



# Corporate Social Responsibility in Community Relationship Building: Assessment of Oando PLC, Adopt-A-School Strategy

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## Abstract

The study evaluated Oando Plc.'s use of the Adopt-A-School programme as a community relationship building strategy in Lagos State. Oando Plc. adopted eight government nursery and primary schools in Lagos State. The population of the study was 1617 which comprised total number of parents, staff of the eight adopted schools and the staff of the Risk Management and Dispute Resolution department. Four schools were selected through simple random sampling technique while the Risk Management and Dispute Resolutions manager of Oando Plc. was purposively selected for in-depth interview. The case study qualitative method was adopted and data was collected through Focused group discussion and in-depth interview. Discussions were recorded and transcribed, data was analyzed with themes with the use of a Computer Assisted Qualitative Data Analysis Software (CAQDAS); called (R Qualitative Data Analysis) while the study was anchored on relational theory. It was discovered that the parents of the adopted schools were fully aware of the programme, the needs of the communities were considered in the conception of the idea of the programme and the programme was embraced by the community members. The parents and head teachers of the adopted schools were engaged in the planning and implementation of the programme, however, the teachers were not. The relationship between Oando and the parents was discovered to be stronger than that of the company and the teachers. It was therefore recommended that Oando should involve and engage the teachers in the programme as this could make their relationship stronger.

**Keywords:** Corporate Social Responsibility, Relationship Building, Adopt-A-School Programme.

## Original Research Articles

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## INTRODUCTION

One of the popular ways of describing Corporate Social Responsibility (CSR) is the ability of a company to give back to the community that hosts it. The widely cited definition of CSR is given by Carroll (1983) which posits that corporate social responsibility involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. In this definition, Carroll pointed out that in as much as businesses have to be profitable in order to be sustained, they also need to obey the law of the land, be ethical in its operations and as well support the communities where it operates socially thereby helping them attain

development.

Duyile (2006) in support to Carrol's assertion pointed that, the community has to participate in the life of the business by patronizing its products, working for the company, telling good stories about its performances to members of neighboring communities and protecting the interest of business within the community. Conversely, the organization has to identify itself with the life of its communities; it has to help them to develop socially, educationally, and economically.

From the above, it can be said that companies and local communities have roles they play in building



relationship and they have to work together to achieve this. While companies help the communities to achieve development, the local communities should also help promote the reputation of companies. However, when companies and communities neglect their roles, it brews misunderstanding and relationship issues between the companies and the host communities.

According to Ejumudo; Edo; Avweromre and Sagay (2011), corporate social responsibility connotes the commitment of companies towards encouraging community growth and development and voluntarily eliminating practices that are not in accordance with public interest. The present day CSR is a concept whereby business organizations consider the interest of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment. This obligation shows that the organizations have to comply with legislation and voluntarily take initiatives to improve the well-being of their employees and their families as well as for the local community and society at large. Ismail (2009).

The misunderstandings and failed relationships between some Multinational oil and gas companies in Nigeria and their host communities cannot be overemphasized. In the past, even presently, some oil companies are reported to have relationship issues with their host communities. In some cases, the misunderstandings and failed relationships are caused by failure of some oil and gas companies to be good corporate citizens in terms of the CSR they perform. It could also be attributed to the exemption of host community members in the conception, planning and implementation of the CSR activities a company performs and dissatisfaction of the host communities in the CSR activities a company perform. Some oil and gas companies in

Nigeria gave instances of their efforts in giving back to the communities that host them. Shell Nigeria in 2008 and 2010 respectively further made their CSR reports known to the public as one of the ways of justifying its claims of being a good corporate citizen. While some multinational oil companies in Niger Delta give reports of their cooperate social

responsibility, some host communities in the same area complain that the companies are not giving them what they deserve to compare to the benefits that the companies get from operating in their land.

These relationship issues are not only manifested in the Niger Delta region but also in the western part of Nigeria. Recently in Lagos State, some oil and gas companies were discovered to have failed relationships and misunderstanding with their host communities. Some of these relationship issues occur not because the companies do not have CSR programmes they perform for the communities, sometimes the programmes do not meet the needs of the community members or the programmes are considered little by the community members to be compared to what the community members go through base on the companies operations and the damages that are being done in their land.

### About Oando Plc's adopt-A-School Programme

Oando Plc is a multinational oil and gas producing and marketing company. The company has a thriving Corporate Social Responsibility program. The company's major CSR programmes are geared towards youth, social and economic empowerment with a special focus on improving the quality of basic education in Nigeria. The company innovated some avenues for giving back to the society, they are; Adopt-A-School programme, Sponsorships and Scholarship projects. The Adopt-A-School Programme is the basic CSR activity of the company. The programme commenced in 2011. Before then, when the company started its operation in Lagos State, the CSR programme was focused on provision of social amenities such as; boreholes, building and renovation of town halls and so on before the Adopt-A-School programme was embraced. Through this programme, the company has adopted 58 Schools across 23 states, Trained 600 Teachers, 120, 000 kids have directly and indirectly benefited, 870 scholarships awarded.

### Statement of the Problem

Good and mutual relationships with host communities have been observed to be essential in every company which oil and gas companies in Nigeria are included. Some Multinational Oil and

Gas companies in Nigeria have been reported to have misunderstanding and relationship issues with their host communities. Relationship issues between Oil and Gas companies and their host communities are not only manifested in some States in Niger Delta, but also other parts of the country for example Lagos State where Total and NNPC was reported to have relationship issues with some of their host communities. These are evidences of strained relations between some Oil and Gas companies and their host communities. As a deliberate attempt to get back at these Multinational Oil and Gas companies, the youths of the communities involve themselves in activities such as; killing and kidnapping of Oil company workers in exchange for large sums of money, destruction of companies' pipelines, illegal bunkering and so on. These unpleasant incidences clearly explain the need for improved good relations and a clear and well defined CSR programs.

Oando plc. So far, has not been reported victims of these demonstrations and failed relationships with host communities. The hunch in this study is; why is Oando plc. Not mentioned to be having relationship issues with its host communities? What is it about the Adopt-A-school programme which is the company's basic CSR programme? This study therefore seek to examine and evaluate Oando plc.'s use of the Adopt-A-School CSR programme as a community relationship building strategy in Lagos State.

### Objective of the Study

The general objective of this study is to evaluate the influence of Oando plc.'s Adopt-A-School CSR programme on its host communities in Lagos State.

Specific objectives were to:

1. investigate the awareness level of the host community members of the Adopt-A-school programme performed by Oando plc,
2. determine how the needs of the community members were considered in the conception of the Adopt-A-School programme performed by Oando plc,
3. determine the extent to which community members are involved in the planning and

execution of the Adopt-A-School programme by Oando plc,

4. determine how the Adopt-A-School-programme performed by Oando plc, influence the relationship that exists between the company and its host communities.

### Research Questions:

1. What is the awareness level of host community members of the Adopt-A-School programme performed by Oando plc.?
2. How are the needs of the community members considered in the conception of the Adopt-A-School programme performed by Oando plc.?
3. To what extent are community members involved in the planning and implementation of the Adopt-A-School programme performed by Oando plc.?
4. How does the Adopt-A-School programme performed by Oando plc. influence the relationship between the company and its host communities?

## LITERATURE REVIEW

### Corporate Social Responsibility

It is a general belief that multinational oil and gas companies like Oando plc. have responsibility to the community in which they function. Besides existing for the welfare of their stakeholders, they should have a duty to contribute to the development of the community in which they operate and this is done through a good CSR programme that addresses the needs of the host communities. Today engaging in business activities is not like it used to be in the past, businesses might be going through challenges to survive due to globalization and competition. According to Zabin (2013, p. 19), the traditional view of business is essential to maximize profits. However, the traditional views are no longer accepted in today's business environment, where, as a result, corporations have adopted the concept of CSR, which is concerned with economic, environmental, and social performance.

Corporate social responsibility has been observed to

mean differently to companies and host communities. While some companies see it as philanthropy support to host communities, some host communities see it as the obligations of companies towards them. Corporate social responsibility is a concept that currently does not have a universally accepted definition. Different scholars, organizations and companies have different definition of CSR. Amidst the numerous definitions of CSR given by different scholars, the well cited definition of CSR is the one given by (Carroll 1983). According to Carroll, corporate social responsibility involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. This definition is adopted in this study because it gives room for companies that practice CSR to be profitable as they strive to be legally, ethically and socially responsible. CSR is among other things, a key stakeholder relationship-building activity. Waddock and Smith (2000). In the opinions of Siddiq and Javed (2014), corporate social responsibility is an integral part of the business corporations as it not only provide support to beat the business competitor but also provide help to grow the business in the society. So by focusing on the financial success and community growth, the company can increase its performance rapidly as compare to their competitors. Horrigan (2007) in support to this view pointed that for corporations to be sustained in their businesses, there is need for good rapport and interaction with the society that majorly is the reason for their existence. He further explains that sustainable corporation is one that creates profit for its shareholders while protecting the environment and improving the lives of those with whom it interacts and operates so that its business interests and that of the environment and society intersect.

In the words of Ajai (2005), Good community citizenship means becoming a part of the community and cultivating genuine friendly relationships with the people who live in it, so the interests of the community and the company become mutual. It is far better for management to be involved in community affairs than to escape such activity by means of outright donation. That way people would have much better testimony to the company's interest in

the community. They may forget money, but they would not forget the chief executive taking time to work out a problem right along with them.

The concern of not socially responsible companies was captured by Ajala (2001, 132) when she opined that firms that are not socially responsible are viewed as riskier investments. And the shares of such companies might not be bought as they are regarded as greedy i.e. those companies that extract all the good things from their immediate communities but give little or nothing back to those communities.

### **Benefactors/Beneficiaries of CSR Activities- Host Communities**

Benefactors of good and well planned CSR activities are the host communities and the company because they both give to each other. It would be added that they would hardly exist on their own without having challenges. As host communities release their land and resources to companies to use, companies through the profits they make give back to the host communities. For instance, as Oando host communities released the natural resources they are endowed with to the company, Oando gives back through the Adopt-a school programme and other CSR activities it performs. This can be applicable to other multinational oil and gas companies, but Oando plc. is used in this explanation for the purpose of this study.

A good CSR activity is designed for the benefit of the society at large. For instance, when a company carries out an education based CSR programme, the children that gain the education are not the only beneficiaries, the society at large would also benefit because they would be useful to the society someday. When there is peace and understanding between a company and its host as a result of a well carried out CSR programme, the society also benefits from the peace and understanding. According to Oko and Agbonifoh (2013), a well-articulated corporate social responsibility programme should impact on the management of workforce and production process as internal variables, qualitatively and on the society; the ecosystem as external variable, quantitatively. However, the major benefactors of CSR programmes are the host community where a company operate and the companies carrying out



such programmes.

Businesses should want to be integral to the lives of those who live in the cities and neighborhoods where they operate. A well planned CSR program can have a positive effect on many areas, including recruitment, employee relations and economic success of the company. Good CSR with host communities according to Lattimore, Baskin, Heiman and Toth (2009, 48) aids in securing what the organization needs from the community and in providing what the community expects. To them, it can also help to protect organizational investments, increase sales of products and stock, improve the general operating climate, and improve employee productivity and attitude toward a company. CSR according to John & Georgia (2010, 795) is a part of business ethics therefore companies who do not acknowledge it are ethically wrong in their business. They added that it is the right of the public to make a company adhere to correct business ethics. It would be right to add that if a company is not socially responsible to the community that hosts it; the community members would be said to be part of the reason. This is so because, for a company to operate in a given community, they have to meet with the community leaders and there would have been a Memorandum of Understanding that states what should be and what should not be. If the company on the long run fails to meet with the agreements, it is also the right of the community members to call the company to order.

### **End Result of CSR Activities---Mutual Understanding and Relationship Building**

Relationship building in this context means that a company needs to be in good understanding and harmony with its stakeholders particularly the host communities in order to be able to sustain its operation in those communities. It could also mean that a company be part of the society where it operates and consider the society in its decisions and operations. Relationship building in this context can be referred to as an end result of a good CSR. For instance, when oil and gas companies like Oando Plc. perform good CSR activities which involved the community members in participation, which as well

considered the need of the host communities and respect the norms, beliefs and values, of the communities, there would be a level of relationship between the company and its hosts. However, there is need for mutual understanding in order for good relationship to be built and sustained. When a company and its hosts understand what is bringing them together, what they should and should not do to offend each other, their goals that they hope to achieve; there tend to be mutual understanding and relationship. It can then be said here that mutual understanding may lead to relationship building between a company and its host communities. Ledingham and Bruning (1998) pointed five relevant elements of relationship. They include: trust, openness, involvement, investment, and commitment. In this context, trust means that a company does what it says it will do. Openness is when a company shares its plans and operation with the public. Involvement is when a company is being involved in welfare of the host communities and Investment is when a company invests in the welfare and for the development of its host communities. These elements are quite important in handling relationship between companies in the sense that for an oil and gas company to be able to operate without too many issues in a given community, the community expects the company to keep to its words of promises towards them. Alabi and Ntukekpo (2012) stressed the importance of community relations to business when likened to a marriage institution where the business concern as the suitor, marries the community, settles with it and takes inherent responsibilities associate with the union. The wife (community) however takes a close look at the marriage vows and discovers that her husband (business) owes her more than financial support (taxes). The husband cannot abandon his marital responsibilities; else he will face some negative consequences. The statement shows how strong the relationship between a company and its host communities should be. It further explains that it is not about paying taxes to the government from the money generated from the business, the company should take social responsibilities and these

responsibilities would help in building relationship with its host communities.

## Theoretical Framework

### Relational Theory

Relational theory has its roots from firm-environment relationships. As the term implies, interrelations between the two are the focus of the analysis of corporate social responsibility. The focal point of this theory is between the business and its environment. It has four sub-divisions mainly the business and society, stakeholder approach, corporate citizenship, and social contract.

**The business and Society:** The business and the society is proposed to mean “business in the society” in which CSR emerges as a matter of interaction between the two entities. Ismail (2009) mentioned that, one of the measures of CSR is the development of economic values in a society. He further maintained that social responsibilities of businessmen need to reflect the amount of social power they have.

**Stakeholder Approach:** In origin, the stakeholder approach has been developed as a model for improving the management of the firm. Now it is far from its origin, it is considered as a way to foster social responsibility issues. According to Secchi (2007), the approach remains a model for studying relationships.

**Corporate Citizenship:** In the words of Secchi (2007), the concept of corporate citizenship strongly depends upon the type of community to which it is referred. Corporate citizenship is a path that cooperation may take to behave responsibly.

According to Ismail (2009, 202), corporate citizenship is fundamentally about the relationship that cooperation develops with its stakeholders, and therefore, the former has to continuously search for engagement and commitment with the later.

**Social Contract:** social contract of the relational theory group according to Ismail (2009) refers to the issue of justifying the morality of economic activities in order to have a theoretical basis for analyzing social relations between corporation and society. The social contract further refers to the obligations that corporations have with the society and they have to fulfill these obligations.

## METHODOLOGY

The research design used for this study is case study method. The case study method is used in this study because it involves careful observation of host communities that are the social units and the Adopt-A-School programme of Oando plc. Which serve as the situation under study. Based on the nature of the study, Oando plc. Adopted eight schools from the communities they operate in Lagos State as its basic CSR activities. Given the fact that the schools are nursery and primary schools, and the pupils might not be able to give accurate information that will be needed for this study, the population of the study is the staff of the adopted schools, the Parents of the pupils and the Risk management and Dispute Resolutions (RMDR) manager who heads the department in charge of the CSR activities in Oando plc. The table below presents all the schools adopted by Oando plc. in Lagos State, the number of staff in the schools, the number of Parents of the pupils in the adopted schools and the RMDR manager of Oando plc.

**Table 1.1: Population and Sources of Respondents**

**List of Schools in Lagos State adopted by OANDO Plc., the number of staff and the number of Parents in the adopted in those Schools.**

School	Number of staff	Number of parents
Anglican Nursery and Primary School. 12D Kayode Street, Marine beach Apapa	14	130

Archbishop Taylor Memorial Nursery/Primary School. Adetokunboh Ademola Street, Victoria Island.	12	126
Idi Odo Primary School. No 2 Lanre Awolokun Road, Gbagada.	18	100
Metropolitan Primary School, Sari-Iganmu Badagry Express way. School-Orile Junction	36	370
Ogo Oluwa Primary School. No 2 Lanre Awolokun Road, Gbagada.	17	118
Olisa Primary School, Dada Olisa Primary Street, Papa Ajao	20	105
Olokun Primary School II. Godwin Omonua Street, Ilasamaja	13	300
Temidire Primary School. No 2 Lanre Awolokun Road, Gbagada.	13	215
Risk Management and Dispute Resolution Dept.	10	
<b>TOTAL</b>	<b>153</b>	<b>1464</b>

**153+1464= 1617.** Therefore, the population of the study is 1617.

The sampling technique or procedure adopted in this study is the simple random sampling and purposive sampling technique. Simple random sampling according to Patten (2007) is one in which every member of a population is given an equal chance of being included in a sample. In this study, the adopted schools were written in a paper and folded separately. The researcher invited an individual who picked four out of the eight schools that were written out; the four schools that were picked then represent the members of population that was studied. This is because every member of the population had equal opportunity to be chosen. However, the RMDR manager of Oando was chosen for structured interview because his position as the head of the RMDR department enabled him provide accurate information needed for the purpose of this study.

In this study, the teachers and parents of the four schools that were selected from the eight adopted schools constitute the sample size. The names of the selected schools that represent the population include; Archbishop Taylor Memorial Nursery/Primary School. Adetokunboh Ademola Street, Victoria Island, Idi Odo Primary School. No 2 Lanre Awolokun Road, Gbagada, Metropolitan

Primary School, Sari-Iganmu Badagry Express way. School-Orile Junction, Olokun Primary School II. Godwin Omonua Street, Ilasamaja.

It should also be noted that the Risk Management and Dispute Resolutions Manager of Oando plc. was selected to represent the department in charge of the CSR programme in the company. It should also be noted that eight (8) FGD's were conducted separately with the parents and teachers of the above selected schools and one (1) interview was conducted with the RMDR manager of Oando plc. The instrument that was used to elicit the required data for the study is Interview guide. The interview guide normally is linked to the research questions that guide the study. The aim of this approach is to ensure that the researcher can accurately get the respondents' opinion that will answer the research questions.

The research instrument was self-administered through personal interview. The personal interview was used to elicit information from the three groups of respondents based on the objectives of the study. The personal interviews with the staff and the Parents of the pupils of the selected schools were conducted through focused group discussion.

In order to ensure that the researcher gets accurate

information on the objectives of the study, the discussions were conducted in different groups. It should be noted that the researcher had different discussion with the parents and teachers of each school and the discussions were recorded. Three smart phones were used to record the discussion while an observer was employed to monitor all that happened in the discussion even the verbal and non-verbal activities of participants. In order to avoid forgetting all that happened at the discussion, the audio content of the tape was transcribed within 48hrs of the discussion when all what happened during the discussion was still fresh in the memory of the researcher. The researcher/moderator and the hired observer met within these hours for cross-examination of the contents. The FGDs took place in the selected schools. The discussion with the parents of the pupils was conducted during working days, as they were invited to the school. However, the discussion with the staff of the schools was conducted during break period on working days. This is because the break period is usually their free period. Given the fact that some of the staff in the selected schools were more than the number needed for the interview, the first 12 staff were used for the interview while the last people to enter the discussion room were excused. All items in the moderator's guide which were derived from the objectives of the study were taken-up one after the other with the participants. The researcher used audio recording. This is because the respondents might not feel comfortable to air their opinions if they realized they are being videoed. The respondents were assured the confidentiality of their communication.

Furthermore, an interview was conducted with the RMDR manager of the company because he heads the department and was able to provide more needed information based on the study. The interview with the RMDR manager of Oando plc. was held after the session with the parents of the pupils and the staff of the adopted schools, on a working day, at his office. The moderator's guide was derived from the research

questions of this study. Two smart phones were used to record the interview. The interview was transcribed within 24 hours to avoid forgetting all that was discussed. The pilot study was used to ensure that the interview guide is valid. This was done by testing the interview guide on the parents of the pupils and the staff of Olisa Primary School, Dada Olisa Primary Street, Papa Ajao. One of the schools adopted by Oando plc. in Lagos state which were not among the selected schools that constitute the population of the study. At the end of the pre-test, the interview guide was confirmed 80 percent valid as the respondents were able to discuss the questions in the interview guide. A Computer Assisted Qualitative Data Analysis Software (CADAS) called RQDA (R Qualitative Data Analysis) was used to create codes and identify themes and they were checked with the codes and themes derived from the observer, the consistency of the codes were checked and was 80 percent the same. Data was analyzed with themes with the use of a Computer Assisted Qualitative Data Analysis Software (CAQDAS); called RQDA (R Qualitative Data Analysis); Codes were created for themes, code categories and file categories were created. According to Varner, Carter, Furter and Downs (2012:4), the RQDA is a good computer assisted qualitative data analysis software that helps take the place of what we used to do manually and has been tested in different qualitative studies to develop good code categories and give good results.

## DATA PRESENTATION AND ANALYSIS

Data was analyzed with themes with the use of a Computer Assisted Qualitative Data Analysis Software (CAQDAS); called RQDA (R Qualitative Data Analysis); Codes were created for themes, code categories and file categories were created. Data was presented to synthesize parents', teachers' and Oando's answers to the research questions raised for the guidance of this study.



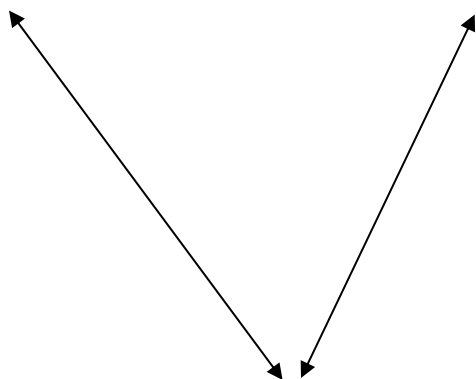
## Indication of Code Category Relationships

Benefit OANDO \_Adopt  
 Perceive\_Dispose\_ NDO\_Adopt\_SCH  
 Relationship Adopt\_SCH  
 Awareness\_OANDD\_Adopt\_SCH  
 Participate\_Needs\_Concentration\_Idea\_Adopt\_SCH  
 Engaged\_Planning\_Implementation\_Adopt\_

M D

Positive perception

N A  
 O



Problems\_Challenges\_ ANDO\_Adopt\_SCH

P

Improve\_OAMDA\_Adopt\_SCH Negative Parception

The diagram above shows the relationship between the code categories adopted in this study. The figure depicts that respondents' positive perception had influence on the benefits derived from Oando's adopt-a-school programme. It was indicated in the figure that the perception and disposition of the respondents as well as the relationship between the company and the respondents were influenced positively by the benefits the respondents derived from the adopt-a-school programme. However, the awareness, planning and implementation and as well the consideration of the needs of the respondents are independent themes as they were not influenced by any other theme in the figure presented above. More so, the diagram finally indicated that, the problems and challenges the respondents faced in the programme as identified by them are also mentioned to be ways of improving the programme and this influenced the negative perception the respondents had about the of Oando's adopt-a-school programme.

#### **RQ1: What is the Awareness Level of the Host Community Members on the Adopt-A-School programme?**

In this study, majority of the parents in the selected schools were fully aware of the programme and stated the major ways by which they became aware of the adopt-a-school programme performed by Oando Plc. Majority were aware when the renovation work started at the selected schools. This can be corroborated by what was said by parents at Archbishop primary school. "I became aware of the adopt-a-school programmes when they renovated some buildings and facilities and it was the logo that informed us of the sponsors of the renovation". This was also the case with parents of other schools that were studied. Furthermore, many parents were also aware of the adopt-a-school programme performed by Oando Plc. through the school authorities. The parents indicated that they were informed and educated about the adopt-a-school programme performed by Oando Plc. by the respective school head teachers. This can be further elaborated by the participant's response which is as follows "we became aware through our headmistress". In addition teachers were also a main source of spreading awareness for the adopt-a-school programme

because some of the participants stated that the teachers informed them about Oando's adoption of the school. The respondents however indicated that this was done either formally or informally; the parents of the selected schools stated that their head teachers usually held meetings with them (Parents Forum) in order to inform them about the developments of the adopt-a-school programme performed by Oando Plc. It should be noted that this formal method was also confirmed by the Oando participant who stated that "we normally hold a forum in which we meet with the community members and tell them what we want to do since our focus is on education and we also invite the local government officials in the meeting". Parents were also informed informally without necessarily holding meetings by teachers and head teachers respectively when parents out of curiosity ask them about the source of the renovation they were observing in their children's school. Furthermore, the Oando signboards erected in the different schools in order to indicate the adoption of the school played a major role in creating awareness for the adopt-a-school programme performed by Oando Plc. This findings negates the findings of Kashyap (2014) as the author made mention that lack of awareness is one of the challenges the education CSR programmes that were studied in India faced which also resulted to lack of interest. However, the findings of Osemene (2012) negates that of Kashap (2014) in the sense that Osemene proved that the host communities where Airtel Nigeria performed its education CSR activity in Niger delta were fully aware of the programme as radio programmes were used as a approach to create awareness. Even though the media was not used to create awareness in this study, the host communities were formally and informally informed and this made them to be aware of the programme.

#### **RQ2: To what extent were the needs of the host communities considered in the conception of adopt-a-school programme performed by Oando Plc.?**

From the data coded and analysed, majority of the parents stated that they were not involved in the conception of the adopt-a-school programme by Oando Plc. The participants indicated that "The company just told them they want to start the

programme though it was assumed that the company knew what the host communities really needed, this was confirmed by the Oando respondent who stated that “the host communities were not involved in the conception of the idea of the programme, the company developed the idea after monitoring the schools in the communities and knowing that education is a problem in the communities and the idea was sold to them which they appreciated”. This suggests that parents who are a major stakeholder were not met by Oando to discuss the CSR programme the host communities needed. However, the parents mentioned that the programme addressed their needs as they appreciate it. Furthermore, most teachers stated that the idea mainly came from Oando plc. And that it was when the programme was approved by the local government heads and the education board that the company then informed the head teachers. Also, some of the teachers indicated that SUBEB (State Universal Basic Education Board) is highly involved in Oando’s adopt-a-school programme because they are the major authority that gives them the permission to carry out projects in the schools.

This finding negates the statement of Abubakri, Ogo and Adedowole (2014) that when host communities are not met to find out their needs based on the CSR programme a company want to embark on, the community members might not place good value on it and would not be interested to participate in the planning and implementation of the programme.

### **RQ3: How does the adopt-a-school programme performed by Oando Plc. influence the perception and disposition of the community members?**

Majority of the parents stated that they have a very positive perception of Oando Plc. as a result of the adopt-a-school programme performed by the company. This can be elucidated by some parents who stated that Oando remembered what the government has abandoned, they told people that Oando is taking good care of their children through the company’s adopt-a-school programme that Oando would do better in the Niger Delta than Shell and others with what they are doing here. These

suggest that the perception and disposition of the parents were significantly influenced by Oando’s adopt-a-school programme to the extent that they felt that Oando is living up to its expectation even more than other reputable multinational oil and gas companies in Nigeria. In addition, teachers’ perception was fairly influenced by Oando’s Adopt-A-School programme. Given the fact that the teachers were not benefiting and engaged in the programme, some teachers had a positive perception of Oando by stating that the company is trying, while some refused to respond to the question. This showed that more parents than teachers had a positive perception and disposition towards Oando as a result of the Adopt-A-School programme performed by the company. More parents than teachers that constitute the population of this study mentioned that they usually tell their friends, colleagues and neighbors that “Oando is a good company and say other good things about the company due to the adopt-a-school programme that the company performs. This is in line with the statement of Aksoy (2012) that the corporate image of companies, which earned esteem in the society via CSR, gains value and this in turn is reflected to the brand value. In addition, Ansah (2013), Manjula (2014) and Osemene (2012) in their respective studies had similar findings in this study as they reported that the host community members where the companies studied perform their education based CSR activities had positive perception and disposition about the companies.

### **RQ4: How does the adopt-a-school programme performed by Oando Plc. influence the relationship between the company and its host communities?**

More parents than teachers admitted that their relationship with Oando Plc. as influenced by the adopt-a-school programme has been very good. Some teachers also stated that their relationship with Oando Plc. as influenced by the adopt-a-school programme has been okay but would be better if they benefit from the programme and involve in the planning and implementation of the programme. This perception of a cordial relationship between Oando and its host community as influenced by the Adopt-A-School programme performed by Oando

Plc. was also reiterated by the Oando participant. This suggests that generally, the Adopt-A-School programme performed by Oando Plc. is fair in influencing a good relationship between Oando plc. and its host communities but can be improved by the company to be better in building relationship between the company and its host communities. This partially corroborates with the findings of Proti (2012), Pradhan and Ranjan (2010), and Shafi (2014) respectively as the researchers reported that there were strong relationship between the companies that were studied and their host communities. However, the findings in this study negates the findings of Hashimu and Ango (2012) as the authors mentioned that there were poor social obligations in the companies they studied, as such, the relationship between the company and the host communities were reported poor.

The Systems theory as explained earlier showed that there should be interactions especially with the external environment as well as good relationship with both internal and external environment as it could help organizations to achieve its goals and objectives. Even though it was not revealed in this study that the Adopt-A-School programme helped Oando plc. to achieve its objectives, it was revealed that the Adopt-A-School programme carried out by the company helped it to build interactions and relationship with some of its host communities in Lagos State.

## Conclusion and Recommendations

It was discovered that the host community members were fully aware of the Adopt-A-School programme through formal and informal meeting with the head teachers and the signboards mounted in front of the schools. It was discovered that the needs of the communities were considered in the conception of the idea of the programme and the programme was embraced by the community members when the idea was introduced to them. Both the teachers and parents perceive and dispose Oando plc. to be good corporate citizens as they contribute in assisting their host communities to attain development. Finally, the relationship between Oando and the parents and head teachers are stronger than that of the company and the teachers.

The Adopt- A-School programme is fair in building relationship between Oando plc. and its host communities in Lagos State and could be said to be one of the reasons why Oando plc. is not having issues with its host communities unlike other oil and gas companies because the parents well benefit from the programme and have good perceptions and dispositions about the company based on this programme while the teachers who are part of the beneficiaries of the programme as pointed by the company are not satisfied in the programme as they are not benefitting in the programme. Therefore the benefits derived from the host communities is not balanced and the relationship between the company and its host communities is strong but would be stronger if the teachers were active beneficiaries of the programme.

In order to apply the findings of this study to the society, the following recommendations are made:

- i. It was understood from this study that Oando plc. Paid more attention to the parents and children perhaps because they are the owners of the land where the company operates and the people directly affected by the company's decisions and actions. However, it is recommended that Oando plc. Should fully involve the teachers of the adopted schools in the planning and implementation of the adopt-a-school programme as the teachers are the ones impacting knowledge on the pupils and they are reported to be listed among the beneficiaries of the programme by the company's adopt-a-school policy.

There should be incentives and special programmes to encourage teachers in order to deliver and impact well on the pupils.

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