

CRISIS MANAGEMENT AND EVALUATION OF PUBLIC RELATIONS PRINCIPLES OF MULTI-NATIONAL CORPORATIONS IN NIGERIA

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Abstract

This study examined the public relations principles applied by Chevron Nigeria Limited - a multinational oil company in crisis management in its host community of Ugborodo in Warri South-West Local Government Area of Delta State. The main objective of the study was to ascertain how Chevron has used corporate public relations to avert communal dispute against its operations in Ugborodo, the host community in Warri South-West Local Government in Delta State. The study reviewed materials relevant to the inputs of public relations in crisis situations, types of crisis, elements of crisis and the approach adopted to integrate the parties at difference. Methodologically, this study employed the survey research using questionnaire as instrument, with situational attribution, and interactional view theories. Findings revealed a negative tilt to adequate use of CSR. In conclusion, Chevron Nigeria failed to check the scorecards of its committee on CSR leaving the host communities neglected, leading to incessant restiveness. Major amongst the six recommendations, is for Chevron Nigeria Limited to adhere strictly to her corporate social responsibilities.

***Keywords:* Crisis management, public relations, crisis communication, strategic communication, organization.**

Introduction

People get involved in many activities with the prime objective to satisfy their basic or primary needs (psychological and safety) and secondary needs (social, esteem and self-fulfillment). In the process of achieving these needs, crisis emerges either between employees (internal publics) or and the management or the management and customers (external publics) on the other hand, as organizations and groups strive to win a bigger share of the market as to make profit than rivals which will bring about intensive competition shrouding them from humanitarian services and culminating in crisis either with their employees or the host community. The end result may be unpalatable if not well managed and could lead to losses to both parties.

Organizations are constantly challenged by one crisis or the other. Some crisis sometimes emanates from the failure of managers who are not proactive or

who are insensitive to the environment and did not heed to early warning signs. Others stem from their poor communication and poor relationship. The petroleum industries in Nigeria, presents cases of hostilities between host communities and the multinationals operating in the area. A notable case here is the frequent crisis between Ugborodo community and Chevron Nigeria Limited, (henceforth CNL) over the company's alleged poor handling of the demands of the community and the failure of the company to show understanding in her relationship with the community. The frequent breakdown in communication has often led to protest, resulting in shut down in operations.

Public Relations, is the professional maintenance of a favourable public image by a company or other organization or a famous person. Asemah (2011) notes that public relations is a profession that uses communication to create and sustain a favourable image and reputation among its strategic stakeholders called the public. In other words, public relations is used to establish cordial and fruitful relationship between an organization and its publics including directors, customers, suppliers, creditors, top management officials and agencies.

An example of a crisis scenario was that of Shell Nigeria and Ogoni people of Rivers State November 10, 1995. Ken Saro-Wiwa, a well-known Nigerian author and spokesperson for the Movement for the Survival of the Ogoni People (MOSOP), was hanged in Port Harcourt, in the heart of the oil-producing region of South-South of Nigeria, together with eight other Ogoni activists all involved in protests against the oil industry as a result, Commonwealth heads of government, suspended Nigeria from membership of the usually uncontroversial club of states sharing a British colonial heritage. Other sanctions followed from the European Union, United States, and United Nations, including bans on selling weapons to Nigeria and on granting visas to members of the Nigerian government. Shell in particular, had been targeted for attack by MOSOP, in a campaign that successfully closed down Shell's production in Ogoniland.

This study therefore seeks to evaluate CNL inputs of public relations and to ascertain Chevron's application of Public Relations tools in dousing the tension between them and Ugborodo Community in Warri South Local Government area of Delta state, Nigeria. Year in year out, there is a recurrence of peaceful protests 'from the host community to CNL, which calls to question the efficiency of CNL image making team. If the public relations strategies employed in handling the crisis are effective and sustainable, it would in no small measure, reduce or eliminate the frequency of crisis between CNL and Ugborodo community, bearing in mind that no business operates successfully under hostile environment. In view of this, the following objectives set the pace for the research:

1. Find out the issues raised by the community that are critical to the resolution of the Ugborodo and CNL crisis.
2. Review the public relations and the effective strategies employed by CNL in managing community crisis.

3. Find out the corporate social responsibilities of CNL to Ugborodo community.

Concept of Crisis

Human relationships sometimes create tensions which sometimes results into crisis of various categories, hence Ben (2010) asserts that crises are inevitable in any human society. The mere fact that individuals interact often leads to differences in opinions which might degenerate into disagreements. Thus what happens at the individual level may be replicated at organizational, institutional, regional, national or even international levels. From just a minor misunderstanding, a crisis could escalate into armed conflict of monumental magnitude. It becomes the duty of public relations executives to douse the tension so that the organization could continue their operations with minimal disruptions. Coombs and Holladay (2010,p.17) defines crisis as a “major occurrence with a potentially negative outcome affecting an organization, company or industry as well as publics, products or services. It interrupts normal business transactions and most times threatens the existence of the organization.” Crisis on a closer look is not really a bad phenomenon. It could be looked at as a radical change for something good. It means that crisis have the potential to challenge organization growth and relationships.

“Crisis incites anxiety and conditions of high stress. A crisis is an unexpected development which very often embarrasses on organization, frightens, the public and puts a company’s credibility and decency under intense scrutiny” Ajala (2001,p. 173). In very bad situations, crisis results in deaths and loss of properties. Most often a crisis disrupts a normal routine of an organization and often compels it to spend resources unproductively. What this means is that resources that would originally have been used for more meaningful enterprise will be deployed to remedy a crisis situation. Crisis is an event or series of events that may damage the health, success or even the existence of an organization depending on how it is handled or understood by employees, customers, shareholders and the rest of the publics

From the foregoing, it could be deduced that crisis tends to bring about change in a particular action. This means that if the action is not favourable, then the crisis would lead to change; but on the other hand, if the action is positive crisis could worsen the situation. Therefore crisis is an unusual occurrence that cannot be predicted, but expected. When a crisis occurs the employees and their dependents are the immediate victims. Thus since a means to prevent crisis totally is yet to be devised, it becomes pertinent that public relations practitioners must always be alert and prepared to respond to crisis swiftly. Ajala (2001, p.177) classified crisis into three categories viz:

- Act of nature which includes earthquakes, lightning that sparks forest fire, hurricane, and erosion.
- Unintentional such as collapsed building, boat mishap, explosions chemical leakages, oil spillage, fires, industrial accidents, etc.

- Intentional – such as acts of terrorism e.g. letter bomb, hostage taking, plane hijacking, robbery, riots protests and violent demonstrations. This happens to be our major focus as it is manmade and could be averted by functional PR personnel.

Crisis Management Planning in Public Relations

This first requirement is a written assessment of likely disasters and an appraisal of the company's ability to cope with a major disaster. Based on this report which must be submitted to and approved by management, it is then possible to take the necessary steps to be prepared. Black (1989) stipulates that effective crisis management depends on three key elements which are agreed company policy, tested methods of communication and trained key personnel.

- i. Company policy: Unless top management fully appreciates the importance of a crisis plan, it is very difficult, if not impossible to prepare a comprehensive public relations programme and to have personnel trained to operate it.
- ii. Methods of communication: This starts with the training of key personnel within one's own company. This training should include sessions on speaking on the telephone, radio and experience on being interviewed on television. Trained personnel will require effective means of communication: telephone lines, telex and so on. Ordinary facilities are likely to be quite inadequate in an emergency.
- iii. Key personnel: Practice sessions are essential if a real state of preparedness is to be achieved. These sessions should be appropriate to the company's possible emergencies. Each practice session should be reviewed and discussed by all concerned and a rerun on video can be very helpful in making the review really informative. In a bid to emphasize the need for public relations plan, public relations experts who are managing a crisis should develop a crisis management plan and inform the external publics of the organization about the crisis as soon as possible so the public would not receive the information elsewhere.

Crisis Management Approaches

Some measures have been suggested by scholars on how crisis situations can be managed. Posey and Wigmore writes that "...crisis management is a comprehensive process that is put into practice before a crisis even happens. Crisis management practices are engaged before, during and after a crisis". Crisis management is one of the responsibilities of public relations executive who works in tandem with other executives of an organization as well as stakeholders. This brings to mind the situational attribution theory propounded by Coombs, (1995), which states that the best way to protect an organizations image is by engaging in strategic plan by the organization itself. The theory is appropriate for diagnosing paradigms which determine what strategies an organization should use to de-escalate a crisis and restore an organizations image.

Crisis management according to Coombs and Holladay (2010) "are sets of factors designed to combat crises and lessen the actual damage inflicted". Crisis management seeks to prevent or lessen the negative outcome of a crisis and thereby

protect the organization's stakeholders from damage. Crisis management is way different from risk and issue management.

Risk has to do with statement or action that would be undertaken, the outcome of the action could end in a positive or negative situation. Crisis management equips the individual with information about the expected type of and magnitude of an outcome or exposure. Risk management can be a valuable part of crisis preparation.

Crisis Communication

According to Ekharefo (2019), crisis communication means the collection and dissemination of information by the crisis management team. Crisis communication could be information, it could also be as a strategy. When regarded as information, it is the gathering or collection of relevant information that can be a resource as a crisis response. As a strategy, it means the use of information to repair relationships or build psychological support for victims of a crisis.

It is advocated by scholars that during a crisis communication the following should come to bear:

- a. Gathering of information
- b. Getting the contacts of all crisis management team members.
- c. Providing initial response
- d. Providing instructional and adjusting information
- e. Keeping log of all facts given out and the time they were released.

Review of Related Studies

There is a review of empirical studies (similar to this research) on crisis communication and organization relationship with stakeholders, carried out by Dang, Dang and Danladi (2014) on the effectiveness of corporate social responsibility (CSR) in the enhancement of community relations in Nigeria, using Grand Cereals Limited, situated in Zawan community of Plateau State as a case study; similarly Onuoha (2010) examined corporate social responsibility and organisational performance in Nigerian Breweries PLC, Enugu.

Methodology

This research however adopted the survey research using questionnaire as instrument, and adopting the purposive sampling of the non-probability sampling data gathering method. The population was made up of Ugborodo indigenes and members of the public affairs department of CNL, branch office Warri. Ugborodo community is made up of 16,230 persons while the public affair department of CNL consist of 50 staff. The sample size of the study was 215 respondents, comprising 50 elders, 100 community youths, 50 indigenes and 15 personnel of chevron Nigeria Limited's public affairs department.

Data Presentation and Analysis

Table 1: Study Instrument Administration and Retrieval Response %

Number of Instrument Administered	200	100%
Number of Instrument Retrieved	190	95%
Number of Instrument not Retrieved	10	5%

Source: **Field Survey (2019)**

Table 1 showed that the total number of questionnaires administered on Ugborodo community respondents were 200 out of which 190 were retrieved while 10 were not retrieved. A percentage retrieval of 95% as against 5%. This means that the value of non-retrieval is less than 10% which is not significant. There are five categories as follows:

1 Strongly Agreed (SA); (2) Agreed (A); (3) Neutral (N); (4) Strongly Disagreed (SD); (5) Strongly Disagreed (SD).

Issues Raised by the Community

1. Failure to honour previous agreement is the reason for the crisis	Response	Frequency	Percentage
1. Failure to honour previous agreement is the reason for the crisis	S.A	60	31.6
	A	90	47.37
	N	-	-
	S.D	20	10.53
	D	20	10.53
2. Failure to employ indigenes is an issue that has prolonged the crisis	S.A	60	31.6
	A	70	36.8
	N	10	5.3
	S.D	30	15.8
	D	20	10.5
3. Chevron community intervention Programme are not based on community agreement	S.A	50	26.3
	A	100	52.6
	N	10	5.3
	SD	-	-
	D	30	15.8
4. Environmental pollution remains an issue that agitates the community	SA	70	36.8
	A	60	31.6
	N	-	-
	SD	10	5.3
	D	50	26.3

Source: **Field Survey 2019**

Data generated from Table 1 portrays that of the 190 respondents, 90 respondents (47.37%) agree the failure to honour agreement is the reason for the crisis, 60 respondents (31.58) strongly supported this assertion. The researchers relied on the 190 respondents to infer that failure to honour previous agreement reached with Ugborodo Community is the reason for persistent crises. This means the cause of the crisis is no news to respondents. Notwithstanding, 70 respondents are of the view that failure to employ indigenes is an issue that has prolonged the crisis. This position is maintained by 60 more respondents. On intervention projects initiated by Chevron Nigeria Limited, these projects are not in tandem with Ugborodo community's needs as 100 respondents (52.6%) agree that Chevron community

intervention programmes are not based on community agreement/consultation. Stressing on the above information, 50 respondents (26.3%) strongly agree that most of Chevron's projects are not based on community needs. However, 70 respondents (36.8%) strongly agreed that environmental pollution amongst others is an issue that agitates protests from Ugborodo community, 60 respondents (31.6%) affirmed this while 50 respondents disagreed.

From the data generated, it is glaring that there are existing issues raised by Ugborodo community as the reason for the crisis. Nevertheless, unemployment issue and unreliability of Chevron's intervention projects tops the list while environmental pollution holds less sway.

Table 2. Effectiveness of Public Relations Strategies

1.	We are not satisfied with the rate of Percentage meetings held with us		Response	Frequency
		S.A	90	47.4
		A	70	36.8
		N	20	10.5
		S.D	-	-
		D	10	5.3
2.	The type of jobs we want are not what we are given	S.A	110	57.8
		A	60	31.6
		N	10	5.3
		S.D	-	-
		D	10	5.3
3.	The crisis have not stopped because we have not reached a concrete agreement	S.A	60	31.6
		A	110	57.9
		N	-	-
		SD	20	10.5
		D	-	-
4.	Their intervention projects are not sustainable	SA	100	52.6
		A	60	31.6
		N	10	5.3
		SD	-	-
		D	20	10.5

Source: **Field Survey 2019**

From the analysis in Table 2 above, it is indicated that Chevron's public relations strategies in Ugborodo community are not effective as majority of the respondents 90(47.4%) are not satisfied with the rate of meetings held, 70 respondent (36.8%) share this position. Their stance is however at variance with 20 respondents (10.5%) who are neutral. This position is further swelled by 110 respondents (57.8%) who strongly agree that the kind of jobs the community indigenes want, are not what

Chevron Nigeria Limited gives them. 60 respondents support this claim. Their stance are furthered by 110 respondent (57.9%) who noted that crises keep recurring as a result of Chevron's inability to reach a concrete agreement with Ugborodo community. 100 respondents (52.6%) strongly agree that the intervention projects initiated by Cheveron in Ugborodo community are not sustainable. This position is also shared by 60 respondents (31.6%)

From the foregoing, it can be inferred that Chevron needs to revisit her public relations strategies as they apply to her host community Ugborodo. Similarly, they should be more committed to holding regular meetings and consultation with the community as it concerns intervention projects.

Table 3. Public Relation Strategies Employed by Chevron Nigeria Limited

Chevron engages			
Ugborodo Community in discussion	Response	Frequency	
Percentage			
regularly	S.A	-	-
	A	14	93.3
	N	-	-
	S.D	-	-
	D	1	6.7
2. Chevron carries out her annual corporate social responsibility in the community	S.A	13	86.7
	A	2	13.3
	N	-	-
	S.D	-	-
	D	-	-
3. We support community effort for Development agreement	S.A	12	80
	A	2	13.3
	N	1	6.7
	SD	-	-
	D	-	-
4. The company engages the youths when there are vacancies	SA	12	80
	A	2	13.3
	N	1	6.7
	SD	-	-
	D	-	-

Source: **Field Survey 2019**

The analysis from Table 3 above, shows that majority of the respondents 14(93.3%) are of the view that Chevron engages Ugborodo community in discussion/meetings regularly, lending credence to this assertion 13 respondents (86.7%) strongly agree that Chevron upholds her annual corporate social responsibility. This view is supported by 12 respondents (80%) who noted that Chevron supports community efforts for development, while 12 respondents

reinforced this claim by noting that Chevron engages Ugborodo youths when there are vacancies.

Table 4. Corporate Social Responsibilities of Chevron Nigeria Limited

1. We have built a market for the community Percentage	Response	Frequency
	S.A	-
	A	-
	N	14
	S.D	-
	D	1
2. We have given scholarships to indigenes of Ugborodo community	S.A	15
	A	-
	N	-
	S.D	-
	D	-
3. We give financial supports to the aged	S.A	-
	A	-
	N	12
	D	3
4. We built a health centre for the community	SA	1
	A	13
	N	1
	SD	-
	D	-
5. We provided ferries/boats to transport Community workers	S.A	-
	A	1
	N	12
	S.D	-
	D	2
6. We have provided community shoreline protection	S.A	-
	A	2
	N	11
	SD	-
	D	2
7. We have built schools and provided books	SA	-
	A	2
	N	12
	SD	-
	D	1
We have tarred the community roads	SA	-
	A	-

N	12	80
SD	1	6.7
D	2	13.3

Source: **Field Survey 2019**

On the fulfilment of her corporate social responsibility, 14 respondents (93.3%) as captured in the Table 4 are neutral on the when asked about the building of a community market by Chevron. All 15 respondents (100%) were positive that scholarships are awarded to indigenes, while 12 respondent(80%) are neutral about Chevron giving financial supports to the aged. Chevron’s Corporate social responsibility is further heightened as 13 respondents (86.7%) agreed to the building health centres for the community, respondent’s opinion contrasts on the provision of community transport boat for workers, provision of shoreline protection, building of schools and the tarring of community roads. Majority of respondents picked neutral stance respectively.

Discussion of Findings

This section provides the discussion of findings made from the data collected. The major aim of the study was to examine the input of public relations in the management of crisis between CNL and Ugborodo community. The discussion therefore answered the research questions raised. Relevant theories and review of the related studies further provided support for the findings.

Research Question 1: What issues are critical to the resolution of Ugborodo and CNL crisis?

Data presented in Table 1 showed that 90 respondents (47.37%) agreed that one of the issues that has prolonged persistent crisis between Ugborodo community and Chevron Nigeria Limited is the failure to honour agreement. A total of 60 respondents with additional 70 respondents further consented that the employment of Ugborodo indigenes by CNL instigates the frequent crisis. This revelation brings to fore the fact that the Nigeria local content Act that seeks indigenes participation of locals in every capacity is strongly neglected.

To buttress this point, 100 respondents attested that CNL intervention programmes are not based on community agreement. However, Ugborodo community is not without environmental pollution as 70 respondents (36.8) and 60 respondents (31.6) respectively agreed that environmental pollution exists. Notwithstanding, findings show Ugborodo community is more concerned and interested in engaging opportunities from CNL. This shows that there have been long standing issues raised by Ugborodo community. These issues may affect CNL public relations effort if left unattended to. This perspective aligns with Ann Duenne (1990) who mentioned communal and environment issues as the cause of crisis.

This implies that Chevron Nigeria Limited will have to carry out further investigation into its community engagements with Ugborodo community as it concerns employment and its Corporate Social Responsibility.

Research Question 2: Are public relations strategies employed by CNL effective in managing community crisis?

Analysis of data presented in Table 2 provided information to show that there are thriving and existing public relations strategies at play in Ugborodo community. Majority of the respondents 14 (93.3%) are of the opinion that CNL engages her host community Ugborodo in regular discussion. 13 respondents (86.7%) believe that CNL carries out her annual corporate social responsibility in the community. This perception is further highlighted as 12 respondents (80%) attest that CNL supports community effort for development. This position was supported by 12 respondents (80%) who noted that CNL engages the youths when there are vacancies.

Most oil companies in Nigeria are currently employing lots of corporate social responsibility strategies as a way of going back to communities in which they operate. They noted that many oil companies decided to set up strategies that are aimed at not only enticing the communities in which they operate but to also improve their lives together. This also reveals the use of the deal strategy by CNL.

Research Question 3: What are the corporate social responsibilities by Chevron Nigeria Limited to Ugborodo community?

As represented in Table 3, the analysis reveals that majority of the respondents 14 (93%) are neutral when asked about Chevron building a market for Ugborodo community. On the award of scholarships to Ugborodo indigenes, all 15 respondents (100%) affirmed that Chevron keeps to her Corporate Social Responsibility. While 12 respondents (80%) remain neutral on Chevron giving welfare support to the aged, 13 respondents (86.7%) are positive on Chevron's provision of a health centre for the community.

On provision of ferries/boats to transport community workers, CNL PGPA personnel 12 respondents (80%) were neutral. The issue of provision of community shoreline protection remains a long lived problem on Ugborodo community. 12 respondents (80%) are neutral on that regard, some neutral stance was taken on questions bothering on building of schools and the tarring of community roads.

Out of the 190 respondents, a total of 160 respondents (84.21%) affirmed their dissatisfaction with the rate of meetings Chevron holds with Ugborodo community, 10 (5.8%) and 60 (31.6%) respondents respectively, strongly agree that the type of jobs given are not the type of jobs they want. 170 respondents (89.5%) confirm that the crisis keeps recurring because Chevron is yet to reach a concrete agreement with Ugborodo community.

Also 160 respondents (84.2%) maintain that most of Chevron Nigeria Limited's intervention projects are not sustainable. The above representation can be interpreted to mean that for good face saving measures and to recoup its image and reputation, CNL will need to have more interactions and discussions regularly with its host community as can be inferred from section 2. Also the kind of jobs given to the indigenes from the community should be considered. There is need for CNL to define its memorandum of understanding with Ugborodo community with regards to her social responsibility for Ugborodo.

The issue of sustainability of intervention projects given to Ugborodo community such as pipe borne water and electricity, will need to be addressed. According to Mr Erikowa, coastal consultant to Chevron Nigeria Limited's Initiative PIND - (Partnership Initiative for Niger Delta), the issue of project sustainability rests on the shoulders of the community. Reason being that they own the projects and they are the immediate recipients. In 2005, amid violent clashes many of Chevron's community development projects and production facilities were destroyed. As a result, the company pioneered the Global Memorandum of Understanding which gave rise to Chevron Nigeria Limited funded planned and contracted projects.

Conclusion

From the above presentation, it is evident that inputs of public relations often fall short of aspirations when little or nothing done by the company or organization in question concerning pending issues of crisis management. Chevron Nigeria on her part seems too insurmountable as it is neck deep in crude oil exploration and has unburdened itself to its constituted regional development committees without checking its overall scorecard in the host communities. This has over time resulted in restiveness and tended to aggravate the feeling of neglect by the Niger Delta region especially, Ugborodo community. Ugborodo community on the other hand are indifferent about the sustainability of intervention projects handed to her.

Recommendations

1. It is recommended that CNL should spell out its rules of engagement with Ugborodo community to prevent recurring crisis and arbitrary demands from them.
2. CNL should adhere strictly to her corporate social responsibilities by understanding and integrating community perceptions into its corporate social responsibilities, policies and practice.
3. CNL should come closer to the threshold of the Nigeria Oil and Gas Industry Content Development Act, 2010 by engaging more indigenes of host communities in training and employment.

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