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Corporate Social Responsibility and Organizational Survival of Oil and Gas Companies in Rivers State

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Abstract

This study investigated the relationship between corporate social responsibility (CSR) and the organizational survival of oil and gas companies in Rivers State. Specifically, it assessed how ethical, environmental, and economic responsibilities influence organizational survival through enhanced financial commitment and improved corporate reputation. The study was underpinned by Stakeholder Theory and Equity Theory. The target population comprised five leading multinational oil and gas producing companies operating in Rivers State. Data were obtained from 146 managerial staff across these organizations using a semi-structured questionnaire based on a five-point Likert scale ranging from very low extent to very high extent. Spearman rank correlation was employed for data analysis using Statistical Package for Social Sciences (SPSS) version 23.0. The findings revealed positive and significant relationships between environmental responsibility, economic responsibility, and ethical responsibility and the corporate reputation of the selected multinational oil and gas companies in Rivers State. The study concluded that CSR practices significantly enhance the organizational survival of oil and gas producing companies in the region. It recommended that oil and gas companies adopt and strengthen CSR initiatives as a strategic tool to ensure long-term sustainability and organizational resilience.

Keywords: Corporate Social Responsibility, Organizational Survival, Ethical Responsibility, Environmental Responsibility, Economic Responsibility, Corporate Reputation, Oil and Gas Companies.

1. Introduction

Corporate Social Responsibility (CSR) has evolved from a peripheral consideration to a central theme in modern business strategy. While debates persist in literature on whether CSR directly impacts firm performance or if it is indispensable for organizational survival at stable performance levels (Kitzmueller & Shimshack, 2012; Crifo & Forget, 2015, Samuel, 2024), contemporary trends underscore CSR as a fundamental aspect of organizational resilience in today's competitive and turbulent business environment. A sharp point of departure is that, beyond mere compliance or philanthropy, CSR is now positioned as a strategic imperative that underpins organizational survival by aligning corporate interests with societal expectations and environmental stewardship (Giroud & Mueller, 2010). In an era characterized by stakeholder capitalism, businesses must go beyond profit maximization to embed ethical, environmental, and social considerations in their core strategies. Failure to do so reflects managerial inertia, which undermines competitive and comparative advantage, potentially leading to business failure (Giroud & Mueller, 2010). As Venkatarman (2001) posits, survival in this dynamic landscape requires collaborative synergy between owners, management, and employees, bound by shared stakeholder interests.

Organizational survival today transcends short-term profitability. It is a long-term orientation toward sustaining operations, relevance, and competitive edge amidst fluctuating environmental variables (Elkington, 2020 and Samuel, 2024). It is embedded in stakeholder theory, where business continuity is contingent on the organization's capacity to cultivate enduring relationships with diverse stakeholder groups. Such relationships mitigate operational risks and enhance corporate legitimacy, reputation, and overall performance (Robitaille & Kerrigan, 2020). In this context, the oil and gas sector, particularly in emerging economies like Nigeria, faces increasing scrutiny regarding its social and environmental footprint. Host communities, having granted these companies the license to operate, expect meaningful engagement and tangible benefits (Boadi et al., 2019). The absence of deliberate CSR strategies exacerbates community distrust and creates a volatile operating environment. Thus, businesses must institutionalize CSR programs that address societal concerns, such as environmental degradation and social welfare (Mahmud et al., 2020 and Samuel & Ihunwo, 2023).

The creation of shared value through CSR initiatives is not a one-size-fits-all strategy. Each business must tailor its CSR interventions to its unique socio-economic and environmental context (Martínez-Ferrero & Frías-Aceituno, 2013, Mbazie & Samuel, 2015). Oil and gas companies operating in the Niger Delta, for instance, are expected to focus on environmental remediation, community development, and sustainable livelihood programs. The 21st-century business ecosystem is marked by volatility, uncertainty, complexity, and ambiguity (VUCA), with global competition, technological advancements, regulatory shifts, and heightened societal expectations reshaping traditional business models (Adeoye, 2012, and Samuel & Nyebuchi, 2024). As Rezny (2019) notes, organizational decision-making is increasingly dependent on environmental scanning to identify emerging threats and opportunities. In this vein, CSR becomes a strategic response to environmental dynamics, positioning the organization as a responsible corporate citizen capable of balancing profit objectives with broader societal interests. Cherunilam (2012) reiterates that the business organization and its environment are mutually reinforcing: while the environment provides resources and legitimacy, the business offers goods, services, and social contributions in return.

Moreover, the internal resource base, especially human capital, is integral to this survival equation. Employees, through their knowledge, skills, and innovation capacities, are vital contributors to CSR execution and the realization of sustainable competitive advantage. Their inclusion in strategic decision-making fosters ownership, motivation, and organizational commitment, which are essential in navigating the complexities of the global marketplace (Venkatarman, 2001 and Elekwachi & Samuel, 2023). Consequently, the strategic deployment of CSR is no longer optional but necessary for organizational resilience and survival, particularly in sectors prone to socio-political and environmental risks, such as oil and gas. This study, therefore, seeks to bridge the gap by investigating the nexus between CSR and the organizational survival of oil and gas companies in Rivers State, Nigeria.

2. Literature Review

2.1. Theoretical Framework

This study adopts Social Exchange Theory and Equity Theory to explore the link between CSR and organizational survival. Social Exchange Theory highlights reciprocal relationships between organizations and stakeholders. Equity Theory emphasizes fairness in stakeholder treatment, recognizing its influence on organizational effectiveness. Stakeholder Theory views businesses as societal entities responsible to diverse groups (Costa & Menichini, 2013). CSR lacks a universal definition, despite its philanthropic origins (Matten & Moon, 2008; Frederick, 2006). Stakeholder Theory advocates ethical and effective management (Freeman, 1984; Freeman, Harrison & Wicks, 2007), asserting that fair treatment of stakeholders fosters loyalty and resource support (Jha & Cox, 2015; Kang & Shin, 2016; Dang, 2018). The theory has normative and managerial perspectives (Jha & Cox, 2015), with the normative stressing equal stakeholder prioritization (Deegan & Unerman, 2006).

Equity Theory (Adams, 1965) explains how individuals assess fairness by comparing inputs and outcomes with peers, shaping organizational justice perceptions

(Guerrero, Andersen & Afifi, 2007; Redmond, 2010). Employees evaluate effort-outcome balances, impacting motivation and behavior (Willems et al., 2012; Gogia, 2010; Vinchur & Koppes, 2011). Imbalances reduce performance and satisfaction (Adams, 1965; Redmond, 2010).

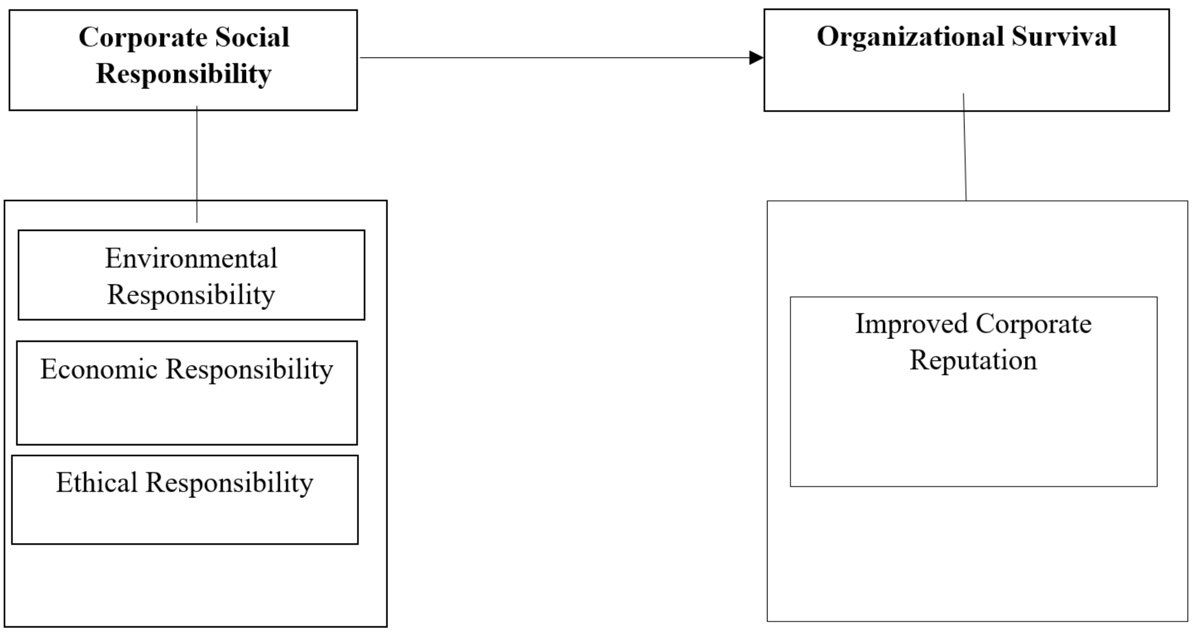

Figure 1: Conceptual Framework for Corporate Social Responsibility and Organizational Survival

Source: Margolis & Walsh (2003); Elkington (2020).

2.2. Conceptual Review

2.2.1. Corporate Social Responsibility

CSR integrates ethical, economic, and social responsibilities into business strategy (Chandler & Werther, 2013). Economic responsibility drives business growth and stakeholder well-being (Ramasamy & Yeung, 2009; Shahin & Zairi, 2007), ensuring quality products, fair prices, and job creation (Lindgreen et al., 2009; Lantos, 2002; Swaen & Chumptaz, 2008). CSR entails maximizing profits responsibly (Khan et al., 2012; Carroll, 1979), satisfying customers, and rewarding shareholders (Lantos, 2001). Economic responsibility also stimulates community development and enhances reputation (Uddin, 2008; Coord, 2007; William, 2006).

Ethical responsibility emphasizes fairness and honest business practices (Ghosh et al., 2011; Lewis, 2002), extending to all stakeholders (Johnson, 2004; Elango et al., 2010). Firms often sacrifice ethics for financial gain (Ghosh et al., 2011), but ethical marketing safeguards stakeholder interests (Ferrell & Ferrell, 2011). Business decisions must integrate moral obligations (Georgescu, 2012; Koonmee, 2010; Arnaudov & Koseska, 2012), ensuring responsible operations (Crea, 2002; Maignan et al., 2011). Ethical strategies also boost competitiveness and stakeholder trust (Ferrell & Ferrell, 2011; Harris et al., 2009; Ethisphere, 2010). Transparent practices strengthen consumer confidence and organizational integrity (Mish & Scammon, 2010; Elango et al., 2010). Ethics in business has deep philosophical roots, supporting sustainable success (Ethisphere, 2010; Maignan et al., 2011).

2.2.2. Organizational Survival

Organizational survival is the ability to achieve and sustain objectives (Nwosu, 2014; Adewale, 2011). It is essential for long-term operations (Gross, 1968; Sheppard, 2016). Survival depends on adaptability and optimal resource use in dynamic environments (Akani, 2015; Akindele et al., 2012). Organizations must address leadership, market competition, structure, and employee motivation to remain viable (Adeoye, 2012; Mullins, 2002). Strategic designs and learning help navigate external pressures (Matai, 2011). Survival strategies improve responsiveness to environmental changes (Setia & Soni, 2013) and ensure current success without undermining future needs (Collis, 1996). Sustainable survival promotes human and environmental well-being (Sharma & Ruud, 2003) and demands significant resource investment (Chancharat & Chancharat, 2013; Iwasaki, 2012).

2.3. Empirical Review

Bechetti et al. (2007) found that CSR influences shareholder value, with markets penalizing firms exiting social responsibility indices. Bhattachrya and Sen (2004) argued that CSR impacts purchase decisions, enhancing brand acceptance and loyalty. Chahal and Sharma (2006) noted that genuine CSR drives customer retention, profitability, and societal goodwill. Germanova (2008) concluded that CSR integrates social and environmental values into corporate governance. Lyon and Maxwell (2008) found that CSR attracts green consumers, preempts regulation, and improves reputation but does not guarantee social welfare. Mittal et al. (2008) revealed CSR's positive link to reputation but minimal impact on EVA and MVA. Shuili et al. (2007) noted that CSR integrated into brand strategy enhances consumer loyalty and advocacy. Hossein et al. (2012) found mixed CSR impacts on firm performance across industries but overall positive effects. Emilson (2012) showed a low positive correlation between CSR and profitability, while prior studies showed a stronger link. Skare and Golja (2012) confirmed CSR improves financial performance and corporate image. Baruch (2013) noted CSR's modest benefits but warned of reputational risks from neglect. Servaes and Tamayo (2013) found that CSR boosts firm value only when customer awareness and corporate reputation are high.

3. Methodology

A correlational design was used to assess CSR dimensions and organizational outcomes in five multinational oil and gas companies in Rivers State. The population included 146 management-level HR staff: Total E & P (25), SPDC (37), Nigeria Agip Oil Company (28), Schlumberger (29), and Halliburton (27). A random sampling technique was used, and all 146 staff were surveyed. Data were collected via structured questionnaires distributed to HR departments, with confidentiality maintained. A pilot test with 10 staff ensured internal consistency using Cronbach Alpha; items below 0.7 were removed. Final reliability coefficients ranged from 0.842 to 0.972, exceeding Nunnaly's (1978) threshold. Data were analyzed using Spearman rank order correlation via SPSS version 23 due to the ordinal nature of the data and the need to test monotonic relationships.

4. Analysis and Discussion

Table 1 shows the response rate from the administered questionnaires. Out of 146 questionnaires distributed, 121 were valid and returned, representing a response rate of 82.9%, which is adequate for meaningful analysis. Six questionnaires were returned but unusable, accounting for 4.1%, while 19 questionnaires were not returned, making up 13.0% of the total.

Table 2 presents the sex distribution of respondents. The data reveals that 90 respondents, representing 74.4%, were male, while 31 respondents, or 25.6%, were female. This indicates a male-dominated management workforce within the multinational oil and gas companies in Rivers State. The corresponding bar chart in Figure 2 visually reinforces this imbalance, showing a significantly higher number of male respondents compared to female respondents.

Table 3 displays the marital status distribution of respondents. A majority of the respondents, 84 individuals (69.4%), were married, while 37 respondents (30.6%) were single. The bar chart in Figure 3 clearly illustrates that the married category constituted the larger proportion of respondents at the time of this study, reflecting a predominantly married management staff in the selected companies.

Table 4 outlines the academic qualification distribution of respondents. The results show that the majority of respondents held either a bachelor's degree or a postgraduate qualification. Specifically, 70 respondents

(57.9%) possessed a BA/B.Sc/B.Ed/HND qualification, while 27 respondents (22.3%) held MBA/M.Sc/MA/M.Ed degrees. Additionally, 7 respondents (5.8%) were Ph.D. holders. A smaller proportion of respondents had lower qualifications, with 4 (3.3%) holding SSCE/WASSCE/GCE and 13 (10.7%) holding OND/NCE. The bar chart in Figure 4 further illustrates that the workforce at the management level is well-educated, with the majority having attained tertiary and postgraduate qualifications.

Table 1: Response Rate

Copies of Questionnaire distributed & returned.	**Number**	**Percentage**
Number of Distributed Questionnaire	146	100%
Number of Valid Returned Questionnaire	121	82.9%
Number of Returned Unusable Questionnaire	6	4.1%
Number of Unreturned Questionnaire	19	13.0%

Source: Field Research (2024)

Table 2: Sex Distribution of the Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	90	74.4	74.4	74.4
	Female	31	25.6	25.6	100.0
	Total	121	100.0	100.0	

Source: SPSS Output, 2022

Table 3: Marital Status Distribution of the respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Single	37	30.6	30.6	30.6
	Married	84	69.4	69.4	100.0
	Total	121	100.0	100.0	

Source: SPSS Output, 2022

Table 4: Academic Qualification Distribution of the Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	SSCE/WASSCE/GCE	4	3.3	3.3	3.3
	OND/NCE	13	10.7	10.7	14.0
	BA/B.Sc/B.Ed/HND	70	57.9	57.9	71.9
	MBA/M.Sc/MA/M.Ed	27	22.3	22.3	94.2
	PhD	7	5.8	5.8	100.0
	Total	121	100.0	100.0	

Source: SPSS Output, 2022

Table 5: Work Designation Distribution of the Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Lower Management	67	55.4	55.4	55.4
	Middle Management	38	31.4	31.4	86.8
	Top Management	16	13.2	13.2	100.0
	Total	121	100.0	100.0	

Source: SPSS Output, 2025

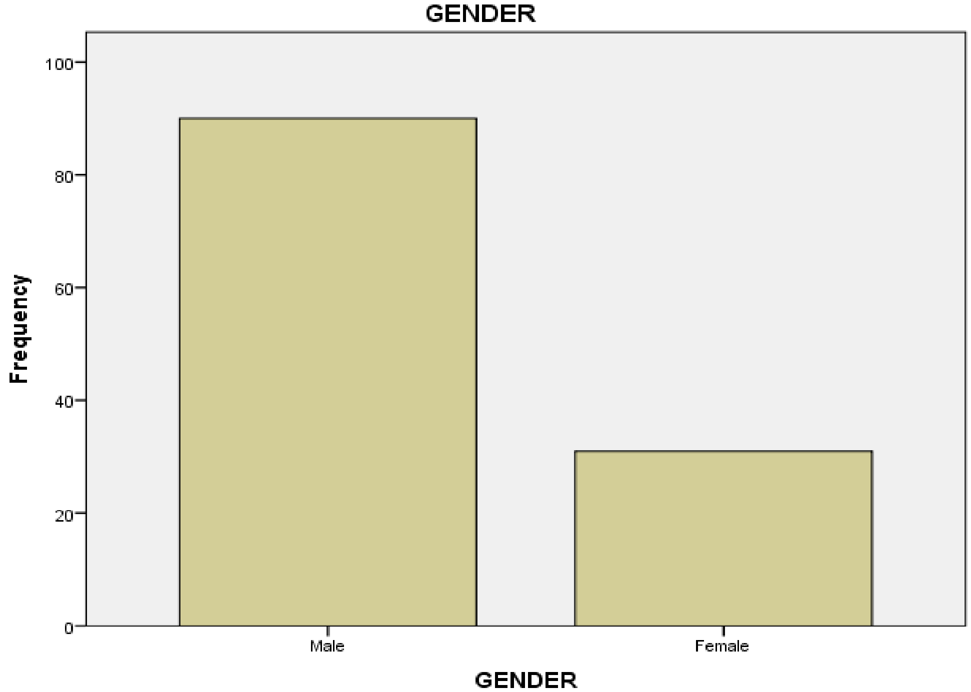

Figure 2: Bar chart plot showing the sex distribution of the Respondents

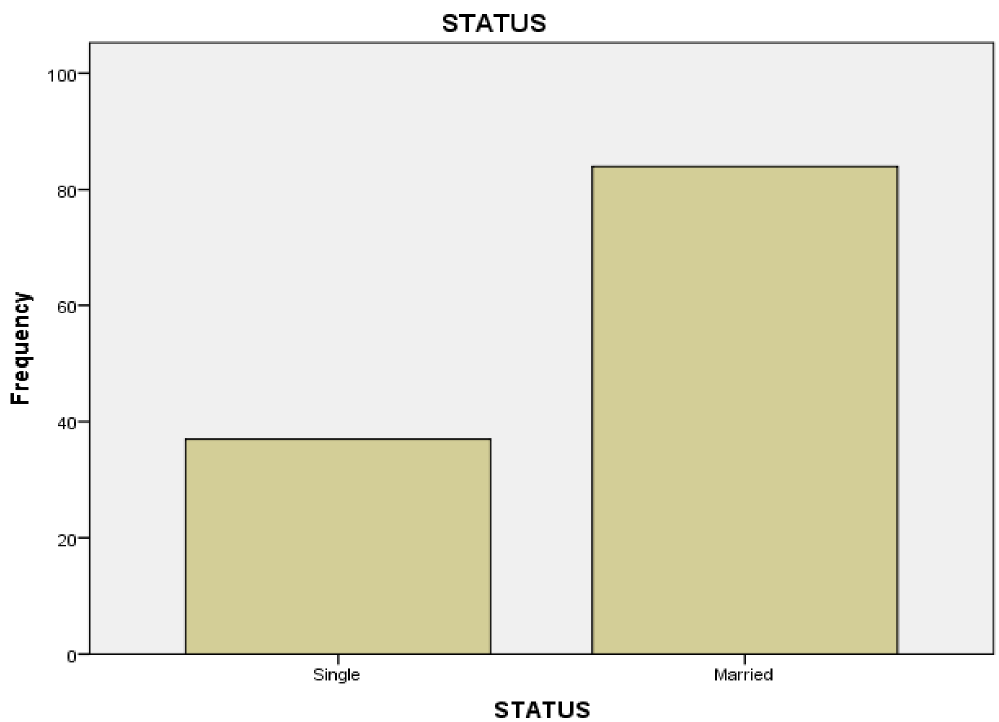

Figure 3: Bar Chart for the marital status of the respondents

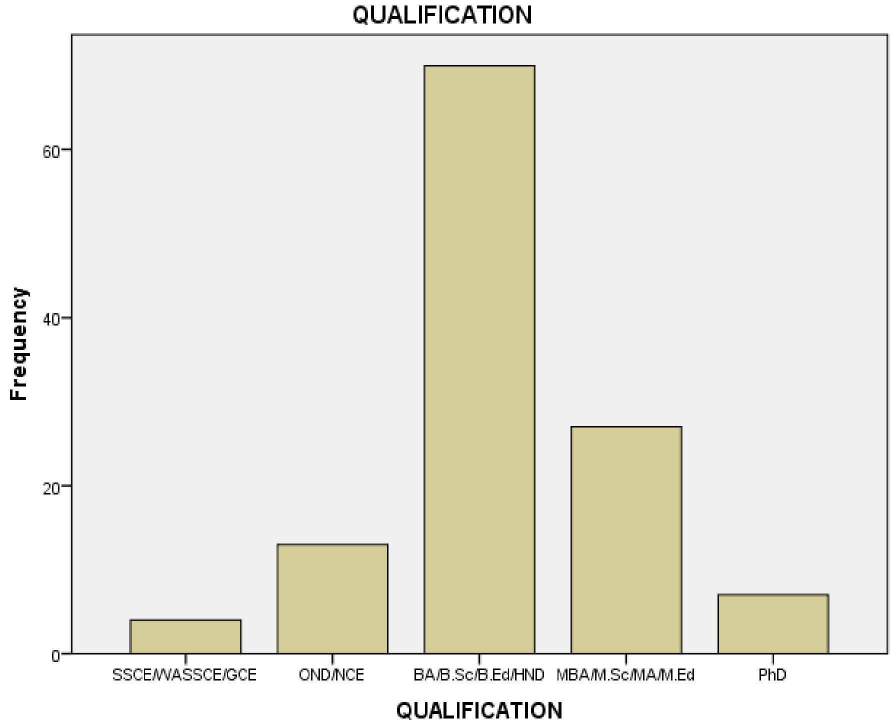

Figure 4: Bar Chart showing the Academic Qualifications of the Respondents

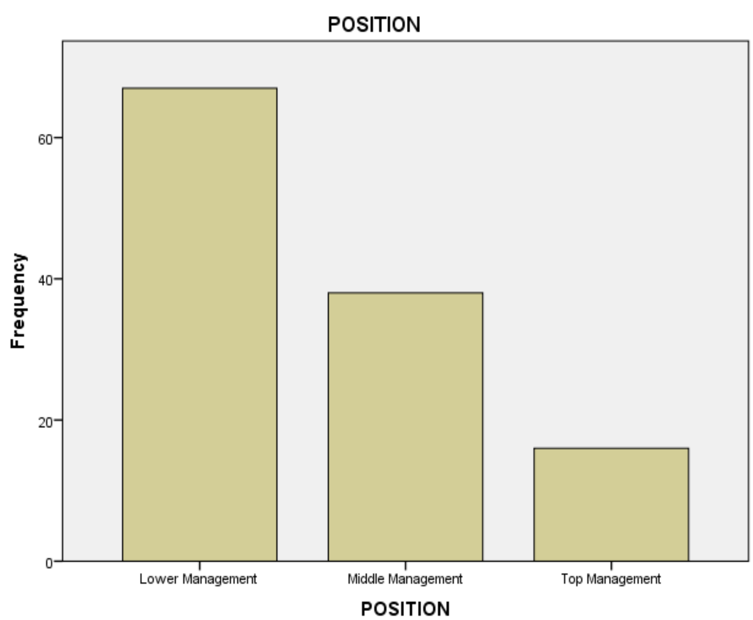

Figure 5: Bar Chart Showing the Designations of the Respondents

The bar chart plot Figure 4 indicates that majority of the respondents were B.Sc and Master's degree holders as at the time of this reporting as seen from the examined multinational oil and gas producing companies in Rivers State.

Table 5 presents the work designation distribution of the respondents. The data shows that the majority of the respondents, 67 individuals (55.4%), occupied positions in lower management, while 38 respondents (31.4%) were in middle management. The remaining 16 respondents (13.2%) were in top management positions. This distribution suggests that lower and middle management staff formed the bulk of the sample, reflecting the hierarchical structure of the multinational oil and gas companies studied, where a larger proportion of employees operate at the lower and middle management levels compared to the top management cadre.

Table 6: Descriptive Statistics for Environmental Responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
My company contributes to campaigns and projects that promote the well-being of the society.	121	1.00	5.00	3.7619	1.23342
My company participates in activities, which aim to protect and improve the quality of the natural environment.	121	1.00	5.00	3.7619	1.23342
My organization uses recyclable materials for its production.	121	1.00	5.00	3.7662	1.22541
My company production activities do not harm or compromise the environment.	121	1.00	5.00	3.7619	1.23342
In our organization, production of waste is prohibited, and if something out of the ordinary happens there are designated persons and procedure to respond so as to avoid further environmental damage.	121	1.00	5.00	3.7619	1.23342
Valid N (listwise)	121				

Source: SPSS output, 2025

From the table 6, with regards to the minimum and maximum mean scores of the dimension environmental responsibility, indicated that most of the respondents were on the response scale of high extent as the least mean score value was 3.7619 which is greater than 3.5, and the maximum mean score value was 3.7662, which was lesser than 4.5.

Table 7: Descriptive Statistics for Economic Responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
My company ensures skilled expertise are employed in its processes so as to improve economic performance.	121	1.00	5.00	3.7576	1.26907
Our organization adopts sustainable practices such as reduction of waste.	121	1.00	5.00	3.7316	1.28090
My company uses environment friendly materials and processes.	121	1.00	5.00	3.7576	1.26907
My company gets involved in volunteer work.	121	1.00	5.00	3.7532	1.24923
Processes and procedures in my company are properly aligned and adhered to.	121	1.00	5.00	3.7706	1.26635
Valid N (listwise)	121				

Source: SPSS Output, 2025

From the table 7, with regards to the minimum and maximum mean scores of the dimension economic responsibility, it could be seen that most of the respondents were on the response scale of high extent as the least mean score value was 3.7316 which is greater than 3.5 but lesser than 4.5, and the maximum mean score value was 3.7706, which is also greater than 3.5 but lesser than 4.5.

Table 8: Descriptive Statistics for Ethical Responsibility

	N	Minimum	Maximum	Mean	Std. Deviation
My company promotes collaborative relationships with workers and the community.	121	1.00	5.00	3.9091	1.11724
My company gives orientation on the work engagements and expected work practices and surroundings.	121	1.00	5.00	3.9134	1.11953
My company rewards ethical behaviour, and punishes workers for unethical behavior.		1.00	5.00	3.9091	1.09761
My company's code of conduct is what is used in determining ethical standards	121	1.00	5.00	3.9221	1.11238
My company balances output alongside the ethical orientation of how businesses are delivered.	121	1.00	5.00	3.8442	1.15041
Valid N (listwise)	121				

Source: SPSS Output, 2025.

From the table 8, with regards to the minimum and maximum scores of the dimension ethical responsibility, it indicated that most of the respondents were on the response scale of high extent as the least mean score value was 3.8442 and the maximum mean score value is 3.9221, which are both greater than 3.5 but lesser than the 4.5.

Table 9: Descriptive Statistics for Corporate Reputation

	N	Minimum	Maximum	Mean	Std. Deviation
My company ensures a clear identification of her work values, competencies and business objectives.	121	1.00	5.00	3.7576	1.19859
My company focuses on building customer loyalty through good services.	121	1.00	5.00	3.7273	1.21551
My organization is honest and owns up to its past and mistakes.	121	1.00	5.00	3.7619	1.20128
My organization monitors employees' activities within and outside the work environment.	121	1.00	5.00	3.7359	1.21027
My company genuinely accommodate and respect their host communities.	121	1.00	5.00	3.7489	1.19680
Valid N (listwise)	121				

Source: SPSS Output, 2025.

From the table 9, with regards to the minimum and maximum mean scores of the measure improved corporate reputation, it indicated that most of the respondents were on the response scale of high extent as both the least and the maximum mean score values, 3.7273 and 3.7619 respectively, which were greater than 3.5 but lesser than the 4.5.

Table 10: Correlations between Corporate Social Responsibility and Corporate Reputations

			C_Reput	Environ_R	Economic_R	Ethical_R
Spearman's rho	C_Reput	Correlation Coefficient	1.000	.752**	.780**	.777**
		Sig. (2-tailed)	.	.000	.000	.000
		N	121	121	121	121
	Environ_R	Correlation Coefficient	.752**	1.000	.658**	.721**
		Sig. (2-tailed)	.000	.	.000	.000
		N	121	121	121	121
	Economic_R	Correlation Coefficient	.780**	.658**	1.000	.663**
		Sig. (2-tailed)	.000	.000	.	.000
		N	121	121	121	121
	Ethical_R	Correlation Coefficient	.777**	.721**	.663**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	121	121	121	121

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

Source: SPSS Output, 2025.

Table 10 presents the Spearman's rank-order correlation coefficients showing the relationship between corporate social responsibility (CSR) dimensions environmental responsibility, economic responsibility, and ethical responsibility and corporate reputation. The correlation between corporate reputation and environmental responsibility is positive and strong ($r = 0.752$, $p < 0.05$), indicating that higher engagement in environmental responsibility is associated with an improved corporate reputation. The correlation between corporate reputation and economic responsibility is also positive and strong ($r = 0.780$, $p < 0.05$), suggesting that organizations that fulfill their economic responsibilities tend to enjoy a stronger corporate reputation. Similarly, ethical responsibility shows a strong and positive relationship with corporate reputation ($r = 0.777$, $p < 0.05$), implying that companies with a higher commitment to ethical practices are likely to be perceived more favorably by stakeholders.

Additionally, the table shows significant inter-correlations among the CSR dimensions themselves. Environmental responsibility and economic responsibility are positively and moderately correlated ($r = 0.658$, $p < 0.05$). Environmental responsibility and ethical responsibility also have a strong positive correlation ($r = 0.721$, $p < 0.05$), while economic responsibility and ethical responsibility are positively and moderately correlated ($r = 0.663$, $p < 0.05$). All correlations are significant at the 5% level, confirming that each dimension of CSR is not only independently related to corporate reputation but also positively related to one another. This result suggests that multinational oil and gas companies that are strong in one dimension of CSR often exhibit strength in other dimensions as well, reinforcing an integrated approach to CSR and its influence on corporate reputation.

4.1. Discussion of Finding

4.1.1. Relationship between Environmental Responsibility and Corporate Reputation

The findings reveal a positive and significant relationship between environmental responsibility and improved corporate reputation among multinational oil and gas companies in Rivers State. Ansong et al. (2016) examined the link between CSR and organizational performance in the southern Niger Delta. They established that CSR practices enhance the well-being of people and reduce disputes between host communities and organizations. Since disputes disrupt organizational operations and survival, environmental responsibility is a tool to foster stability and harmony. Their study, which focused on seven Niger Delta communities, concluded that environmental responsibility enhances organizational survival and fosters harmony. Carroll and Shabana (2010) found that CSR practices are essential for enhancing organizational reputation and adding value to businesses. They emphasized that CSR boosts customer loyalty, which translates into financial performance and corporate prestige. Based on these findings, this study infers that environmental responsibility fosters harmony within the organization, enhances compatibility among stakeholders, and consequently improves corporate reputation.

4.1.2. Relationship between Economic Responsibility and Corporate Reputation

The study established a positive and significant relationship between economic responsibility and improved corporate reputation among multinational oil and gas companies in Rivers State. Roberts and Dowling (2002) noted that corporate social responsibility enhances organizational value, as customers prefer high-reputation firms. They observed that employees are willing to work for reputable firms at lower wages, reducing operational costs and promoting work control, which aligns stakeholders' interests (Rožman et al., 2019). Ihunda (2001) argued that economic responsibility protects long-term interests and serves all stakeholders, including governments, shareholders, employees, and consumers. Chahal and Sharma (2006) asserted that economic responsibility activities increase brand loyalty and profitability. Bhattacharya and Sen (2004) supported this by stating that customers assess a firm’s social responsibility before patronage. Klein and Dawar (2004), Nutittamont and Ussahawanitchakit (2010), and Sharma et al. (2010) found that CSR involvement enhances brand image, stakeholder acceptance, customer loyalty, and competitive advantage. This study concludes that economic responsibility enhances work control, fosters competitive and comparative advantages, and ultimately leads to an improved corporate reputation.

4.1.3. Relationship between Ethical Responsibility and Corporate Reputation

The study identified a positive and significant relationship between ethical responsibility and improved corporate reputation among multinational oil and gas companies in Rivers State. Brulhart et al. (2019) and McLennan and Banks (2019) highlighted that businesses must generate economic and social value while aligning corporate objectives with stakeholder management and environmental responsibility. Carroll and Shabana (2010) emphasized the need for firms to balance profitability with societal interests. Halme and Laurila (2009) noted that CSR success depends on proper implementation, while Skouloudis et al. (2015) argued that community networks can pressure firms into CSR adoption. Roberts and Dowling (2002) found that ethical responsibility reduces litigation, aligns stakeholder interests, and enhances financial performance. The evidence suggests that ethical responsibility reduces costly legal disputes, fosters harmony, and contributes to an improved corporate reputation.

5. Conclusion

The findings of this study reveal that corporate social responsibility (CSR), specifically environmental, economic, and ethical responsibilities, plays a critical role in improving corporate reputation and enhancing financial performance in multinational oil and gas companies in Rivers State, Nigeria. The significant positive relationships between these dimensions of CSR and both reputation and financial performance suggest that firms committed to socially responsible practices tend to enjoy greater organizational harmony, improved stakeholder relations, and higher financial returns. Environmental responsibility fosters a stable and harmonious internal environment, reduces conflicts with host communities, and enhances external perceptions of the organization, contributing to improved corporate reputation and financial performance. Economic responsibility promotes work control and cost savings, improves brand loyalty and market acceptance, and leads to an increase in profitability and overall corporate reputation. Ethical responsibility reduces legal risks and creates an ethical corporate culture that enhances stakeholder trust, which positively influences reputation and financial outcomes. The study has underscored the necessity for multinational oil and gas firms operating in Rivers State to embed CSR practices into their corporate strategy as a mechanism for sustaining corporate legitimacy, enhancing operational efficiency, and securing long-term survival in a competitive and socially conscious business environment. It recommends as follows:

1. Multinational oil and gas companies should prioritize environmental responsibility by implementing sustainable environmental management practices, engaging host communities, and committing to eco-friendly operations that minimize adverse environmental impacts. This will not only reduce community unrest but also foster goodwill and enhance corporate reputation.
2. Firms should strengthen their economic responsibility by developing policies that promote employee welfare, create economic value for all stakeholders, and maintain transparent financial practices. This will increase brand loyalty, improve stakeholder relations, and lead to sustainable profitability.
3. Oil and gas companies should reinforce their ethical responsibility by embedding ethical conduct across all levels of operations, establishing robust compliance frameworks, and ensuring transparency and accountability. By reducing incidences of unethical behavior and legal disputes, the firms will strengthen trust with stakeholders and bolster their corporate image.
4. Multinational oil and gas companies should integrate CSR into their strategic objectives and performance metrics, ensuring that CSR initiatives are not treated as peripheral activities but as essential components of their core business strategy. This integration will facilitate measurable impacts on both financial performance and corporate reputation.
5. Regulatory agencies and policymakers should develop and enforce CSR-related policies that encourage sustainable corporate behavior. Government bodies should also provide incentives for firms that demonstrate exceptional CSR practices, thereby motivating more companies to invest in socially responsible activities.
6. Lastly, firms should conduct periodic CSR impact assessments to evaluate the effectiveness of their CSR programs. Continuous monitoring and improvement of CSR strategies will help firms align their activities with evolving stakeholder expectations and global best practices, ensuring long-term success and stakeholder satisfaction.

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