: Correlation Result for Corporate Philanthropy and Market Share

			Corporate Philanthropy	Market Share
Spearman's (rho)	Corporate Philanthropy	Correlation Coefficient	1.000	.418
		Sign. (2-tailed)	.	.091
		N	207	207
	Market Share	Correlation Coefficient	.418	1.000
		Sig. (2-tailed)	.011	.
		N	207	207

* Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 21.0 Data Output, 2019.

The results shown in table 4.22 above, with a *rho* value of 0.418, means that a positive and significant relationship exist between Corporate Philanthropy and Market Share. The association is significant at $p = 0.011 < 0.05$ significance level. This means that the stated null hypotheses (i.e. ho_9) is rejected. This implies that there is a positive and significant association between corporate philanthropy and market share in oil and gas servicing firms in rivers state.

10. Discussion of Findings

The current study uses descriptive and inferential statistical methods powered by SPSS to examine the association of Corporate Social Responsibility and Organizational Sustainability in Oil and Gas Servicing Firms in Rivers State. Ahiauzu and Asawo (2016) put it that descriptive statics "enables a researcher have a clear understanding of the characteristics of the sample as well as the state of the individual items under investigation." It is used to check frequencies as well as describe the nature of the data. Inferential statistics enables the researcher to see whether a relationship does exist between sample results and the population from where inferences can be drawn from the sample to the population (Ahiauzu and Asawo, 2016). However, the results of this study revealed a positive and significant association between Corporate Social Responsibility and Organizational Sustainability in Oil and Gas Servicing Firms in Rivers State. This was confirmed from the output of the Spearman's Rank Order Correlation tool powered by SPSS version 21.0 data output 2018. The interpretation of the current research results are itemized accordingly as shown below: The observed positive "relationship" between Corporate Social Responsibility and Organizational Sustainability is due to the underlying relationships between each of the variables and organizational culture. A look at the zero correlation shows that both Corporate Social Responsibility and Organizational Sustainability are positively correlated with organization culture, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.810 and significant at a =0.01, therefore we reject the null hypothesis and conclude that organizational culture significantly moderates the relationship between Corporate Social Responsibility and Organizational Sustainability in Oil and Gas Servicing Firms in Rivers State.

11. Conclusion and Recommendations

Based on the findings made by the researcher in this study, the researcher therefore conclude that modern businesses faces an environment that is often difficult to predict, in order to survive and prosper, organizations must effectively satisfy their stakeholders in order for them to remain sustainable and competitive. Since Stakeholders exist both within and outside a firm, hence

behaving socially and responsibly will increase the human development of stakeholders both within and outside the corporation. The future of business organizations depend on maintaining good relationship with the society in which it operate, thus if organization fails to implement action in area of social responsibility, then society will take action against business organizations.
To this end, the following recommendations were made

i. Management of organizations in the oil and gas sector should emphasize on the sustainable use of resources as well as look after the maintainability of public gardens, gives charity to schools, hospitals, sports clubs as well as make available safe drinking water and sanitation services for the public to enhance stakeholders welfare.
ii. Corporations should endeavour to always use environment friendly technology and practices in research and protection of host communities and the environment so as to enhance reduction in waste and use of recycled and environment friendly disposal system.
iii. Management of oil and gas servicing organizations should partner with the government to raise public awareness and promote understanding of essential linkages between environment and development and to encourage individual and community participation in environmental improvement effort.

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