

GHANA INSTITUTE OF JOURNALISM

CORPORATE SOCIAL RESPONSIBILITY (CSR) AND STAKEHOLDER ENGAGEMENT: AN ASSESSMENT OF PROMASIDOR GHANA LIMITED (PGL) CSR PROGRAMME



SUBMITTED BY

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DEDICATION

I dedicate this research work to the Almighty God for His grace and for seeing me through my studies. Also, to Mr. Kingsley Agyemang and his staff at the Ghana Scholarship Secretariat for their support.

STUDENT’S DECLARATION

I hereby declare that this research work was independently conducted by me for the School of Graduate Studies and Research of the Ghana Institute of Journalism, and that it has neither been presented in whole nor in part to any other institution for any award.

I bear sole responsibility for any shortcomings.

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this research work was supervised by me in accordance with the guidelines on supervision of project works laid down by the Ghana Institute of Journalism.

Name: Dr. Mavis Essandoh

Signature:

Date:

LIST ABBREVIATIONS

AGM	Annual General Meeting
CCC	Community Consultative Committee
COVID-19	Coronavirus
CSR	Corporate Social Responsibility
CSP	Corporate Social Performance
CSRO	Corporate Social Responsibility Orientation
CED	Committee for Economic Development
CGML	Chirano Gold Mines Limited
MNCs	Mining Multinationals
NGOs	Non-Governmental Organizations
PGL	Promasidor Ghana Limited
SMEs	Small and Medium-Scale Enterprises
WBCSD	World Business Council for Sustainable Development

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ABSTRACT

Corporate Social Responsibility (CSR) has become a major business strategy for global firms and many local organizations as a means of strengthening ties with government, employees, NGOs, and communities that they operate in. This has increased its popularity in the 21st century in both business and academic settings. In response to this, interest has heightened on how firms define and engage their stakeholders in the implementation of CSR activities. This study sought to examine the extent to which Promasidor Ghana Limited (PGL), a Food and Beverage Company located in Greater Accra region of Ghana engages with its stakeholders in the planning and implementation of its CSR activities. The study was carried out within the framework of the stakeholder theory and Carroll's CSR pyramid. The study critically examined the methodologies and the primary data collection strategies adopted by previous researchers to the study of CSR and proposed a mixed method approach with larger samples for this research. The study found out from the review of previous findings on CSR that employees (internal stakeholders) valued community participation as a prerequisite for implementing and sustaining Corporate Social Responsibility programs. Further, employees' participation in policy decision relating to Corporate Social Responsibility was only limited to management, senior staffs and long serving employees within the junior staff and operational staff categories. Based on the analysis of previous findings, the results of this study would have revealed that Promasidor Ghana Limited (PGL) does not embrace the concept of stakeholder engagement in the planning and implementation of its CSR activities in the beverage industry. Due to the advent of corona virus (COVID-19) which affected the collection of primary data, the study recommended that future studies on CSR should focus on the food and beverage industry in Ghana with the adoption of mixed methodology approach with a larger sample size should be conducted to determine the level of involvement of stakeholders in the planning and implementation of CSR activities.

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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study and Context

The definition of Corporate Social Responsibility (CSR) is supremely vague, and has been for its entire history. Therefore, each firm creates its own definitions of what constitutes CSR (Kotler et al., 2016). Firms communicate their definitions through corporate stories and narratives which are shared with internal and external stakeholders via a number of media including web sites, blogs, social networking sites, intra company communications and strategies, shareholders' reports and even through advertisements.

Though CSR is not a new concept, the upsurge of the debate has made the concept seemingly new, particularly in Ghana. Crowther and Aras (2008) posit that CSR is concerned with what is or should be the relationship between global corporations, governments of countries and individual citizens. More locally is concerned with the relationship between a corporation and the local society in which it resides or operates. Another definitions is concerned with the relationship between a corporation and its stakeholders. Studies (Porter & Krammer, 2006) show that companies are increasingly being held accountable for the social and environmental consequences in both academic and business contexts (Kotler & Lee, 2005).

However, the reality of implementing socially responsible strategies can be a challenge for firms. (Bhattacharya et al., 2009). Firms in controversial industry sectors may experience even greater hurdles, due to a lack of trust or credibility, and find that their efforts in corporate social responsibility are subject to more intense public scrutiny (Palazzo & Richter, 2005).

The debates continue about the best strategies for the management of CSR as it is well argued that a corporation is a social institution (Ohmae, 1999) whose responsibilities extend far beyond the wellbeing of its shareholders to giving security and a sustainable good life to its employees (internal stakeholders), customers (external stakeholders), suppliers, local communities, and the society beyond the current generation (Friedman & Miles, 2001). In other words, businesses around the world are being judged not only with respect to how they meet their business objectives, in terms of their profitability and their ability to create shareholder value, but also in terms of their impact on the environment, the ethics and sustainability of their business practices, their respect for the law, and their overall contribution to society.

This continuous demand has necessitated the concept of CSR and stakeholder engagement. As Kotler (2016) points out, an organisation is not the only one who has a vision of what CSR should be. The stakeholders of the organisations also create their own meanings of CSR based upon the different CSR activities and behaviours they value. However, the organisation's multiple stakeholders each have different needs and desires for the organisation, so each stakeholder group will have different definitions for CSR based upon those needs and desires. And therefore, these differences in definition between the organization and its stakeholders must be managed in order to prevent conflicts that result in negative publicity, customer loss, lawsuits and even legislation (Kotler, 2016).

Though the concept of CSR will be defined more fully in the literature review, for the purpose of this section, CSR is described as a business management system that integrates the core profitmaking function of business with the need to address the impact of the business activities on the society in which it operates. In effect the spirit of CSR requires that businesses not only obey

the law and generate profits, but must also contribute to the special development of the society in which they generate their profits. CSR profit-making with ethic, corporate citizenship, corporate social performance, environmental protection and sustainability.

CSR programmes deliver enormous benefits and security both to the bottom line of the business and beyond it. In a qualitative study undertaken by Bonuedi (2016) on CSR executives' perspectives of CSR reporting and stakeholder management in Ghana, it was found out that companies use CSR as a tool in correcting negative perceptions stakeholders have about their firms. It was also observed that the absence of effective communication of CSR actions may fuel stakeholders' scepticism which may be significantly detrimental to the effectiveness of managing stakeholder groups.

A study conducted by Enquist et al. (2006) on Adoption of Corporate Social Responsibility: Incorporating a stakeholders perspective, concluded that firms or companies must move beyond a dualistic analytical approval and linking stakeholder thinking to CSR in a more proactive and respective manner to bring value creation where core values are developed in order to build a trusting relationship with stakeholders.

Barnieh (2015) also conducted a study on mining sector CSR stakeholder management - A case study of *Chirano Gold Mines Limited, Ghana*, concluded that effective stakeholder engagement in carrying out CSR provides working relationship between mining companies and communities which provides the necessary platform to operate without hindrances. The qualitative research found out that though CSR practice is not mandatory, it is required and desirable. *Chirano Gold Mines Limited* has institutional arrangement for stakeholder engagement in CSR through the establishment of a community consultative committee headed by a chief and Trust Fund Board.

The company adopts a stakeholder engagement approach, involving three key strategies, which has prevented any potential confrontation from community members. The active involvement of stakeholders in CSR projects has rendered the mining environment a very congenial atmosphere to operate unlike the mining areas associated with rampant confrontations.

There is also increasing recognition that engagement and collaboration with stakeholders is fundamental to the successful implementation of a company's CSR programmes and realization of its objectives. Freeman (cited in Bonuedi, 2016) defined stakeholders as any group or individual who can affect or is affected by the achievement of the organisation's objectives, Savage et al. (1991) defined stakeholders as groups or individuals who have an interest in the actions of an organisation and the ability to influence it.

Engagement with stakeholders can take many forms, and can occur at many levels, and on many platforms, including online, communities, consultative groups, face-to-face meetings, and dedicated telephone line for stakeholder phone-ins. Some big companies even have CSR departments and staff dedicated to their CSR programmes and stakeholder engagement. When done properly, stakeholder engagement and collaboration can help build trust and reputational capital (GreenBiz, 2015).

Many companies now have dedicated CSR and stakeholder departments with CSR and stakeholder budgets, and dedicated staff trained in CSR and stakeholder management and processes. These companies often have formal structures and processes in place to engage with stakeholders on a regular basis. These include formal meeting schedules and agendas, stakeholder office holders who run or assist in the running of stakeholder meetings, and formal processes for the formulation of CSR and stakeholder programmes and for providing feedback to the company.

Despite the importance of CSR and stakeholder engagement in the more developed economies, Ofori (2014) has noted that the concept of stakeholder engagement is relatively new to the Ghanaian business sector. He observes that to promote or achieve the successful implementation of CSR and broaden its scope beyond its current forms on philanthropy, managers must build bridges with their stakeholders through both formal and informal dialogues and engagement practices. In addition, Ofori (2014) argued that organizations must link their CSR activities to areas that improve the firms, long term competitiveness, as well as the business' social and economic value.

Promasidor Ghana Limited (PGL) is a food and beverage company located in the North-Industrial Area, Accra. It is known as one of the leading producers of beverage and food products in Ghana and other countries in Africa. The vision of PGL is to provide affordable, top quality products to all the people of Africa. Its values hinges on the demonstration of highest standard of corporate governance and corporate and social responsibility throughout the group with clear obligations to consumers, suppliers, employees and to the communities in which they operate. These obligations are respect, integrity and openness (Promasidor, n.d.).

Promasidor was founded in 1979 by Robert Rose, who left the United Kingdom in 1957 for Zimbabwe to pursue his African dream. As chairman of Allied Lyons Africa for over 20 years, he travelled extensively across Africa and gained a unique and thorough knowledge of the food industry throughout the continent. In particular he noticed a lack of availability of the one highly nutritious product that the development world takes for granted – milk. He realized that with technology in the manufacture of milk powders advancing rapidly, there was an exciting opportunity to provide milk powder in small portions that could be packaged in flexible sachets. It was found that removing the animal fat from the milk and replacing it with vegetable fat allowed

for a longer shelf life. This meant that for the first time, milk powder could be distributed across the vast African continent, providing access to affordable milk to everyone in Africa.

A passionate belief in this vision fuelled the pioneering concept of selling filled milk powder in small sachets and *Promasidor* began selling the cowbell brand in the Democratic Republic of Congo (then Zaire) in 1979. Today *Cowbell* (Promasidor Company) is in majority of countries across Africa, including Ghana (Promasidor, n.d.).

Ofori (cited in Barnieh, 2010) argued that Ghana has no legal framework for CSR and as such companies are involved in various CSR activities for education, sponsorship of events and cash donations. Despite the evidence to support firms' commitment to CSR initiatives, inadequate engagement of stakeholders has been identified as major constraint of firms in Ghana due to its prolonged processes. This study has been inspired by the numerous discussions, and criticism on the subject matter, corporate social responsibility and stakeholder engagement.

1.1 Statement of the Problem

It is inevitable in a pluralistic, special-interest society that the major institutions that make up that society, such as business and government, will become the subjects of considerable scrutiny and criticism (Carroll & Buchholtz, 2009). Previous literature has found that many mainstream CSR agendas of firms have failed to address the realities in marginalised countries (Fox, cited in Wunpini et al., 2019), and have not resolved the real economic, political and social issues in these countries (Idemudia, cited in Wunpini, 2019). Another critique is that corporations often ignore the “big picture” when pursuing CSR goals driven by Western modernisation values (Idemudia, cited in Wunpini, 2019).

Furthermore, Spar and Mure (cited in Barnieh, 2015) postulate that corporate stakeholder such customer, government employee and NGO are important movers of CSR engagement and activities. But how such stakeholders can truly stimulate CSR engagement and activities have not been well explored and hence leaving some questions unanswered: how are stakeholders' involvement in the planning of CSR programmes in the food and beverage sector, to what extent does the food and beverage sector engagement with stakeholders achieve CSR goals and what are the challenges of engaging stakeholders in CSR programmes in the food and beverage industry?

Again, it appears CSR work in Ghana has focused on the CSR practice of institutions like banks (Hinson et al., 2010), mining companies (Andrews, 2016), telecommunications companies (Mahmoud & Hinson, 2012), and even NGOs (Dartey-Baah et al., 2015). Scanty literature on CSR and stakeholder engagement in the food and beverage industry can be found in the Ghanaian context. This study therefore attempts to fill the gaps in research identified above and provide answers to the various unanswered questions using *Promasidor Ghana Limited* as case study whiles examining how stakeholders could be managed within CSR to help maintain the brand and image of the firm.

1.2 Research Objectives

Based on the above understanding, it then holds that the aim of the ensuing research is to examine the extent to which Promasidor Ghana Limited (PGL) engages with stakeholders in the planning and implementation of its CSR programmes. Particularly, the research has the following **specific objectives:**

1. To examine the stakeholders involvement in the planning of PGL CSR programmes.
2. To assess the extent to which PGL engagement with stakeholders achieve CSR goals.

3. To ascertain the key challenges of engaging stakeholders in CSR programmes of PGL.

1.3 Research Questions

To achieve the research objectives, the following research questions will be used:

1. What are the stakeholder's involvement in the planning of PGL CSR programmes?
2. To what extent does PGL engagement with stakeholders achieve CSR goals?
3. What are the key challenges of engaging stakeholders in CSR programmes of PGL?

1.4 Rationale of the study.

While numerous studies have been previously conducted to study various CSR, this topic is far from being exhausted as a research area. Specifically, further studies can be conducted in the area of how firms engage their stakeholders in the planning, design and implementation of CSR programmes.

Bonuedi (2016) conducted a study to examine the perspectives CSR executives on CSR reporting and stakeholder management among companies that has been consistent on the Ghana club 100 over the period of 2010 – 2012. The research adopted a qualitative approach and the findings revealed that CSR information of companies was disclosed using not only embedded and standalone reports but through outlets including; corporations' websites, newsletters, press conferences and at verbal presentations during Annual General Meetings (AGM) of shareholders.

Alternatively, the processes that builds up from the planning stage to implementation can be studied in an in-depth manner to provide knowledge and understanding of how firms engage their stakeholders in their CSR programmes. This research sought to fill that gap through the use of

qualitative and quantitative methods to investigate how firms, specifically, Promasidor Ghana Limited (PGL) engages its stakeholders.

1.5 Significance of the study.

More research is needed on the relationship between firms and its stakeholders (Abalone, cited in Bonuedi, 2016). This call is on the claim that stakeholders often have the same goals, however, because of the ambiguity in CSR and the shortcomings in the relationships between these two, they often oppose each other. Therefore, to increase the effectiveness of CSR programmes a higher understanding between companies and stakeholders is needed. This study will provide information to enhance understanding on how to effectively engage stakeholders in CSR programmes. Also the outcome of the study will be useful to both practitioners and the academia. Specifically, this study will help Promasidor Ghana Limited (PGL) to know how to effectively engage and manage its stakeholders along their CSR process.

1.6 Scope of the study

The scope of study section of a research contains the areas to be covered by the researcher. It delineates the level of the object of study that would be covered by the particular research work so that both the reader and researcher have a perspective of what is aimed at and what is to be expected (Eze, 2018), and also contains the explanation of what information or subject is being analysed. This study focuses on the Corporate Social Responsibility and stakeholder engagement in the beverage industry in Ghana and study was confined to *Promasidor Ghana Limited* (PGL). The PGL was chosen because of its proximity and also as a leading beverage company that fit the issues under study.

1.7 Organization of the Study

This study will be organized into five chapters consisting of the following:

Chapter one will deal with the general introduction of the study. It consists of background to the study, statement of the problem, and objectives of the study, research questions, the significance, scope of the study and the organization of the study.

Chapter two of the study reviews relevant literature on the origin of CSR and its definitions, stakeholder definitions, and stakeholder engagement. Here, the theoretical framework espoused to explain the phenomenon is explored, related theoretical and empirical works are also reviewed.

Chapter three presents the methodology of the study. This entails a review and critique of research designs, sampling methods and sample populations used by other scholars to the study of CSR.

Chapter four of the study will presents the empirical results and discussion of findings with the concluding fifth chapter focusing on summary of findings, conclusions, limitations, recommendations and suggestions for future research avenues.

1.8 Chapter Summary

This chapter discussed the background of the study as well as the statement of the problem. It further presented the research objectives and questions, the rationale of the study, its significance, scope and finally the organisation of the study.

The next chapter will discuss the theoretical and conceptual frameworks of the present study as well as review related studies to situate this study in an existing body of literature.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the conceptual framework and theoretical underpinnings of the study. Specifically, two theories: Carroll's Corporate Social Responsibility (CSR) Pyramid (1979) and the Stakeholder Theory (Freeman, 1984) were used for the study. The chapter discusses related studies carried out to examine aspects of CSR and stakeholder engagement. Such literature relating to the concept of CRS and stakeholder engagement are accordingly reviewed in the second part of this chapter.

2.1 Definition of Concepts

2.1.1 Corporation Social Responsibility (CSR)

Although it is widely recognized that CSR is of significant concern to the globalized economy, there is no sign of agreement on its definition. Different definitions and understanding of CSR in the corporate world and in academia have emerged. Some see it as a forum for business – society interface (Waddock, cited in Nkrumah, 2013). Some also suggest it is a sound business practice (Guerra, cited Nkrumah 2013) Wheeler, Fabig and Boele (cited Nkrumah, 2013) also see it as a broader stakeholder consideration in business operations. For the purposes of this study, different generations of definitions for CSR will be explored for broad understanding of the concept.

Scholars in the early 1973 right up to 1990 conceptualized CSR as a social issue of businesses that revolved around what the society expected businesses to act. Key among them is Davies (1973) definition of what CSR ought to be, as the responsibility that decision-makers need to take not only to meet their own needs and expectations but also to safeguard the protection and

enhancement of public wealth (Davies, cited in Nkrumah, 2013). In furtherance, Carroll in 1979 took a broader outlook of the concept CSR and posits that social responsibility encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time (Nkrumah, 2013). According to Nkrumah (2013) in recognition with all the work of researchers in the past, Frederick in 1986 postulated that the basic idea of corporate social responsibility is that a business organization has an obligation to contribute to societal wellbeing. Then again, Carroll (2009) defined CSR as the social responsibility of business which encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organization at a given point in time.

From 2011, according to Barnieh (2015) the definition of CSR tends to include the concept of stakeholders and the crucial role they play in the process of CSR. It is concerned with treating the stakeholders of a company or institution ethically or in a responsible manner. Accordingly, Dartey-Baah (2013) defined CSR as the strategic decision of an organization to voluntarily and deliberately act upon the social factors that have the potential of militating against the fulfilment of corporate goals. This study therefore considers CSR as a process that integrates and involves all stakeholders in the decision-making process to act upon the social, legal, ethical and economic objective of a business.

2.1.2 Evolution of Corporate Social Responsibility

According to Moura-Leite and Padgett (2011) to fully appreciate and understand the concept of corporate social responsibility and stakeholder engagement, it is important to recognise its complex evolution and history. Thus, tracing the development of the concept from the period of its introduction will not only put the concept into perspective, but it will further enhance the knowledge of CSR among practitioners and researchers.

The roots of CSR can be traced back to Ancient Mesopotamia around 1700 BC, where King Hammurabi introduced a code in which builders, innkeepers or farmers were put to death if their negligence caused the deaths of others, or major inconvenience to local citizens. In Ancient Rome, senators grumbled about the failure of businesses to contribute sufficient taxes to fund their military campaigns, while in 1622 disgruntled shareholders in the Dutch East India Company started issuing pamphlets complaining about management secrecy and “self-enrichment” (Nikolova et al., 2017).

Furthermore, in 1981 Eberstadt claims in his study that phenomena of social responsibility were already presented in the ancient Greece, while today's corporate responsibility movement is an attempt to restore a 2000 year old tradition of businesses being connected to the community (Nikolova et al., 2017). Also, in the 18th century Adam Smith presented for the first time the classical economic model. The model suggested that the needs and the interests of the public would best be met if the individuals act in self-interest manner. Driven by their own self-interests, the individuals would produce and deliver goods and services which would earn them profit, but also meet the needs of the others.

To Carroll (1999) the concept of corporate social responsibility (CSR) has a long and varied history and that it is possible to trace evidences of the business community's concern for society for centuries. In addition, formal writing on social responsibility, however, is largely a product of the 20th century, especially the past 50 years, although it is possible to see footprints of CSR thought throughout the world (mostly in developed countries), formal writings have been most evident in the United States, where a sizable body of literature has accumulated (Carroll, 1999).

Sims (cited in Nikolova et al., 2017) posits that the contemporary CSR originated back to the beginning of the 20th century and is based upon two principles. That is, the principle of charity, which is based on religious tradition and suggests that those who are well financially should give to those with difficulties, and the second, the principle of stewardship, which says that the organizations have an obligation to serve the society and satisfy the public's needs since their wealth and the power that they have springs through their activities within the society. Furthermore, Sims (2003) contends that the second principle had an impact on how affected companies were faced by governments, press and other groups and led to the conduction of new and more socially responsible laws.

According to Baffoe (2018) corporate social responsibility did not see a major advancement in terms of conceptual growth until the 1970's, when the Committee for Economic Development (CED) commissioned a new study in 1971. Lee (cited in Baffoe 2018) argues that the publication by the CED, titled "*A New Rationale for Corporate Social Policy*", gave several perspectives to the debate by offering a wider lens for a thorough examination of the issues regarding social responsibility. To Lee (2008) the CED advanced an argument that every business organization functions by the consent of the general public and thus, their basic mandate is to beneficially serve the needs of the society where they operate. They noted further that there was a growing change in the social agreement between companies and the society, which has impacted their operations in many ways.

The latter part of the 1970's saw the progress of one of the most profound frameworks to understand the various ideas on CSR (Baffoe, 2018). Carroll (1979), suggested a four-part definition of corporate social responsibility which was borne out of a conceptual model of corporate social performance (CSP) (Moura-Leite & Padgett, cited in Baffoe, 2018). His three-dimensional model combined the three dimensions of the CSP, which included CSR, corporate

social responsiveness and social issues under single umbrella. The main objective behind the creation of this model was to aid in providing more clarification and also to integrate the several definitions and explanations that had been discussed in literature (Moura-Leite & Padgett, cited in Baffoe, 2018).

2.1.3 Who is a Stakeholder?

The term stakeholder has become a key to understanding business and society relationships. According to most definition of Freeman (1984), a stakeholder is defined as any group or individual who can affect or is affected by the achievement of the organization's objectives (cited in Barnieh, 2015). Freeman definitions focused on the power of a stakeholder, that a stakeholder wields some form of power over an organization. Then again, a stakeholder is an individual or group that has one or more of the various kinds of stakes in the organizations (Carroll, 2009). Just as a stakeholder may be affected by the actions, decisions, policies or practices of the business firm, these stakeholders also may affect the organization's actions, decisions, policies, or practices.

Researchers after the year, 2000 seem to centre their definitions on the fact that organizations affect the stakeholders and vice versa or have mutual relationships where the actions of each group affects the other (Barnieh, 2015). For example, Weber sees stakeholders as individuals and groups that are affected by an organization's policies, procedures, and actions (Barnieh, 2015) while Freeman and Parmer (2004) define stakeholders as those groups who are vital to the survival and success of the organization. The World Business Council for sustainable Development (WBCSD) in 2000 provided a list of entities that supposedly qualify as stakeholders and these include employees, customers, suppliers, government and their agencies, the public, Non-governmental Organizations (NGOs), investors, and lenders (Barnieh, 2015). Quiet apart from that, two decades ago Mitchell, Agle and Wood (cited in Barnieh, 2015) argued that apart from customers, suppliers,

competitors, government agencies / administrators, local communities/governments, activist groups and union persons, groups, neighbourhoods, organizations, institutions, societies, and even the natural environment are generally thought to qualify as actual or potential stakeholders. For the purpose of this research, a stakeholder is any individual or group that has mutual relationship with *Promasidor Ghana Limited* (PGL), with the ability to influence and be influenced by the company and whose actions or inactions can threaten the survival of the company.

The evolution and progress of the stakeholder concept parallels the growth and expansion of the business enterprise (Carroll, 2009). In the traditional production view of the firm, owners thought stakeholders as only those individuals or groups that supplied resources or bought products or services (Carroll, 2009). However, Carroll as time passed and they witnessed the growth of corporations and the resulting separation of owners from control, business firms began to see their responsibilities toward other major constituent groups if they were to be managed successfully. Then again, Carroll (2009) on the stakeholder view of the firm posits that management must perceive its stakeholders as not only those groups that management thinks have a stake in the firm but also those groups that themselves think or perceive they have a stake in the firm. This according to Carroll is a necessary perspective that management must take at the outset, at least until it has had a chance to weigh carefully the legitimacy of the claims and the power of the various stakeholders.

Stakeholders can also be classified into two categories, that is, primary and secondary. According to Clarkson (cited in Barnieh, 2015) primary stakeholders (creditors, shareholders, employees, customers, and suppliers) include groups with direct and sound legal rights on organizational resources. They (Clarkson, 1995) further argued that if any of the primary stakeholders becomes dissatisfied with and withdraws from the corporate system, the corporation cannot thrive. On the

other hand, Garriga and Mele (2004) asserts that secondary stakeholders (such as dismissed workers, the natural environment, media, a wide range of special interest groups and the general public) are those parties whose claims on organizational resources are less soundly established in law, thus are entitled less protection, or are based on non-binding criteria such as ethical obligation or community loyalty. Despite that, secondary stakeholders affect, or are affected by the corporation's actions but are not engaged in direct transactions with the corporation and is not essential for its continuance (Lee, 2007). This affirms (Garriga & Mele, 2004) claims that in recent times, groups of relevant stakeholders have come to include NGOs, activists, communities, governments, media and other institutional forces who increasingly voice the demand of what they consider to be responsible corporate practice from corporations.

2.1.4 Significance of Engaging Stakeholders in CSR Activities

A number of scholars and practitioners have examined the significance / or relevance of involving or engaging stakeholders in CSR activities. Baric (2017) maintained that when there is a quality of relationship and engagement between the firm and its stakeholders, it can be concluded that it affects the success of the firm and creates sustainable competitive advantage. Donaldson and Preston (cited in Barnieh, 2015) also argued that involving stakeholders in CSR activities create value for every connection between the company and its stakeholders. Then again, Rodriguez-Melo and Mansouri (2011) argued that stakeholder engagement in CSR activities has become the defining factor increasing managers' awareness helping legislation to be effectively implemented and making sustainability highly appealing to clients. In addition, by recognizing the importance of stakeholders and subsequently, engaging them in CSR projects would have an added advantage since the company would invest in shock absorbers better built to contain the possible external pressures and future changes in legislation obtained from the society (Gallagher, Rodriguez-Melo & Mansouri, cited in Barnieh, 2015).

Delmas and Toffel (2004) also posit that firms whose outputs have an environmental impact operates in a hostile environment and engaging a range of stakeholders in CSR will help leverage both coercive and normative pressures from a range of institutions including government, customers, community and environmental groups as well as industry. Accordingly, Sangle (2010) also observed that involving stakeholders in CSR projects leads to effective stakeholder management which has been found to be a key success factor in implementing CSR activities (cited in Barnieh, 2015). To add, Smith (2009) pointed out that involving stakeholders in CSR activities galvanize support from one's stakeholders such as customers and investors.

Table 1: Summary of Researchers' Views

RESEARCHERS	SIGNIFICANCE OF ENGAGING STAKEHOLDERS IN CSR ACTIVITIES
Rodriguez-Melo & Mansouri (2011)	Enhances competitive advantage.
Baric (2017)	Creates sustainable competitive advantage
Melo and mansouri (2011)	Increases managers awareness
Preston (cited in Barnieh 2015)	Creates value for every connection between the company and its stakeholders.
Sangle (2010)	Found to be a key success factor in implementing CSR
Delmas and Toffel (2004)	Helps leverage both coercive and normative pressures from a range of institutions.
Smith (2009)	CSR activities galvanize support from one's stakeholders such as customers and investors.
Gallagher (2005)	Helps invest in shock absorbers better built to contain the possible external pressures.
Kemp (2010)	Helps manage corporate reputation.
O'Riordan and Fairbrass (2008)	Helps to achieve CSR objectives

Source: Adapted from Barnieh (2015)

2.1.5 Motivation for CSR

A well-known CSR concept peddled in literature is that motivation for CSR activities should not be the expectation of improved financial status of the company, but rather the simple ethical reason of giving back to the community (Redman, cited in Diallo & Ewusie, 2011). A review on literature has identified several motivations behind CSR practices among companies. Culture has been one of the most influential drivers and motivation for CSR activities to be carried out by companies (Jasen, 2016). They claimed that CSR has different background in different countries and a great

majority of the research on CSR has been done in Europe or the United States, and little is known about the drivers and motivation of CSR from sociocultural perspective in an emerging country. This affirms Davis (1973) claims that businesses are operating under a set of cultural constraints in the same way that any other person in society does and as such, any changes in society's culture and norms will change business behaviour. Also in a study, Maignan and Ralston (cited in Branco & Rodriguez, 2007) distinguish three main types of motivation to engage in CSR activities. First, following the economic perspective, CSR can be viewed as an additional instrument used by companies to achieve traditional corporate objectives. Second, companies engage in social responsibility activities to conform to stakeholder norms and expectations about how their operations should be conducted, thus constituting mainly legitimacy instrument used by a company to demonstrate its adherence to such norms and expectations. And finally, companies may be self-motivated to engage in social responsibility initiatives and actively promote social interests, even when they are not expected or demanded by society.

Even though there are varied opinions on what constitute motivation to engage in CSR, some conclude that CSR initiatives in various forms are positively related to customer loyalty and brand name (Miller, cited in Barnieh, 2015). The rationale to engage in CSR ranges from philanthropic to strategic and includes both building of social capital and the fulfilment of stakeholder expectations (Sen & Cowley, 2012). Mankelov (cited in Sen & Cowley 2012) observed that Australian small enterprises are strategic about CSR participation and priorities economic objectives over the needs of community stakeholders. Similar conclusion were also drawn by Castika et al (2003) and Williamson et al (2006).

2.2 Theoretical Framework

2.2.1 Carroll CSR Pyramid

The concept of Corporate Social Responsibility (CSR) has been one of the central ideas of business community for a long time. Although the roots of the concept can be traced back to the early management thoughts of practitioners and scholars like Robert Owen, Chester Bernard and Theodore Krepes, it has gained its importance since the 1950s (Bowen, cited in Turker 2013) and, to date, the varied views in the literature contribute a lot of the ongoing debate on CSR. Irrespective of the existence of increasing criticism, the growing number of organizations has involved socially responsible activities during the last decade (Turker, 2013). Considering the popularity and variety of CSR practices among businesses, it becomes critical to conceptualize CSR within a viable framework to understand the relations between business and society. Archie B. Carroll is one of the most significant contributors in the CSR literature with proposing a notion of CSR pyramid. In this theory, Carroll basically tries to construct the responsibilities of a business to its society. In this view, the social responsibility of a business encompasses economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time (Carroll, 1991). Carroll posits that firms wishing effectively to engage in corporate social performance (CSP) needed to have a basic definition of CSR, an understanding of the issues for which a social responsibility existed, and a specification of the philosophy of responsiveness to the issues (Zabin, 2013). Carroll's four-part definition places economic and legal expectations of business in context by relating them to more socially oriented concerns. These social concerns include ethical responsibility and philanthropic (Voluntary/discretionary) responsibilities (Carroll, 1991).

According to Turker (2013), Carroll builds the initial idea of his approach in one of his earlier studies. In this study, Carroll (cited in Turker, 2013) proposed a conceptual model that elaborately

describes the concept of corporate social performance (CSP). Carroll synthesized the approaches of previous studies and suggested that CSR embodies the economic, legal, ethical, and discretionary categories of business performance. The comprehensive framework of CSR is neither cumulative nor additive, the components are ordered to suggest what might be termed their fundamental role in the evolution of importance (Carroll, cited in Turker, 2013).

Figure 1: Social Responsibility Categories

TOTAL SOCIAL RESPONSIBILITIES	Discretionary Responsibilities	
	Ethical Responsibilities	
	Legal Responsibilities	
	Economic Responsibilities	

Source: Carroll, (1979).

Carroll (1991) deepened his analysis on CSR with anticipating the interrelations among CSR and stakeholders, and presented its components in a pyramid-shape structure. Carroll built the model on the earlier theory, in which “CSR, to be accepted as legitimate, had to address the entire spectrum of obligations business has to society, including the most fundamental – economic” (Carroll, cited in Turker, 2013). Later, the conceptual boundary of each component was expanded, more importantly, the CSR categories as espoused in 1979 evolve into a pyramidal structure in 1991.

Figure 2: The Pyramid of Corporate Social Responsibility



Source: Adapted from Carroll, (1991)

The pyramid provides a useful conception of CSR for both scholars and practitioners. Carroll (1991) intended to provide an integrated framework for particularly managers who want to balance the interests of various stakeholders simultaneously (Turker, 2013). Aksoy (2014) also distinguishes the relationship between CSR and the responsibilities types of Carroll’s Pyramid model with its sub categories, (economic success, legal compliance, ethical business and Philanthropy). According to results, it is possible to say that companies care about their economic

success most, but on the look at the relationship of economic success and CSR, it is seen that they are not moving in the same direction, which could mean that firms do not plan CSR activities to increase their economic success (Aksoy, 2014). On the other hand, companies evaluate legal responsibilities to be of greater importance than ethical responsibilities and ethical responsibilities to be more important than philanthropic responsibilities (Aksoy, 2014). These reveals that there is a weakly relation between ethical business of Carroll's pyramid and CSR. However, regarding legal compliance and philanthropy, companies care and conduct their CSR activities according to these two responsibilities types.

By linking Carroll's pyramid to CSR, Schwartz and Carroll (cited in Baden, 2016) list the numerous research and educational texts that have represented Carroll's CSR pyramid and conclude that such use suggests that Carroll's CSR domains and pyramid framework remain a leading paradigm of CSR in the social issues in management field, as such, this pyramid of CSR has both reflected and also helped to determine the way in which the construct of CSR is understood and applied. By applying the Carroll's pyramid theory to the current study, the researcher aimed at investigating whether *Promasidor Ghana Limited* (PGL) engages their stakeholders in the practice of CSR in accord with Carroll's CSR pyramid categories. The theory will also help in teasing out the various stakeholders and their degree of involvement in CSR activities.

2.2.1.1 Criticism of the Carroll's CSR Pyramid

A critique of the theory is that, the hierarchy of responsibilities is not an order of dependence (Nalband & Kelabi, 2014). Critics have also argued that it is the legal responsibility which ought to be addressed then the rest; economical, ethical and philanthropic may be in a hierarchical way

or in a multiple way as per the beliefs, values and assumptions of top management/strategist (Nalband & Kelabi, 2014).

One area of continuing criticism has to do with Carroll attempts of incorporating related themes which certainly suggests that he is trying to establish an umbrella concept for the relationship between business and society (Vissler, cited in Nalband & Kelabi, 2014). To Elkington (Cited in Nalband & Kelabi, 2014) Carroll missed on recent trend that integrates the social, economic, and environmental of corporate responsibility, and the fact that managers are increasingly likely to use the banner of sustainability or the triple-bottom-line approach to describe their CSR activities suggests that Carroll's pyramid has limited instrumental values (Vissler, cited in Nalband & Kelabi, 2014).

Also, on the justification and prioritization of economic responsibility by Carroll, he argued that if a business does not make profit then it will not survive, and then the other responsibilities become a moot point. However, the critics also argued that if a business cannot be profitable without breaking legal or ethical norms, then it will be in the best interests of society if it were not in business at all (Kang & Wood, cited in Baden, 2016). Indeed, most critics posit that it is the profit before ethics mentality that is at the roof of most corporate misbehaviour (Baden, 2016). Despite all these criticism, however, to the extent that the theory would help the study to examine the extent to which food and beverage companies, such as, Promasidor Ghana Limited (PGL) engages with stakeholders in its CSR activities, it was considered useful for the study.

2.2.2 Stakeholder Theory

The second theoretical underpinning of the study is the stakeholder theory by Freeman (1984). To many scholars it represents one of the most profound theories in the field of corporate social

responsibility. Donaldson and Preston (cited in Baffoe, 2018) argue that the stakeholder theory is the dominant reference theory in CSR literature. Freeman (cited in Baffoe, 2018) in his work, “strategic Management: A Stakeholder Approach” rejected the notion that corporations existed to serve the ideas of its owners, which was the dominant thought at the time. Hence, his work helped to reconceptualise the nature of the firm to encourage the contemplation of new external stakeholders over and above the traditional pool that is owners, customers, employees and external suppliers (Jonker & Forster, cited in Baffoe, 2018).

Freeman (1984) defined stakeholders as any individual, group, or entity that can affect or be affected by an organization’s activity. The argument for stakeholder theory is based upon the assertion that maximizing wealth for shareholders fails to maximize wealth for the society and all its members (Crowther & Aras, 2008). The theory argues that all stakeholders must be considered in the decision making process of the organization, and that it is morally and ethically correct way to behave, and doing so actually benefits the shareholders and reflects what actually happens in an organization (Crowther & Aras, 2008). A fundamental aspect of the theory, in any of its aspects, is that it attempts to identify numerous different factions within a society to whom an organization may have some responsibility (Crowther & Aras, 2008), even though it has been criticized for failing to identify these factions (Argenti, cited in Crowther & Aras 2008) although some attempts have been made.

Furthermore, the stakeholder theory offered a new approach to organize the thoughts in relation to organizational responsibilities. It suggested that the concerns of shareholders cannot be fully realized without meeting to some extent those of the other stakeholders, thus moving the focus profit maximization (Baffoe, 2018). And to put it differently, it means that even if organizations intend to promote shareholder interest as a primary concern, its success in doing has a greater

chance of affecting other important stakeholders (Foster & Jonker, cited in Baffoe, 2018). Others also argued that an all-encompassing stakeholder method makes business sense, since it allows the firm to get the best out of shareholder wealth, while increasing total value added (Jimali & Itawkins, cited in Baffoe, 2008).

2.2.2.1 Criticism of the Stakeholder Theory

The stakeholder theory has attracted varied criticism from a number of scholars. For example, according to (Key, cited in Nkrumah, 2013) the theory has not been operationalized in a way that allows for scientific inspection. Others have also argued that the key shortcoming of the theory is the problem of identifying stakeholders (Freeman, 2004). To them, the theory as postulated is unable to distinguish between who is and who is not a stakeholder.

One other area of continuing criticism has to do with lack of specific objective. Critics contend that the theory provides no specific objective function for businesses and managers. Jenson (cited in Barnieh, 2015) observes that the theory cannot satisfactorily provide corporation with precise objective function since the balancing of stakeholder interests abandons an objective basis for evaluating business actions. Also, Sternberg (cited in Barnieh, 2015) posits that stakeholder theory erodes business accountability and creates an avenue for managerial opportunism. This position was challenged by Freeman (1998) who argued that managerial opportunism is problematic; however, it is not a problem for stakeholder theory than the alternatives.

Then again, the notion that optimizing corporate performance requires giving managers some operational discretion to sacrifice profits in the stakeholder interest even without shareholder approval (Elhauge, 2005) was hugely criticized by Donaldson (cited in Barnieh, 2015) that there is no *prima facie* priority of one group's interest and benefits over those of another.

Notwithstanding these diverse criticism and weaknesses, the stakeholder theory maximizes shareholder value by taking into consideration stakeholder rights and their legitimate interests (Mele', cited in Barnieh, 2015). To Fassin (2009) and Clarkson (1995) the theory is descriptive, prescriptive, and instrumental at the same time, and that it superseded the conceptual vagueness of CSR by addressing concrete interests and practices and visualizing specific responsibilities to specific groups of people affected by business activity (cited in Barnieh, 2015). Despite the diverse criticisms and opinions on stakeholder theory, it offers a theoretical and practical useful framework to study CSR and stakeholder engagement which correlates with the needs of the study.

2.3 Empirical Review

Literature revealed that the body of knowledge on Corporate Social responsibility and Stakeholder engagement in the Ghanaian context and that of developing countries such as Africa is very scanty. This has been established by a growing number of researchers such as Barnieh (2015), and Bonuedi (2016). Some of these studies were reviewed in this chapter to provide the researcher with knowledge on what has been found in CSR and stakeholder engagement and the gap this study would address.

2.3.1 Stakeholder Approach to CSR

Diallo et al (2011) conducted a study aimed at investigating CSR process of *Unilever Ghana*, the involvement and management of stakeholders. This study was carried out using stakeholder approach as theoretical frame, interviews with open-ended questioning style as well as relevant documents as sources of evidence. The findings revealed that there are different kinds of stakeholders involved in CSR approach. There are permanent stakeholders examples of which are employees and stockholders; and temporary stakeholders are the communities, certain

professional and expert bodies and NGOs among others who have a brief engagement with Unilever Ghana to execute a particular project of interest. According to the findings, the permanent or temporary stakeholders may be dispensable or indispensable, depending on their contribution or salience to the CSR project (Diallo, 2011). The study further revealed that *Unilever Ghana* does heavy advertising on primetime television. They try to reach out to their consumers through this medium and to engage them on issues. They have customer service representatives throughout the country that get information and concerns of distributors and consumers, both on products and CSR.

This study by Diallo et al (2011) corroborate the current study since an objective of this research is to examine stakeholders' involvement in the planning of *Promasidor Ghana Limited* (PGL) CSR programmes and to assess the extent to which PGL engagement with stakeholders achieve their CSR goals. In this regard, their study provided an idea about possible expected outcomes with regard to understanding of the CSR concept, as well as stakeholders of involved in the implementation of CSR activities.

Contrast to the study done by Diallo et al (2011) which focuses on the beverage industry, another study to investigate CSR and stakeholder approach by *Chirano Gold Mines Limited* (CGML) in the Western Region of Ghana was undertaken by Barnieh (2015) and results revealed a different perspective to the approach of CSR in the mining industry. The study sought to examine the stakeholder management practices of the mining company in the Western part of Ghana. The qualitative case study approach was employed and the study purposively selected forty-two (42) key informants including officials of CGML, selected chiefs, selected officials of two regulatory bodies, and community members from the mining area. The results from the qualitative research avers that though CSR practice is not mandatory, it is required and desirable, and on that basis,

Chirano Gold Mines Limited has Institutional arrangement for stakeholder engagement in CSR through the establishment of a Community Consultative Committee headed by a chief and Trust Fund Board (Barnieh, 2015). According to the findings the company adopts a stakeholder engagement approach, involving three key strategies, which has prevented any potential confrontation from community members. With that strategy, the active involvement of stakeholders in CSR projects has rendered the mining environment a very congenial atmosphere to operate unlike other mining areas associated with rampant confrontation. Again, through the collaborative processes, the company has resolved various outstanding issues amicably which makes the community members wish the operations of the company prolong its operations in the area (Barnieh, 2015). Findings of their research were discussed and analysed in the context of the stakeholder theory which basically purports that all stakeholders must be considered in the decision making process of the organization, and that it is morally and ethically correct way to behave, and doing so actually benefits the shareholders and reflects what actually happens in an organization (Crowther & Aras, 2008).

2.3.2 Stakeholder Engagement and CSR Project Outcomes

Bonuedi (2016) examined and explored the perspectives of CSR executives on CSR reporting and stakeholder management in Ghana using a qualitative research approach the study sought the views of ten (10) CSR executives from twenty (20) companies that have been consistent on the Ghana Club 100 over the 2010 - 2012 (three) period. The findings suggest that in order to elude pressure groups and enhance credibility, companies adopted effective means to manage their stakeholders for the ultimate purpose of ensuring survival and enhancing performance.

Furthermore, Yakovleva (2011) also examines the conceptualisation of corporate social responsibility (CSR) perspectives in the context of mining multinationals (MNCs) in Argentina.

It explores the suitability of CSR for addressing social, environmental and economic issues associated with mining in the country. The findings reveal that the corporate social responsibility orientation (CSRO) of mining managers in Argentina differs from CSRO developed by global headquarters; and in Argentina, companies “negotiate” economic, environmental and legal dimensions of CSR with the government. It further reveals that although companies “negotiate” philanthropic responsibilities with the communities, ethical responsibilities are defined by the headquarters and not negotiated locally. The findings further suggests that environmental duties are the critical element of CSR in the mining sector in Argentina. Corroborating this study, both Bonuedi (2016) and Yakovleva (2011) avers that in order to protect stakeholders’ interest and at the time maximize profit for shareholders, firms must effectively adopt good CSR strategies as well as ethical practice in the environment they operate.

However, Agbleze (2013) examine stakeholder perception and response to corporate social responsibility of firms in Ghana. The findings indicate that CSR predisposition had either negative or no significant direct effect on CSR-based employer (internal stakeholders) attractiveness but rather had a significantly positive effect on CSR-based employer attractiveness through CSR-induced identification. Thus, CSR practices of firms’ in Ghana only have positive effects of stakeholders if stakeholders’ first identify with the firms based on firms’ practice of CSR.

2.3.3 Challenges of Stakeholder Engagement in CSR

According to Bonituo (2014), a study on the benefits and challenges of corporate social responsibility with stakeholders in the beverage industry Ghana which sought to assess and investigate the challenges food and beverage companies face in their CSR activities. Findings indicate that regardless of the positive perception of the beverage industry in its contribution toward community development, society had a negative perception of this relationship as they felt

the beverage industry was not doing enough to support their socio-economic livelihoods. Also, the study indicated that the bureaucratic structure of the beverage industry hinders the industry's ability to effectively practice Corporate Social Responsibility (CSR). This corroborate findings from the study done by Diallo (2011) and that of Barnieh (2015). Both studies avers that the key perceptions and challenges of stakeholders (internal and external) in CSR practice in Ghana is the lack of companies' engagement before CSR activities are implemented and the bureaucratic nature of engagement processes on internal stakeholders issues.

2.4 Chapter Summary

This chapter discussed the conceptual framework of the study as well as explore its theoretical underpinnings. It further reviewed related studies to situate the present study in an existing body of literature.

The next chapter will discuss the research methodological processes employed by the present study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Methodology refers to the rationale and the philosophical assumptions that underlie a particular study whereas method is a specific technique for data collection under those philosophical assumptions (White, cited in Iatridis, 2011). Accordingly, the choice of a methodology shapes what the researcher does and how phenomenon under investigation is understood (Iatridis, 2011). This chapter of the study will focus on the justification for the choice of methods and critique other methods used by previous studies. The chapter then concludes with summary of the discussions in the methodology of the study.

3.1 Justification for the Choice of Mixed Method

Primarily, the philosophical underpinnings of mixed research is that of pragmatism and generally speaking, mixed method research is an approach to knowledge (theory and practice) that attempts to consider multiple viewpoints, perspectives, positions, and always includes the standpoints of qualitative and quantitative research (Johnson & Onwuegbuzie, 2007). Mixed methods research is both a methodology and a method, and it involves collecting, analysing, and mixing qualitative and quantitative approaches in a single study or a series of studies (Creswell & Plano Clark, cited in Johnson, 2006). Therefore, the simplest goal of mixed methods research is not to replace either of these approaches but rather to draw from the strengths and minimize the weaknesses of both in single research studies and across studies (Johnson & Onwuegbuzie, 2004) which this would seek to do.

This study intends to use the qualitative aspect to gather data through semi-structured interviews, with the purposive sampling strategy because of the goal of the research to critically evaluate both the internal and external stakeholders on their views and involvement in the corporate social responsibility (CSR) planning of the organization. This study would adopt the in-depth interview which would be recorded with an audio recorder and transcribed and the transcribed analysed in thematic areas to give meaningful explanations to CSR practices in the food and beverages industry. This strategy is supported by Mason (cited in Johnson, 2006) argument that mixed methods explanations can be driven by qualitative research, and, indeed, qualitative research has much to add to mixed methods explanations. Using a “qualitative logic” Mason (2006) feels that social life is not defined by either quantitative or qualitative, or by simply the macro- or the micro approaches. She further argue that mixing methods can enhance and extend the logic of qualitative explanations about the social world. Specifically, qualitative research can help develop quantitative measures, especially when there are no measures available or change is involved, because qualitative research is holistic (considers the particulars of each case) and that qualitative research also makes context explicit in explanations, rather than “attempting to control for them or edit them out” (Mason, 2006). Also, in this methodology equal weight will be given to both methods most especially the qualitative aspect due to the in-depth analysis that will be performed on the thematic areas identified. This will give more insight about how stakeholders perceived their roles and involvement in the planning of CSR programmes in *Promasidor Ghana Limited* (PGL) in the food and beverage manufacturing industry.

On the other hand, the quantitative aspect of this study would focus on collecting data through the adoption of questionnaire as the means of gathering data, the cluster sampling method will be adopted to divide the population of the study area into groups due to large geographical area and thereafter the simple random sampling technique will be used to arrive at the sampled respondents

and also subject the data gathered to critical statistical treatment in order to support or refute alternative knowledge claims. It will also employ the survey inquiry strategy to deal with the external stakeholders within the food and beverage industry. This will help to triangulate information gathered simultaneously using both methods to get the results. This strategy is supported by Morse (cited in Johnson & Onwuegbuzie, 2007) argument that even though there is limited interaction between the two sources of data during the data collection stage, however, the findings complement one another at the data interpretation stage.

Although scholars acknowledged that triangulation may not be suitable for all research purposes, Jick (cited in Johnson & Onwuegbuzie, 2007) noted the following advantages of triangulation: (a) it allows researchers to be more confident of their results; (b) it stimulates the development of creative ways of collecting data; (c) it can lead to thicker, richer data; (d) it can lead to the synthesis or integration of theories; (e) it can uncover contradictions, and (f) by virtue of its comprehensiveness, it may serve as the litmus test for competing theories. Sieber (1973) also justifies the reasons why there is the need to combine quantitative and qualitative. For example, at the data collection stage, quantitative data can play a role in providing baseline information and helping to avoid “elite bias” (talking only to high-status individuals), and on the other hand, at the data collection stage, qualitative data can help in facilitating the data collection process. Finally, at the data analysis stage, quantitative data can facilitate the assessment of generalizability of the qualitative data and shed new light on qualitative findings (Sieber, cited in Johnson & Onwuegbuzie 2007). Rossman and Wilson (1985) also emphasized that there are three reasons for combining quantitative and qualitative research. First, combinations are used to enable confirmation or corroboration of each other through triangulation. Second, combinations are used to enable or to develop analysis in order to provide richer data. Third, combinations are used to initiate new modes of thinking by attending to paradoxes that emerge from the two data sources.

These justification by (Sieber, 1973; Jick, 1979; Rossman & Wilson, 1985) concur with the current study which seeks to combine the two methods to unearth stakeholders' perception about their involvement in CSR planning and implementation.

3.2 Critique of Previous Methods to the Study of CSR

In discussion of previous methods adopted by scholars to investigate corporate social responsibility (CSR) and their stakeholders, Yokovleva (2011) conducted a research into stakeholder perspectives on CSR of mining in Argentina. The study examines the conceptualisation of corporate social responsibility (CSR) in the context of mining multinationals in Argentina. It explores the suitability of CSR for addressing social, environmental and economic issues associated with mining in the country. The researcher used a qualitative case study approach and data were collected from interviews, observation and documents with four stakeholder groups in the country: government, civil society, international financial organisations, and mining industry. The researcher's primary method of data collection involved semi-structured, face-to-face interviews. The researcher conducted thirty three in-depth interviews with key stakeholders in metal mining sector of Argentina who are responsible for policy and decision making and influence public opinion in the sector. Initial respondents were selected after stakeholder mapping, drawing on media contents and exploratory interviews. While acknowledging that this is a good qualitative case approach, the problem lies with the nondisclosure of the total population of the study area and also the distribution of the sample. Another problem found out is that there were no direct questions concerning theoretical conceptualisations of CSR and stakeholder engagement, and also the research failed to disclose whether the interviewers were trained to minimize bias and no evidence to point out any biasness if any.

Furthermore, Sen and Cowley (2012) also conducted a study into the relevance of stakeholder theory in the context of CSR in SMEs in the Australian settings. The researchers applied a qualitative case-study methodology to investigate the CSR approaches undertaken by Australian SMEs, the sequential sampling technique was used to ensure all possible interpretations get captured and after 12 interviews, the researchers claim to have achieved data saturation and discontinued with the data collection process, and they purposively chosen their subjects from a wide range of business sizes employing between 4 and 72 employees. The researchers mentioned that the data collection was discontinued due to the achievement of data saturation and at the same time failed to disclose the number of SMEs and stakeholders sampled. This could present a threat to the validity and reliability of the data collected. Also, they failed to give detailed steps taken to arrive at a decision to discontinue the data gathering. While the study has merits, the methods need to be re-evaluated and also there is the need for the study to be increased by obtaining a larger sample size to reflect the reality.

Although most of the tested methods in the study of corporate social responsibility and stakeholder engagement occurred in the developed countries some scholars from developing African countries also did tremendous research into CSR and how stakeholders perceived it. However, in the Ghanaian context the concept of CSR is synonymous to the mining industry as a result of the environmental and human rights concern posed by their activities, leading to many scholars showing interest in the study of CSR and also calls from interest groups for environment and social responsibility from the companies concerned (Amponsah-Tawiah & Dartey-Baah, 2011). For instance, Barnieh (2015) conducted a study into the mining sector CSR stakeholder engagement in Ghana. The researcher sought to examine the stakeholder management approach practiced by the *Chirano Gold Mines Limited* (CGML) in the Western Region of Ghana. The researcher used the qualitative case study approach for the study. The researcher selected forty-two (42) key

informants including officials of CGML, selected chiefs, selected officials of two regulatory bodies, and community members through the convenience and judgmental/purposive sampling methods, and the main instrument for primary data collection involved face-to-face in-depth interviews.

In the above study, a good deal of consideration was given to qualitative approach, however, a study with such magnitude in CGML with 1, 858 employees and nine (9) surrounding communities should have employed the mixed method approach as it gives opportunity to the researcher to obtain a variety of information on the same issue, also to use the strengths of each method to overcome the deficiencies of the other in order to achieve a higher degree of validity and reliability and to overcome the deficiencies of single-method studies (Burgess, 1984; Blaikie, 1988). In addition, the mixed method approach would have afforded the researcher the opportunity to use a stratified sampling where the population is divided into strata (or subgroups) and a random sample is taken from each subgroup, which would have ensured that every stratum in the nine communities is adequately represented (Ackoff, 1953). Next, the researcher used observation as part of its primary data collection strategy, however, the researcher failed to disclose the training received in order to minimize bias and also whether inferences were made in the course of the observation. This current research understudy will provide these alternatives to advance knowledge.

Unlike Barnieh's (2015) study, Bonituo (2014) conducted a study to examine the benefits and challenges associated with the practice of Corporate Social Responsibility (CSR) in the beverage industry within the Kumasi Metropolis. The researcher adopted a mixed method approach to the study and a mixture of probability and non-probability sampling techniques such as simple random sampling to select the 137 employees and purposive sampling techniques was used in selecting

the 43 interviewees. Also, the researcher employed questionnaires to gather relevant data from 137 employees in the beverage industry. In addition, the researcher used a semi-structured interview to collect responses from 43 people in 4 communities such as *Kaasi, Ahensan, Atonsu* and *Amakom* within the Kumasi metropolis.

While the study has merits, the methods used need to be re-evaluated. The researcher needed to increase sample by obtaining a larger sample size especially from the communities understudy. The researcher failed to disclose the total population of the community and how it arrived at the sampled respondents. For example, Krejcie and Morgan (1970) approach in determining sample size for a research activities argued that when a population is made of fifty (50) scientifically the researcher needs to sample forty (40) respondents, therefore, the researcher's claim of forty-three (43) responses sampled from four communities is not sufficient to reflect the views of the entire communities. Also, the researcher failed to address issues of validity and reliability to assure consistency and show accuracy of the instruments used, as Wood et al (2006) argued that validity is the ability of the instrument to measure what it is supposed to measure and reliability the instrument's ability to consistently and accurately measure the concept under study. In addition, the researcher failed to disclose how the interviewer was able to minimize bias during the data collection stage.

3.3 Proposed Research Methodology for the Present Study

This study would have employed the following methodological processes in collecting and handling data for the present study but due to COVID-19 and its accompanying health risks and safety measures, the researcher could not go through with the proposed processes.

3.3.1 Proposed Research Design

The research design can be conceived as the overall strategy or blueprint for conducting the research (Ghauri & Gronhaug, 2005). Bryman and Bell (2003) also postulate that the research design is a framework for the collection and analysis of data. Research design acts as an outline that constitutes plan, strategy and structure to assist the researcher's investigations. The study would employ both qualitative and quantitative research methodology. This study is going to use the descriptive survey research design because it has a potential of providing a lot of information obtained from a large sample of individuals.

3.3.2 Population and Sample Size

A research population refers to the total sum of all the matters or of all units of the issue or phenomenon used in investigating all the possible explanations of the same kind made (Kumekpor, 2002). The entire population for the study comprised of the food and beverage company – *Promasidor Ghana Limited*, the community in which the company operates in. Major stakeholders such as the local government agencies, community members will be interviewed and questionnaires administered.

As Spata (2003) noted, “samples refer to the units which are selected from the target population to take part in the research project”. On the sample size for this study, Ten (10) respondents will be sample from the company- *Promasidor Ghana Limited* and interviews would be conducted in all. Also three hundred and thirty-five (335) respondents will be employed from the community to participate in this study. This is considered as appropriate based on the recommendation for Krejcie and Morgan (1970) who considers sample sizes of 335 appropriate for a total population of 2, 500 units and above within a research boundary, and questionnaires will be administered. Selecting the sample size is an important step in the research process because it helps to determine

the quality of interpretations made by the researcher that come from the underlying findings (Onwuegbuzie, 2007).

3.3.3 Sampling Technique

In the case of the qualitative aspect, the purposive sampling technique would be employed to select the research sample. With this sampling technique, the researcher selects the unit subjectively from the target population to participate in the study. This selection will usually be based on specific qualities they possess. Ten (10) internal stakeholders of *Promasidor Ghana Limited* at both managerial and lower level will be purposively selected from the company for this research. As Sunder et al (2009) acknowledges, the purposive sampling is a non-probabilistic sample technique which bases its selection of samples on some predefined characteristics or objectives of the study. They further explained that sample sizes, may or may not be fixed prior to data collection, depending on the resources and time available, as well as the study's objectives.

On the quantitative, the sample will be selected using probability sampling technique. This technique was found appropriate because the probability sampling technique involves collecting random samples from the population and thus allows for statistical inferences to be drawn from the analysis of the data (Ghauri & Gronhaug, 2005). The multistage cluster sampling design will be used for this study. The multistage cluster design allows for different groups within the population to be allocated a certain number and thereafter a simple random sampling strategy is adopted to select the samples.

3.3.4 Data Collection Instruments and Procedures

Two instruments will be adopted as a means of collecting primary data for the study simultaneously. First, a semi-structured interview guide will develop. The interview guide is

basically a list of questions which guide both the interviewer and interviewee during the data gathering process. The interview guide helps to maintain the focus of the researcher as much as it helps respondents to sharpen their knowledge on particular areas prior to the interview (Patton 2002). In addition, it keeps the focus of the study within the time limit while allowing respondents to enrich the data with their stories. Guided by the scholarly argument of Patton (2002), the interview guide that would be developed for the interviews will contain questions that are structured along the objectives and research questions that directed the study. The themes that will be derived from the research questions will be capitalized on to expand the areas of questioning for the collection of the requisite data. A preliminary meeting will be held with some of the stakeholders of *Promasidor Ghana Limited* ahead of the development of the interview guide and some of their suggestions and inputs will be factored into the structure of the guide.

Second, a structured questionnaire will be developed to collect data from the sample respondents from the company. The structured questionnaire will capture the respondent's demographics and questions that would directly tease out answers for the research objectives and questions. The questionnaires to be used are both open and closed. Data collected will be triangulated to obtain a variety of information on the same issue; use the strengths of each method to overcome the deficiencies of the; and to achieve a higher degree of validity and reliability (Denzin, 1978).

On the procedure for collection, an introduction letter has been secured from the School of Graduate Studies and Research in Ghana Institute of Journalism which would be sent to the marketing department of *Promasidor Ghana Limited* to pave way for relationship building before the start. For the qualitative data collection will involve face-to-face in-depth interviews, focus group discussions. The semi-structured interview guide will capture in-depth interactions with stakeholders who were directly or indirectly involved with CSR activities in the *Promasidor*

Ghana Limited and those affected by the CSR projects in the community in general. All interactions will be recorded. While the quantitative will involve the distribution of questionnaires to respondents after the company gave approval for data to be collected. All filled questionnaires will later be retrieved after the participants were given ample time to fill them out at their convenience. The retrieved questionnaires will be subjected to further analysis

3.3.5 Data Handling and Analysis

The in-depth interview will be recorded with an audio recorder and transcribed. The transcribed data will be analysed in thematic areas. The thematic analysis gives the opportunity to understand the potential of any issue more widely. Thematic analysis moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas (Marks & Yardley, 2004) whilst the quantitative research method will focus on collection and analysis of data using the Statistical Package for Social Sciences (SPSS) which will eventually produce answers to research questions.

3.3.6 Ethical Considerations

Every research activity adheres to some ethical principles to guide the conduct of the researcher. This study, like any other research also made some ethical considerations. First, an introductory letter was given by the Graduate School to *Promasidor Ghana Limited* for formal introduction. The first ethical issue the study addressed was of seeking consent from management of the company which was granted before the start and spread of COVID-19 which unfortunately disrupted our way of living hence affected the study to collect primary data. Prior to COVID, compliance with ethical boundaries such as informed consent, respect of privacy, avoidance of harm and deception were discussed and the researcher guaranteed to management and the entire

staffs. More specifically, the right of participants to withdraw from the study at any time was mentioned and discussed and also their right to anonymity.

3.3.7 Chapter Summary

This chapter start with an introduction and justification for the choice of methodology selected, and also a critique of previous methodology used by other scholars in the study of CSR. The chapter further discussed the proposed methodology, which contains the research design, population and sample size, sampling techniques, data collection and procedures, data handling and analysis, ethical considerations were also described in this chapter. However, with the advent of COVID data could not be collected and analysed due to the safety protocols

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.0 Introduction

This study sought to examine the extent to which firms engage with stakeholders in the planning and implementation of their CSR programmes using *Promasidor Ghana Limited* (PGL) in the Greater Accra Region of Ghana as a case study. In other words, the study aimed at investigating the extent to which various stakeholders are engaged in the CSR processes of PGL. This chapter presents an analysis of previous data and findings and further discusses findings that may have been discovered if the current study had gathered primary data. In addition, a summary of the chapter of the study is also presented.

4.1 Analysis of Previous Findings

Bonituo (2014) examines the benefits and challenges associated with Corporate Social Responsibility in the beverage industry. The study provides enough information on the statistics used for the study and the result therein. Findings from the study indicates male dominance in the beverage industry. The male dominance in this industry is as a result of the robust nature of work. The findings further revealed that the employees (internal stakeholders) valued community participation as a prerequisite for implementing and sustaining Corporate Social Responsibility programs. Furthermore, employees' participation in policy decision relating to Corporate Social Responsibility was only limited to management, senior staffs and long serving employees within the junior staff and operational staff categories, therefore, employees who did not belong to any of these categories were not included in the process. These employees felt left out in a process they consider to be core to the survival and long term prosperity of their companies. In addition,

the findings further indicated that stakeholders hold the perception that Corporate Social Responsibility is used by the beverage industry as an indirect way of advertising their business besides their genuine concern for community development.

Though Bonituo (2014) presented the results of the study in the tables which details the frequencies, percentages and cumulative percentages, very little information or comparison on the previous findings used prior to the study results. Based on the inadequate information provided about findings of previous studies reviewed in the literature, it is difficult to make a determination of whether or not the gaps that the study intends to fill is achieved. Next, the researcher did not discuss the findings in relation to the theoretical framework because no framework had been used. Also, it was not clear why the sample size keeps changing in the analyses of the findings and no detailed discussion on such deviations. This view is supported by Polit and Beck (2012) who argued that sample size should be stable throughout a study, or explanations about attrition should be detailed. However, no explanation was given for the instability, or for changes in analyses based on differences.

Turning now to the study by Barnieh (2015) on how mining companies incorporate stakeholder engagement in their Corporate Social Responsibility activities using the case of *Chirano Gold Mines Limited* (CGML) in the Western Region of Ghana. with respect to this study, the objectives were to identify and assess approaches adopted by *Chirano Gold Mines Limited* in managing their various stakeholders as far as the delivery of Corporate Social Responsibility is concerned; . assess the various roles played by key stakeholders in the CSR engagement process; examine the nature of partnership and the strength of various actors in the partnership or engagement process in determining and discussing CSR issues; and to assess the key challenges involved in the CSR stakeholder engagement process. The main research instrument was in-depth interviews with

officials from CGM and their responses were triangulated with interviews and focus group discussions with chiefs and community members respectively. The findings from various participants, both community members and company officials indicated that CGML greatly engages various stakeholders in CSR. Also, the evidence revealed that there are institutional and procedural arrangements that enable collaborative approaches to CSR projects and activities, and these two main institutions are the CSR department of CGML and the Community Consultative Committee (CCC). However, findings with regards to the extent of the partnership between CGML and its stakeholders contradicts the findings of objective one and two. Though there appeared to be a general agreement that there is real partnership in CSR activities of CGML, it was evident that a number of the respondents had concerns that all stakeholder engagements were mere formality since discussions are not really factored into final programs and projects. And finally, findings reveal that various stakeholders appear to place extra-ordinary demands on firms which mostly makes the cost of Corporate Social Responsibility appear unbearable. The researcher concludes in his presentation of the results by stating that the qualitative findings in the study are consistent with the objectives of the study and corroborate the literatures reviewed.

The results of the research, while not fully inclusive and cannot be generalised, the findings were presented clearly and concisely. The researcher presented the findings objectively, providing transcription of the respondents qualitatively. The research question posed by the researcher included What are the various stakeholder management approaches adopted by CGML towards its CSR, roles that various stakeholders perform in promoting CSR activities, the extent firms partner with stakeholders to achieve CSR goals, and the key challenges of involving stakeholders in CSR activities of firms. The researcher addressed both of these questions separately in the findings section and described them in relation to the study framework. Finally, one limitation of

the study is the limited generalizability of the findings which was not addressed. Other limitations, such as the lack of validity testing of the interview schedule, were not also identified in the study.

Similarly, Sen and Cowley (2012) conducted a study to investigate the CSR approaches undertaken by Australian Small and Medium Enterprises (SMEs) to address the concerns of their stakeholders. It was evident in the findings of the study that most of the SMEs were not familiar with the term CSR. Even though the researcher explained in common language, without defining the boundaries of such activities, varying understandings of the concept were put forward, all of which were taken into consideration. Among the four most popular explanations in the findings, these being looking after people who support the business, giving back to the community, being a community member and operating the business ethically, the first three reflect a strong philanthropic perception. In the findings, some respondents perceived CSR as creating business reputation, helping community organisations and following social norms. Interestingly, the findings revealed that all SMEs believed that they have some social obligations, but none viewed the concept (CSR) as just an economic or legal responsibility of the business (Sen & Cowley 2012). In addition, the findings suggest that SMEs did not see any contradiction between the economic objectives and their moral obligations, rather considered CSR as a morally correct behaviour. However, all respondents shared the view that businesses need to remain profitable in order to meet their moral obligations. Furthermore, the results of the study revealed that stakeholders' participation in CSR activities were more tuned to the demands of their social expectations.

The results of the study did not disclose and address any potential conflict of interest that may have arisen in the study. The sample used for the study is limited hence their (researchers) inability to generalise the findings, which is in sharp contrast to the views held by

Polit and Beck (2006), which argued that the percentage of the sample who participated in the study is an important element in considering the generalizability of the results. At least 50% of the sample is needed to participate if a response bias is to be avoided. To add, the researchers were silent on discussing the data collection strategy which has the propensity to affect the outcome of the study. Also, the researchers provided scanty information on how the steps in the data collection strategies were utilised to serve the sole purpose of the study. To conclude, the findings of study were not link to any major theoretical framework in the study.

4.2 Possible Findings to Encounter in the Current Research

The study set out to find among others, the extent to which *Promasidor Ghana Limited* (PGL) engages with stakeholders in the planning and implementation of its CSR programmes and most importantly the key roles of stakeholders in CSR activities. The study would have used both questionnaire and in-depth interview to engage the company's internal and external stakeholders on CSR activities, however, due to Corona Virus (COVID-19) pandemic data could not be gathered. Some of the possible findings that would have emanated should data be collected for this study are:

The findings would have revealed that the PGL viewed CSR to be mainly the firm's benevolent responsibility towards its various stakeholders. Also, the findings of the study would have revealed that the company did not place much emphasis on stakeholder engagement in the beverage industry before CSR activities are rolled out. Furthermore, a possible result would have revealed that the company has no specific objectives which drive its CSR activities.

Another result that this study would have revealed is that *Promasidor Ghana Limited* (PGL) does not embrace the concept of stakeholder engagement in the planning and implementation of its CSR activities in the beverage industry. This was initially observed during the researcher's visit

to formally submit an introductory letter. It was revealed that the company has no formal structures or institutional arrangement for engaging various stakeholders in the CSR process even though the firm has performed some CSR activities it is directly supervised by the marketing department.

4.3 Chapter Summary

This chapter discussed the findings of previous studies that were reviewed in chapter two of this study. It further speculated what findings the proposed research methodology for the present study would have yielded should it have been employed.

The next and final chapter will present a summary of the study, recommendations and conclusions.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This final chapter provides a summary of the study and also highlights the potential findings that would have been obtained from the field if data were to be collected; it further based on the potential findings draw the conclusions; the limitations, and makes various recommendations to enhance corporate social responsibility and stakeholder engagement process.

5.1 Summary of Possible Findings

The purpose of this study was to examine the extent to which companies engage with stakeholders in the planning and implementation of Corporate Social Responsibility activities in the food and beverage industry. In view of this, the study used *Promasidor Ghana Limited* (PGL), a leading company in the food and beverage industry in Ghana as a study area. The study reviewed literatures on CSR and stakeholder engagements, the various methodologies adopted, and the results of the analysed data presented.

A review of previous researched work revealed that employees (internal stakeholders) valued community participation as a prerequisite for implementing and sustaining Corporate Social Responsibility programs. Furthermore, it was revealed that employees' participation in policy decision relating to Corporate Social Responsibility was only limited to management, senior staffs and long serving employees. In addition, stakeholders hold the perception that Corporate Social Responsibility is used by the beverage industry as an indirect way of advertising their business besides their genuine concern for community development. The review of previous findings on

CSR and stakeholder activities in the mining sector also revealed that though there appeared to be real partnership in CSR activities with mining companies, a number of community members had concerns that all stakeholder engagements were mere formality since discussions are not really factored into final programs and projects. Furthermore, the results of other studies revealed that stakeholders' participation in CSR activities were more tuned to the demands of their social expectations.

Notwithstanding the above findings, this current study would have revealed that companies in the food and beverage industry viewed CSR to be mainly the firms' benevolent responsibility towards their various stakeholders. Another finding that would have been revealed is the lack of companies to set clear and specific objectives which drive its CSR activities. Also, findings would have revealed that *Promasidor Ghana Limited* (PGL) does not embrace the concept of stakeholder engagement in the planning and implementation of its CSR activities in the beverage industry. This is due to initial observation which revealed that the company has no formal structures or institutional arrangement for engaging various stakeholders in the CSR process. The study also would have found out that even though the company did not have any formal structures or institutional arrangement to engage stakeholders on CSR activities, the firm is engaged in other activities such as providing training opportunities for employees and supporting the safety of the environment, supporting the entertainment industry and other sporting activities which they did not directly refer to these activities as CSR practices.

5.2 Limitations of the Study

A major limitation of the study has to do with the occurrence of the Corona Virus (COVID-19) pandemic. The study proposed to use a mixed method approach which would involve the adoption of questionnaire and in-depth interview (for both on the quantitative qualitative respectively) as

the main data collection tools. However, with the advent of COVID-19 the researcher could not gather primary data, this has affected data collection for analysis, therefore, the analysis done are based on speculations and on other context. Notwithstanding this limitation, which could be the basis of further research, the analysis of previous findings or results are valid.

5.3 Recommendations

This study was conducted with a major limitation on data collection, but has produced some insights into corporate social responsibility and stakeholder engagement in this context. The two most crucial and speculative findings includes, lack of the company to set clear and specific objectives to drive its CSR activities and the inability of the company to embrace the concept of stakeholder engagement in the planning and implementation of its CSR activities in the beverage industry. These clearly indicate the challenges that the company must deal with in regards to positioning its CSR activities. The company must set up a dedicated and institutionalised structure to handle its corporate social responsibility activities and stakeholders. This will go a long way to enhance the corporate image of the company in the beverage industry which can as well raise the profit margin to shareholders.

For further studies, it is thus recommended that a future study and comparative analysis on the beverage industry in Ghana with the adoption of mixed methodology with a larger sample size should be conducted to determine the level of involvement of stakeholders in the planning and implementation of corporate social responsibility activities in the food and beverage industry in Ghana, and any other developing country in Africa to determine how the two countries view and practice CSR with key involvement of their stakeholders.

5.4 Conclusions

Corporate social responsibility is concerned with what is or should be the relationship between global corporations, governments of countries and individual citizens. As mentioned in the literature review, Carroll in 1979 took a broader outlook of the concept CSR and posits that social responsibility encompasses the economic, legal, ethical and discretionary expectations that a society has of organizations at a given point in time (Nkrumah, 2013). However, this study sought to examine the extent to which *Promasidor Ghana Limited* (PGL) engages with stakeholders in the planning and implementation of its CSR programmes in the food and beverage industry. In the end, study revealed that the company does not embrace the concept of stakeholder engagement in the planning and implementation of its CSR activities in the beverage industry. And also, the company viewed CSR to be mainly the firms' benevolent responsibility towards their various stakeholders. Again, the study also revealed that the company did not have any formal structures or institutional arrangement to engage stakeholders on CSR activities. Thus, it is evident from this study that companies that wanted to make impact on their stakeholders through CSR must set up a dedicated and institutionalised structures to handle its corporate social responsibility and stakeholder engagement programmes.

5.5 Chapter Summary

This chapter presented the summary of review findings as well as made recommendations for industry improvement and also for future research. The chapter ended with a conclusion of the study.

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