

UNIVERSITY OF CAPE COAST

ASSESSING THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN
ATTAINING ENVIRONMENTAL SUSTAINABILITY BY ENI GHANA

BY

EDEM LAWE

Dissertation submitted to the Institute for Oil and Gas Studies of the Faculty of Social Science, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration Degree in Oil and Gas Management.

NOVEMBER 2020

DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

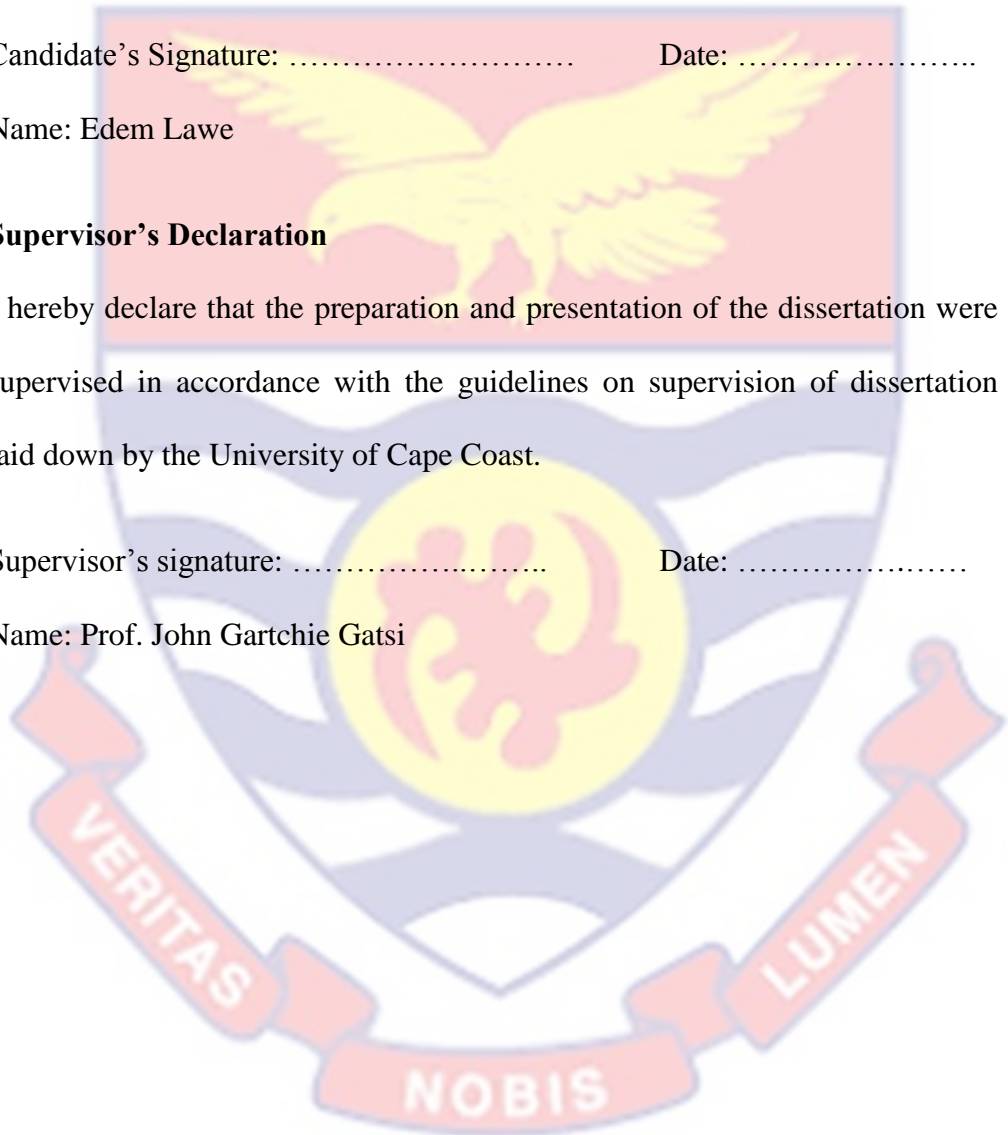
Name: Edem Lawe

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's signature: Date:

Name: Prof. John Gartchie Gatsi



ABSTRACT

Studies have shown the significance role of CSR in environmental sustainability. However, with the scarcity of literature on the achievement of environmental sustainability through CSR in the oil and gas industry, the general objective of the study is the assessment of the role of corporate social responsibility (CSR) in attaining environmental sustainability in ENI Ghana. Three objectives were established to identify the role of corporate social responsibility in achieving environmental sustainability in ENI Ghana; identify the activities of corporate social responsibility in ENI Ghana employed in attaining environmental sustainability, to ascertain the barriers in implementing corporate social responsibility for the achievement of environmental sustainability in ENI Ghana and to examine the strategies adopted to improve corporate social responsibility implementation for the attainment of environmental sustainability in ENI Ghana. The study employed the qualitative research method. Hence, a structured interview guide was developed and used in the collection of the primary data. It was discovered that ENI focuses on the protection of biodiversity and ecosystems in Environmental Sustainability; ENI engages in environmental CSR for people and with environmental conscience; ENI contributes to achieving Sustainable Development Goals (SDGs); ENI uses state-of-the-art technology in monitoring and reducing emissions; ENI adopts best practices to ensure control of release in the environment. The study further discovered that there is an inadequate involvement of stakeholders. Also, ENI must improve its communication processes between the organization and the community to create a cordial relationship

ACKNOWLEDGEMENTS

I would like to express my most profound gratitude to the Almighty God for affording me the strength, wisdom and knowledge to carry out this study. My heartfelt thanks goes to my supervisor, Prof. John Gartchie Gatsi for his expert advice and guidance which greatly helped in shaping and seeing me through my entire dissertation. To the staff and Management of College of Humanities and Legal Studies (Institute of Oil and Gas Management) UCC, I say a big thank you for giving me the opportunity to use their facility for the study. Equal thanks go to the co-coordinators and tutors who took time to participate in various forms to support the research work.

My appreciation also goes to Mr. Selorm Adjale, Mr. Michael Sena Mawuyra and all other staff of ENI Ghana whose technical expertise and support contributed to the successful completion of this study. I again acknowledge, with sincere gratitude, the cooperation of all my academic colleagues especially my study mates namely John Bosco Buadi-Quaye, Mr. John Addison and Mr. John Abraham for their invaluable input made to this research work. In conclusion, I would like to thank my family for the immense support, love and encouragement, especially Mr. Mike Lawe, Mrs. Dorcas Lawe, Mr. Medley Lawe, Ms. Elyon Adams and Dr. Mrs. Jemima Nunoo. May the good Lord bless you all.

DEDICATION

To Dr. Mrs. Jemima Nunoo, Ms. Elyon Gladys Adams, Mr. Mike Lawe, Mrs.

Dorcas Lawe and Mr. Medley Lawe.

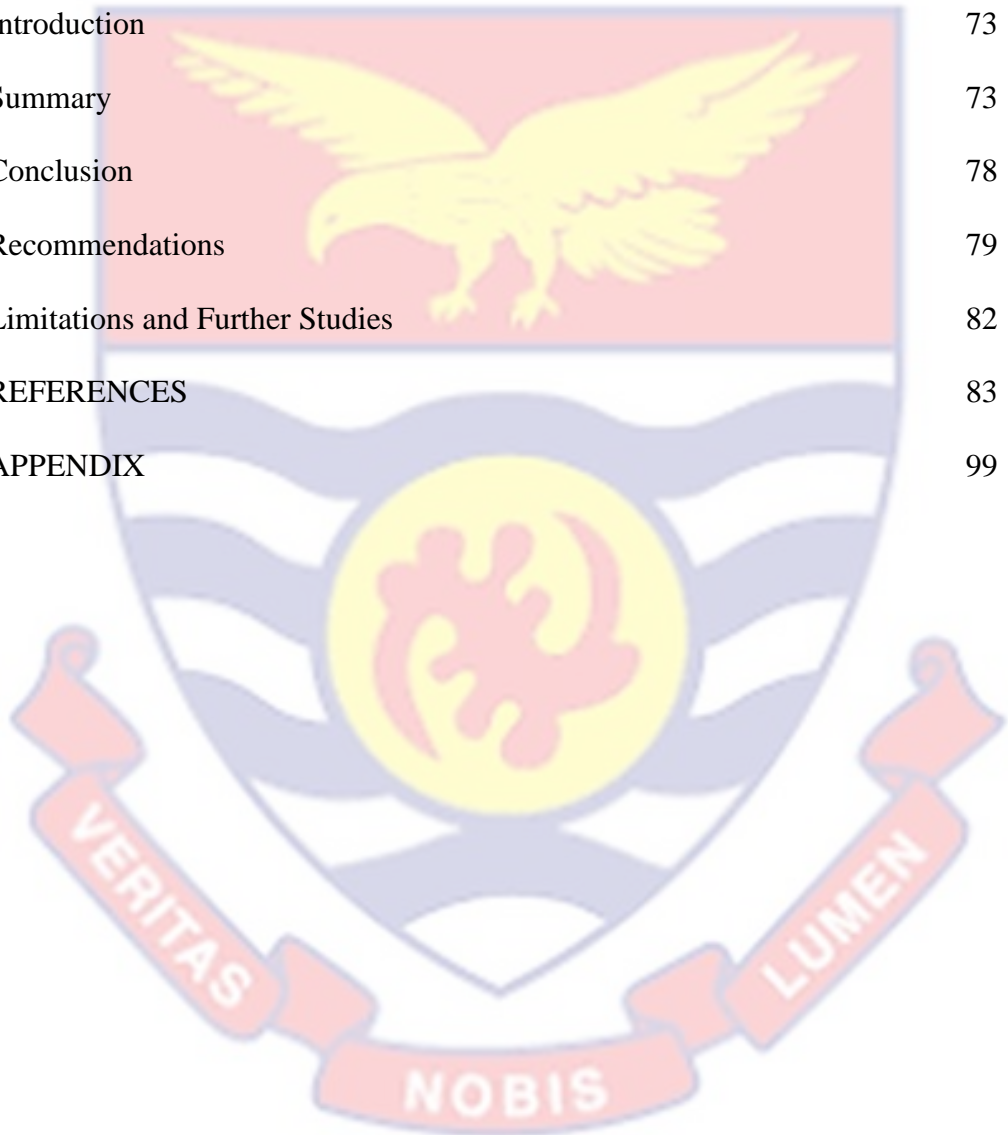


TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	4
Purpose of the Study	6
Research Questions	7
Significance of the Study	7
Delimitation	8
Limitations	9
Organisation of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Review	11
The Tripple Bottom Line Theory (TBL)	11
Conceptual Review	13
The Concept of Corporate Social Responsibility	13
Corporate Social Responsibility in the Oil and Gas Industry	15

The Concept of Sustainable Development in Relation to Environmental Sustainability	17
The Concept of Environmental Sustainability	20
Role of Corporate Social Responsibility in Achieving Environmental Sustainability	20
Barriers in performing corporate social responsibility in achieving environmental sustainability	25
Time Consuming	25
Communication	25
Lack of Resources	26
Lack of Coherent Strategy	26
Summary of Chapter	29
CHAPTER THREE: RESEARCH METHODOLOGY	
Introduction	31
Research Design	31
Research Strategy	32
Research Approach	33
Research Method	34
Population and Sample Size	35
Source of Data	36
Data Collection	36
Analytical Tools	38
Ethical Considerations	39
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	41

socio-Demographic Information	
Findings	44
Discussion	61
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	
Introduction	73
Summary	73
Conclusion	78
Recommendations	79
Limitations and Further Studies	82
REFERENCES	83
APPENDIX	99



LIST OF TABLES

1 Socio-demographic characteristics of participants

42



LIST OF FIGURES

1 Tripple Bottom Line Theory	12
2 Triple bottom line	19



CHAPTER ONE

INTRODUCTION

Corporate Social Responsibility (CSR) is the new normal in the marketing and overall business corporate strategy, and sets the relationship between the corporate world and the rest of the socio-environment components. Kotler and Keller (2015) proclaimed that the 21st century is presenting corporations with yet another hurdle of a business environment that requires heightened stakeholder and socio-environmental sensitivity. Kang, Germann and Grewal (2016) also acknowledge that CSR has become increasingly important in today's business and practice as a social duty that a firm has to perform if they seek to achieve the wellbieng of the environment and the society at large. Both corporate social responsibility and environmental sustainability has become an important topic in literature because of its strategic position in growth and competitive advantage of business corporation. Therefore, this study was conducted to assess the role of corporate social responsibility in attaining environmental sustainanbility by ENI Ghana.

Background to the Study

In recent times, organizations are expected to aid in addressing World issues like poverty and climate change. According to a 2007 survey by the consultancy firm McKinsey, carried out amongst the chief executive officers (CEOs) of companies, 95% of the CEOs believe that society has greater expectations than it did five years ago that companies will assume public responsibilities. Corporate Social Responsibility (CSR) can be described as the concept that, organizations have a duty towards the society beyond its

fundamental role to its shareholders and it is regarded as voluntary (Amao, 2014). Within the last two (2) decades, managers of various organizations have come under constant pressure to allocate part of the scarce resources of organizations to the community in which they operate (Jenkins, 2009).

By nature, organizations have responsibilities which may include economic, ethical, legal, and social, given to them by law, shareholders, and the community at large (Carroll, 1999). However, the main aim of organizations is to make profit. Hence the internal stakeholders of many organizations share doubts in sacrificing profits for social interest. However, external stakeholders and the community in which the organization operate put a lot of pressure on firms to do their activities transparently and also not in a harmful manner. These operations form the social responsibility of organizations. The oil and gas industry has been seen to have a significant impact on the communities in which oil and gas companies operate.

According to O'Reilly et al. (2001), the oil and gas industry generates a lot of waste which not properly handled can lead to substantial environmental damage. The recent discovery of oil in commercial quantities in Ghana has increased public awareness regarding the impact of the oil and gas industry on the environment. Sustainability can be described as a type of development that meets the needs of the present generation without infringing the ability of future generations to meet their own needs (Huovila et al., 1998). According to Muduli and Barve, (2011), focusing on only economic issues is not enough for ensuring the overall sustainability of an entire organization. Thus, sustainable development requires other dimensions like environmental issues and social issues (Elkington, 1998).

So, global corporations like oil and gas companies use CSR as a tool to connect to the environment as part of their value and culture, as it provides the basis of effective decision-making strategies and operations to create wealth and serve larger social needs. According to Costa and Menichini (2013), CSR is the universal remedy for solving global environmental degradation, poverty gaps, and social exclusion in today's dynamic environment. Carroll (2016) asserted that CSR is a corporate act, by which the impacts of organizational activities on society are considered. When upstream oil and gas companies engage in socially responsible activities (Balabanov, Balabanova, & Dudin, 2015; Humberd & Rouse, 2016), there is significant potential for extending the scope of CSR (Kazzim, 2020).

Many of the theoretical perspective provided in corporate social responsibility and environmental sustainability has considered the stakeholder theory which affirms that firms exercise CSR that is in line with taking care of the views or concerns of their stakeholders (Argandona, 1998). Again, the Carrol CSR Pyramid is composed of four obligations that create a foundation or infrastructure for the business's responsibilities toward society (Carrol, 2016). The Triple Bottom line Theory whose main aim is to obtain sustainability. This study adopted the the Tripple Line Bottom theory since this theory speaks both to the variables of interest (thus, corporate social responosibility and environmental sustainability) in the study.

The three (3) main components of sustainable development are environmental performance, social performance, and economic performance. The economic perspective of sustainability focuses on financial needs while the social perspective focuses on social requirements of the employees which

may include equity, healthcare, employee benefits and education. The environmental component of sustainability focuses on environmental hazards. Environmental hazards are a very significant topic in the world these days, therefore, environmental sustainability is very critical (Muduli & Barve, 2011). It is very crucial to balance all these components of sustainability in order to make it efficient and effective. Research has shown the interrelationship between these components and its effects in achieving sustainability.

However, it is crucial to explore mitigating strategies to reduce the huge negative impact the oil and gas industry has on the environment. Studies have shown the significance of CSR in environmental sustainability. For instance, Behringer and Szegedi (2016), explored the role of CSR in sustainable development where a section of the study focused on environmental sustainability. Also, Stojanovic et al. (2017), studied the environmental aspects of CSR. However, with the scarcity of literature on the achievement of environmental sustainability through CSR in the oil and gas industry, this study seeks to address this gap by exploring the achievement of environmental sustainability through corporate social responsibility in Ghana's oil and gas industry.

Problem Statement

Profit motive or economic gains ultimately continues to drive organizations, to the neglect of communities within which organizations operate, or are close to (Christensen, Hail & Leuz, 2019; Trendafilova, Babiak & Heinze, 2013). The oil and gas industry is noted for its contribution towards environmental sustainability: At the beginning of the process from the well

head where the crude oil is produced, through the refinery processes down to the last point of utility, there is huge potential for environmental degradation. This may include the destruction of plants and animals as a result of the use of equipment (Asai et al., 2007). During production, gases are released into the atmosphere which contributes to the formation of acid rain and other climate-related issues, while oil spillage is highly catastrophic to the environment. It is crucial to effectively manage these hazards and eradicate its impact on environmental sustainability.

Studies have shown that, organizations which practice corporate social responsibility offer much aid in the achievement of efficient environmental sustainability in the communities in which they operate (Li, Kuo, Mir & Omar, 2021; Tešovičová & Krchová, 2022). However, there are significant challenges associated with organizations performing corporate social responsibility (Camilleri, 2017). Porter and Kramer (2006), opined that, the fragment approaches to CSR are usually disconnected from organizations, which blocks the feasible opportunities to benefit the society. Furthermore, most organizations have the perception that, corporate success and social responsibilities drain their scarce resources and contributes nothing to the development of their organization.

Previous researchers have evaluated the direct and positive effects of CSR measures on corporate green performance, green adoption, and sustainable corporate performance (Abbas, 2020; Suganthi, 2019; Madueno, Jorge, Conesa & Martínez-Martínez, 2016) but not on the role of CSR in attaining sustainable environment. Again, previous research conducted on CSR and environmental sustainability has not concentrated on developing

country but mainly in developed economies (Sardana, Gupta, Kumar & Terziovski, 2020; Shahzad, Qu, Javed, Zafar & Rehman, 2020; Deswanto & Siregar, 2018). This study aside filling the gap of examining the role of CSR plays in attaining environmental sustainability will also fill the gap by concentrating on the roles of CSR in developing country context like Ghana's upstream oil and gas industry.

Finally, there is a reluctance in organizations performing their social responsibility due to the lack of reward by the market for engaging in CSR (Hoffmann, Recker, Schiller & Sopp, 2022). However, in maintaining environmental sustainability, it is a mandate on organizations to performance their social responsibility to mitigate the effects of their operations (Broman & Robèrt, 2017; Behringer & Szegedi, 2016). Within ENI Ghana, there are some significant hindrances that limit the effective implementation of CSR towards the achievement of environmental sustainability. Furthermore, there is a gap in literature in terms of oil and gas firms' social responsibility role in the achievement of environmental sustainability. Hence, this study seeks to address this gap by exploring the achievement of environmental sustainability through corporate social responsibility in the oil and gas industry.

Purpose of the Study

The general objective of the study is the assessment of the role corporate social responsibility in attaining environmental sustainability by ENI Ghana. Based on the general objective, the following specific objectives were set for the study;

1. To identify the activities of corporate social responsisbility in ENI Ghana employed in attaining environmental sustainability.

2. To ascertain the barriers in implementing corporate social responsibility for the attainment of environmental sustainability in ENI Ghana.
3. To examine the strategies adopted to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI Ghana.

Research Questions

The study sought to answer the following questions;

1. What are the activities adopted by ENI Ghana in achieving environmental sustainability through corporate social responsibility?
2. What are the barriers in performing corporate social responsibility which hinder the achievement of environmental sustainability in ENI Ghana?
3. What are the strategies employed to improve corporate social responsibility in ENI Ghana in attaining environmental sustainability?

Significance of the Study

A study of CSR in the oil and gas industry is very crucial. Organizations are increasingly becoming aware of the role they could play in giving back to society in return for the various forms of support they have received from the socio-economic and natural environment. Research has been one of how awareness has been created about the concept of CSR. In this vein, this research will further deepen the awareness creation among oil and gas companies about the need for them to take up CSR efforts to a higher level to

make a more positive impact on the lives of the communities within which they operate or do business.

CSR is not a new topic or concept in the world of business and academics. There have been numerous studies on this topic across the globe, therefore, a large body of knowledge has already been developed on CSR. Since there is no limit to the body of knowledge in a discipline, this research will also expand the frontiers of the body of knowledge of the CSR management field, particularly, in our part of the world. Furthermore, this study will aid in highlighting the linkage between CSR and the achievement of environmental sustainability, while also creating awareness on the need for a reduction in environmental degradation and the role organizations have to play in this regard.

This study will create awareness for internal stakeholders in terms of the significance of performing their social responsibility, and further create awareness for external stakeholders on the need to pressure organizations in the oil and gas industry to perform their social responsibility. Finally, the findings of the study may also contribute immensely to the creation and building of knowledge in Ghana's oil and gas context. This may provide enough evidence to validate claims from other empirical studies conducted outside Africa and in developed countries.

Delimitation

This study had both contextual and geographical scope. Contextually this study was limited to only environmental sustainability. There are three (3) main components of sustainable development as environmental performance, social performance, and economic performance. Even though

research has shown that the interrelationship between the three (3) components of sustainability is crucial in effectively achieving sustainability, there are huge environmental impacts that the oil and gas industry possess, hence it is crucial to explore mitigating strategies to reduce such negative impact. Primarily, the study was limited to the upstream oil and gas industry in Ghana. This industry was selected due to its social contribution to host communities.

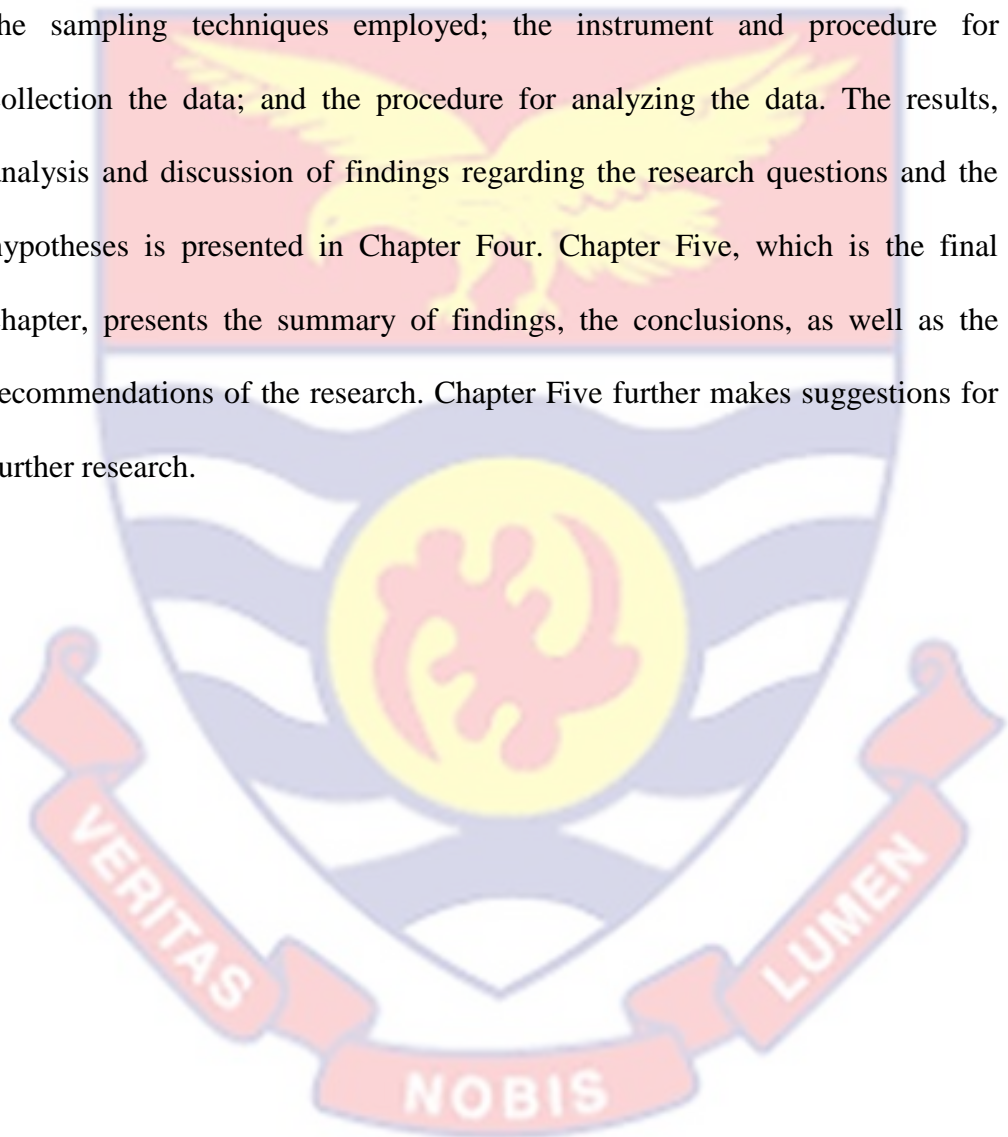
Limitations

Every study encounters some limitations and this study is no different. The study was limited to only a specific organization which affects the generalization of the findings of the study. Again, due to time and the availability of resource at the disposal of the researcher, only one host community (sanzule) was sampled out of the other host communities. However, the same limitation may be found in other companies and other communities other than ENI and Sanzule, hence the findings of the study will be applicable. Also, the study is limited to only environmental sustainability even though there are other aspects of sustainability including economic and social. Some other limitations are time and financial constraints. Despite these limitations, the findings of the study will be adequate to be applied in the industry.

Organisation of the Study

The study is structured into five chapters. The chapter one, serving as the introduction to the study, contains the following: background to the study, problem statement, the research objectives, the research questions, significance of the study, scope, the structure of the study and the limitations.

The Chapter Two addressed both the theoretical and empirical review of literature on the topic, as well as the conceptual framework. The research methodology, which includes the research design; the research purpose; the research approach; and the research strategy, is presented in the third chapter. Chapter Three also discusses the population for the research, the sample and the sampling techniques employed; the instrument and procedure for collection the data; and the procedure for analyzing the data. The results, analysis and discussion of findings regarding the research questions and the hypotheses is presented in Chapter Four. Chapter Five, which is the final chapter, presents the summary of findings, the conclusions, as well as the recommendations of the research. Chapter Five further makes suggestions for further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter focuses on the literature review for the study. Literature review is a crucial aspect of every study as it aids in the development of a suitable instrument for the study. This chapter provided relevant materials relating to the key concepts under consideration in the framework of the study, theoretical review, empirical review and conceptual framework. Then there was an empirical review on the three objectives of the study which were to identify the role of corporate social responsibility in achieving environmental sustainability in the oil and gas industry in Ghana, to ascertain the barriers in performing corporate social responsibility for the achievement of environmental sustainability in the oil and gas industry in Ghana, and examine the strategies adopted to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI Ghana. This chapter ends by providing a summary of the chapter.

Theoretical Review

The Tripple Bottom Line Theory (TBL)

The Triple Bottom Line (TBL) of People, Planet and Profit, a term coined by Elkington (1997), has become an influential approach all over the world (Svensson & Wagner, 2015). This model set up the key of long-term strategies for companies making the transition to sustainability, based on three important dimensions of sustainable development: environmental quality, social equity, and economic benefits (Elkington, 1998).

The most commonly accepted model to describe sustainability and the TBL is the nested spheres model, also called the Venn diagram explanation (Figure 1). Sustainability can be illustrated as the place where the three dimensions overlap. However, one of the limitations of this approach is that it does not show levels of hierarchy between the three dimensions. Consequently, Getzner (1999, p.170) named it “weak approach” to sustainability and suggested instead a “strong approach” to it, portraying a wider environmental system where both the economic and the social domain, as subsystems, have a limit (Figure 1).

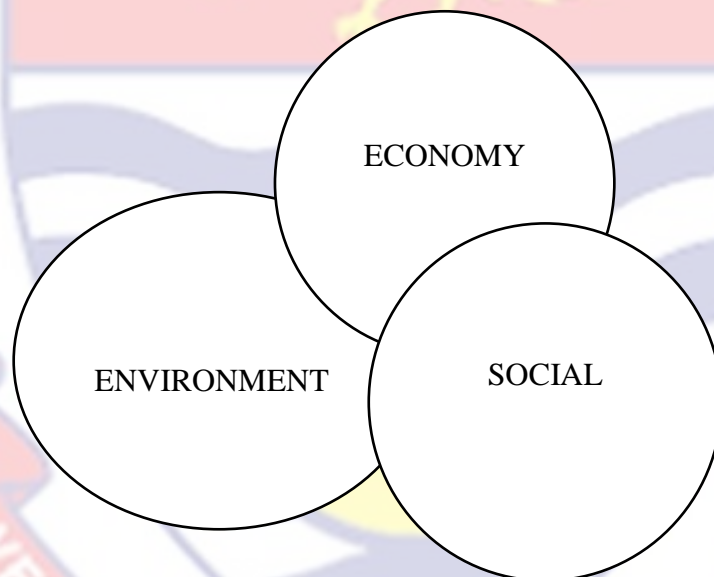


Figure 1: Tripple Bottom Line Theory

This model also called also called the Russian doll model, has been seen by many scholars as a stronger sustainability model (Hosseinian-Far & Jahankhani, 2015). In similar vein, Lawson and Beckmann (2010, p.179) advocate that this model highlights that “whatever is conducted in a business system must be compatible with the wider social and environmental systems”. The economic dimension of TBL focuses on the value created by the organisation and goes beyond its financial performance

and financial concepts as sales growth, cash-flow, shareholder value, etc. to include the economic and operational business impact on the society (Chabowski et al., 2011).

Whereas the social dimension encompass the impact of an organisation on the people's welfare, including both employees and community, and addressing issues like education assistance, community. The environmental dimension focuses on to the organisation's attempts to minimize environmental impact as well as their use of energy and waste production, in order to reduce their ecological footprint. Some evidence that the greening of the marketplace is becoming mainstream is the proliferation of green products, eco-labelling, and ISO 14001 certification.

Conceptual Review

The Concept of Corporate Social Responsibility

Several definitions have been provided for the concept of Corporate Social Responsibility (CSR). According to Idemudia (2008), CSR has been conceived and applied since its emergence in both the business and academic world, in different economic, political and social contexts at different times. This situation may have contributed to the lack of a universally accepted definition of the concept (Idemudia, 2008). The Department of Trade of the United Kingdom describes CSR as how business organizations consider the economic, social and environmental impacts of their operations, maximize the benefits, and minimize the downsides.

In the view of Blowfield and Frynas (2005), the term CSR is used broadly to refer to the responsibility a business has towards the environment and society. CSR is an organization's conduct of business such that it is

ethical, law-abiding and socially supportive, while remaining economically profitable. Latapí Agudelo, Jóhannsdóttir and Davídsdóttir (2019) refer to CSR as embracing all efforts of a business organization relating to charitable contributions, social investments and direct integration of vulnerable populations into a corporate business's operations. Latapí Agudelo, Jóhannsdóttir and Davídsdóttir (2019) further outlined certain features which are fundamental to understanding CSR.

In their view, CSR should incorporate practices which take into account the responsibility of companies to ensuring that their activities have positive effects on the natural environment as well as the society, and which go beyond complying with laws (Scherer, Rasche, Palazzo & Spicer, 2016). The authors further indicate that companies have the responsibility for the behaviour of members of their supply chains and for managing their relationship with the larger society for adding value to society and for commercial viability. Atuguba and Dowuona-Hammond (2006) further state that CSR in the general sense concerns the relationship of corporate organization with society, and the requirement for the organizations to link their values, practices and objects with the expectations of society.

The compulsory method for promoting CSR practices is based on a legal framework which determines a mandatory amount of CSR spending, areas on which to spend, and the nature and size of the business organization concerned (Frynas & Yamahaki, 2016). Examples of this is found in Indonesia where companies operating in the domain of natural resources extraction pay a 2% CSR tax (Tilt, 2016). What could be deduced from the various definitions is that CSR has a number of dimensions or purposes: legal compliance,

supporting welfare of society, enhancing business image, protecting and preserving the natural environment, increasing the economic gains of a company, and as a moral duty (Wickert & Risi, 2019). For the purposes of this research, all the dimensions outlined in the preceding sentence are all relevant to understanding the concept of CSR.

Corporate Social Responsibility in the Oil and Gas Industry

Frynas (2005), indicated that, the oil and gas industry is a top industry that must continuously engage itself in CSR practices especially in environmental areas. There is a general rise in the importance of CSR within the oil and gas industry because of the nature of its activities and operations, and the potential threats oil and gas activities pose to the environment. Activities carried out during the processes of oil exploration, production, transportation, and refining, have a huge potential of negatively affecting the environment (Kirat, 2015). Perhaps the most significant effects are oil spillages leading to water and land pollution, and gas flaring which leads to the emission of methane, sulphur dioxide, nitrogen dioxides, carcinogenic substances such as benzo(a)pyrene and dioxin which are harmful (Liang, & Renneboog, 2017).

The peculiarity of CSR in relation to the oil and gas companies is the fact that they undergo the greatest pressure from societies. These oil and gas companies are facing society's constant demands for corporate social responsibility from the industry because they serve continuous global demands for their products (Schrempf-Stirling & Palazzo, 2016). Such firms are usually expected to self-regulate, which oblige them to do more to protect the society against potential risks than merely abide by the laws. Yet, it is known that

such a challenging technicality in the industry cannot always prevent accidents (Henry, Nysten-Haarala, Tulaeva & Tysiachniouk, 2016). From this perspective, CSR performance in the oil and gas industry goes the extra mile to give back to society and make sure of its goodwill; Organizations invest large amounts of money in community projects and direct payments to communities in their efforts to perform CSR and also gain some good will in the process (Lu, Ren, Qiao, Yao, Strielkowski, & Streimikis, 2019).

Oil and gas companies all around the World are driven to engage in social investments. They are taking initiatives to satisfy both the non-governmental organizations (NGOs), which promote social welfare rather than economic power, and the host countries and direct consumers, who pay more attention to the operational performance of the oil and gas corporates (Wickert & Risi, 2019). However, some social initiatives these corporations perform are not always successful, especially those that aim to accomplish corporate and business objectives rather than initiatives relating to social welfare. Some of these corporate bodies even use public relations (PR) to create the illusion of being socially responsible companies. Feats chalked, and successes achieved in this manner, are mostly referred to as CSR activities when in fact they are not.

In doing so, CSR in the oil and gas industry can be seen as merely an elaboration of PR work. In other words, business oriented CSR initiatives usually end with a failure because their prime motive is not to give back to the society but rather just to maintain a positive reputation about the company (Ngai, Law, Lo, Poon & Peng, 2018). Nevertheless, the remarkable growth in corporate ethics and social responsibility obligations illustrates the significant

shift in how oil companies now invest and engage more in social developments within their host communities (Nwagbara & Belal, 2019).

The Concept of Sustainable Development in Relation to Environmental Sustainability

Roseland (2005) made an assertion that no individual completely understands the process of achieving sustainable development. However, there is a growing consensus that there is a need to achieve sustainability at the local level if it is ever going to be achieved globally. The difficulty in obtaining a specific definition for sustainable development has rather resulted in multiplicity of definitions of the term. An internationally and most widely accepted definition of sustainable development is provided by the United Nations. A United Nations (UN) Report, *Our Common Future*, defines sustainable development as meeting the needs of the present without compromising the ability of generations of the future to meet their own needs (Sarkis, & Zhu, 2018).

The United Nations Environmental Programme (1989) afterwards expanded this definition, the outcome of which incorporates the idea of maintenance, rational use of resources, and natural resources enhancement base. The general aim is to facilitate resilient ecology and economic growth, while offering the hope of progressing in the direction of international equity. Oláh, Aburumman, Popp, Khan, Haddad and Kitukutha, (2020) indicates that the Brundtland definition of sustainable development has to do with ‘inter-generational fairness’. In addition, a measure to ensure ‘intra-generational fairness,’ was also needed. Thus, the Rio Declaration at the UN Conference on Environment and Development (1992) added three main objectives to the

earlier aims of sustainable development of the Brundtland Report, which are conserving the basic needs of life; enabling all people to achieve economic prosperity; and striving towards social justice.

In the view of Gholami, Watson, Hasan, Molla, and Bjorn-Andersen, (2016), the basic issue of fairness in access to opportunities, livelihood preservation, and equitable distribution of income are the central elements of sustainable development. The author points out that failure of governments and international economic organizations to bring macroeconomics to the discussion of sustainability will result in our inability to make this world a better place. The author asserts that the time has come for the priorities of macroeconomic policies to be redefined, since in his view, there can never be sustainable development in a world where half of the total population lives in poverty and where economic crises send millions into destitution.

Nadal's conception of sustainable development suggests that until macroeconomic policies being implemented globally take into account creating opportunities for reducing poverty through equitable distribution of income, not much could be achieved in ensuring sustainable development. A healthy environment will not be realized under a system that centralizes decision-making on economic strategies without considering the impacts these decisions have on the livelihoods of billions of people (Nadal, 2011).

Howes, Wortley, Potts, Dedekorkut-Howes, Serrao-Neumann, Davidson and Nunn (2017) argues that sustainable development should be participatory development. Bassey (2020) are of the view that real visions for change hardly emanate from government or from market place, but from civil society. They further indicate that in order to ensure prosperity for people



The Concept of Environmental Sustainability

Environmental sustainability involves ecosystem integrity, carrying capacity and biodiversity. It requires that natural capital be maintained as a source of economic inputs and as a sink for wastes. Resources must be harvested no faster than they can be regenerated. Wastes must be emitted no faster than they can be assimilated by the environment (Asongu, Le Roux & Biekpe, 2018). Environmental sustainability requires maintaining natural capital as both a provider of economic inputs and an absorber of economic outputs (Jeswani, Chilvers, & Azapagic, 2020; Komatsu, Rappleye & Silova, 2019;). In practical terms, the theory of ‘environmental sustainability’ suggests a planning process that allows human society to ‘live within the limitations of the biophysical environment (Feroz, Zo, & Chiravuri, 2021).

Role of Corporate Social Responsibility in Achieving Environmental Sustainability

The environment is an important stakeholder for firms, along with shareholders, employees, customers and the community because of their dependence on the environment. As such, firms' activities influence the environment in significant ways. Activities of oil and gas companies undoubtedly have a huge impact on the environment due to the nature of their operations. DiSegni, Huly and Akron (2015). Corporate social responsibility, environmental leadership and financial performance. *Social Responsibility Journal*. assert that the exploration, extraction and processing of mineral resources are activities widely regarded as one of the most environmentally and socially disruptive undertakings by businesses. Operations of such companies contribute largely to the degradation of existing ecosystems as

natural resources are overused, and very hazardous pollutants are emitted, thereby posing serious threats to the biological make-up of the ecosystem (Helfaya & Moussa, 2017).

These events have given rise to the need for companies to take calculated measures to stop, or bring to the barest minimum, the degradation of the environment by paying close attention to the environmental impacts of their operations (Ortas, Gallego, Alvarez & Álvarez Etxeberria, 2015). While there are a variety of measures that a firm may adopt to ensure environmental sustainability, including the environment as part of the CSR strategy is argued to contribute positively towards being sustainable (Ashrafi, Adams, Walker and Magnan, 2018). As both constructs - environmental sustainability and social responsibility - aim at reducing the impact of firms' activities on the environment, there is a complementarity in the definitions that emanate from both theoretical perspectives and practical perspectives (May, Hao & Carter, 2021).

Williamson, Lynch-Wood and Ramsay (2006) note that social responsibility includes ensuring environmental sustainability, as the aim of CSR is to integrate social and environmental concerns into the firms' business model. The theoretical complementarity between environmental sustainability and social responsibility has been termed as "environmental corporate social responsibility" that involves firms going beyond compliance, to engage in actions that are environment-friendly (Lyon & Maxwell, 2008). Corporate social responsibility towards the environment is a concept of conducting business activities - according to which the companies, in strict compliance with law, and while still making profits, voluntarily take into consideration the

impacts of their operations on the environment in their business decisions (Zelazna et al., 2020).

Researchers have revealed the role of CSR in assimilating social, environmental, and economic aspects into corporate strategies for survival and smooth operations in the ever-changing business environment (Ikram et al., 2019; Svensson et al., 2018). According to Chakraborty (2013), social responsibility is the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that is consistent with sustainable development and the welfare of the society. As opined by Million (2015), it is imperative that firms be loyal to their host communities, being mindful of the environment. CSR has both financial and non-financial roles and as such it is becoming a significant phenomenon in organizations (Million, 2015). Dahlsrud (2008) identified five core aspects of CSR, comprising environmental, economic, social, stakeholder, and voluntariness. Wang et al. (2016), asserts that the total acceptance and persistent performance of CSR by organizations can bring about reduction of the negative impacts of organizations' operations on the environment through the elimination of industrial waste, recycling, and reduction in production cost.

This would in turn result in the conservation of natural and renewable resources, the responsible handling of waste, ensure clean air and water, and contribute to the reduction in emissions of hazardous gases (Galdeano-Gomez et al., 2013). Environmental CSR basically revolves around the duties of an organization towards environment protection, natural and climate changes, handling industrial waste responsibly, and reduction in waste emissions, etc.

(Battaglia et al., 2014; Farooq et al., 2014; Shahzad et al., 2019). Regulatory bodies, over the years, have insisted that organizations observe environmental standards, and also implement the triple bottom line (where organizations not only focus on profits, but also on people and the planet as well) in order that environmental sustainability is achieved and also enhanced.

Organizations are compelled to adopt environmental standards like ISO 14000, 14001, 14006, OHSAS18000, thus taking proactive measures for reduction in ecological hazards and pollution (Prasad, Mishra & Bapat, 2019). Oil companies have also embraced major international CSR initiatives such as the United Nations Global Compact and the UK Government's Extractive Industries Transparency Initiative (Frynas, 2009). Over the years, oil companies have taken to the provision of very extensive environmental reports as evidence of their environmental engagement. As a matter of fact, studies have proved that environmental reporting is more prevalent in the oil and gas sector than other sectors. This is because it is unavoidably evident that the operations of oil and gas companies have adverse environmental effects such as air and water pollution including carbon dioxide emissions and oil spills (Herrera Madueño et al., 2016).

Researchers have found that organizations are dynamically emphasizing the importance of sustaining the natural environment and embracing management practices to minimize their effect on the environment (Babiak & Trendafilova, 2011). Al-Abdin et al. (2018) and Herrera Madueño et al. (2016) identified that environmental CSR has a substantial impact on economic and environmental performance. Frynas, (2009), purports that studies indeed show that both oil companies, as well as the environment, can

benefit from the performance of environmental CSR. He indicates that for example, when previously flared gas is captured and rather sold, the company makes additional revenue as the venture also rids the air of hazardous pollutants.

This speaks to the fact that oil companies, by engaging in environmental CSR, inadvertently minimize the negative environmental impacts of their operations while maximizing the positive impacts. Oil companies have indeed over the years identified the necessity in the corporate will as well as the need to effect administrative and management systems in order to achieve environmental sustainability (Frynas, 2009). The companies have in place greenhouse gas emissions policy which is geared towards reducing domestic greenhouse gas (GHG) emissions, which by extension is aimed at reducing global warming.

International CSR initiatives like the United Nations Global Compact and the UK Government's Extractive Industries Transparency Initiative have been widely adopted and incorporated into the administration and operations of oil companies (Frynas, 2009). The empirical evidence on the association between social responsibility and impact on environment is scanty (Karácsony, 2019) and mixed, as some firms in spite of adopting cleaner production and branding themselves as green, still obtain a major part of their revenues or profit from their past dealings which was not environmental friendly.

Barriers in performing corporate social responsibility in achieving environmental sustainability

Despite the attempts by corporate bodies to engage in CSR, these efforts are saddled with numerous challenges. A lot has been studied in this regard. Palpable among the challenges is the issue of communicating CSR to the public. This section highlights on the challenges of CSR engagement.

Time Consuming

CSR engagement can be very time consuming. What is more disturbing is its competition with core business objectives, especially in the wake of corporate business competition. More so, companies are driven by competition and market forces (DiSegni, Huly & Akron, 2015). Consequently, businesses find it difficult to grant time to CSR objectives (Green Capital and CSR Sydney, 2008).

Communication

Despite the increasing recognition of the need for companies to be socially responsible, communication of such responsibilities often remain a missing link in the practice of corporate responsibilities (Aluchna & Idowu (2017). It is important to encourage greater engagement between companies and local communities in the areas where oil and gas companies operate as it has been established that local (host) communities have a high stake in determining whether or not oil and gas activities can be carried out. Greater engagement with host communities fosters communication and thereby ensuring that expectations are met.

Lack of Resources

To engage in sustainable practices requires resources (Green Capital & CSR Sydney, 2008). Usually CSR engagement is seen as a waste of company's resources since it is regarded as not part of the company's core business (Fryzel & Seppala, 2016). Hence, all resources are directed towards the core objectives of companies often at the neglect of socially responsible behaviours (Green Capital & CSR Sydney, 2008).

Lack of Coherent Strategy

The existing approaches to CSR appear to be fragmented and disconnected from business strategies, hampering the need for companies to benefit society (Porter & Kramer, 2006). The more plausible explanation to the above is the reason aforementioned – CSR engagement not on the core agenda of businesses. Consequently, companies fail to demonstrate reasonable engagement in CSR to the benefit of the society and the nation in general. Other barriers of the implementation of CSR includes the low demand from community members, lack of top management support, poor organizational culture, inadequate education and training and inadequate stakeholder involvement.

Empirical Review

A study was conducted by Lia, Kuob, Mirc, and Omar (2022) to examine corporate social responsibility and environmental sustainability: achieving firms sustainable performance supported by plant capability. Therefore, this study examines the impact of CSR on firm's sustainable performance conditioned at different plant sizes. In doing so, the data was

collected using a survey instrument comprising close-ended items with five-point Likert scales on each item for measuring managerial perceptions from manufacturing industries. Through non-probabilistic sampling, a sample of 399 responses from middle to top-level management was collected. Smart PLS was utilized to analyze the data for validating the hypothesized relationships between the latent constructs.

To enhance the reliability of the tests used for the analysis, bootstrapping was used to iterate the sample size and refine significance levels. Overall findings indicate that environmental sustainable development is essential to explain the relationship between 'CSR for consumer' and 'Firm sustainable performance'. The relationship between 'CSR to employees' and 'Firm sustainable performance' is significant both with and without the explanatory role of sustainable environmental performance. The link between CSR to community and firm sustainable performance is not being explained by environmental sustainable development. These results offer valuable policy recommendations.

Another study was also conducted by Jilani, Yang and Siddique (2021) on corporate social responsibility and pro-environmental behavior of the individuals from the perspective of protection motivation theory. The current study aimed to investigate the relationship between CSR and pro-environmental behavior of students (SPEB) in the higher education sector of Pakistan. Given that university students are more inclined to act pro-environmentally, as they partake in different climate change activities and were part of the debate on the global environmental crisis, considering this sector to promote SPEB is of the utmost importance. The current study also

proposed emotional affinity towards students (EATN) as a mediator between the proposed relationship.

The study data were collected from university students (n = 656) studying in different universities of Pakistan. The results were validated by employing the structural equation modeling technique (SEM). The results confirmed that there exists a positive association between CSR perception of a university and SPEB, and EATN partially mediates this relationship. The findings of the study was helpful to the higher education policymakers in Pakistan to mitigate the country's environmental footprint by promoting the sustainable behavior of students as an outcome of CSR. Moreover, these findings was also helpful to the academia for policymaking pertinent to educational governance.

In Ofogbe, Ezuwore-Obodoekwe, Ozoji, Nnamani, Anisiuba, Ijeama and Okafor (2021) study, the research sought to examine the impact of environmental, social and governance dimensions of corporate social responsibility on firm performance: Evidence from Nigeria. The study aimed to examine the effect of CSR on the performance of oil and gas companies in Nigeria using the Thomson Reuter index as a measure of CSR and price-cost margin in addition to return on assets (ROA) and earnings per share (EPS) as measures of performance. Annual panel data from 55 oil companies for the period 2010–2019 operating in upstream, midstream, and oilservicing activities were used.

Findings revealed a negative non-significant relationship between CSR and price-cost margin (PCM) of the firms under study. These findings support the shareholder theory, which hypothesizes that the corporate social

responsibility of the citizens is solely the responsibility of the government and that the responsibility of firms is profit-making. Mixed results of negative non-significant and positive significant relationships were recorded between CSR and ROA. This result also supports the stakeholder theory, which emphasizes shareholders' interest in all aspects of business operation.

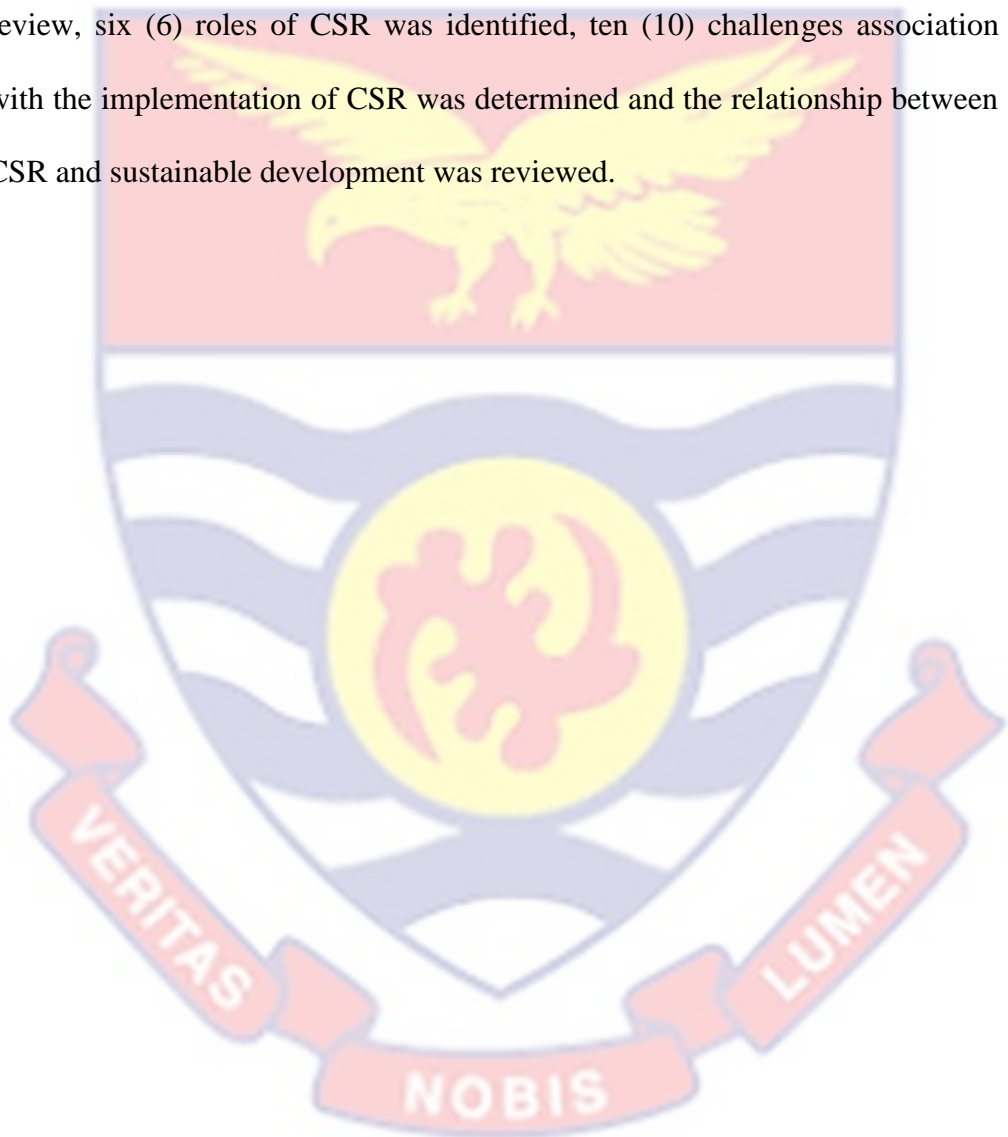
The corporate social performance (CSP) dimension correlates with the true nature of the Nigerian economy where firms make donations to communities and erect buildings for health and education purposes. A positive nonsignificant correlation was reported between CSR and earnings per share. There is room for improvement regarding performance and this can be achieved by increasing the CSR scores. Failure to do so may lead to a crisis which may inevitably affect performance.

Summary of Chapter

This chapter reviews literature pertaining to the subject area of the study. The review began with the concept of corporate social responsibility where it was realized that, CSR ensures that a corporate organization assumes responsibility for their actions. This was followed by a review of CSR in the oil and gas industry where it was realized that, the oil and gas industry is much more engaged in CSR practices especially with environmental sustainability due to the immense effect they have on the environment.

Then, there was a review on sustainable development where the study alluded that, the research is limited to online environmental sustainability hence, the concept of environmentally sustainable was reviewed and it showed

that, environmental sustainability is an integral component of ecosystem integrity. The study proceeded to the empirical review which was focused on the roles of corporate social responsibility, challenges in the performance of the role of corporate social responsibility and the relationship between corporate social responsibility and environmental sustainability. From the review, six (6) roles of CSR was identified, ten (10) challenges association with the implementation of CSR was determined and the relationship between CSR and sustainable development was reviewed.



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

Research methodology describes the strategies and approaches adopted for the study. It indicates the processes that were deemed suitable for the research. The research methodology also discusses the appropriate population and sample size used for the research. Generally, the research methodology details out the procedures required in achieving the objectives of the study. In this chapter, there is a discussion of the research design which is followed by the research strategy and the approach. Subsequently, the research method is discussed. This leads into a discussion on the population and sample size. Furthermore, there is a discussion on the source of data, suitable data collection methods and appropriate analytical tools adopted for the study. This chapter is concluded by a discussion on the ethical considerations made for the study.

Research Design

Research design describes the plan formulated to answer the research questions (Spencer-Oatey, 1993). The plan tries to answer the questions;

1. What is going on? and
2. Why is it going on?

The answers to these questions give rise to two (2) major research designs namely; the descriptive research and the explanatory research. The descriptive research design is a systematic way of giving an accurate description of facts and features of a specific research population. Spencer-Oatey (1993), described the descriptive research design as the provision of an accurate

accounts of the features of a particular population. On the other hand, the explanatory research design describes the relationships between two or more different phenomena. According to Zikmund et al. (2012), the explanatory research design describes the extent and the nature of cause-and-effect relationships.

The descriptive research design was adopted for this study. De-Vaus (2001), indicated that, the descriptive research design is a fundamental design to research studies as effective descriptions sets the tone for further explanatory studies. This study aimed at exploring the achievement of environmental sustainability through corporate social responsibility in the oil and gas industry in Ghana. Hence, the study fundamentally provides an accurate account on the relationship that exist between environmental sustainability and corporate social responsibility. Therefore, the descriptive research design was deemed most suitable for the study.

Research Strategy

There are numerous existing research strategies. This section describes four (4) research strategies and selects an appropriate strategy for the study. The research strategies discussed are action research, case study research, survey research and ethnographic research. Action research was defined by Bradburt-Huang (2010), as a research strategy that requires the researchers working with practitioners. Hence, this form of studies is undertaken in the course of a job so as to improve on an organization's processes. Ethnographic research involves the study of a specific population in their own environment but using instruments like observations or face to face interviews. According to Smith (1979), there are huge similarities between ethnographic research and

case study research. This is because, case study research also involves an in-depth study of a population.

Case study research gives a more vivid description of a population as compared to ethnographic research. Survey researches are used to describe existing concepts, their quantity, and the context in which they exist (Isaac and Micheal, 1997). Kraemer (1991) described three distinguishing features of survey researches. First, Kraemer (1991) describes specific aspects of a population. Secondly, the data needed for the research is collected from people hence making it subjective. Lastly, survey research uses a selected portion of the population from which the outcome can be generalized for the population. This study adopted the survey research strategy. Survey research describes specific aspects of a population, hence, with the selected population (Oil and Gas industry in Ghana) for this study from which a sample was selected, the survey was deemed most appropriate.

Research Approach

There are two (2) fundamental research approaches discussed in this section. They are the inductive and the deductive research approach. Basically, the inductive research approach involves the generation of new theories. Gabriel (2013), opined that, the inductive research approach uses research questions to narrow down the scope of the study. Furthermore, the inductive research focuses on exploring new concepts. The inductive research approach involves the movement from a specific to generalizations. On the other hand, the deductive research approach is adopted for studies aimed at testing theories and mostly begins with a hypothesis (Gabriel, 2013).

The deductive research approach is generally a movement from the general to the specific. The deductive research approach is mainly used for studies that seek to test a hypothesis or a phenomenon. The aim of this study was to explore the achievement of environmental sustainability through corporate social responsibility in the oil and gas industry in Ghana. The aim is focused on a general concept of environmental sustainability and corporate social responsibility to develop the relationship that exists between the two (2) concepts, hence the inductive research approach was deemed most suitable for the study.

Research Method

This section focuses on three (3) basic research approaches and selects an appropriate one for the study. These are the quantitative, qualitative and mixed method. According to Leedy and Ormrod (2001), the quantitative research method is used for building theories. The data used in quantitative studies are purely objective as it does not involve any influence from the researcher. Also, quantitative studies make use of numerical data that can be analyzed using statistical mathematical tools. According to Carrie (2007), the qualitative study is mostly used for discoveries.

The qualitative method can be subjective as the researcher is highly involved. However, the data generated from qualitative studies are textual and cannot be analyzed using mathematical instruments. The mixed research method builds on the weaknesses on the quantitative and qualitative method to build its own strength. For this study, the qualitative research method was selected, as the study used textual data for the making inference on the three

(3) objectives of the study to make the required conclusions. Hence, content analysis was used to analyze the data.

Population and Sample Size

Population of a study consists of “the entire group of persons who are of interest to the researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics” as indicated by Babbie and Mouton (2012). A sample is a section of a population that is chosen to reflect the rest of the population (Naoum, 2008). This section discusses the population and sample size used for the study. The population for this study was taken from the oil and gas industry in Ghana. This industry was selected due to the fact that it is the researcher’s area of study, and more importantly, due to its social contribution to the community like the provision of health care facilities. Hence, it possesses the requisite experience in the provision of corporate social responsibility and its roles in attaining environmental sustainability.

Specifically, the population for this study included employees in ENI Ghana and key stakeholders in Sanzule community. A sample size of 8 participants were selected purposively from the population based on their knowledge on environmental sustainability and CSR. Based on a preliminary survey of the employees of the organization, four (4) participants were qualified for the interview which included the Local Content and Sustainability Manager, Environmental Coordinator, HSE Engineer (Environmental) and HSEQ manager of ENI Ghana whereas secretary of Bonyere family, Adahonle stool elder, Head teacher of Sanzule Basic school and Assembly member for Sanzule were chosen for the interview. The choice

of this small sample size was necessitated by the fact that the study being a case study in approach tends to support the depth of case-oriented analysis that is fundamental to this mode of inquiry. Also, a small sample size was used in this study because it reduce the chance of an unpredictable distortion occurring due to a non-homogeneity of the experimental environment. This aided in ensuring that the participants had the required knowledge to provide reliable data for the study.

Source of Data

This section discusses two basic sources of data used in research. They are the primary data and the secondary data. The primary data is data collected for a specific research problem (Hox & Boeije, 2005). Hence, primary data are collected by the researcher. This indicates that, primary data are not available at the start of a particular study but must be collected by the researcher. On the other hand, secondary data are data that have already been collected and are been reused by a researcher (Hox & Boeije, 2005). Hence, secondary data originates from primary data. Secondary data are mostly used for the following purposes;

1. The description of contemporary and historical attributes;
2. Reanalysis.

For this study, only primary data was utilized. The primary data was collected with the aid of a structured interview discussed in the next section.

Data Collection

This section discusses the data collection features and procedures. In achieving the aim of a study, data collection is a very crucial aspect and its

significance cannot be under-estimated. Data collection is a common component of research across all fields of study; however, the method may vary but the emphasis on accuracy and honest collection remains the same. Data collection is a crucial stage in the execution of a research study, and it requires thorough planning and patience. In the collection of data, the first step is to ascertain the kind of data required for the study, followed by the nature of the participants, and finally, deciding on the type of instrument required to collect the data from the participants.

Data can be categorized as qualitative data and quantitative data. The qualitative data are textual data and usually descriptive in nature. This refers to data collected in the form of text and sentences. Qualitative approach of data collection includes focus groups, group discussions, observation methods, interviews, among others. On the other hand, quantitative data is numerical in nature, hence, can be computed mathematically. Quantitative data adopts different scales which can be classified as nominal, ordinal, interval and ratio. The quantitative method of data collection is comparatively cheaper; however, they are limited in their capacity for investigation and explaining the similarities and/or unexpected differences.

Instruments for quantitative data collection includes experiments, administering surveys, observing, and recording well-defined events, among others. In situations where there is a combination of both quantitative and qualitative approach, it is termed as the mixed approach of data collection. For this study, qualitative data was adopted, and an interview guide was designed to aid in the collection of data. An interview is basically the process of asking questions and getting answers from the participants of a study. An

interview can be categorized as structured, semi-structured and unstructured interviews.

However, for this study, a structured interview guide was adopted for the collection of data. A structured interview guide is created prior to the interview and the interviewer asks the same series of questions. The questioning is standardized, and the ordering and phrasing of the questions are kept very consistent from interview to interview. Structured interviews aid in the production of consistent data that can be compared across several participants. The interviews were conducted using face-to-face approach. It took approximately 30 minutes to complete an interview. A total of eight (8) interviews were conducted with the Local Content and Sustainability Manager, Environmental Coordinator, HSE Engineer (Environmental) and HSEQ manager of ENI Ghana whereas the secretary of Bonyere family, Adahonle stool elder, Head teacher of Sanzule Basic school and Assembly member for Sanzule were interviewed.

Analytical Tools

Data analysis can be described as the steps involved in bring orders, structure and meaning to a set of collected data (Marshall & Rossman, 1999). According to Khan (2014), data analysis represents the application of deductive and inductive logic to a research. For this study, qualitative forms of data analysis were adopted as qualitative data was collected for the study. Qualitative data analysis can be described as the steps involved in making sense from the research participants' views and opinions by establishing patterns, themes, and similarities (Chohen et al., 2008). In the execution of

qualitative data analysis the researcher must establish recurring features and the different steps and procedures that are at the disposal of the research.

The study adopted the content analysis method of qualitative data analysis for this study. Content analysis is simply an interpretation of what is contained in a qualitative data. The coding schemes of qualitative data are obtained from the test data directly. The content analysis allows for an in-depth description of the content of the data collected. According to Zhang and Wildemuth (2009), through a thoughtful data preparation, coding, and interpretation of results, the content analysis can be an instrument for the development of new models and theories as well as validating existing theories.

Ethical Considerations

The following ethical considerations were made for this study. The participants of the study must not be subjected to any harm and information discovered through research should not be used to harm people. There must be a high degree of respect for the dignity of research participants. Full consent was obtained from the research participants before commencement. The researcher stated that, anybody used as a source of information for research must agree and have a complete understanding of what they are being involved in and its purpose. There must also be a full protection of the privacy of the research participants and an adequate level of confidentiality of the research data. Issues such as confidentiality, privacy and unanimity were carefully preserved through design of a vigorous organized questionnaire. Furthermore, communication in relation to the research should be done with honesty and transparency.

Chapter Summary

This chapter has provided information as to how the primary data for the study was collected, organized, analyzed and presented for further analysis and discussion. This chapter also presented information on the design of the study and scientific approach it took in terms of approach to data needs, statistical techniques and systematic enquiry into the investigation under consideration.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The general objective of the study was to assess the role of corporate social responsibility in attaining environmental sustainability by ENI Ghana. This chapter presents the results and discussion of the data analysis conducted on the data collected from four (4) interviewees at ENI. This involves descriptive statistics of the participant's background and a content analysis of the qualitative data collected. This section is separated into two (2) major sections. The first section focus on the background of the participants while the second section presents the results from the data collected on the role of environmental corporate social responsibility in achieving environmental sustainability in ENI Ghana, the barriers to performing environmental corporate social responsibility role in achieving environmental sustainability in ENI Ghana and the strategies to improve environmental corporate social responsibility in ENI Ghana.

Demographic Characteristics of Participants

The demographic data of the surveyed participants are analyzed in this section. The demographic data of the participants discussed included the years of experience of the participant in the profession, the highest level of education and the role of the participant in the organization. The results of the demographic characteristics of the participants are presented in Table 1.

Role in the Organization

The first question on the background of the participants demanded that they indicate their role within the organization. This aids in assessing the

participant’s duty with regard to corporate social responsibility in ENI. Based on the results shown in Table 1, it can be ascertained that the participants from ENI Ghana included a person each for Local Content and Sustainability Manager, Environmental Coordinator, HSE Engineer (Environmental) and HSEQ manager whereas participants from Sanzule community included a person each for Bonyere Family, Adahonle stool elder, Head teacher and Assembly man. This was deemed satisfactory for the study as the participants are directly involved in the corporate social responsibility of ENI and the oversight of the community (Sanzule) chosen for the study. The results of the socio-demographic characteristics are presented in the Table 1.

Table 1: Socio-demographic characteristics of participants

Variables	Category	Frequency
Role in ENI	Local Content and Sustainability Manager	1
	Environmental Coordinator	1
	HSE Engineer (environment)	1
	HSEQ manager	1
	Role in the Community	Family Secretary (Bonyere Family)
	Adahonle Stool Elder	1
	Assemblyman	1
	Headmaster	1
Years of Experience	1-5 years	2
	6-10 years	1
	11-15 years	1
	16-20 years	0
	Above 20 years	0
Highest Level of Education	HND	2
	BSC	4

Postgraduate	1
None	1

Source: Field survey, (2020)

Years of Experience

The results as indicated in Table 1 shows that the majority of the participants from ENI had between 1-5 years of experience. This was followed by 6-10 years of experience and 11-15 years of experience. None of the participants from ENI had between 16-20 years and above 20 years of experience within the organization. Ascertaining the level of experience of participants is critical demographic data that tends to indicate the knowledge level of the participants accumulated through years of practice. For this study, the responses showed that the participants from ENI had an appreciable level of experience which was deemed satisfactory for the study. However, this characteristic did not apply to the stakeholders since their employment background had no bearing on the studies and the information needed from them.

Highest Level of Education

The results from Table 1 shows that the majority of the participants had a bachelor's degree qualification. This was followed by participants having a postgraduate qualification. Two of the participants indicated having an HND qualification from the data collected. This was also followed by one of the participants having a postgraduate degree and one with none of the mentioned educational levels. The education level of the majority of the participants indicates the knowledge level of the participants accumulated

through education. Hence, the results showed a satisfactory level of education among the participants.

Findings

This section shows the results of the textual data gathered from the participants, and a content analysis of the results in the various themes they found. The results were grouped into three sections with each section corresponding to the research objective. These sections are:

- The activities of ENI Ghana in achieving environmental sustainability through environmental corporate social responsibility,
- The barriers to implementing corporate social responsibility for the achievement of environmental sustainability in ENI Ghana,
- The strategies to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI.

Objective One: The activities of ENI Ghana in achieving environmental sustainability through environmental corporate social responsibility

ENI focuses on the protection of biodiversity and ecosystems in Environmental Sustainability

It was emphasized that ENI has been devoted to the protection of biodiversity and ecosystems for many years. One participant mentioned that ENI has always pursued a long-term, regionally focused approach, supporting countries on a growth path that aims to develop them even in areas other than oil and gas while emphasizing environmental protection and health and safety as a top priority. Using an organic approach, ENI analyses risks and

possibilities related to resource management, and environmental, cultural, and social heritage preservation in the nations where it operates. One participant pointed out that ENI invests in the gas chain, the fossil fuel with the lowest carbon content, establishing a portfolio with an increasing gas share, starting at 58% of resources (3p+ contingent), due to recent discoveries. It was also pointed out that ENI has lowered its Greenhouse Gas emissions by 28% since 2010.

By reducing flaring and fugitive methane emissions and improving energy efficiency, we hope to reduce our upstream emissions index by another 43% in the future he said. In 2019, efforts were made to reuse contaminated and purified groundwater for civil or industrial purposes, as well as to provide local communities with access to drinking water. It was pointed out that ENI is pursuing a climate change strategy that has already yielded considerable benefits in terms of routine flaring and carbon intensity reductions over the previous ten years. ENI's medium-term goals include boosting the efficiency of its upstream activities, reducing GHG emissions, and creating forestry conservation initiatives to reach a net zero carbon footprint on direct emissions from upstream activities valued on an equity basis by 2030. It was expressed that:

“In all its facilities, Eni employs reference best practices and guarantees high-quality products while respecting the environment. Eni also applies and promotes the most efficient environmental management systems, alerts its managers on the issues of the environment, makes use of state-of-the-art technologies, and provides

training on environmental themes to its employees” (Environmental Coordinator, 5 years of working experience).

“Eni has always embraced a sustainable and locally oriented approach, accompanying Countries in a growth path that aims at their development even in businesses outside the oil and gas sector, and promotes environmental protection and health and safety safeguarding as absolute priorities. We invest in the gas chain, the fossil source with lowest carbon content, building, thanks to recent discoveries, a portfolio with an increasing gas share, starting from the current 58% of resources (3p+ contingent)” (HSEQ Manager with 10 years of working experience)

These narratives was consistent with some participants from the local community who expressed that the environmental sustainability projects carried out by the ENI directly impacts the lives of the local community. It was expressed that:

“As earlier stated, the environmental sustainability projects which are carried out by the company are geared to directly impact the lives of the people. The ‘Clean Beach’ project for instance was aimed at cleaning all the beaches within Sanzule, Eikwe, and Bankata. This is a very good and relevant project which help the sanitary conditions of the communities to improve and it directly affects the lives of the people positively” (Family Secretary, Bonyere Family).

The Adoption of Best Practices to Ensure Control Of Releases into the Environment

It was pointed out by participants that ENI prioritizes minimization of the use of natural resources as well as the control of releases that impact the environment (air, waters and soil). As a result, ENI applies best practices to ensure proper control of releases, occasioned by its operations, in the environment. ENI has heavily invested in monitoring and reduction systems in its course to control the emission of primary pollutants such as carbon monoxide, nitrogen oxides and sulphur dioxide. Furthermore, the development and implementation of energy efficiency programs aimed at maximizing the use of energy in industrial processes ensure that all air emissions are contained. It was noted that over the years, ENI has been striving to use low-impact fuels while also promoting the use of natural gas, in its quest to minimize the negative effects of its operations on air quality.

It was also made known that responsibility and operating modes aimed at reducing the negative impact of oil spills have been defined to protect the places where ENI operates. Several oil spill assessment/response/plan initiatives are either underway or have recently concluded. It was added that The United States Environmental Protection Agency issued an article titled "The ENI success story" in the spring of 2009, highlighting ENI's participation in the international effort M2M (Methane to Markets) and reaffirming its commitment to creative actions to reduce methane emissions. This initiative, the participants pointed out, supports methane collection and utilization as a clean energy source in order to boost economic growth and energy security while also improving air quality and lowering greenhouse gas emissions.

Some participants expressed:

“The minimization of use of natural resources and the control of impacts which are priority objectives of sustainable environmental management are achieved by adopting the best practices and technologies capable of ensuring a proper control of releases in the environment (air, waters, soils)” (HSEQ Manager, 10 years of working experience).

The Use of State-of-The-Art Technology in Monitoring and Reducing of Emissions

It was discovered that ENI is always working to minimize air emissions through investment in better monitoring and reduction technologies. ENI has been working for years to use low-impact fuels, and also promote natural gas usage. It was made clear that people respond more quickly, efficiently, and flexibly as a result of their interactions with technology, allowing the company to be more environmentally sustainable, as well as more competitive in the reference market, thereby continuing the energy transition in the energy business across the globe.

It was made clear that ENI uses and supports the most efficient environmental management systems, informs its managers about environmental challenges, employs cutting-edge technology, and gives environmental training to its staff on a regular basis. ENI's facilities demonstrate an excellent level of control of primary pollutant emissions by employing the best available technologies. One participant mentioned that ENI created and perfected ‘Clean Sea’, a unique undersea robotic technology

which enables autonomous environmental monitoring and inspections on offshore oil and gas plants. Some participant however indicated:

“Technological innovation is for Eni a key element for making access to new energy resources effective and efficient, improving the use of existing resources and, at the same time, reducing environmental impact. With regard to respecting the environment, Eni in addition to technologies for more sustainable management of hydrocarbon fuel production activities, is also focusing on reclamation research”
(Environmental Coordinator, 5 years of working experience).

ENI Contributes to the Achievement of Sustainable Development Goals (SDGs)

The study pointed out that ENI (global) contributes to the achievement of the Sustainable Development Goals (SDGs) of the UN 2030 Agenda, by supporting a socially fair energy transition, combating climate change, and giving efficient and sustainable access to energy resources. One participant pointed out that for effective management, ENI integrates organically its industrial plan with the principles of environmental and social sustainability, guiding its actions along three core areas: operational excellence; carbon neutrality in the long term; alliances for development. One participant mentioned, It was expressed that:

“ENI, as an integrated energy company, contributes, directly or indirectly, to achieve Sustainable Development Goals (SDGs) of the UN 2030 Agenda, supporting a socially fair energy transition responding through concrete, quick and economically sustainable answers to the challenge of combating climate change and giving

access to energy resources in an efficient and sustainable way, for all. To manage this effectively, Eni integrates organically its industrial plan with the principles of environmental and social sustainability, enlarging its actions along three directives: 1. operational excellence; 2. carbon neutrality in the long term; 3. alliances for development. We have clear international references that help us in this direction: the United Nations (in addition to the SDGs), the Guiding Principles on Business and Human Rights (UNGP) and the 10 principles of the Global Compact” (Local Content and Sustainability Manager, 12 years of working experience).

The narratives expressed agreement with the narrative from one of the participants from the local community on preserving the environment for the unborn generation. It was pointed out that the initiatives are not only for the benefit of today's generation but also for the unborn.

“It helps to improve sanitary conditions within the community in ways that would make the area a safe place even also for the generations unborn. The company, per their various social responsibility activities in the Ellembelle District, appears to be concerned about issues generally relating to improving the living conditions of people”
(Family Secretary, Bonyere Family)

ENI Ghana Engages in Environmental CSR for People and Environmental Conscience

It was brought to light that ENI considers the areas in which it operates to be its home. As a result, ENI makes it a priority to preserve the health, safety, and environment of everyone who lives and works in the countries

where the company operates. A participant emphasized that ENI is local, and lives and works with local communities to help them achieve sustainable and long-term growth. It was mentioned that ENI looks at the environment, the ecosystems and biodiversity with the same dedication. The company is working to raise environmental awareness throughout the supply chain, encouraging actions to reduce the environmental impact of its operations, including during the procurement of goods and services for the entire company.

ENI has developed and implemented a process safety management system, monitored through dedicated audits, to prevent and control uncontrolled releases of hazardous substances that may evolve into significant incidents, thus safeguarding people's safety, the environment, and assets. It was mentioned that ENI's modus operandi includes environmental protection based on preventive, protection, information, and participation criteria, as well as effective use of natural resources, oil spill reduction, waste management, and management of operations in harmony with biodiversity and ecosystem services. Some participants state saying:

“To ENI, operating in a socially responsible way means creating opportunities and promoting respect for people and their rights, as well as protecting the environment. Sustainability has always been a “glocal” concept for Eni, both global and local at the same” (HSE Engineer, 4 years of working experience)

“Eni has always embraced a sustainable and locally oriented approach, accompanying Countries in a growth path that aims at their development even in businesses outside the oil and gas sector, and

promotes environmental protection and health and safety safeguarding as absolute priorities” (Local Content and Sustainability Manager with 12 years of working experience).

This was in agreement with the perception of the local community who benefit from the initiatives of ENI’s CSR. They expressed that ENI is much concerned about the environment and the lives of the people they work around that are what has necessitated the initiation of projects and programmes in that regard they pointed out that they believe it is for the good of today and the future. Some participants expressed:

“To improve the lives of the people living in the community now and also in the future, in the area of the environment. Environmental issues are important, especially in these kinds of areas where people here do not really pay attention to sanitation, and the company has realized this. I also believe it is their way of also giving something back to society. I think because of the importance the company places on the environment and making it a safe space now and in future, and also having the people’s wellbeing in mind” (Adahonle Stool Elder).

“I think it is part of the company’s way of performing and portraying social responsibility to society. Since environmental sustainability borders largely on the protection of ecosystems in a way that will support the health of people now and also in the future, I can say ENI Ghana has the well-being of the community at heart hence the reason for engaging such project” (Assembly Man).

The Barriers in Implementing Corporate Social Responsibility for the Achievement of Environmental Sustainability in ENI Ghana.

Differing Priorities Between ENI and Host Communities

It was discovered that one thing that discourages ENI from performing any kind of environmental CSR was the interference of the people in the communities where they undertake such projects. The common response from the participants was differing priorities. That was explained as the priorities of the community often differing from that of ENI. The people within communities where CSR initiatives are being undertaken often prefer that ENI rather turn to what they feel is important. It is important to note that these environmental CSR initiatives carried out by ENI are projects which are gotten through stakeholder meetings which consist of representatives of the company and representatives of the communities among others.

That is to say, it is expected that whatever initiative that would be agreed upon after stakeholder engagements have concluded, would be what ENI would undertake. It was noted, however, that occasionally community representatives do not table the desires of the people, but rather they present what they, being representatives of the people, believe should be provided for the community. One participant pointed to a situation where ENI engaged a company to ensure a particular community was rid of plastic waste. The contractor was to pay any enterprise which collects plastic waste from the communities to a designated area. The community, on the other hand, wanted ENI to build a waste recycling plant for them instead. Due to this, the whole waste management programme was brought to a grinding halt. ENI, in such a

situation, would be completely uninterested in carrying out such a project because it would be a recipe for societal upheaval. It was mentioned that:

“Sometimes ECSR initiatives carried out by ENI are projects which are gotten through stakeholder meetings between reps of the company and reps of the communities. What happens is that sometimes, the reps of the communities do not communicate the real desire or needs of the masses to the company but rather communicate what they think feel should be provided for the community. This brings about the tension between the various groups i.e the company, the community reps, and the indigenes/residents of the community. Since this would be a recipe for social unrest, the company would be disinterested in carrying out such a project entirely” (HSE Engineer, 4 years of working experience).

“If the company decides to go ahead with a particular ECSR project that the community (through their reps i.e chiefs, opinion leaders etc) desires, there may be agitations which may result in the sabotage of the project by the masses who did not sanction the decision of the opinion leaders in the first place” (Local Content and Sustainability Manager, 12 years of working experience)

This was also consistent with the narratives from the leaders of the local community who expressed that their representatives do not present their views and that sometimes result in the differing priorities

“The company would need the community (mostly through its elders) to be on the same page before projects and programmes can be rolled out but sometimes the community representatives do not necessarily

convey the views of the community so it would be prudent if the company (through its community officers) organize meetings also with the people to solicit their ideas” (Adahonle Stool Elder)

“Sometimes, getting information from community and opinion leaders alone would be risky because the leaders may not pass the views of the people onto the company for one reason or the other” (Assembly Man)

Stakeholders’ Priorities do not Match ENI’s Budget

It was brought to light that the difference in priorities turns to not go in the favour of the budget of the ENI. The company sets a budget for environmental CSR initiatives/activities each year. ENI is sometimes hindered by the cost of some projects suggested by the beneficiary communities. These communities tend to suggest projects whose costs go well beyond the company’s CSR budget. Some projects suggested by communities are unrealistic, while others are national issues which demand the government’s attention. One responded intimated that ENI sometimes is willing to partner with the State to carry out some projects but such projects come with complex bureaucratic processes and bottlenecks which makes it difficult for them to be undertaken. Political shenanigans and influences can sometimes stymie initiatives and make it difficult to execute environmental CSR. Starting a project might be tough because it requires passing it through several offices. These barriers obstruct progress. It was stated that:

“Certain ECSR projects could be very expensive to carry out (especially if it exceeds what was budgeted for CSR activities within a given year) and this may discourage ENI from carrying out such a

project even though the said community may demand it” (Local Content and Sustainability Manager, 12 years of working experience).

“The ECSR demands of certain communities sometimes are unrealistic in nature. Some of these demands are seen by ENI as national issues which need to be solved by the state and not necessarily by the company. Sometimes during the implementation of projects, communities may decide that they want the project to include something which was not in the initial plan that was agreed upon by the various stakeholders. These alterations in the initial plan stall the project because it involves a whole lot, including funding, budgeting, re-planning, etc which might not be feasible” (Environmental Coordinator, 5 years of working experience).

This was consistent with the leaders in the local community. They pointed out that the initiative that the ENI undertakes are necessary but there are more pressing initiatives that could be undertaken to better the lives of the people of the local community. They mentioned that :

“ENI is doing a good job as it stands but could do more for the community. There is a need for bigger projects which would not only solve environmental problems but also provide employment for inhabitants of the community. An example is building a plastic recycling plant here. This way, all the plastic waste collected from the community could be recycled for use right here. However, responses from the company indicate that kind of projects do not match their current plans and budget” (Family Secretary, Bonyere Family).

The Strategies to Improve Corporate Social Responsibility Implementation for the Achievement of Environmental Sustainability in ENI.

Adherence to the values embedded in the ENI Code of Ethics

The analysis revealed that maintaining relationships with all of ENI's stakeholders requires adherence to the principles contained in the Code of Ethics. In order to ensure that all company activities are carried out in accordance with applicable laws, in a spirit of fair competition, honesty, integrity, fairness, and good faith, as well as in accordance with the legitimate interests of the company's shareholders, the participant mentioned that the Board of Directors consider it crucial that the values and principles that guide ENI are clearly defined and adhered to, both internally and externally.. The analysis revealed that maintaining relationships between ENI and all of its stakeholders depends on upholding the ideals embodied in the Code of Ethics. The participant stated that the Board of Directors believes it is crucial that the values and principles that govern ENI are clearly defined and upheld, both internally and externally, in order to ensure that all company activities are carried out in accordance with applicable laws, in a spirit of fair competition, honesty, integrity, fairness, and good faith, as well as in accordance with the legitimate interests of the company's shareholders. Some participant narrated that:

“The Board of Directors believes it is fundamentally important that the values and principles which guide Eni are clearly defined, both internally and externally, in order to ensure that all company activities are implemented in compliance with the relevant laws and in a context

of fair competition, honesty, integrity, fairness and good faith as well as in accordance with the legitimate interests of all the stakeholders with which Eni comes into contact on a daily basis: shareholders, employees, suppliers, customers, commercial and financial partners, as well as local communities and institutions within the countries in which Eni operates. These values are embedded in the new Eni Code of Ethics, approved by the Board of Directors at its meeting held on March 14, 2008, to replace the previous Business Conduct Code of 1998” (Local Content and Sustainability Manager, 12 years of working experience).

Adoption of administrative and management structure for assessing and managing health, safety and environmental sustainability

The study brought to light that ENI has adopted guidelines for assessing and managing health, safety and environmental (HSE) risks, with the objective of protecting ENI’s employees, contractors and clients, and the social and physical environment, which are in compliance with local and international rules and regulations. It was mentioned that ENI has established a business support organization (Chief Services & Stakeholder Relations Officer - CSRO) that is responsible for defining the guidelines, methods, and tools for managing and promoting sustainability matters, through closer integration with operations, to ensure that sustainability matters are managed from the corporate leadership of all ENI's companies worldwide. One participant mentioned that the sustainability structure has been active since 2006 and renamed Impreso since 2015. It is a central organizational function within the CSRO structure that coordinates and supervises sustainability-

related activities, from monitoring the evolution of the external environment to defining sustainability targets for the Strategic Plan and to developing initiatives in favour of the Countries where ENI operates, including Ghana. It was indicated that :

“Eni has adopted guidelines for assessing and managing health, safety and environmental (HSE) risks, with the objective of protecting Eni’s employees, the populations involved in its activity, contractors and clients, and the environment and being in compliance with local and international rules and regulations. To ensure that sustainability matters are managed from the corporate leadership of all Eni’s companies worldwide, Eni has adopted a business support organisation cutting across all areas (Chief Services & Stakeholder Relations Officer - CSRO) and responsible for defining the guidelines, methods and tools for managing and promoting sustainability matters, through ever closer integration with operating processes”
(Environmental Coordinator, 5 years of working experience).

ENI Has Policies that Monitor and Manage Environmental CSR Performance

It was pointed out that ENI has policies that are aimed at monitoring and managing its environmental CSR performance. It was mentioned that ENI operates in a variety of environmental situations around the world, each with its own set of ecological sensitivity and regulatory regimes. Biodiversity and Ecosystem Services (BES) management is an important part of both environmental strategies and operational management techniques. As specified in the BES Policy, ENI ensures that the interrelations between environmental

aspects such as biodiversity, ecosystem services, climate change, management of water resources and social issues of sustainable development of local communities, are identified and managed correctly.

It was pointed out that the establishment of an environmental management system is the foundation for the management of environmental challenges. Such a system is integrated with health and safety considerations, following ENI's sustainability and integrity principles. On a six-monthly basis, sustainability and performance goals are monitored and controlled. Activities of the Environmental Management System include: Identification of important environmental factors, management and mitigation of environmental effects, and adoption of the most advanced technologies for the avoidance of environmental disasters. It stated that:

“The HSE department has policies regarding performance management. Since they are in charge of CSR activities, their performance management policies should affect CSR as well”
(Environmental Coordinator, 5 years of working experience).

“Each Sustainability objective is pursued through projects and initiatives defined by Eni and its Subsidiaries and included in specific short and medium-term action plans. The R&D portfolio dedicated to the business of Sundial, the Eni company that provides integrated services linked to environmental restoration, is focused on water treatment projects” (HSEQ Manager, 10 years of working experience).

Discussion

This section discusses the findings and key issues which arose from the study and data collection. These findings have been identified and are discussed one after the other concerning the research questions.

What are the activities of ENI Ghana in Achieving Environmental Sustainability through Corporate Social Responsibility?

These research questions sought to identify the activities of ENI Ghana in achieving environmental corporate social responsibility.

ENI Focuses on the Protection of Biodiversity and Ecosystems in Environmental Sustainability

It was discovered in the study that ENI has been keen on the protection of biodiversity and ecosystems for many years. ENI has always pursued a long-term, regionally focused approach, supporting countries on a growth path that aims to develop them even in areas other than oil and gas while emphasizing environmental protection and health and safety as a top priority. This supports Frynas (2005) who mentioned that the oil and gas industry is a top industry that must continuously engage itself in CSR practices, especially in environmental areas.

The study brought out that ENI invests in the gas chain, the fossil fuel with the lowest carbon content, establishing a portfolio with an increasing gas share. It was also pointed out that ENI has lowered its GHG emissions by 28% since 2010. This is in agreement with Frynas (2009) who points out that corporations have implemented a greenhouse gas emissions policy targeted at lowering domestic greenhouse gas (GHG) emissions, which, in turn, aims to

reduce global warming. Frynas (2005) mentioned that the activities carried out during the processes of oil exploration, production, transportation, and refining have a huge potential of negatively affecting the environment as a result the oil and gas industry is engaged in environmental CSR to mitigate the effects of the emissions. In 2019, efforts were made to reuse contaminated and purified groundwater for civil or industrial purposes, as well as to provide local communities with access to drinking water.

According to the report, ENI is adopting a climate change plan that has already resulted in considerable reductions in routine flaring and carbon intensity during the previous ten years. In order to achieve a net-zero carbon footprint on direct emissions of upstream activities valued on an equity basis by 2030, ENI's medium-term aims include increasing the efficiency of its upstream activities, reducing GHG emissions, and implementing forestry conservation projects. Babiak and Trendafilova, (2011), found that organizations are dynamically emphasizing the importance of sustaining the natural environment and embracing management practices to minimize their effect on the environment and this finding points out that ENI is no exception.

The involvement in best Practices to ensure Control of Releases into the Environment

The study proved that ENI prioritizes the minimization of the use of natural resources as well as control of the impacts that it makes. ENI engages best practices to ensure proper control of releases in the environment. As a result, ENI has heavily invested in monitoring and reduction systems in its course to control the emission of primary pollutants such as carbon monoxide, nitrogen oxides and sulphur dioxide. ENI's facilities, therefore, display a high

level of control over pollutant emissions. ENI also created and implemented energy efficiency programs aimed at maximizing the use of energy in industrial processes, ensuring that all air pollutants are controlled. This Kahn, (1995) puts it that for environmental sustainability to be ensured resources must be harvested no faster than they can be regenerated.

ENI has been working for years to use low-impact fuels. ENI also promotes the usage of natural gas, thereby resulting in an improvement in air quality. This action was also emphasised by Kahn, (1995) that waste must be emitted no faster than it can be assimilated by the environment. It was also revealed that ENI has defined responsibility and operating modes targeted at minimising the harmful impact of oil spills to safeguard the areas where the company operates. Several oil spill assessments, reactions, and planned projects are currently happening or have recently ended.

It was added that The US Environmental Protection Agency issued an article titled "The ENI success story" in the spring of 2009, highlighting ENI's participation in the international effort M2M (Methane to Markets) and reaffirming its commitment to creative actions to reduce methane emissions. This initiative supports methane collection and utilization as a clean energy source to boost economic growth and energy security while also improving air quality and lowering greenhouse gas emissions. This is in agreement with Williamson, Lynch-Wood, and Ramsay (2006), who stated that social responsibility encompasses environmental sustainability because the goal of CSR is to integrate social and environmental issues into a company's economic model.

The Use of State-of-The-Art Technology in Monitoring and Reducing Emissions

ENI has been found to be constantly attempting to reduce air pollutants by investing in better monitoring and reduction technologies. As a result of the improved air quality, ENI has been working for years to employ low-impact fuels and promote natural gas. As a result of their interactions with technology, people respond more quickly, efficiently, and flexibly, allowing the company to be more sustainable in terms of the environment and stakeholders, as well as more competitive in the reference market, allowing the energy transition to continue. ENI employs and promotes the most efficient environmental management systems, keeps its managers informed about environmental issues, uses cutting-edge technology, and provides environmental training to its employees.

Frynas, (2009) in agreement revealed that Oil corporations have long recognized the importance of a corporate will, as well as the implementation of administrative and management systems, in achieving environmental sustainability. This is in line with Peck and Sinding (2003), who states that mineral resource extraction and processing are often recognized as one of the most environmentally and socially damaging activities undertaken by enterprises. Peck and Sinding (2003) further stated that these events have given rise to the need for companies to take calculated measures to stop, or bring to the barest minimum, the degradation of the environment by paying close attention to the environmental impacts of their operations. ENI, in this case, relies on technology for the calculated measures. By utilizing the finest available technologies, ENI's facilities demonstrate an exceptional level of

control of major pollutant emissions. 'Clean Sea' is a unique undersea robotic technology that ENI developed and mastered. It allows for self-contained environmental monitoring and inspections of offshore oil and gas facilities.

ENI contributes to achieving Sustainable Development Goals (SDGs)

The study revealed that ENI contributes to the United Nations 2030 Sustainable Development Goals. As an integrated energy company, ENI helps to achieve the UN 2030 Agenda's Sustainable Development Goals (SDGs) by supporting a socially fair energy transition, combating climate change, and giving efficient and sustainable access to energy resources. To manage this effectively, ENI integrates organically its industrial plan with the principles of environmental and social sustainability, enlarging its actions in three areas: operational excellence; carbon neutrality in the long term; alliances for development. This agrees with Lantos, (2001) who made it clear that Oil and gas companies all around the world are driven to engage in social investments.

He explained that these companies are taking initiatives to satisfy both the non-governmental organizations (NGOs), which promote social welfare rather than economic power, and the host countries and direct consumers, who pay more attention to the operational performance of the oil and gas corporates. ENI has clear international references that help it in this direction: above all, within the United Nations, in addition to the SDGs, the Guiding Principles on Business and Human Rights (UNGP) and the 10 principles of the Global Compact. Roseland (2005) claimed that no one person fully comprehends the process of creating sustainable development. However, there is a growing understanding that if global sustainability is to be

accomplished, it must first be achieved at the local level which is presented clearly by this study in the local level initiatives of ENI to support the long UN 2030 Agenda's Sustainable Development Goals (SDGs).

ENI Ghana engages in Environmental CSR for people and environmental conscience

During the research, it was determined that ENI considers the locations where it functions to be its home. As a result, it deems preserving the health, safety, and environment of everyone who lives and works in the nations where it operates a top priority. This is mentioned Peck and Sinding, (2003) that the environment is an important stakeholder for firms, along with shareholders, employees, customers and the community because of their dependence on the environment. As such, firms' activities influence the environment in significant ways. ENI is a local company that lives and works in the community to help them achieve long-term prosperity. It was mentioned that ENI is equally committed to the environment, ecosystems, and biodiversity.

As opined by Leonard and McAdam (2003), firms must be loyal to their host communities, being mindful of the environment. The company is aiming to improve environmental awareness throughout the supply chain, encouraging efforts to reduce the company's environmental effects, especially during the procurement of goods and services. Zelazna et al., 2020 asserts that most organizations engage in corporate social responsibility toward the environment voluntarily taking into consideration the impacts of their operations on the environment in their business decisions. ENI has developed and implemented a process safety management system that is subject to specialist audits in order to avoid and control uncontrolled releases of

hazardous substances that could result in major incidents, thereby safeguarding people's safety, the environment, and assets.

What are the Barriers in Performing Environmental Corporate Social Responsibility which Hinder the Achievement of Environmental Sustainability in ENI Ghana?

This question sought to ascertain the barriers in implementing corporate social responsibility for the achievement of environmental sustainability in ENI Ghana;

Differing Priorities between ENI and Host Communities

The study pointed out that ENI is discouraged from performing environmental CSR when the people in the communities where they undertake such projects interfere with their initiatives. That was explained as the priorities of the community being different from that of ENI. The people within the communities where these initiatives are being undertaken often prefer that ENI rather turn to what they feel is important. These environmental CSR initiatives carried out by ENI are projects which are agreed upon at stakeholder meetings between representatives of the company and representatives of the communities among others.

That is to say, it is expected that whatever initiative that would be agreed on by all parties at the stakeholders meeting is what ENI would undertake. This stakeholder involvement is expected to ensure a healthy environment for the organization. According to Nadal (2011), a healthy environment will not be realized under a system that centralizes economic strategy decision-making without taking into account the effects these decisions have on the livelihoods of billions of people. Occasionally,

community representatives do not express to the firm what the people really want or need, but rather what they believe should be provided for the community. Despite the growing understanding of the need for organizations to be socially responsible, Dawkins (2004) in agreement points out that communication of such responsibilities is often a missing link in the practice of corporate responsibilities.

Stakeholders' Priorities do not Match ENI's Budget

The study further brought to light that the difference in priorities tends not to favour of the budget of ENI. The corporation allocates annual funds to environmental CSR activities. The expense of projects suggested by the benefitting communities might occasionally stymie ENI. This contradicts Porter and Kramer(2006) who point out that CSR engagement is seen as a waste of a company's resources since it is regarded as not part of the company's core business. This hindrance does not emanate from the organization's perception of initiative as a waste of resources but from unrealistic demands. Beneficiaries of ENI's projects develop their own goals, which involve costs beyond ENI's annual budgetary allocation for environmental CSR.

Some of the projects proposed are unfeasible, while others are national issues that require the attention of the government rather than ENI. It was emphasised that such initiatives/projects would not be undertaken without governmental support. Roseland (2005) argues in this regard that sustainable development should be participatory development. Such national challenges are complicated by bureaucratic systems, making them difficult to address. Political machinations and sway can hinder projects and make environmental

CSR difficult to implement. Starting a project might be difficult because it must be routed through multiple offices.

What are the Strategies to Improve Environmental Corporate Social Responsibility in ENI Ghana?

This question sought to examine the strategies and methods used to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI Ghana.

Adoption of Administrative and Management Structure for Assessing And Managing Health, Safety and Environmental Sustainability

The study additionally revealed that ENI has adopted guidelines for assessing and managing health, safety, and environmental (HSE) risks, intending to protect ENI's employees, contractors, and clients, as well as the environment, while also adhering to local and international rules and regulations. It was discovered that ENI has established a business support organization (Chief Services & Stakeholder Relations Officer - CSRO) that is responsible for defining the guidelines, methods, and tools for managing and promoting sustainability matters, through closer integration with operations, to ensure that sustainability matters are managed from the corporate leadership of all ENI's companies worldwide.

Social responsibility, according to Williamson, Lynch-Wood, and Ramsay (2006), includes ensuring environmental sustainability, as the goal of CSR is to integrate social and environmental issues into a company's business model. The sustainability structure has been active since 2006. It is a central organizational function within the CSRO structure that coordinates and supervises sustainability-related activities, from monitoring the evolution of

the external environment to defining sustainability targets for the Strategic Plan and to developing initiatives in favour of the Countries where ENI operates. Frynas, (2009) in this view noted that Oil corporations have come recognized the need for a corporate will, as well as the implementation of administrative and management processes, in achieving environmental sustainability.

Adherence to the values embedded in the ENI Code of Ethics

According to the findings of the study, ENI ensures adherence to the values mentioned in its Code of Ethics to ensure a long-term relationship between ENI and all of its stakeholders. The study revealed that the Board of Directors believes it is critical that ENI's values and principles are clearly defined and also follows both internally and externally, in order to ensure that all company activities are carried out in accordance with applicable laws, in a spirit of fair competition, honesty, integrity, fairness, and good faith, and accordance with the legitimate inter-company agreements.

This is in agreement with Lantos (2001), who believes there is a remarkable growth in corporate ethics and social responsibility obligations which illustrates the significant shift in how oil companies now invest and engage more in social developments within their host communities; these comprise shareholders, employees, suppliers, consumers, commercial and financial partners, as well as local communities and institutions in the countries where ENI operates. In the framework of their separate roles and obligations, directors, Statutory Auditors, management, and all ENI workers, as well as those who assist in the attainment of ENI's goals, are obligated to uphold the values outlined in the Code of Ethics. According to Chakraborty

(2013), social responsibility is the role of a corporation to promote sustainable development and the welfare of society through transparent and ethical behaviour.

ENI has Policies that Monitor and Manage Environmental CSR Performance

It was found that ENI has policies that are aimed at monitoring and managing its environmental CSR performance. It was noted that ENI operates in a variety of environmental situations around the world, each with its own set of ecological sensitivity and regulatory regimes. Biodiversity and Ecosystem Services (BES) management is an important part of both environmental strategies and operational management techniques. As specified in the BES Policy, ENI ensures that the interrelations between environmental aspects such as biodiversity, ecosystem services, climate change, management of water resources and social issues of sustainable development of local communities, are identified and managed correctly.

This is in response to what Mishra and Suar (2010) highlighted those regulatory entities such as the UN and others have pressed on organizations adhering to environmental standards and implementing the triple bottom line over the years. The study pointed out the establishment of an environmental management system is the foundation for the management of environmental challenges. Such a system is integrated with health and safety considerations, following ENI's sustainability and integrity principles. On a six-monthly basis, sustainability and performance goals are monitored and controlled. These initiatives also point out Frynas, (2009) assertion that Oil corporations have long recognized the importance of a corporate will, as well as the

implementation of administrative and structural processes, in achieving environmental sustainability.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter provides the summary, conclusion, and recommendations for the study.

Summary of Key Findings

Organizations have responsibilities that encompass economic, ethical, legal, and social responsibilities that are imposed on them by law, shareholders, and the general public (Carroll, 1999). The oil and gas industry is known to have a significant impact on the communities in which it operates. According to O'Reilly et al. (2001), the oil and gas business produces a lot of waste that, if not correctly treated, might cause significant environmental harm. As a result, the industry is required to be heavily involved in Environmental Corporate Social Responsibility. Within ENI, Ghana, there are some significant hindrances that limit the effective implementation of CSR in the achievement of environmental sustainability. Furthermore, there is a gap in the literature in terms of oil and gas firms' social responsibility role in the achievement of environmental sustainability.

Hence, this study aimed at exploring the achievement of environmental sustainability through corporate social responsibility in the oil and gas industry using ENI Ghana as a case study. Three (3) objectives were established to aid in the achievement of study aim which was; to identify the activities of ENI Ghana in achieving environmental sustainability through environmental corporate social responsibility, to ascertain the barriers in implementing corporate social responsibility for the achievement of environmental

sustainability in ENI Ghana, and to examine the strategies to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI Ghana.

The objectives of the study were achieved using the qualitative research method. Hence, a structured interview guide was developed and used in the collection of the primary data. The participants were purposively selected, and they included the Local Content and Sustainability Manager, Environmental Coordinator, HSE Engineer (Environmental) and HSEQ manager of ENI Ghana. The data collected was analyzed using content analysis. The summary of the findings of the analysis are discussed in the subsequent section which is followed by the limitations of the study, conclusion, and recommendations.

Objective one: To identify the activities of ENI Ghana in achieving environmental sustainability through environmental corporate social responsibility.

ENI Focuses on The Protection of Biodiversity and Ecosystems in Environmental Sustainability

The analysis discovered that ENI has spent many years working to safeguard biodiversity and ecosystems. In the countries where it operates, ENI assesses the risks and opportunities associated to resource management, environmental, cultural, and social heritage preservation. ENI has reduced its greenhouse gas emissions by 28% over the years. ENI is following a climate change plan that has already resulted in significant reductions in routine flaring and carbon intensity over time.

The Adoption of Best Practices to Ensure Control of Releases in the Environment

It was also discovered that ENI places a premium on minimizing the use of natural resources while also paying close attention the consequences of its actions and operations. By investing in monitoring and reduction systems in its course to control the emission of primary pollutants, ENI's facilities display a high level of control over primary pollutant emissions. The creation and implementation of energy efficiency programs aimed at maximizing the use of energy in industrial processes ensure that all air emissions are contained.

The Use of State-Of-The-Art Technology in Monitoring and Reducing Emissions

ENI has been found to be constantly attempting to reduce air pollution by investing in better monitoring and reduction technologies. ENI uses and supports the most efficient environmental management systems, informs its managers about environmental concerns, employs cutting-edge technology, and provides environmental training for its employees. 'Clean Sea' is a unique undersea robotic technology that ENI has developed and mastered. It allows for self-contained environmental monitoring and inspections of offshore oil and gas facilities.

ENI Contributes to the Achievement of Sustainable Development Goals (SDGs)

ENI consciously contributes to the achievement of the sustainable development goals of the United Nation 2030 agenda. ENI integrates, organically, its industrial plan with the principles of environmental and social

sustainability, guiding its actions within three areas: operational excellence; carbon neutrality in the long term; alliances for development

ENI Ghana Engages in Environmental CSR for People and Environmental Conscience

ENI considers the locations in which it operates to be its home, it was revealed. ENI lives and works in the communities it serves, assisting them in achieving long-term growth. ENI is equally committed to the environment, ecosystems, and biodiversity. ENI has created and implemented a process safety management system that is monitored by specialized audits in order to avoid and control uncontrolled releases of hazardous substances that could lead to major incidents, thereby ensuring the safety of people, the environment, and assets.

Objective two: To ascertain the barriers in implementing corporate social responsibility for the achievement of environmental sustainability in ENI Ghana

Differing priorities between ENI and communities

The interference of people in the communities where ENI undertakes social projects was discovered to be one factor discouraging the company from engaging in any type of environmental CSR activities. The participants' commonest response was that priorities differ; people in the communities where these projects are implemented typically prefer that ENI focuses on what they consider to be more important. It was observed that community representatives occasionally do not express to the company what the people

desire or need, but rather what the representatives themselves believe should be delivered to, or provided for the community.

Stakeholders' Priorities do not Match ENI's Budget

It was shown that the discrepancy in priority does not favour ENI's budget. Every year, the corporation allocates funds to environmental CSR activities. The cost of some projects suggested by the beneficiary-communities might occasionally stymie ENI. The beneficiaries of ENI's projects have their priorities, which cost more than ENI's annual budget. Some of the projects proposed are unfeasible, while others are national issues that require the attention of the government rather than ENI.

Objective three: To examine the strategies to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI Ghana

Adherence to the Values Embedded in the ENI Code of Ethics

Adherence to the values and ideals included in the company's Code of Ethics promotes a continued relationship between ENI and all of its stakeholders, according to the findings of the study. The Board of Directors believes it is critical that ENI's values and principles be clearly defined and adhered to both internally and externally, in order to ensure that all company activities are conducted in accordance with applicable laws, in a spirit of fair competition, honesty, integrity, fairness, and good faith, and in accordance with the legitimate interests of the company's shareholders.

ENI has policies for monitoring and managing environmental CSR performance

It was mentioned that ENI has mechanisms in place to evaluate and manage the company's environmental CSR performance. ENI guarantees that the interrelationships between environmental features such as biodiversity, ecosystem services, climate change, water resource management, and issues pertaining to sustainable development within local communities are identified and managed correctly, as stipulated in the BES Policy.

Conclusion

Managers of diverse organizations have been under constant pressure for the past two (2) decades to donate a portion of their scarce resources to the communities in which they operate. Organizations' primary goal, on the other hand, is to make money. As a result, many internal stakeholders in many firms have reservations about sacrificing earnings for social good. External stakeholders and the communities in which the organization operates, on the other hand, put a lot of pressure on businesses to conduct their operations in a transparent and non-harmful manner. Most organizations believe that corporate success and social responsibility dissipate their limited resources and contribute nothing to their long-term growth.

As a result, corporations are hesitant to carry out their social responsibilities because the market does not compensate them for doing so. However, it is an obligation on organizations to perform their social responsibility in order to alleviate the effects on the environment in order to ensure environmental sustainability. Within ENI Ghana, there are a number of significant hurdles that prevent the successful implementation of CSR in the

goal of environmental sustainability. ENI has rules in place to ensure that its environmental CSR goals are prioritized and implemented.

Recommendations

Based on the findings of the study, recommendations made were grouped into three main sections with each section corresponding to the research objective. These sections are: The activities of ENI Ghana in achieving environmental sustainability through environmental corporate social responsibility, The barriers in implementing corporate social responsibility for the achievement of environmental sustainability in ENI Ghana and the strategies to improve corporate social responsibility implementation for the achievement of environmental sustainability in ENI.

- Because experts have indicated that global temperatures would rise by 2.7°C by the end of the century, over and above the Paris Climate Agreement which would lead to a catastrophic change in the Earth's climate, oil and gas companies need to do more to mitigate the impact of their operations on the environment.
- ENI is not listed among the top four oil companies that protect the environment, according to a Morningstar 2020 report on emission challenges. It is therefore imperative that ENI invests more in the employment of more efficient and effective monitoring and reduction systems, as well as efficiency programs. ENI must look into replacing high emission components of their equipment with components with lower emissions. Technology standards are designed to reduce emissions associated in the normal operation of certain equipment.

- ENI must seek to implement regulations or measures that mandate the replacement of high-emission components of equipment at project facilities, with lower or zero-emission alternatives.
- Communities have relief expectations from businesses, and businesses are obligated to fulfil these expectations through the performance of CSR. It is therefore imperative that ENI engages in proper dialogue and stakeholder engagement in order to capture views and concerns of all stakeholders regarding environmental and social issues when deciding on CSR projects for the host community. Pressure from stakeholder groups has the propensity to discourage companies from carrying out their obligations to society. It is therefore important that projects to be carried out by companies are well thought through and agreed upon by all stakeholders to ensure successful completion.
- Stakeholder management is key, hence, it is of necessity to demonstrate responsiveness and accountability to stakeholders in matters relating to CSR. ENI therefore must strive to engage with stakeholders to come to terms with their concerns and expectations to ensure that all projects are fully and successfully implemented, and also to adequately inform stakeholders on budgetary allocations regarding CSR projects.
- Again, it was revealed in the study that ENI has a Code of Ethics which promotes a cordial relationship between the company and its stakeholders. However, some of the findings made in this study suggest that there still exists some grey areas which need to be looked at regarding environmental CSR projects to be implemented.

Therefore, there is the need for ENI to ensure strict adherence to the values and ideals included in the company's Code of Ethics in order for an understanding to be developed between the company and its stakeholders in matters relating to the performance of CSR relating to environmental and social issues.

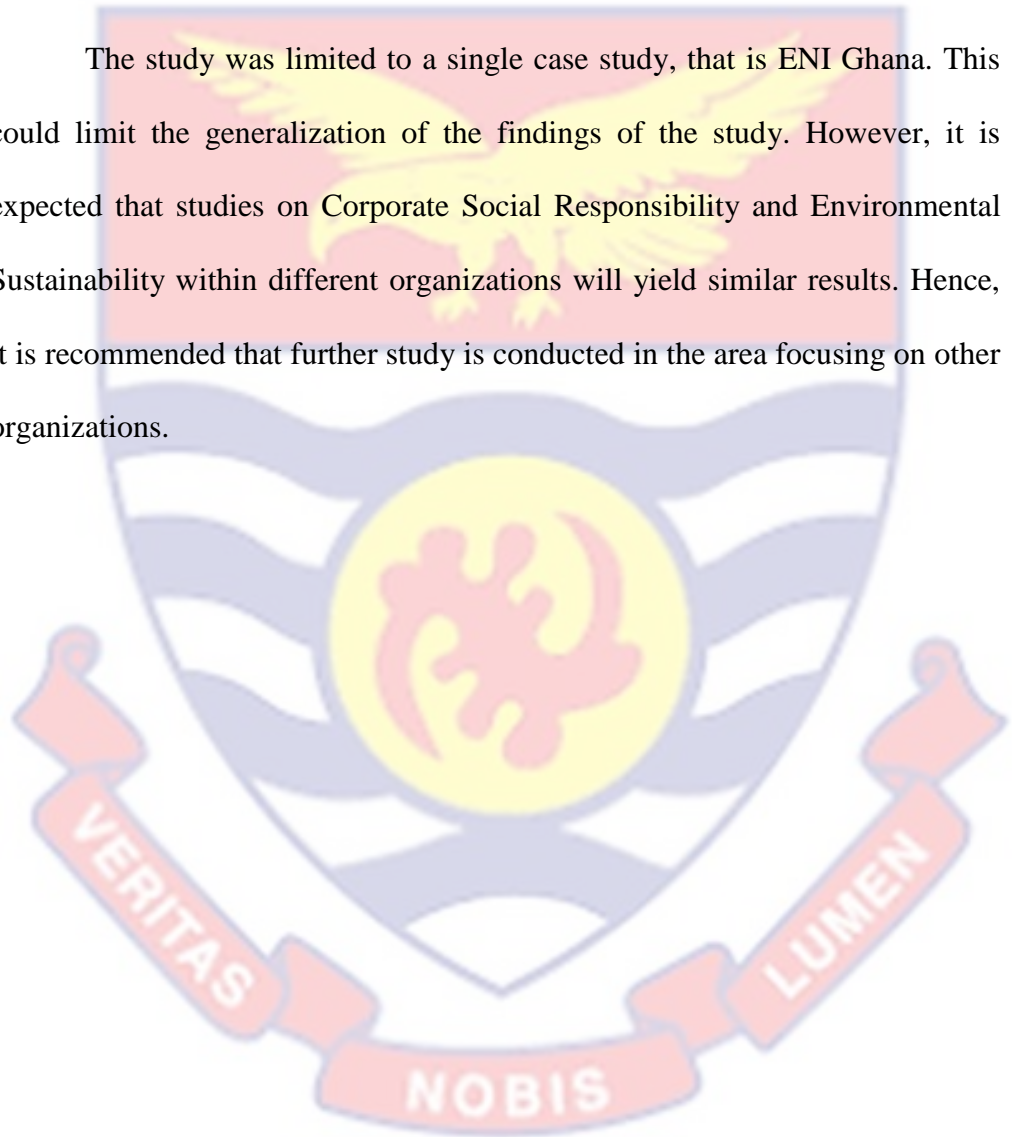
The study showed the significance of communication in ensuring all stakeholders participate in the processes of firms performing their CSR obligations for the achievement of environmental sustainability. ENI's values and principles need to be clearly defined and adhered to both, internally and externally, in order to ensure that all company activities, and in the context of this study – the performance of environmental CSR, are conducted in accordance with applicable laws, honesty, integrity, fairness, and good faith, and in accordance with the legitimate interests of the company's shareholders.

- Hence, it is recommended that ENI implements effective communication processes to achieve a higher level of stakeholder involvement through public seminars and public education forums, apart from sustainability reporting which it already is actively engaged in, to enhance the understanding of community members and other stakeholders on the significance of the performance of CSR and its attendant role in the achievement of environmental sustainability.
- Proper monitoring and evaluation of environmental CSR activities provides the company with a better means of learning from past experiences in order to improve upon the its delivery system while optimizing resource allocation. Therefore, its is of great importance that ENI ensures strict compliance with its BES policy to ensure proper

implementation and management of projects bordering on issues relating to sustainable development of local communities and interrelations between environmental issues including climate change, biodiversity and management of water resources.

Limitations and Further Studies

The study was limited to a single case study, that is ENI Ghana. This could limit the generalization of the findings of the study. However, it is expected that studies on Corporate Social Responsibility and Environmental Sustainability within different organizations will yield similar results. Hence, it is recommended that further study is conducted in the area focusing on other organizations.



REFERENCES

- Abbas, J. (2020). Impact of total quality management on corporate sustainability through the mediating effect of knowledge management. *Journal of Cleaner Production*, 244, 118806.
- Aguinis, H. (2011). *Organizational responsibility: Doing good and doing well*. In S. Zedeck (Ed.), *APA handbooks in psychology®. APA handbook of industrial and organizational psychology, Vol. 3. Maintaining, expanding, and contracting the organization* (p. 855–879). American Psychological Association.
- Aluchna, M., & Idowu, S.O. (2017). *Responsible corporate governance: An introduction. Responsible corporate governance*. Springer International Publishing, pp 1–7.
- Amao, O. (2014). Emergent state practice on the creation and practice of standards on corporate social responsibility. *State Practice & International Law Journal (SPILJ)*, 1(1), 117-137.
- Argandoña, A. (1998). The stakeholder theory and the common good. *Journal of Business Ethics*, 17(9), 1093-1102.
- Arsić, S., Stojanović, A., & Mihajlović, I. (2017). The most important dimensions of Corporate Social Responsibility. In *Proceedings of the International May Conference on Strategic Management* (pp. 318-336).
- Asai I.O., Jeged S.I., D.A., Ize-Iyamu O.K., & Akpasubi E.B., (2007). Effects of petroleum exploration and production operations on the heavy metal groundwater in the Niger Delta. *International Journal of Physical Sciences*, 2(10), 271-275.

- Ashrafi, M., Adams, M., Walker, T. R., & Magnan, G. (2018). How corporate social responsibility can be integrated into corporate sustainability: A theoretical review of their relationships. *International Journal of Sustainable Development & World Ecology*, 25(8), 672-682.
- Asongu, S. A., Le Roux, S., & Biekpe, N. (2018). Enhancing ICT for environmental sustainability in sub-Saharan Africa. *Technological Forecasting and Social Change*, 127, 209-216.
- Atuguba, R., & Dowuona-Hammond, C. (2006). Corporate social responsibility in Ghana. A report to (FES-foundation), Ghana.
- Babbie, E., & Mouton, J. (2012). *The practice of social research*: Oxford University Press.
- Babiak, K., & Trendafilova, S. (2011). *CSR and environmental responsibility: motives and pressures to adopt green management practices*. London: SAGE.
- Balabanov, V., Balabanova, A., & Dudin, M. (2015). Social responsibility for sustainable development of enterprise structures. *Asian Social Science*, 11(8), 111-118.
- Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of management journal*, 43(4), 717-736.
- Basiago, A.D., (1999). Economic, social, and environmental sustainability in development theory and urban planning practice: *The environmentalist* 19, 145-161.

- Bassey, S. A. (2020). Technology, environmental sustainability and the ethics of anthropoholism. In *Proceedings of the International Symposium for Environmental Science and Engineering Research (ISESER2020)* (p. 85).
- Behringer, K., & Szegedi, K. (2016). The role of CSR in achieving sustainable development-theoretical approach. *European Scientific Journal*, 12(22), 124-137.
- Behringer, K., & Szegedi, K. (2016). The role of CSR in achieving sustainable development-theoretical approach. *European Scientific Journal*, 12(22), 231-267.
- Bradbury-Huang, H. (2010). What is good action research? Why the resurgent interest? *Action Research*, 8(1), 93-109.
- Broman, G. I., & Robèrt, K. H. (2017). A framework for strategic sustainable development. *Journal of cleaner production*, 140, 17-31.
- Camilleri, M. A. (2017). Corporate sustainability and responsibility: creating value for business, society and the environment. *Asian Journal of Sustainability and Social Responsibility*, 2(1), 59-74.
- Carrie W., (2007), Research method, “*Journal of Business and Economic research*, 5, 65-71.
- Carroll, A. B. (1999). Differences between public relations and corporate social responsibility: An analysis. *Communication Abstracts*, 24(3), 285-95.
- Carroll, A. B. (2016). Carroll’s pyramid of CSR: taking another look. *International Journal Of Corporate Social Responsibility*, 1(1), 1-8.

- Cavanagh, S. (1997). Content analysis: concepts, methods and applications. *Nurse Researcher*, 4(3), 5-16.
- Chabowski, B., Mena, J. & Gonzalez-Padron, T. (2011). The structure of sustainability research in marketing, 1958-2008: A basis for future research opportunities. *Academy of Marketing Science*, 39(1), 55–70.
- Christensen, H. B., Hail, L., & Leuz, C. (2019). *Adoption of CSR and sustainability reporting standards: Economic analysis and review* (Vol. 623, pp. 1-121). Cambridge, MA, USA: National Bureau of Economic Research.
- Cochran, P.L., (2007). The evolution of corporate social responsibility. *Business Horizons*, 50(6), 449-454.
- Cohen, D.J. and Crabtree, B.F. (2008). Evaluative criteria for qualitative research in health care: controversies and recommendations. *The Annals of Family Medicine*, 6(4), 331-339.
- Costa, R., & Menichini, T. (2013). A multidimensional approach for CSR assessment: The importance of the stakeholder perception. *Expert Systems with Applications*, 40(1), 150-161.
- Dahlsrud, A. (2008). How corporate social responsibility is defined: an analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15, 1-13.
- Dawson, T.L., Fischer, K.W. & Stein, Z. (2006), Reconsidering qualitative and quantitative research approaches: A cognitive developmental perspective. *New Ideas in Psychology*, 24(3), 229-239.
- De Vaus A. D., (2001). *Research Design in Social Research*. London: SAGE.

- Deswanto, R. B., & Siregar, S. V. (2018). The associations between environmental disclosures with financial performance, environmental performance, and firm value. *Social Responsibility Journal*, 4(8), 57-74.
- DiSegni, D. M., Huly, M., & Akron, S. (2015). Corporate social responsibility, environmental leadership and financial performance. *Social Responsibility Journal*.
- Elkington, J. (1997). *Cannibals with forks: the triple bottom line of 21st century business*. Oxford: Capstone
- Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st- century business. *Environmental Quality Management*, 8(1), 37–51.
- Elkington, J. (1998). Accounting for the Triple Bottom Line. *Measuring Business Excellence*, 2(3), 18-22.
- Elkington, J. (1999). Triple bottom-line reporting: Looking for balance. *Australian CPA*, 69(2), 18-21.
- Feroz, A. K., Zo, H., & Chiravuri, A. (2021). Digital transformation and environmental sustainability: A review and research agenda. *Sustainability*, 13(3), 1530.
- Frankental, P. (2001). Corporate social responsibility – a PR invention? *Corporate Communications: An International Journal*, 6(1), 18-23.
- Freeman, R.E., (2010). *Strategic management: A stakeholder approach*. New York, USA: Cambridge University Press.

- Frynas, J. G., & Yamahaki, C. (2016). Corporate social responsibility: Review and roadmap of theoretical perspectives. *Business Ethics: A European Review*, 25(3), 258-285.
- Frynas, J.G., (2005). The false developmental promise of corporate social responsibility: Evidence from multinational oil companies. *International Affairs*, 81(3), 581-598.
- Frynas, J.G., (2009). Corporate Social Responsibility in the Oil and Gas Sector. *Article in The Journal of World Energy Law & Business* October 2009.
- Fryzel, B., & Seppala, N. (2016). The effect of CSR evaluations on affective attachment to CSR in different identity orientation firms. *Bus Ethics Eur Rev*, 25(3), 310–326.
- Gabriel D., (2013). Inductive and deductive approaches to research.
- Galdeano-Gómez, E., Aznar-Sánchez, J. A., & Pérez-Mesa, J. C. (2013). Sustainability dimensions related to agricultural-based development: the experience of 50 years of intensive farming in Almería (Spain). *International Journal of Agricultural Sustainability*, 11(2), 125-143.
- Getzner, M. (1999). Weak and strong sustainability indicators and regional environmental resources. *Environmental Management and Health*, 10(3), 170–177.
- Gholami, R., Watson, R. T., Hasan, H., Molla, A., & Bjorn-Andersen, N. (2016). Information systems solutions for environmental sustainability: How can we do more?. *Journal of the Association for Information Systems*, 17(8), 2.

- Gran, J.T., (1987). The epidemiology of rheumatoid arthritis. In Schlumberger HD (Ed.), *Epidemiology of allergic diseases. Monographs in Allergy*, Volume 21 (pp 162–196). Karger, Basel.
- Gutiérrez, R. & Jones, A. (2005). Effects of corporate social responsibility in Latin American communities: A comparison of experiences. *International Corporate Responsibility Series*, 2, 303-328.
- Helfaya, A., & Moussa, T. (2017). Do board's corporate social responsibility strategy and orientation influence environmental sustainability disclosure? UK evidence. *Business Strategy and the Environment*, 26(8), 1061-1077.
- Henry, L. A., Nysten-Haarala, S., Tulaeva, S., & Tysiachniouk, M. (2016). Corporate social responsibility and the oil industry in the Russian Arctic: Global norms and neo-paternalism. *Europe-Asia Studies*, 68(8), 1340-1368.
- Hosseinian-Far, A., & Jahankhani, H. (2015). *Quantitative and systemic methods for modeling sustainability. In Green Information Technology* (pp. 83–92). Elsevier.
- Howes, M., Wortley, L., Potts, R., Dedekorkut-Howes, A., Serrao-Neumann, S., Davidson, J., ... & Nunn, P. (2017). Environmental sustainability: a case of policy implementation failure?. *Sustainability*, 9(2), 165.
- Hox J.J. & Boeije H. R. (2005). Data collection, primary vs. secondary, *Encyclopedia of social management*, 1, 593-599.
- Humberd, B. K., & Rouse, E. D. (2016). Seeing you in me and me in you: Personal identification in the phases of mentoring relationships. *Academy of Management Review*, 41(3), 435-455.

- Huovila, P., & Koskela, L. (1998). Contribution of the principles of lean construction to meet the challenges of sustainable development. *Proc., 6th Annual Conf. on Lean Construction, August 13-15*. Guarujá, Brazil.
- Idemudia, U. (2008). Conceptualising the CSR and development debate: Bridging existing analytical gaps. *Journal of Corporate Citizenship*, 3(29), 91-110.
- Ikram, M., Zhou, P., Shah, S.A.A., & Liu, G.Q., (2019). Do environmental management systems help improve corporate sustainable development? Evidence from manufacturing companies in Pakistan. *Journal of Cleaner Production*, 4(8), 78-104.
- Isaac, S., & Michael, W. B. (1997). *Handbook in research and evaluation: A collection of principles, methods, and strategies useful in the planning, design, and evaluation of studies in education and the behavioral sciences. (3rd Ed.)*. San Diego: Educational and Industrial Testing Services.
- Jenkins, H. (2009). A 'business opportunity' model of corporate social responsibility for small- and medium-sized enterprises. *Business Ethics, the Environment & Responsibility*, 18(1), 21- 36.
- Jeswani, H. K., Chilvers, A., & Azapagic, A. (2020). Environmental sustainability of biofuels: a review. *Proceedings of the Royal Society A*, 476(2243), 20200351.
- Jones, P., Comfort, D., & Hillier, D., (2006). Corporate social responsibility and the UK construction industry. *Economic Research-Ekonomska Istraživanja*, 19(1), 23-37.

- Kang, C., Germann, F., & Grewal, R. (2016). Washing away your sins? Corporate social responsibility, corporate social irresponsibility, and firm performance. *Journal of Marketing*, 80(2), 59-79.
- Karácsony, P. (2019). The Role of Corporate Social Responsibility in Environmental Sustainability. In *Human and Environmental Security in the Era of Global Risks* (pp. 377-385). Springer, Cham.
- Keller, K. L., & Kotler, P. (2015). *Holistic marketing: a broad, integrated perspective to marketing management*. In *Does Marketing Need Reform?: Fresh Perspectives on the Future* (pp. 308-313). London: Routledge.
- Khan, S.N. (2014). Qualitative research method: Grounded theory. *International Journal of Business and Management*, 9(11), 224-233.
- Kirat, M. (2015). Corporate social responsibility in the oil and gas industry in Qatar perceptions and practices. *Public Relations Review*, 41(4), 438-446.
- Komatsu, H., Rappleye, J., & Silova, I. (2019). Culture and the Independent Self: Obstacles to environmental sustainability?. *Anthropocene*, 26, 100198.
- Kraemer, K. L. (1991). *Introduction*. Paper presented at The Information Systems Research Challenge: Survey Research Methods.
- Krippendorff, K. (2004). *Content analysis: An introduction to its methodology* (2nd ed.). Thousand Oaks, CA: Sage.
- Lantos, G.P., (2001). The boundaries of strategic corporate social responsibility. *Journal of consumer marketing*, 18, 595-632.

- Latapí Agudelo, M. A., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1-23.
- Leedy, P., & Ormrod, J. (2001). *Practical research: Planning and design* (7th ed.). Upper Saddle River, NJ and Thousand Oaks, California: Merrill Prentice Hall and SAGE Publications.
- Li, H., Kuo, Y. K., Mir, M. M., & Omar, M. (2021). Corporate social responsibility and environmental sustainability: achieving firms sustainable performance supported by plant capability. *Economic Research-Ekonomska Istraživanja*, 1-23.
- Liang, H., & Renneboog, L. (2017). On the foundations of corporate social responsibility. *The Journal of Finance*, 72(2), 853-910.
- Lu, J., Ren, L., Qiao, J., Yao, S., Strielkowski, W., & Streimikis, J. (2019). Corporate social responsibility and corruption: Implications for the sustainable energy sector. *Sustainability*, 11(15), 4128.
- Lyon, T.P. & Maxwell, J.W. (2008). Corporate social responsibility and the environment: A theoretical perspective. *Review of Environmental Economics And Policy*, 2(2), 240-260.
- Madeley, J. (1999). *Big Business, Poor Peoples. The Impact of Transnational Corporations on the World's Poor*, London: Zed Books.

- Madueno, J. H., Jorge, M. L., Conesa, I. M., & Martínez-Martínez, D. (2016). Relationship between corporate social responsibility and competitive performance in Spanish SMEs: Empirical evidence from a stakeholders' perspective. *BRQ Business Research Quarterly*, 19(1), 55-72.
- May, A. Y. C., Hao, G. S., & Carter, S. (2021). Intertwining corporate social responsibility, employee green behavior, and environmental sustainability: The mediation effect of organizational trust and organizational identity. *Economics, Management and Financial Markets*, 16(2), 32-61.
- Millon, D. (2015). Corporate social responsibility and environmental sustainability. Washington, DC: Sage Publication.
- Muduli K., & Brave, A. (2011), Role of Green Issues of Mining supply chain on sustainable development, “*International Journal of Innovations, Management and Technology*, 2, 484- 489.
- Nadal, K.L., (2011). The Racial and Ethnic Microaggressions Scale (REMS): construction, reliability, and validity. *Journal of Counseling Psychology*, 58(4), 470-483.
- Naoum, S., (2003). An overview into the concept of partnering, “*International journal of project management*, 1, 71-76.
- Ngai, E. W. T., Law, C. C., Lo, C. W., Poon, J. K. L., & Peng, S. (2018). Business sustainability and corporate social responsibility: case studies of three gas operators in China. *International Journal of Production Research*, 56(1-2), 660-676.

- Nwagbara, U., & Belal, A. (2019). Persuasive language of responsible organisation? A critical discourse analysis of corporate social responsibility (CSR) reports of Nigerian oil companies. *Accounting, Auditing & Accountability Journal*, 6(12), 212-234.
- O'Reilly K.T., Magaw, R.I., & Rixey, W.G. (2001) *Predicting the effect of hydrocarbon and hydrocarbon-impacted soil on groundwater* (Bulletin No. 14). Houston, USA: American Petroleum Institute.
- Oláh, J., Aburumman, N., Popp, J., Khan, M. A., Haddad, H., & Kitukutha, N. (2020). Impact of Industry 4.0 on environmental sustainability. *Sustainability*, 12(11), 4674.
- Ortas, E., Gallego- Alvarez, I., & Álvarez Etxeberria, I. (2015). Financial factors influencing the quality of corporate social responsibility and environmental management disclosure: A quantile regression approach. *Corporate Social Responsibility and Environmental Management*, 22(6), 362-380.
- Peck, P., & Sinding, K. (2003). Environmental and social disclosure and data richness in the mining industry, *Business Strategy and the Environment*, 12, 131-146.
- Prasad, M., Mishra, T., & Bapat, V. (2019). Corporate social responsibility and environmental sustainability: Evidence from India using energy intensity as an indicator of environmental sustainability. *IIMB Management Review*, 31(4), 374-384.

- Recker, J., Schiller, R., Sopp, C., & Hoffmann, S. (2022). *Corporate Social Responsibility and Sustainability Strategies of Multinational Companies-Identifying Gaps between Academic Literature and Practical Implementation*. London: SAGE.
- Rosen, M. A. (2018). Environmental sustainability tools in the biofuel industry. *Biofuel Research Journal*, 5(1), 751-752.
- Sardana, D., Gupta, N., Kumar, V., & Terziovski, M. (2020). CSR 'sustainability' practices and firm performance in an emerging economy. *Journal of Cleaner Production*, 258, 120766.
- Sarkis, J., & Zhu, Q. (2018). Environmental sustainability and production: taking the road less travelled. *International Journal of Production Research*, 56(1-2), 743-759.
- Saunders, M., Lewis, P., & Thornhill, A. (2009), *Research methods for business students* (6th Edition), Pearson education
- Scherer, A. G., Rasche, A., Palazzo, G., & Spicer, A. (2016). Managing for political corporate social responsibility: New challenges and directions for PCSR 2.0. *Journal of Management Studies*, 53(3), 273-298.
- Schrempf-Stirling, J., & Palazzo, G. (2016). Upstream corporate social responsibility: The evolution from contract responsibility to full producer responsibility. *Business & Society*, 55(4), 491-527.
- Shahzad, M., Qu Y., Javed S.A., Zafar, A.U., & Rehman S.U. (2020). Relation of environment sustainability to CSR and green innovation: A case of Pakistani manufacturing industry. *Journal of Cleaner Production*, 25(3), 119938.

- Shahzad, M., Qu, Y., Javed, S. A., Zafar, A. U., & Rehman, S. U. (2020). Relation of environment sustainability to CSR and green innovation: A case of Pakistani manufacturing industry. *Journal of Cleaner Production*, 253, 119938.
- Smith, L. M. (1979), An evolving logic of participant observation, educational ethnography, and other case studies. *Review of Research in Education* 6, 316-377.
- Spencer-Oatey, H. (1993). Conceptions of social relations and pragmatics research. *Journal of Pragmatics*, 20(1), 27-47.
- Stojanović, A., Mihajlović, I. & Schulte, P., (2016). *Corporate Social Responsibility: Environmental Aspects*. Paper presented at International May Conference on Strategic Management-IMKSM2016, Bor, Serbia.
- Suganthi, L. (2019). Examining the relationship between corporate social responsibility, performance, employees' pro-environmental behavior at work with green practices as mediator. *Journal of Cleaner Production*, 232, 739-750.
- Svensson, G., & Wagner, B. (2015). Implementing and managing economic, social and environmental efforts of business sustainability. *Management of Environmental Quality*, 26(2), 195–213.
- Svensson, G., Ferro, C., Høgevold, N., Padin, C., Carlos Sosa Varela, J., Sarstedt, M., (2018). Framing the triple bottom line approach: direct and mediation effects between economic, social and environmental elements. *Journal of Cleaner Production*, 197, 972-991.

- Tešovičová, Z. J., & Krchová, H. (2022). Implementation of Corporate Social Responsibility Environmental Actions in Comparison of Small, Medium, and Large Enterprises in the Slovak Republic. *Sustainability*, *14*(9), 5712.
- Tilt, C. A. (2016). Corporate social responsibility research: the importance of context. *International Journal of Corporate Social Responsibility*, *1*(1), 1-9.
- Trendafilova, S., Babiak, K., & Heinze, K. (2013). Corporate social responsibility and environmental sustainability: Why professional sport is greening the playing field. *Sport Management Review*, *16*(3), 298-313.
- Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). Corporate social responsibility: An overview and new research directions: Thematic issue on corporate social responsibility. *Academy of Management journal*, *59*(2), 534-544.
- Wickert, C., & Risi, D. (2019). *Corporate social responsibility*. Cambridge University Press.
- Williamson, D., Lynch-Wood, G. & Ramsay, J. (2006). Drivers of environmental behavior in manufacturing SMEs and the implications for CSR. *Journal of business ethics*, *67*(3), pp.317-330.
- Zelazna A., Bojar M., & Bojar E. (2019) Corporate social responsibility towards the Environment in Lublin Region, Poland: A Comparative Study of 2009 and 2019. *Sustainability*, *12*(11), 44-63

Zhang, Y. & Wildemuth, B.M. (2009). Qualitative content analysis. *Applications of social research methods to questions in information and library science*, 51-61.

Zikmund, W., Babin, B., Carr, J. & Griffin, M. (2012). *Business Research Methods* (9th ed). Ohio.



APPENDIX

RESEARCH INTERVIEW GUIDE

Brief Background of the study

The general objective of the study was the assessment of the environmental sustainability through corporate social responsibility in ENI Ghana. This study contributes to knowledge in corporate social responsibility and environmental sustainability. This study is purely academic oriented and as such, we would like to assure that your responses would not be used for any other purpose other than those stated above. In order to improve the quality of this study, as well as the quality of the interview, I humbly request you to take your time to read and understand the items on this instrument before the scheduled time for the interview. Thank you so much for your willingness to participate in this study.

SECTION A: ENI GHANA'S OFFICER'S PROFILE

Q1. Role in the organization:

- a. Local Content and Sustainability Manager
- b. Environmental Coordinator
- c. HSE Engineer (Environment)
- d. HSEQ manager

Q2. Please indicate your highest academic qualification.

HND ; BSc ; Postgraduate Others

Q3. Please indicate your years of practical experience in the organization.

1-5yrs ; 6-10yrs ; 11-15yrs ; 16-20yrs ; Over 20yrs

SECTION B

Q4. In what ways does ENI Ghana exhibit responsibility towards the environment in its operations?

Q5. Does ENI Ghana engage in CSR that relates to environmental sustainability? If yes, what are some examples of environmental CSR that ENI Ghana embarks on?

Q6. What are the reasons why ENI Ghana engages in environmental CSR?

Q7. How does environmental sustainability influence ENI Ghana's planning towards CSR programmes?

Q8. What are the factors considered during your institution's performance of environmental CSR?

Q9. What are the factors that would discourage ENI Ghana from performing any kind of environmental CSR?

Q10. Does ENI Ghana have any policies in place to monitor and manage the performance of environmental CSR?

Q11. Does ENI Ghana have any planned CSR programmes which concern the environment? If yes, what are some of these programmes and how are they rolled out?

Q12. Does ENI Ghana encounter any difficulty or hinderances when implementing environmental CSR? If yes, what are some of these difficulties/hinderances?

Q13. How does ENI Ghana deal with difficulties or hinderances it encounters in implementing environmental CSR?

RESEARCH INTERVIEW

**ASSESSING ENVIRONMENTAL CORPORATE SOCIAL
RESPONSIBILITY BY ENI GHANA (STAKEHOLDERS
PERSPECTIVE)**

SECTION A: COMMUNITY RESPONDENT'S PROFILE

1. Which of the following age groupings do you fall under?

18-25 years 26-35 years 36-45years 46-55years

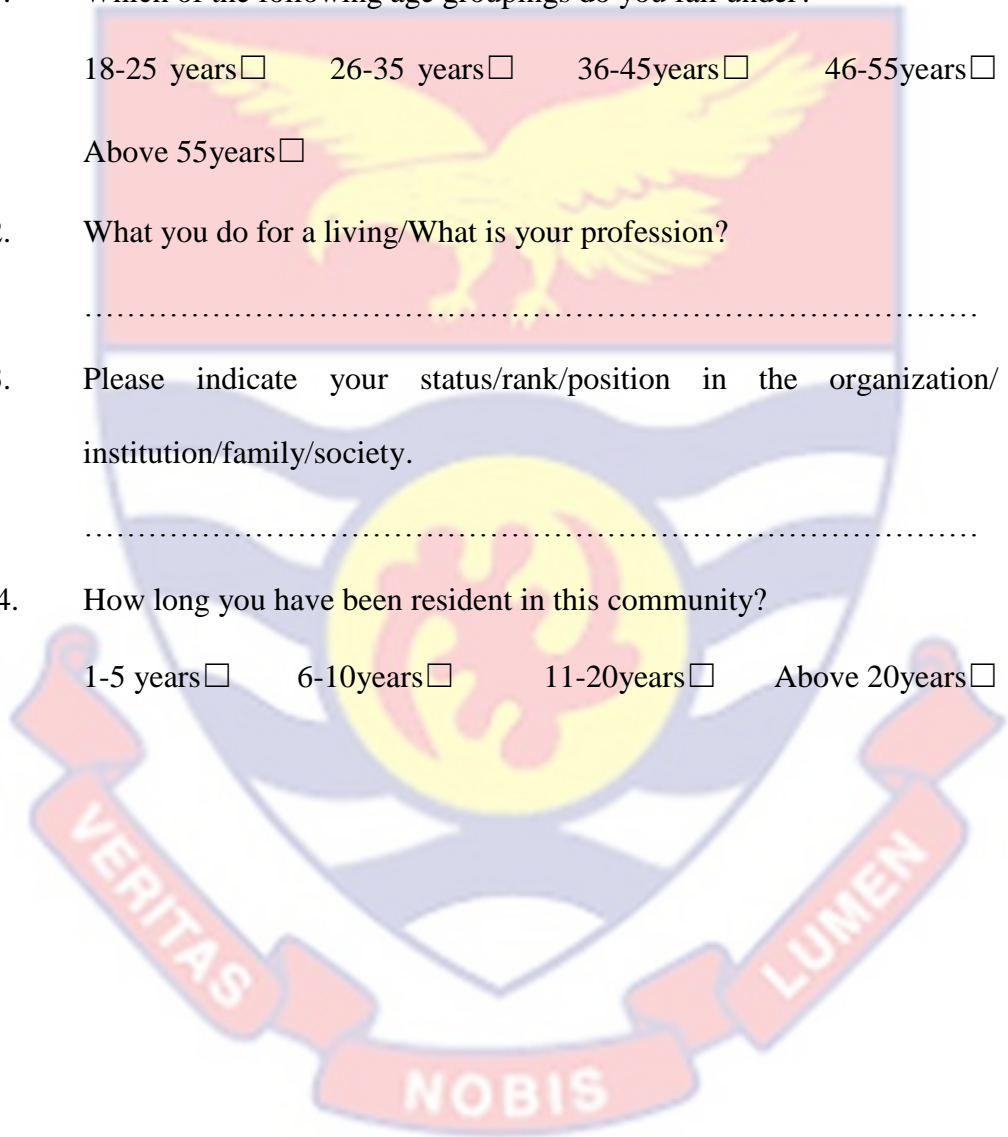
Above 55years

2. What you do for a living/What is your profession?
.....

3. Please indicate your status/rank/position in the organization/
institution/family/society.
.....

4. How long you have been resident in this community?

1-5 years 6-10years 11-20years Above 20years



**SECTION B: ASSESSING THE ROLE OF CORPORATE SOCIAL
RESPONSIBILITY IN ATTAINING ENVIRONMENTAL
SUSTAINABILITY BY ENI GHANA (STAKEHOLDERS
PERSPECTIVE)**

1. Are there any projects or programmes that ENI Ghana has or is carrying out within the community that border on environmental sustainability? If yes, what are they?
2. Why do you think ENI Ghana decides to carry out projects or programmes which border on the environment and environmental sustainability?
3. In which way(s) do you think the environmental sustainability programmes and projects carried out by ENI Ghana benefit the people of your community?
4. How, in your experience or opinion, does ENI Ghana come up with or decide on the kind of environmental projects or programmes to roll out in the community? Does the company solicit for inputs or suggestions from the community in the decision-making process?
5. What role do you think the community plays in helping ENI Ghana roll out programmes or projects relating to environmental sustainability?
6. Does the community have the ability to influence the success or failure of a proposed environmental sustainability programme or project? If yes, please mention how the community influences this.

7. Do you think ENI Ghana should review the way it carries out its environmental sustainability projects or programmes in your community? If yes, please state which areas need to be reviewed.
8. If it were up to you, what would you change in the manner ENI Ghana carries out environmental sustainability projects or programmes in your community?

