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MTN NIGERIA AND NIGERIAN ECONOMIC DEVELOPMENT: A MULTINATIONAL CORPORATION STUDY

THANKGOD OYINPREYE APERE & WARLICE JOEL UCHE

Abstract

This study examines MTN Nigeria and Nigerian economic development: A multinational corporation study. The relationship between host nations and multinational enterprises should be based on mutual benefits. Corporate social responsibility (CSR), foreign direct investment (FDI), and foreign portfolio investment (FPI) are economic initiatives aimed at promoting the economic development of host nations and providing a platform for the growth of multinational enterprises. To effectively capitalize on the benefits of multinational firms, governments must realize the importance of technology transfer and its impact on economic advancement. As a result, governments hosting large firms should modify their present policies and institutions to not only attract foreign direct investment (FDI), but also to promote successful technology transfer, including local dissemination and generation. Governments should establish national policies to ensure that multinational companies develop and implement good customer relations programs as part of their efforts to deliver effective services to the people and improve the quality of education within the nation. MTN Nigeria has already engaged in a number of public relations projects and continues to do so. Some have already been completed, and the corporation intends to introduce additional ones as part of its corporate social responsibility (CSR) initiatives. These projects strive to give back to society while also thanking the environment and the community in which they operate. Agencies like Servicom can be empowered to monitor the quality of services and customer relations offered by these companies, with the goal of recognizing the best company with superior customer relations programs and potentially recommending the waiver of certain percentages of the company's annual tax payments.

Keywords: Multinational corporations, Corporate social responsibility, MTN, Host communities.

Introduction

MNCs and the nations in which they operate have intricate and interacting interactions. Global trade and industrial conditions, as well as sociopolitical issues, impact MNC investment choices. The OECD's suggestions to lower barriers between member nations, as well as the "Glasnost" movement, offer intriguing potential for MNC development. Domestic political and market dynamics determine the host country's policies, which are also influenced by the international

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regulatory and market environment. As a result, the interaction between an MNC and a host nation is determined by the particular issues that both sides encounter.

The notion of strategic position is important for assessing the power relations between MNCs and host governments. Using Coleman's standard definition, this strategic connection may be quantified as a function of reciprocal interests and control that both parties have over the MNC's local production (Heum, 1982).

The relative potential of the MNC to: (1) create employment and tax income, (2) engage in foreign commerce or cut imports, and (3) contribute to local economic growth drives the host country's interests. The number of applications for concessions or production licenses can be used to evaluate the host country's alternatives. This assessment of alternatives is comparable to the idea of "comparison level for alternatives" in Thibaut and Kelley's (1978) social exchange theory. A country is less interested in any one firm when multiple corporations offer similar chances.
The host country's available options and the type of investment restrict MNC influence. Labor-intensive industry gives an MNC greater control because it can be transported more readily across borders than natural-resource-based production. Investments in capital-intensive facilities, on the other hand, are more difficult to liquidate and strengthen the host country's influence (Kogut, 1983). Assets that are specialized to a certain place, for example, decrease the number of possibilities and make the MNC more vulnerable to changes in its strategic position (Williamson, 1985).

When compared to other sectors of the economy, the Nigerian telecoms industry may be among the best in exhibiting social responsibility and good corporate citizenship. The quantity of taxes and levies paid, the creation of jobs, the provision of healthcare services, the encouragement of sports, the arts, and culture, as well as other community development projects, all attest to this.

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The sector has continuously contributed significantly to the development of the economy and society. But for the most part, their efforts have gone unacknowledged or undetected.

A consultancy business and MTN Nigeria, a well-known telecom provider in Nigeria, worked together to draft a CSR policy direction document in 2004. The MTN Foundation was subsequently founded by the business to supervise the local application of its CSR policies. In her search for the Best Practices in Corporate Social Responsibility, Adesina (2014), noted that financial performance, employee relations, community outreach investment, job creation and retention, environmental responsibility, human rights, and financial performance are all included in the social responsibility elements.

Many companies in Nigeria have contributed large sums of money to environmental protection initiatives, infrastructural development in host communities, charitable donations such as relief materials for refugees or disaster victims, scholarship programs, and sponsorship of sports programs over time. These businesses include manufacturing companies, banking institutions, and telecommunications companies. Although many of these businesses make their contributions known to the public, their principal constituencies—the host towns and the local, state, and federal governments—frequently are aware of these initiatives. This ignorance may provide the false impression that these businesses are not actually giving people more power. For example, a business cannot be deemed socially responsible if it quietly encourages promiscuity through advertisements that include provocative clothing and loving gestures. Likewise, the influence of corporate social responsibility on the Nigerian educational development process indicates that MTN places a high priority on CSR in the field of education.

In the past, the expectations of society from commercial organizations were limited to the efficient allocation and maximization of resources. However, times have changed, and contemporary businesses now need to consider social responsibility in addition to maximizing profits.

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It's important to compile and arrange opinions about MTN's CSR initiatives for improving education in Nigeria, especially in the light of the alleged knowledge gap. It is crucial to comprehend the extent to which MTN supports community and public educational development goals. Even if it is believed that every person has the right to an education, access to it is not entirely guaranteed. Nigeria and other emerging nations still have issues with the fundamental components of their educational systems. The lack of progress in Nigeria's educational system can be attributed to a number of factors, including incompetence on the part of the government, corruption, inconsistent policies, and a failure of businesses to uphold their corporate social responsibility. Nigeria's educational system has suffered as a result. However, amidst all these contradictions, the position of MTN in the role of the corporate social responsibility in the economic development of Nigeria is yet to be ascertained. The specific objectives are to:examine the role of corporate social responsibility and economic development in Nigeria; explore the impact of MTN contribution on Nigeria economic development in Nigeria; and review the effect of institutional and structural power between Host Country and MNC in Nigeria.

Brief History of MTN Nigeria

MTN Group Limited, formerly known as M-Cell, is a South African multinational business and mobile telecommunications carrier headquartered in Johannesburg. MTN Nigeria won one of three new 15-year licenses in an open auction procedure in 2001, as part of the World Bank-supported deregulation of the telecoms market. MTN Nigeria, a part of the MTN Group and Africa's top mobile telecommunications business, was founded in 2000. In 2001, the business obtained GSM 900MHz and GSM 1,800MHz licenses in Nigeria, allowing it to provide mobile services. Following the Nigerian GSM auction conducted by the NCC in 2001, MTN Nigeria made the first GSM call and subsequently began full commercial operations in Lagos, Abuja, and Port Harcourt. The company's subscriber base increased from more than one million in 2003 to more than 50 million by 2013, and about 67 million by December 2018. In 2006, MTN Nigeria received a Unified Access Service Licence to offer fixed, mobile, and international gateway services. The

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company also secured a 2GHz spectrum licence in 2007 to deliver 3G services. MTN Nigeria invested N864 billion in capital expenditure in Nigeria during the past five years, improving its telecommunications infrastructure (NBS, 2018).

MNC (MTN) and Economic Growth and Development in Nigeria

The Nigerian economy has experienced a number of reforms and restructurings in important areas such as finance, petroleum, and electricity over time. These changes helped the financial industry significantly, since banks and insurance firms were compelled to recapitalize/consolidate in compliance with government rules. The introduction of the global system for mobile communications (GSM) in 2001 resulted in considerable changes in the telecoms sector. Furthermore, among the structural reforms achieved in recent years are the liberalization of the downstream petroleum industry and the privatization of previously government-owned enterprises. Between 2001 and 2007, the country's gross domestic product (GDP) grew at a compound annual rate of 20.68% in nominal terms. A noteworthy trend in the economy's growth is the increasing contribution of the non-oil sector, particularly the agricultural and telecommunications sectors, to the nation's GDP (Equity Research Report, 2009).

Corruption is now prevalent in Nigeria, impacting on people of all ages and backgrounds, including politicians, non-politicians, military personnel, and citizens. This results in the misuse of public funds stifles economic progress and prevents vital policy reforms for development. Overall, corruption stifles growth and undermines Nigeria's established economic ideals. Nigeria is listed as one of the most corrupt countries in the world, according to Transparency International (2005), as mentioned in Rotimi, et. al, (2013). Corruption depletes a country's resources, raises corporate prices, causes inflation, and severely decreases governmental income (Rotimi, et. al, 2013).

Nigeria has a plethora of biological and non-biological natural resources. Agriculture's role in supporting economic growth and sustainable development cannot be emphasized. Agriculture not

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only contributes to economic growth and job creation, but it also creates export earnings and aids in poverty alleviation. According to Olajide, Akinlabi, and Tijani (2012), the agricultural industry contributes considerably to Nigeria's GDP and is a key source of employment. According to their findings, the agriculture sector accounts for more than 30% of the GDP.

Furthermore, international firms contribute to the growth and development of nations such as Nigeria. These businesses have the ability to increase actual output and make direct investments in the creation of tangible items inside the economy. Their presence in host countries reduces the need for imports and fosters increased competition, leading to more efficient allocation of production resources, as noted by Bakare (2010).

Multinational corporations benefit host countries' economies in a variety of ways, including facilitating the global distribution of goods and services, increasing employment opportunities, particularly for the world's poorest people, fostering significant economic growth through foreign direct investment, and contributing to the generation and application of valuable knowledge through research and development and global adoption of technological advancement. These firms also increase investment and income in host countries, contribute to the improvement of their local surroundings, provide access to high-quality managerial expertise, improve the balance of payments of host countries by increasing exports and decreasing imports, and help to standardize the costs of production factors (Osuagwu & Ezie, 2013).

Furthermore, they promote domestic production, enhance efficiency and effectiveness in the manufacturing process, and evoke favourable responses from local enterprises. Many renowned Nigerian entrepreneurs, for example, began their careers with global organizations, where they gained crucial skills and information that helped them launch their businesses (Osuagwu & Ezie, 2013).

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Challenges and Conflicts between Host Country and MNC

The analysis of multinational firms has been the subject of a substantial body of writing, many of which have been written by academics from developing countries like Nigeria. These endeavours seek to clarify the functions and undertakings of transnational corporations, including definitions and their overall influence on the host nations, which might be beneficial or bad. These effects cover a wide range of topics, such as the creation of job possibilities, advancements in technology and infrastructure, economic empowerment, and social and political influence (Adebisi, 2003). However, there are obstacles involved in establishing a global corporation abroad. Predicting and comprehending these obstacles beforehand can have a big impact on the final result, making the difference between the venture's success and failure. Operating in Nigeria presents a number of hurdles for multinational CEOs, which may be broadly described as follows: poor economic conditions; inadequate infrastructure; problems with human resources; security risks; and cultural concerns (Afolabi, 2017).

Economic Situation: Due in large part to the unfavorable economic conditions in the nation, Nigeria presents a formidable obstacle for international corporations operating there. Nigeria has around 150 million inhabitants, making it the most populated country in Africa and the ninth most populous in the world. This makes the problems worse (Ezeja, Igbinedion & Anthony, 2021). Nigeria's economy, while seeing rapid growth, is beset by high unemployment rates, which peaked in January 2012 at 23.9%. According to UNICEF data, 92 percent of people live on less than two dollars per day, and 71 percent of people make due on less than one dollar per day. Due to families' struggles to satisfy their fundamental necessities and the surge in criminal activity that follows, these unfavourable economic conditions pose significant challenges for international corporations (Ango, 2012). As a result, Nigerians are more likely to perpetrate crimes and insecurity against multinational corporations and their executives (Ezeja et al., 2021).

Levels of Government Corruption: Many people think that Nigeria's government and institutions are rife with corruption, both locally and internationally. Despite recent initiatives to combat

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corruption, dealing with this problem is difficult due to certain politicians' unwavering desire of riches and power, which causes succeeding administrations to continue to tolerate high levels of corruption (Answers, 2012). The socioeconomic well-being of Nigerians is impacted by corruption that extends beyond governmental entities and includes civilian leaders influencing government decisions (Ezeja et al., 2021). Critical infrastructure and vital social services for Nigerians are at risk due to the persistence of corruption and the divergence of resources from vital development.

The negative consequences of corruption can be seen in both the infrastructural difficulties that drive up operating costs and the requirement that foreign companies operating in Nigeria use liaisons or representatives to handle business licenses and procedures in order to reduce requests for bribes from specific civil servants (Aworom, 2013). Multinational corporations doing business in Nigeria have a financial price in dealing with these repercussions.

Power Supply: The inability of Nigeria's power company to satisfy its power demands and operational inefficiencies has resulted in an unstable power supply that has a substantial influence on the operations of international companies operating in the nation (Babandi, 2019). For companies in Nigeria, the scenario frequently translates into prolonged daytime power outages, requiring the usage of generators to ensure power supply. But the continuous, unreliable power outage not only ruins local company operations but also interferes with the nation's internet connections, making it harder for multinational corporations to communicate globally. Multinational enterprises' operations expenses have increased due to Nigeria's power supply difficulties, which also negatively impact the efficacy of these companies in conducting business overall (Ezeja et al., 2021).

Roads & Transportation: Inadequate maintenance leads to the deterioration of a significant proportion of Nigerian roadways. Additionally, there are a lot of accidents and considerable traffic congestion on these routes, which causes major delays in the movement of products (Bulus & Ango, 2012). Foreign nationals living and working in Nigeria should hire a driver since negotiating

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the poor road conditions is very difficult and should not be attempted on their own (Bulus & Ango, 2021). Multinational companies operating in Nigeria are paying more for operating expenses as a result of these delays in the movement of products and the requirement for executives to hire personal drivers (Ezeja et al., 2021).

Communications Network: The communications network in Nigeria is unreliable; there are difficulties connecting to landlines and cellular services, and there are issues with lost calls, crossed lines, and insufficient coverage. The Nigerian Communications Commission which oversees the telecommunications sector, fined four cellular service providers for falling short of the required minimum standards of quality service, demonstrating the government's efforts to address these issues (Chigozie, 2018). Even with these efforts, Nigeria's average broadband speed is still quite poor, and the country has some of the highest internet service prices in the world. Only 16% of the nation's land area, mostly metropolitan regions, has internet connectivity (Indeed, 2021). Meeting the growing demand for communication services from clients is made more difficult by flaws in the infrastructure, such as an unstable power supply. This has an immediate impact on the productivity of foreign companies doing business in Nigeria and may raise operating expenses for companies doing business there (Ezeja et al., 2021).

Recruitment Challenges: Given the sizeable potential workforce, Nigeria's population is frequently seen as a benefit for international companies wishing to launch operations (Ebitu, Inyang, &Etim, 2016). Nonetheless, international corporations encounter several noteworthy human resource-related obstacles while recruiting in Nigeria. One of the main issues is the skill level of the Nigerian labour force; international corporations have had trouble finding the particular kind of qualified personnel they need. Since there are both well-meaning employees and others in Nigeria who may have illegal intentions, trust difficulties provide another big hurdle. Some people could try to take advantage of multinational corporations by plotting crimes against them or submitting fictitious employment applications (Eluka, Ndubuisi-Okoro & Okonkwo, 2016). Because of this, it is essential for companies doing business in Nigeria to distinguish between the two categories and

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make sure the right people are hired by doing extensive background checks and certificate verifications. Businesses in Nigeria may incur higher operating costs as a result of addressing these issues.

Religious & Ethnic Challenges: The organization known as Boko Haram, which means "Western education is forbidden," is mostly active in Nigeria's northeast. The organization has carried out many lethal assaults to establish Islamic law in the nation (Eluka, Ndubuisi-Okolo, &Anekwe, 2016). Multinational executives and experts are strongly urged to avoid this location since it is deemed unsafe for Christians, Westerners, and even Muslims (Ezeja et al., 2021).

Kidnapping Challenges: Kidnappings for ransom are a major problem in some parts of Nigeria because of the extreme poverty that forces some people to use desperate methods to survive. Due to the perception that they have greater resources, wealthy Nigerians and multinational executives are frequently the targets of desperate people looking for a way to make quick money. Business leaders must thus exercise greater vigilance in both their personal and professional life, especially when employing new employees because certain housekeepers and drivers could be complicit in kidnapping schemes. It is recommended that executives who live and work in Nigeria should carefully consider the security measures that would best safeguard both themselves and their companies. To this end, global companies operating in Nigeria may incur higher operating expenses as a result of the higher-than-necessary security measures (Ezeja et al., 2021).

Law & Order and Security Capacity Challenges: Nigerians are quick to respond when they think their already difficult economic conditions are getting worse. This quick reaction may increase hostilities and cause disputes, with companies being the focus of mob action. It becomes extremely difficult to maintain law and order since the police are frequently unprepared to deal with such mob movements. There is a security gap since many security services lack the necessary expertise and resources to stop these crimes. Multinational corporations that operate in Nigeria must have strong security departments to handle these obstacles, which adds to their operational expenses.

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The successful operation of enterprises and the defence of their interests in Nigeria depend on this investment (Ezeja et al., 2021).

Cultural & Public Relations Challenges: Nigeria's widespread poverty and high unemployment rates make people who are impacted by these circumstances feel deprived. Within global corporations, there is fierce rivalry for open positions. Those in Nigeria who are lucky enough to be employed by international corporations tend to have favourable perceptions of their employers. However, these favourable opinions could not be generally held by outsiders in the absence of successful public relations (PR) initiatives by multinational leaders.

Nigerians have a propensity to disrupt the activities of multinational corporations in some localities by doing things like demolishing communication poles (Jiboku, 2018). The impression that these companies take advantage of the local populace is what fuels this animosity. Business leaders may find it crucial to set aside funds for putting PR plans into practice and making community investments to promote strong community connections and offset any possible negative attitudes (Julie, 2019). Although these initiatives are good for community relations, they raise operating expenses for companies that do business in Nigeria.

Institutional and Structural Power between Host Country and MNC

Ball (1992), defines power as the ability to influence individuals via social connections, therefore influencing their control over their destinies. This notion is divided into two parts: (1) the sorts of social interactions that influence people's skills, and (2) the distinctiveness of these social relationships. Social connections are often classified into two major categories by social theorists: interactions among existing social actors and the creation of persons as certain sorts of social beings. The important distinction in the second component is whether the social interactions through which power functions are direct and particular or indirect and diffuse (Baldwin, 2002).

The Nigerian government has developed an investment policy that mandates multinational corporations to engage in corporate social responsibility (CSR) and social investment in the host

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country, either through partnerships or investments in existing local organizations. These policies effectively require multinational enterprises to engage in institutional social investment through foreign direct investment and foreign portfolio investment.

Ethical considerations have been established to encourage multinational enterprises to adopt sustainable CSR practices that contribute to economic development in the host country, while also ensuring that the host nation provides a conducive environment for profit-making through the patronage of its citizens. It is considered ethical to identify economic CSR practices that contribute to the economic and social development of the country in which the enterprise operates.

The Nigerian laws governing the establishment of multinational enterprises, which emphasize structural investment in the economic development of the host country under the regulations of foreign direct investment and foreign portfolio investment, are aimed at promoting economic development. The law is outlined below:

Section 650 of CAMA: An alien is defined as an individual or entity, whether a business or an association, who is not a Nigerian citizen or created in Nigeria. According to the existing legal situation, an immigrant may participate in the formation of a corporation in Nigeria. Essentially, this implies that an immigrant can collaborate or create a partnership with a Nigerian in order to conduct business in Nigeria.

Section 20(4) of CAMA: This remark supports the premise that, unless there are particular rules prohibiting foreigners from participating in trade or business operations, an alien or a foreign firm may engage in the formation of a company.

Individuals from foreign countries may conduct business in Nigeria. With specific exclusions and rules, a non-Nigerian can invest and participate in the operation of a business in Nigeria under Section 17 of the Nigerian Investment Promotion Commission (NIPC) Act. Foreigners can engage in business in Nigeria in two ways: through Foreign Direct Investment, in which they can start or

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run a firm, and through Foreign Portfolio Investment, in which they can invest indirectly by acquiring shares in Nigerian companies. Both approaches have particular standards and prerequisites that must be satisfied.

Advantages of Institutional and Structural Power

- Utilizing institutional power for economic advancement is advantageous for the host country and can also enhance the social ties between the host nation and multinational corporations.
- MTN as a multinational enterprise has utilized the institutional power to win the loyalty and truth of citizens of the host nation through their ethical act of corporation social responsibility (CSR), which makes them the giant among other telecommunication companies in Nigeria.
- Multinational enterprise indirectly makes demands of market monopoly by influencing government decisions to restrict too many competitors from establishing their business in the host nation.
- Since taxes are paid to the government of the host country, MTN can still strategically increase the cost of their goods and services to recover the expenditure of tax from the citizens of the host country.
- Structural power has created an avenue for foreign direct investments which allows MTN to collaborate with other firms in the host country which relatively increases their profitability and growth.
- Through foreign portfolio investments as a dimension of structural power have enable MTN to successfully take over other small competitors by buying off the majority shares of their competitive advantage.

Disadvantages of Institutional and Structural Power

- Institutional power usage by host nations can discourage a highly interested multinational firm to withdraw its interest in establishing a business in the country.

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- The cost of corporate social responsibility is capable of discouraging the idea of developing a CSR initiative that will attract economic development.
- The emphasis on structural power can lead to market monopoly after the purchase of a majority share from competitors.
- Financial fraud and tax invasion can be perceived when there is a strict use of structural power by the host nation.

Findings:

MTN Corporate Social Responsibility Initiatives in Nigeria

MTN Nigeria has already engaged in a number of public relations projects and continues to do so. Some have already been completed, and the corporation intends to introduce additional ones as part of its corporate social responsibility (CSR) initiatives. These projects strive to give back to society while also thanking the environment and the community in which they operate. Some of these PR and CSR activities include:

MTN Foundation Child-Friendly School Initiative (CFSI): This effort seeks to improve the quality of primary education. Initially, the initiative renovated three schools in Bauchi, Lagos, and Delta states, providing water and sanitary facilities as well as textbooks and teaching materials to establish an appropriate and conducive learning environment for young pupils.

The MTN Foundation-PAAC (Partnership against AIDS in the Community: This is a private-sector-led effort that takes a holistic approach to addressing the HIV/AIDS problem. The project's purpose is to raise awareness and understanding among about 30 million people using mass media and personal outreach. It also aims to provide counselling and testing to over 6,000 people, provide mother-to-child prevention services to 600 women, and improve the abilities of healthcare professionals.

MTN Foundation Universities Connect: As an ICT enterprise, the MTN Foundation's education mission is centred on a strong commitment to employing information technology successfully in

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education. The MTN Foundation is committed to making large educational contributions that will have a beneficial impact at the elementary, intermediate, and university levels. The education portfolio aims to empower individuals by offering information and technology resources to facilitate skill acquisition, transfer, and development, to improve national literacy levels, and to provide educational tools for successful learning.

MTNF Scholarship Scheme for Blind Students (MTNF-SSBS): This initiative is intended to enhance the science and technology scholarship program by providing annual scholarships to 100 top-performing visually impaired students enrolled in Nigerian universities, polytechnics, and colleges of education. MTNF is committed to improving the capacities and social inclusion of persons with impairments. As a result, the Board of Directors of the corporation established a scholarship program for visually impaired students to support students with special needs. 113 scholarships were awarded in the first phase of the scheme to students from 25 Federal and State-owned postsecondary institutions. The second phase, which was completed successfully in 2013, resulted in a total of 171 visually challenged pupils who satisfied the selection requirements. Each recipient receives the amount of N200,000.00 for one academic session, and ongoing mentoring support will be offered to ensure that beneficiaries maintain their Cumulative Grade Point Average (CGPA) to remain in the program.

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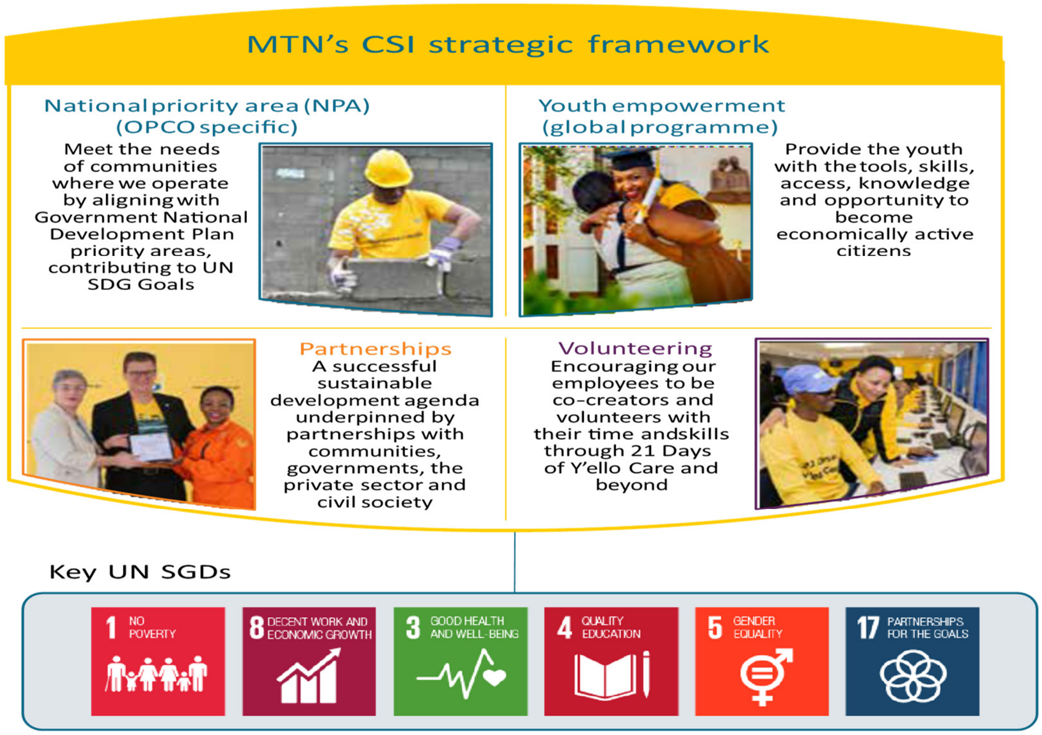

Conclusion and Recommendations

Large foreign corporations have boosted Nigeria's economic progress. These firms transfer technology both directly to their foreign-owned subsidiaries and indirectly to local enterprises in the countries in which they operate. They generate jobs and improve living conditions in these countries. Many local people employed and taught by these international enterprises receive significant information and skills that they may later utilize to work for these companies or establish their businesses. Foreign direct investment in these nations has improved their balance of payments and enhanced their financial and capital resources. Furthermore, the wealth created by these international corporations has allowed the Nigerian government to raise its tax collection. These corporations' taxes have been utilized to build infrastructure and strengthen the nation's economy. Nigeria has gained the most from foreign direct investment of any nation in West Africa since it is the region's principal beneficiary of such investment.

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The relationship between host nations and multinational enterprises should be based on mutual benefits. Corporate social responsibility (CSR), foreign direct investment (FDI), and foreign portfolio investment (FPI) are economic initiatives aimed at promoting the economic development of host nations and providing a platform for the growth of multinational enterprises.

To effectively capitalize on the benefits of multinational firms, governments must realize the importance of technology transfer and its impact on economic advancement. As a result, governments hosting large firms should modify their present policies and institutions to not only attract foreign direct investment (FDI), but also to promote successful technology transfer, including local dissemination and generation (Lee and Tan, 2006). Policymakers must recognize that contrary to popular belief, FDI may not always result in economic development; in fact, it may increase market and economic risks, since they are expected to account for all of the risks involved with FDI from multinational organizations, since this might raise risk premiums, discourage investment, and weaken domestic firms' capacities owing to increased and uneven rivalry in today's global environment (Awolusi, 2012).

Governments should formulate national policies to ensure that multinational companies develop and implement good customer relations programs as part of their efforts to deliver effective services to the people and improve the quality of education within the nation. Agencies like Servicom can be empowered to monitor the quality of services and customer relations offered by these companies, with the goal of recognizing the best company with superior customer relations programs and potentially recommending the waiver of certain percentages of the company's annual tax payments.

Author's Profile

ThankGod Oyinpreye Apere is an educationist and economist having taught economics through the 80s at various secondary and tertiary institutions in Rivers State, Nigeria. He taught Economics at the Rivers State College of Education in 1995 before joining the Niger Delta University in 2002 as a pioneer lecturer of the Department of Economics. He obtained his Ph.D in Economics from

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the University of Calabar in 2015. He is currently an Assoc Prof in the Department of Economics, and the Director of the Directorate of Consultancy, Entrepreneurship, Research and Development (DOCERAD) Niger Delta University. He is a fellow of several professional organisations that include; Nigeria Institute of management; Fellow, Institute of Classic Entrepreneurs, Nigeria; Fellow, International Institute of Certified Forensic Investigation Professionals USA; Fellow, Institute of Charted Economists of Nigeria; Fellow The Global Academy of Entrepreneurship and Innovation; Fellow, Academy of Technology Innovation Management and Entrepreneurship; Fellow, Institute of Economist of Nigeria (FINENT) Member, International Research and Development Institute; Member, Niger Delta Business RoundTable; Member, Nigerian Economics Society; etc. He has several national and international journal publications to his credit.

Warlice Joel Uche earned a BSc, MSc and PhD in Economics from the Niger Delta University, Nigeria. He is a member of the Nigerian Economics Society and the Institute of Nigerian Economists (FINENT). He possesses strong research skills and is highly effective in developing and implementing marketing strategies. He is currently employed as a research officer at Niger Delta University's Directorate of Consultancy, Entrepreneurship, Research and Development.

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