

GHANA INSTITUTE OF JOURNALISM
SCHOOL OF GRADUATE STUDIES AND RESEARCH
FACULTY OF PUBLIC RELATIONS, MARKETING AND ADVERTISING

INVESTIGATING THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN
BUILDING A POSITIVE CORPORATE IMAGE

BY

JOSEPH YOYOWAH

MAPR19091

A RESEARCH WORK SUBMITTED TO THE GHANA INSTITUTE OF
JOURNALISM IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF A MASTER OF ARTS DEGREE IN PUBLIC RELATIONS

SUPERVISOR: DR. MRS. MAVIS ESSANDOH

OCTOBER, 2020.

STUDENT'S DECLARATION

I do hereby declare that the work presented is the result of my own effort, original research and findings and that no part of it has been presented for another degree or diploma in this University or elsewhere. All references to other people's work have been duly acknowledged. I am therefore to be held responsible for any error that might be detected in this project work.

(Candidate's signature)

DATE

.....

....., **OCTOBER, 2020**

JOSEPH YOYOWAH

INDEX NUMBER: MAPR19091

SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this long essay was supervised in accordance with the guidelines for the supervision of long essays as laid down by the Ghana Institute of Journalism.

(Supervisor's signature)

DATE

.....

....., **SEPTEMBER, 2020**

DR. MRS. MAVIS ESSANDOH

DEDICATION

I dedicate this study to the Almighty God for His direction and His guidance for instilling confidence in me throughout my academic journey in Ghana Institute of Journalism. And to my family, for their immerse support throughout my project journey.

ACKNOWLEDGEMENTS

I thank the Almighty God for aiding me to complete this study successfully. My sincere appreciation also goes to my supervisor, Dr. Mrs. Mavis Essandoh for all the patience and time she had for me throughout my work regardless of her busy schedule. Her guidance and pieces of advice were very helpful and contributed tremendously to the completion of this long essay.

TABLE OF CONTENTS

STUDENT’S DECLARATION	ii
SUPERVISOR’S DECLARATION	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS.....	v
ABSTRACT	ix
CHAPTER ONE.....	1
1.0 INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY AND CONTEXT.....	1
1.2 PROBLEM STATEMENT	3
1.3 RESEARCH OBJECTIVES	4
1.4 RESEARCH QUESTIONS.....	5
1.5 SCOPE OF THE STUDY	5
1.6 SIGNIFICANCE OF THE STUDY	5
1.7 ORGANIZATION OF THE STUDY.....	6
1.8 CHAPTER SUMMARY	6
CHAPTER TWO	7
LITERATURE REVIEW.....	7
2.0 INTRODUCTION	7
2.1 CONCEPTUAL REVIEW.....	7
2.1.1 Corporate Social Responsibility.....	7
2.1.2 Corporate Image.....	8

2.2 THEORETICAL REVIEW	8
2.2.1 Stakeholder Theory	8
2.1.2 The Excellence Theory	10
2.2 EMPIRICAL REVIEW.....	12
2.3 CHAPTER SUMMARY	16
CHAPTER THREE.....	17
RESEARCH METHODOLOGY.....	17
3.0 INTRODUCTION	17
3.1 RESEARCH DESIGN	17
3.1.1 Qualitative Research Design.....	17
3.1.2 Content Analysis	18
3.1.3 Secondary Data	18
3.2 RELIABILITY AND VALIDITY	19
3.3 ETHICAL CONSIDERATION.....	19
3.4 CHAPTER SUMMARY	19
CHAPTER FOUR.....	20
DISCUSSION OF FINDINGS	20
4.0 INTRODUCTION	20
4.1 DISCUSSION OF FINDINGS.....	20
4.1.1 Objective 1 - To determine whether CSR has an impact on building a positive corporate image.....	20
4.1.2 Objective 2 - To find out the relevance of CSR to an organization	21

4.1.3 Objective 3 - To ascertain the role(s) CSR plays in building a positive corporate image	22
CHAPTER FIVE	24
SUMMARY, CONCLUSION AND RECOMMENDATIONS	24
5.0 INTRODUCTION	24
5.1 SUMMARY AND CONCLUSION	24
5.2 RESEARCHER’S REFLECTIONS	25
5.3 RECOMMENDATIONS	25
REFERENCES	26

ABSTRACT

This study set off to investigate the role of CSR in building a positive corporate image however specific objectives were set to determine whether CSR has an impact on building a positive corporate image, to find out the relevance of CSR to an organization and to ascertain the role(s) CSR plays in building a positive corporate image. By adopting a qualitative approach, the study was able to address the research questions raised. The findings of study indicate that the role of CSR in building a positive corporate image is significant and cannot be underestimated. The recommendation was then made that other researchers should envisage carrying on the mantle and exploring other studies from a PR perspective to help bridge the gap identified.

CHAPTER ONE

INTRODUCTION

Social responsibility empowers employees to leverage the corporate resources at their disposal to do well. Formal Corporate Social Responsibility (CSR) programs can boost employee morale and lead to greater productivity in the workforce. Murphy (2019) argues that being a socially responsible company can bolster a company's image and build its brand. This study is focused on investigating the role of CSR in building a positive corporate image.

1.1 BACKGROUND OF THE STUDY AND CONTEXT

In today's competitive market, marketers grow their business by minimizing their environmental and health-related risks, due to the pressure and the specific environmental and social issues relevant to companies' stakeholders (Ottman, 2011). Since the debate about CSR began, the social awareness and CSR implementation does not only lead to positive or negative publicity, but also set pressure on firms to improve their performance of taking social responsibility (Idowu & Filho, 2009; Gudjonsdottir & Jusubova, 2015). Gudjonsdottir & Jusubova (2015) again explains that several studies show a positive effect on the attitude towards the company and the product purchase intentions when CSR is implemented in a company's strategy.

To a country like Ghana, CSR is a helpful concept for firms and industries as it is reasonably unbearable exclusively for the state to provide the varied needs of its people (Nyuur, Ofori & Abugre, 2015). Factually, CSR has gained popularity, deemed an important tool for profitability and sustainability as corporate entities pursue CSR competences to contribute to viable progress of the public, especially to elevate the social status of their area of operation,

environment, or community for gaining that competitive edge salient to their existence (Adewuyi & Olowookere, 2010).

Being a socially responsible company in the view of Chen (2020) can bolster a company's image and build its brand. Social responsibility empowers employees to leverage the corporate resources at their disposal to do well (Chen, 2020). Formal corporate social responsibility programs can boost employee morale and lead to greater productivity in the workforce (Chen, 2020). Considering the fact that brand image is one of the most important aspects of a marketing strategy and CSR has become mainstream Gudjonsdottir & Jusubova (2015) are of the view that it is relevant to investigate the subject for future marketing strategy planning. Casado, Nicolau-Gonzálbez, Ruiz-Moreno & Sellers-Rubio (2014) assert that CSR activities have a higher positive impact in service companies than in product-based companies

Ailawadi, Luan, Neslin & Taylor (2011) state that organizations which care about well-being of society, environmental protection is seen favorably in comparison with a company which does not. Lizarraga (2010) notes that an increasing number of companies strive to express their corporate social responsibility in order to improve their corporate image. Smailiene & Jucevičius (2009) also espouse the view that corporate image influences corporate reputation. Further, the claim is made that corporate image is due to one's sudden associations of a company, whereas reputation is deep, settled over a period of time belief in a company's abilities to act in one or another way (Smailiene & Jucevičius, 2009).

Positive image according to Flavian, Guinaliu & Torres (2005) as cited by Virvilaite & Daubaraite (2011) empowers the company to attract new customers and increase stakeholders' trust in the company. Lindgreen & Swaen (2010) emphasize that image of a socially responsible company creates and strengthens competitive advantages, improves

brand reliability, enforces corporate image, raises customer loyalty, creates emotional bond between the company and consumers.

Tandoh & Aovare (2020) are of the view that general observations from organisations in Ghana involving different forms of CSR like education and sponsorship of events reveal that there is no comprehensive policy structure outlining CSR activities. Despite this, Nyuur, Ofori & Amponsah (2019) find that beyond corporate philanthropy, managers of organisations perceive CSR as strategic responses to the diverse needs of business communities. In light of the discussion made above giving background to the key components of the study which are CSR and corporate image, the study will investigate the role of CSR in building a positive corporate image.

1.2 PROBLEM STATEMENT

Although, there has been much research on CSR in recent decades, there is still a need for further investigation to understand its benefits as a marketing strategy (Martinez, Perez & Rodriguez, 2014). Therefore, communicating the CSR policy can strengthen the brand image (Boonpattarakan, 2012). Sen and Bhattacharya (2004) as cited in Gudjonsdottir & Jusubova (2015) shows that the customer's perception of CSR and the applied CSR strategy have to be interrelated to deliver a positive outcome.

Tambulasi & Kayuni (2012) assert that organisations are said to be a microcosm of their immediate society which means whatever happens in the society has a bearing on how organisations behave. In this case, organisations operating in one community may not necessarily behave in the same manner as their counterparts in a different community (Tambulasi & Kayuni, 2012). To this end, Tambulasi & Kayuni (2012) is of the view that although CSR is now an accepted international concept which has been embraced by almost

all corporations in both developed and developing countries, it should not be assumed that all of them share the same values and practices in relation to CSR. In Africa, CSR is one of the least researched areas but current international developments point to the fact that there is a need for more research (Tambulasi & Kayuni, 2012).

Yeo & Youssef (2010) stress that corporate image is influenced by information provided by the company itself and other groups. Virvilaite & Daubaraite (2011) suggest that corporate social responsibility is part of company's individuality. Individuality forms corporate image meaning corporate social responsibility has influence on corporate image. Corporate image is influenced by planned and accidental activities of the company.

Even though the literature reviewed indicate there has been numerous work done on CSR and corporate image, there seem to be little work done specific to how CSR can be used to build a positive corporate image. It is important to note that corporate image could be negative or positive. This paper will from these arguments made attempt to investigate the role of CSR in building a positive corporate image. In this regard, conducting a study which is clearly focused on finding out how CSR could be translate to a tool for building a positive corporate image. Again, this paper will attempt to approach this study in an integrated manner as Gudjonsdottir & Jusubova (2015) for instance note that studies on CSR's effect on brand image are limited within the growing sector of service industry. This will therefore mean this study will not be limited to only the service industry.

1.3 RESEARCH OBJECTIVES

The main objective for the study was to investigate the role of CSR in building a positive corporate image. However in order to achieve this, these sub-objectives were set. The researcher sought:

1. To determine whether CSR has an impact on building a positive corporate image
2. To find out the relevance of CSR to an organization
3. To ascertain the role(s) CSR plays in building a positive corporate image

1.4 RESEARCH QUESTIONS

The study seeks to find answers to the following questions in line with the objectives of the study.

1. Does CSR have an impact on building a positive corporate image?
2. What is/are the relevance(s) of CSR to an organization?
3. What is/are the role(s) CSR plays in building a positive corporate image?

1.5 SCOPE OF THE STUDY

The study attempted to find out if CSR had any effects on corporate image of organizations that adopt them. This was done by investigating the role of CSR in building a positive corporate image. Another important aspect of the study had to do with probing the phenomenon across diverse industries so as to generate different perspectives.

1.6 SIGNIFICANCE OF THE STUDY

This study helped appreciate the concept of CSR in general as well as helping organizations understand the relevance of undertaking CSR activities. The study also helped corporate organizations devise strategies that would help in building a positive corporate image. Another key significance of this study was that this paper contributed to existing literature and the body of knowledge as a whole.

1.7 ORGANIZATION OF THE STUDY

The paper was divided into five chapters; Chapter One focused on the background, problem of interest, significance, scope and limitation of the study. Chapter Two review relevant literatures related to the study and discussed key theoretical and conceptual framework for the study. Chapter three also discussed the research design and the methodological processes of the study. Finally, Chapter Four discussed the findings while Chapter Five consisted the summary, recommendations for policy and future research as well as conclude the study.

1.8 CHAPTER SUMMARY

This chapter was an introductory one which sought to establish the background of the study.

This also bothered on proposing a problem which warranted the undertaking of this paper.

The next chapter, Literature Review gives an overview of the theories and concepts which are relevant to this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This section comprises of three parts which makes up the literature review. The section begins with the conceptual review where concepts which are relevant to the study were discussed. After, the study proceeded to discussing the theoretical review. Here, the theories which were relevant to the study will be discussed. The theories which underpinned this study were the *Excellence Theory* and the *Stakeholder Theory*. The third part of this section explored related studies which focused on key findings from existing literature to enhance overall understanding of the current situation.

2.1 CONCEPTUAL REVIEW

2.1.1 Corporate Social Responsibility

Stoyanov (2017) espouses the view that the interest in the concept of Corporate Social Responsibility is growing exponentially and is becoming more important and relevant for the modern management. Stoyanov (2017) again suggests that business organizations are making serious efforts to define the aspects of the CSR in their business activities. The interest in the concept of CSR is growing exponentially and is becoming more important and relevant for the modern management. The business organizations are making serious efforts to define the aspects of the CSR in their business activities (Stoyanov, 2017).

2.1.2 Corporate Image

When constituting corporate image, Virvilaite & Daubaraite (2011) are of the view that the most important goal is to form positive attitude towards the organization among present and potential consumers. Corporate image is comprised of creating a positive corporate personality, marketing communications and channels as well as constant feedback from the target audience.

Lizarraga (2010) state that positive corporate image provides organization with individual features that lead to brand recognition, improve consumer and employee loyalty as well as corporate reputation. Worcester (2009) notes that corporate image consists of product image, brand image and brand consumer image. Yeo and Youssef (2010) as cited in Virvilaite & Daubaraite (2011) state that corporate image is a source of competitive advantage: due to the fact that corporate image can only be formed over a long time, it becomes difficult to imitate. Besides corporate image creates consumer trust and deters competitors from entering the market.

2.2 THEORETICAL REVIEW

2.2.1 Stakeholder Theory

Mitroff (1983) first suggested the idea of the Stakeholder Theory in his book Stakeholders of the Organizational. Shortly thereafter, Freeman (1983) also released an article about Stakeholder Theory. Freeman rather attributed the Stakeholder Theory to discussions at the Stanford Research Institute. Freeman went on to publish his own book, Strategic Management: A Stakeholder Approach. However, there are many books and articles on the subject and most cite Edward Freeman as father of the theory (Blackburn, 2019).

The Stakeholder Theory is a theory of organizational management and business ethics that accounts for multiple constituencies impacted by business entities like employees, suppliers,

local communities, creditors, and others (Lin, 2018). It addresses morals and values in managing an organization, such as those related to corporate social responsibility, market economy, and social contract theory.

The Stakeholder Theory succeeds in becoming famous not only in the business ethics fields. It is used as one of the frameworks in corporate social responsibility methods. For example, ISO 26000 and Global Reporting Initiative involve stakeholder analysis (Ann, 2010). The stakeholder view of strategy according to Philips (2003) integrates a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company (the normative theory of stakeholder identification) and then examine the conditions under which managers treat these parties as stakeholders.

Argandoña (1998) is of the view that the Stakeholder Theory of the social responsibility of business is the more appealing of the two from an ethical point of view, at least if we understand ethics in a broad sense. And yet it lacks a solid philosophical, sociological and economic foundation that would be acceptable to a variety of schools of thought.

Stakeholder theory has seen growing uptake in higher education in the late 20th and early 21st centuries (Westerheijden, 2014). One influential definition defines a stakeholder in the context of higher education as anyone with a legitimate interest in education who thereby acquires a right to intervene (Björkquist, 2011). Studies of higher education first began to recognize students as stakeholders in 1975. External stakeholders may include employers. In Europe, the rise of stakeholder regimes has arisen from the shift of higher education from a government-run bureaucracy to modern system in which the government's role involves more monitoring than direct control (Mansell, 2013).

Blattberg (2004) has criticized Stakeholder Theory for assuming that the interests of the various stakeholders can be, at best, compromised or balanced against each other. He goes on

to argue that this is a product of its emphasis on negotiation as the chief mode of dialogue for dealing with conflicts between stakeholder interests. Blattberg (2004) recommends conversation instead and this leads him to defend what he calls a 'patriotic' conception of the corporation as an alternative to that associated with stakeholder theory. By applying the political concept of a 'social contract' to the corporation, stakeholder theory undermines the principles on which a market economy is based (Mansell, 2013).

2.1.1.1 How the theory relates to the study

This theory is of relevance to this theory because among other things, it posits that a company is only successful when it delivers value to its stakeholders, and those values can come in many forms beyond financial benefits. The theory also addresses business ethics, morals and values when managing stakeholders involved with a project or organization. It seeks to optimize relations with stakeholders, thereby improving efficiencies throughout the project or organization. There are ethical benefits of practicing it as well. The usage of the opinions and influence of stakeholders helps shape an organization and put it in a much better positioned for success. When an organization practices the Stakeholder Theory, it creates healthy competition among other companies, where all can thrive and help benefit their stakeholders.

Also, this theory becomes relevant to this study because it is very much in line with the essence for giving back to the society which is the core of corporate social responsibility. In all these endeavors, it is evident that CSR thrives more if organizations appreciate the Stakeholder Theory. This can then guide the way they interact with stakeholders as well.

2.1.2 The Excellence Theory

The Excellence theory is the first general theory of Public Relations (PR) (Littlejohn, 2009). The theory was as a result of a 15-year study of best practices in communication management known as the Excellence Study (Grunig, 2000). The Excellence Theory is a theory of excellence and effectiveness in PR and communication management. The theory specifies

how PR makes organizations more effective, how it should be organized and managed in order for it to contribute to organizational effectiveness, and how to determine the monetary value of PR (Grunig, 2002).

The Excellence Theory first explains the value of PR to an organization and the society in which it operates. This value is based on the quality of Relationships an organisation has with its stakeholder publics (Grunig, 2002). The theory asserts that in order for PR to make a contribution in an organisation it must be part of strategic management (Grunig, 2008).

According to the theory, for an organisation to be effective, it must solve the problem and satisfy the goals of both the manager and stakeholders. Organisations must identify their various publics who are affected by the decisions taken by the organization or those who want the organisation to solve a problem important to them. To identify these publics, the organisation must scan the environment. This is PR's contribution to strategic management (Grunig and Grunig, 2008).

The theory also suggests that organisations must communicate symmetrically with their publics. This facilitates the cultivation of quality, long-term Relationships with them. Through symmetrical communication the organisation is likely to set and achieve goals desired by both the organisation and its publics (Grunig and Grunig, 2008), since a good Relationship is essential and crucial to the survival of the organisation. Grunig and Grunig (2008) explained that this is because a good Relationship reduces cost incurred in unfavourable circumstances like litigation, regulation, legislation and negative publicity. It also reduces the risk of making decisions which may have adverse effects on different stakeholders and increase the chances of the organisation producing goods or services needed by various stakeholders and ultimately its base.

In addition to explaining the value of communication to an organisation, the Excellence Theory provides four broad categories of the characteristics of an Excellent PR function that

is how the PR function should be organised to attain maximum value (Grunig and Grunig, 2008). These characteristics are in the broad areas of PR as a management function, roles, models and the organisation of the communication function.

2.1.2.1 How the theory relates to the study

Maintaining an excellent PR apparatus as an organization has become relevant over the past years. PR has a number of functions which comes in handy in stirring the affairs of organizations. Unlike in recent times where the mass media was not as wide spread, often, what was known in one part of the country, did not reach other areas. However with the evolution of communication, being able to manage information has become very important. A PR function like research, social media management and environmental scanning are activities organizations can harness in their communication efforts.

The underlying principle of CSR is that when a company accepts its civic responsibility and takes an active interest in the well-being of its community, it enables the organization gain long-term benefits in terms of community support, loyalty and the fostering of good will. This, in turn, will help to raise awareness of the organization's products and/or services. This dovetails into the essence of maintaining a good brand reputation.

2.2 EMPIRICAL REVIEW

This section comprises of works done by Tandoh & Aovare (2020), Maruf (2013), Virvilaite & Daubaraite (2011) and Kim & Lee (2010).

Tandoh & Aovare's (2020) study comparatively evaluated the relationship between CSR and Profitability in the fuel and gas sectors in Ghana. The descriptive survey design and quantitative methods was adopted to find a relationship between innovations in strategic stakeholder engagement with corporate profitability or bottom-line, with the mediating role of strategic stakeholder engagement leading to a firm's bottom-line (Tandoh & Aovare, 2020). An analysis of strategic stakeholder engagement and bottom-line of selected fuel and gas companies in the Kumasi Metropolitan, Asokore Mampong, Oforikrom and Ejisu Municipalities was provided (Tandoh & Aovare, 2020).

Tandoh & Aovare (2020) employed the use of a five point closed ended Likert Scale self-administrable structured questionnaire and researcher guide to aid participants answer relevant questions was used to confirm that innovations in strategic stakeholder engagement fuelled increases in corporate bottom-line of selected companies. The study opined the involvement of key stakeholder participation in the siting and general operations of fuel and gas companies given the divergent viewpoints of operators and stakeholders (O'Riordan, 2017). A discovery of a statistically significant positive influence of perceptions of CSR towards customers on an organization's image in general intensified the suggestion that managers of fuel and gas sectors take special interest in innovative ways of engaging strategic stakeholders due to its influence and ripple mediating effect on corporate bottom-line to improve the performance of the business or induces increases in profit (Tandoh & Aovare, 2020).

This study by Virvilaite & Daubaraite (2011) analysed the impact corporate social responsibility had on corporate image, basing the findings theoretically and empirically. The researchers analyzed different definitions of corporate social responsibility, reviewed chronological development of this concept and revealed similarities between different

definitions. The study then presented and compared positive and negative positions towards corporate social responsibility.

After discussing different definitions of corporate image, Virvilaite & Daubaraite (2011) discussed the relevance of corporate image management subsequently and named the factors that form corporate image, laying out the basis to manage particular factors. Virvilaite & Daubaraite (2011) then outlined insights for causality between corporate social responsibility and corporate image as well as links between the two.

The results of the study according to Virvilaite & Daubaraite (2011) revealed that corporate social responsibility had positive impact on corporate image though it is not the most important factor. However, Virvilaite & Daubaraite (2011) note that none of demographic characteristics determined consumer attitude towards corporate image.

Kim & Lee (2010) sought to undertake this study to examine the relationships among corporate image, brand awareness, service price, service quality, customer support services, and customer loyalty and investigate the key drivers that establish and maintain customer loyalty to mobile telecommunications service providers. This study was situated and organized in Korea.

In this endeavour, the study sampled four hundred and sixty-nine (469) participants. The study was a web-based survey which was analyzed using multiple regression analysis techniques. The results of the study showed that corporate image, brand awareness, service price and service quality were strong antecedents for establishing customer loyalty in mobile communications service markets. Also, the empirical findings showed that corporate image played the most important role in establishing and maintaining customer loyalty in the markets. Based on the findings of the study, the researchers discussed possible strategies for marketing success in high-tech service markets (Kim & Lee, 2010).

Maruf's (2013) study was on corporate social responsibility and corporate image. The study analysed the impact of CSR on corporate image, basing the findings theoretically and empirically. The first part of this article focused on a theoretical concept of CSR. Maruf (2013) analyzed different definitions of CSR, review chronological development of this concept and reveal similarities between different definitions. Positive and negative positions towards CSR are presented and compared. The second part of this article reveals the theoretical concept of corporate image and the constituting factors. After discussing different definitions of corporate image, concluding remarks are made (Maruf, 2013).

Maruf (2013) discussed the topicality of corporate image management subsequently and named the factors that formed corporate image, laying out the basis to manage particular factors. The first two parts of the paper provided a theoretical basis for further discussion. The third part of the study outlined insights for causality between CSR and corporate image as well as links between the two (Maruf, 2013). Concluding the reviewed literature, Maruf (2013) noted that CSR had positive impact on corporate image.

Positive impact Maruf (2013) posited could be seen through various phenomena such as positive consumer attitude, positive word of mouth among others. Theoretical studies lay the basis for creating a structural model of CSR impact on corporate image, which presents the impact CSR has on corporate image (Maruf, 2013). The results of the empirical research revealed that CSR had positive impact on corporate image though it was not the most important factor. Also, it was realised that none of demographic characteristics determined consumer attitude towards corporate image (Maruf, 2013).

2.3 CHAPTER SUMMARY

This chapter was hinged on reviewing the literature on how certain theories could help ground this study theoretically. Also, the researcher introduced related studies to bring to light an empirical perspective.

The next chapter gives a presentation of the research methodology that was employed by the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the research methodology this paper adopted. This will include discussing the various research designs which will then narrow in on the approach this study adopted.

3.1 RESEARCH DESIGN

Kothari (2008) is of the view that research design is a way to systematically solve the research problem. It comprises the various steps that are adopted in studying the problem. Creswell (2011) in line with this suggests that there are three (3) research methods namely qualitative, quantitative and mixed methods approaches. The research design provides a tense for how the research is carried out; it contains an overview of the methods used and the procedures followed and also it contains reasons or justification for choosing specific methods and or procedures.

3.1.1 Qualitative Research Design

This study adopted the qualitative method of research. A qualitative technique according to Denzin and Lincoln (2005) involves an interpretive approach to research and includes the likes of case studies, interviews, personal experience and observations. Denzin and Lincoln (2005) state that researcher using qualitative techniques intend to understand the phenomena under study in terms of the meanings people bring to them. This opinion is supported by Grbic (2007) who posits that qualitative researcher question the underlying assumptions of positivism and are instead guided by the paradigms of constructivism and/or interpretivism, whereby, it is assumed that no objective knowledge can be generated that is independent of

interpretation, therefore the concepts of truth and reality become subjective. This paper resolved to employing content analysis to review secondary data.

3.1.2 Content Analysis

This study will employ the content analysis method. Hsieh & Shannon (2005) note that qualitative content analysis is one of numerous research methods used to analyze text data. Text data might be in verbal, print, or electronic form and might have been obtained from narrative responses, open-ended survey questions, interviews, focus groups, observations, or print media such as articles, books, or manuals (Kondracki & Wellman, 2002; Hsieh & Shannon, 2005). This method helps researchers quantify and analyze the presence, meanings and relationships of such certain words, themes, or concepts. This then gives researchers the opportunity to make inferences about the messages within the texts, the writer(s), the audience, and even the culture and time of surrounding the text. The study will in extension mainly explore the use of secondary data.

3.1.3 Secondary Data

Martins & Serra (2018) defines secondary data as every dataset which is not obtained by the author. Secondary data may include data that has been previously gathered and is under consideration to be reused for new questions, for which the data gathered was not originally intended (Vartanian, 2010). Martins & Serra (2018) suggest that the usage of secondary data in research has proved itself a valuable approach to finding suitable data and encourage that this should be used more often in research. By doing so, research may be done in a quicker pace, without loss of quality (Martins & Serra, 2018). As a result of the methodology adopted, this study will rely mainly on secondary data. These secondary data will be used till span books, journal articles, online/internet materials, among other publications on CSR, corporate image and PR practice generally.

3.2 RELIABILITY AND VALIDITY

Ensuring the reliability of this paper was very essential as it was a fundamental basis for replication among other things. The research thus worked closely with the supervisor extensively for guidance throughout the span of the paper. Also, the researcher ensured the paper was reviewed by peers in order to garner different perspectives.

3.3 ETHICAL CONSIDERATION

In ensuring ethical research ethics, the researcher adopted a strict policy of citing all scholarly work or materials used for this paper. This was done in an attempt to refraining from committing academic plagiarism and intellectual theft.

3.4 CHAPTER SUMMARY

This chapter discussed the research methodology this paper adopted. The paper adopted a qualitative approach where content analysis was employed. This method was limited to employing only secondary data to analyse the phenomenon at hand and for analysis purposes.

The next chapter discusses the findings of the study and summarizes the study as well as suggesting recommendation and spelling out limitations among other things.

CHAPTER FOUR

DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This chapter presents a discussion of the findings of the study. This will be discussed in line with the research objectives set for the study.

4.1 DISCUSSION OF FINDINGS

Lenguyen (2011) espouses the view that CSR has been receiving much attention lately from many organizations and further note that CSR has been recognized as a source of sustainable development and has become an emerging imperative. CSR is the continuing commitment by business to behave ethically and contribute to the economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large (Holme & Watts, 2000; Lenguyen, 2011). This section therefore discusses the research objectives set in order to achieve the research questions set by the study.

4.1.1 Objective 1 - To determine whether CSR has an impact on building a positive corporate image

Flavian, Guinaliu & Torres and (2005) as cited in Maruf (2013) notes that positive corporate image empowers the company to attract new customers and increase stakeholders' trust in the organization. Lindgreen & Swaen (2010) supports this assertion by noting that the corporate image of a socially responsible company creates and strengthens competitive advantages, improves brand reliability, enforces corporate image, raises customer loyalty, creates emotional bond between the company and consumers.

Therefore, if an organization disregards CSR as a necessity, Davis (2004) in Hailu (2018) notes that this trend raises serious causes for alarm because matters of corporate reputation

are primarily in their domain. The inability of an organization to protect its reputation according to Botan & Hazleton (2010) could possibly lead to the destruction of the corporate or organizational image and identity, which could in turn generate negative public opinion. These could possibly pose a challenge to organizations preventing them from achieving their objectives and successes as a whole. Doing this in an organized and systematic way is what we call reputation management (Christensen & Gornitzka, 2019). In establishing the relevance of reputation management, the standing of an organization is important for its organizational well-being as well as its ability to act effectively (Carpenter, 2014).

This therefore gives credence to Yeo and Youssef (2010) argument that corporate image comprises of factual and emotional factors which means CSR influences corporate image. Navickas & Kontautiene (2013) also emphasize that CSR has positive impact on corporate economic performance, revenue growth, corporate image and reputation improvement and customer loyalty as well as relationship with all stakeholders. In addition to forming attractive corporate reputation, Green & Peloza (2011) further notes that CSR gives consumer a chance to feel he is making a right decision by choosing particular product. This clearly indicates that CSR indeed has an impact on building a positive corporate image.

4.1.2 Objective 2 - To find out the relevance of CSR to an organization

It has been demonstrated that CSR activities could increase firm reputation, which leads to positive firm performance (Brammer, Millington & Rayton, 2007; Lee, Kim & Roh, 2019). This then enhances employees' job satisfaction and organizational trust (Lee, Song, Lee, Lee and Bernhard, 2013). Moreover, Lee, Kim & Roh (2019) notes that CSR activities have positive effects on company image and evaluation from customers and finally boost purchase intention. In short, CSR can no longer be something complementary or temporary (Yunus, 2007; Lenguyen, 2011).

Jefkins (2004) as cited in Hailu (2018) espouses the view that if an organization is perceived to have a bad image which affects its reputation, PR has to work around organisational communication. The resulting effect if this is that a good reputation is essential and requisite to develop good image (Hailu, 2018). Thus, PR must be alert to transform negative states to positive ones, which lead to goodwill and reputation. The shortcomings of managing reputation may threaten a well-deserved and long cultivated favourable image and identity (Stacks, 2016). For organizations who meet their objectives, they may not even value the role of reputation.

4.1.3 Objective 3 - To ascertain the role(s) CSR plays in building a positive corporate image

Nowadays, Gudjonsdottir & Jusubova (2015) note that customers have influential CSR expectations on organizations and this influence is growing stronger due to the increased importance of CSR. Martinez, Pérez & Rodríguez del Bosque (2014) as well note that CSR can be seen as an emotional aspect of brand image which enhances a company's competitive advantage. If an organization's positioning strategy is based on its' CSR activities, the core values are permeated by the core values of CSR (Du, Bhattacharya and Sen, 2010). One outcome of integrating CSR into the marketing strategy is to insure the brand from attacks (Werther & Chandler, 2005; Gudjonsdottir & Jusubova, 2015).

CSR according to Stoyanov (2017) has become a common practice among many organizations worldwide. The positive impact and effectiveness of CSR is sought in all areas of modern business (Stoyanov, 2017). CSR policy can be used successfully in terms of building a positive corporate image of the organization among the interested parties and the society. The integration of CSR programs in the view of Stoyanov (2017) puts the organizational strategies puts greater emphasis on the issues of the environment and the

society and can be used as an effective measuring mechanism for the evaluation of the impact and the benefits on the corporate image of the organizations.

An organization with a strong brand is less likely to have problems with e.g. reputation (Casado-Díaz, Nicolau-Gonzálbez, Ruiz-Moreno & Sellers-Rubio, 2014). When CSR is communicated, it becomes a strategic branding tool to manage customer's expectations (Gudjonsdottir & Jusubova, 2015). Du et al (2007) state that CSR initiatives form a positive customer's attitude and behavior. This in turn strengthens the organization's corporate image, which is one of the main reasons for the organization to engage in CSR activities (Swedish Trade Federation, 2014: Gudjonsdottir & Jusubova, 2015). CSR and corporate image are strongly linked to each other and Wu and Wang (2014) states is becoming a core component that affects corporate image in a positive way and is therefore considered to be a strategic necessity, rather than something that only contributes to the customer's social value.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter presents the summary, conclusion and recommendation for this study. The discussion of summary and conclusion is followed by an expression of the researcher's reflections as well as the limitations of the study and recommendations for future research.

5.1 SUMMARY AND CONCLUSION

With the emergence of public standards for social performance, Pirsch, Gupta & Grau (2007) assert that society is putting companies under strong pressure to embrace social responsibility and embrace new approaches in their business strategies, such as green innovation, social entrepreneurship and among others. One factor that has made it necessary for companies to integrate CSR into their corporate strategies in the view of Lenguyen (2011) is the general public's growing interest in and better knowledge of social and environmental problems. This study therefore sought to investigate the role of CSR in building a positive corporate image.

The study then set the objectives to determine whether CSR has an impact on building a positive corporate image, to find out the relevance of CSR to an organization and to ascertain the role(s) CSR plays in building a positive corporate image. The findings indicate that with the success of an organization highly dependent on its relationships with its key stakeholders and their satisfaction level, showing *good corporate governance* has become critical (Elkington, 1995: Lenguyen, 2011). In this course, Arli & Lasmono, 2010) are of the view that are vigilant organizations' in putting together their CSR efforts take their consumers into consideration in their decision-making process. In light of this, Lenguyen (2011) argues that

CSR is becoming a powerful tool to hold companies accountable for their social and environmental impacts and stimulate corporate transparency. This therefore goes to suggest that the role of CSR in building a positive corporate image is significant and cannot be underestimated.

5.2 RESEARCHER'S REFLECTIONS

The intention of this section is to portray the originality of the study by discussing the views of the researcher. Drawing on Martínez et al.'s (2014) assertion that state that CSR has a positive influence on corporate image I had a different outlook to the concept of CSR. This is because even though the hypothesis was made without any backing, I am glad the hypothesis turned out to be true. In the course of the study, I have had to extensively research on how to avoid plagiarizing as it casts negative lights on any academic work. I also learnt that CSR is an important activity all organizations should take note of.

5.3 RECOMMENDATIONS

This study recommends that organizations should take note of the social responsibilities and fulfil them. Even though not mandatory, the literature shows that organizations who embark on CSR activities garner goodwill from the publics which helps build their corporate image. This could be done by instituting policies that will embed CSR into the annual forecast and budgeting. This will in the long run translate to becoming a norm in the corporate sector. Also, further studies can be conducted along the lines of replicating the study in with regards to other concepts such as corporate reputation, customer loyalty among others.

REFERENCES

Adewuyi, A.O. and Olowookere, A.E., 2010. CSR and sustainable community development in Nigeria: WAPCO, a case from the cement industry. *Social Responsibility Journal*.

Ailawadi, K. L., Luan, Y. J., Neslin, S. A., and Taylor, G. A. (2001). The Impact of Retailers' Corporate Social Responsibility on Price Fairness Perceptions and Loyalty. Institut d'économie industrielle. Available from internet: <http://idei.fr/doc/conf/inra/2011/ailawadi%20kusum.pdf>

Arli, D.I. and Lasmono, H.K., 2010. Consumers' perception of corporate social responsibility in a developing country. *International Journal of Consumer Studies*, 34(1), pp.46-51.

Bjørkquist, C., (2011). *Stakeholder Regimes in Higher Education*. Pp. 23. ISBN 978-3830974406.

Blackburn, M., (2019). What Is Stakeholder Theory? Retrieved on (30/03/2020) from: <https://www.projectmanager.com/blog/what-is-stakeholder-theory>

Botan C. H., Hazleton V., (2010). *Public relations theory II*. Routledge.

Carpenter, D., 2014. Reputation and power: Organizational image and pharmaceutical regulation at the FDA (Vol. 137). Princeton University Press.

Casado-Díaz, A.B., Nicolau-Gonzálbez, J.L., Ruiz-Moreno, F. and Sellers-Rubio, R., 2014. The differentiated effects of CSR actions in the service industry. *Journal of Services Marketing*.

Chen, J., (2020). Corporate Social Responsibility. Retrieved on (03/03/2020) from: <https://www.investopedia.com/terms/c/corp-social-responsibility.asp>

Christensen, T. and Gornitzka, Å., 2019. Reputation management in public agencies: The relevance of time, sector, audience, and tasks. *Administration and Society*, 51(6), pp.885-914.

Denzin, N. K. and Lincoln, Y. S., (2005). *Introduction: the discipline and practice of qualitative research*. In N.K. Denzin and Y. S. Lincoln (Eds.), *The SAGE handbook of qualitative research*. Thousand Oaks: SAGE publications.

Du, S., Bhattacharya, C.B. and Sen, S., 2010. Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International journal of management reviews*, 12(1), pp.8-19.

Flavian, C., Guinaliu, M., and Torres, E. (2005). The Influence of Corporate Image on Consumer Trust. *Internet Research*, (4), 447-470.
<http://dx.doi.org/10.1108/10662240510615191>

Freeman, R. E. (2004). *Strategic management: A stakeholder approach*. (1st^{ed.}). Pitman

Green, T. and Peloza, J., 2011. How does corporate social responsibility create value for consumers?. *Journal of consumer marketing*.

Grbic, C., (2007). *Qualitative data analysis: an introduction*. London: Sage Publications

Grunig, J. E., and Hunt, T. (2004). *Managing Public Relations*. New York: Holt, Rinehart, and Winston.

Grunig, L. A. and Dozier, D. M. (2002). *Excellent in Public Relations and effective organizations: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum Associates.

Grunig, J. E. and Grunig, L. A. (2008). The Relationship between Public Relations and marketing in excellent organizations: Evidence from the IABC study. *Journal of marketing communications*, 4, 141-162.

Grunig, J. E. (2009). Teaching Public Relations in the Future. *Public Relations review*, 14 (1), 12-24.

Gudjonsdottir, E. and Jusubova, A., 2015. CSR's effect on brand image.

Hailu, S.M., 2018. Public relations in corporate reputation management: A case of Ethiopian Broadcasting Corporation. *Journal of Media and Communication Studies*, 10(9), pp.113-117.

Hsieh, H.F. and Shannon, S.E., 2005. Three approaches to qualitative content analysis. *Qualitative health research*, 15(9), pp.1277-1288. Kothari, C. R., (2008). *Research Methodology: Methods and Techniques*. New Age International (P) Ltd., Publishers

Kim, Y-E., and Lee, J-W., (2010). Relationship between corporate image and customer loyalty in mobile communications service markets. *Africa Journal of Business Management*, Vol. 4(18), pp. 4035-4041

Lee, C.K., Song, H.J., Lee, H.M., Lee, S. and Bernhard, B.J., 2013. The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, pp.406-415.

Lee, S.S., Kim, Y. and Roh, T., 2019. Modified pyramid of CSR for corporate image and customer loyalty: Focusing on the moderating role of the CSR experience. *Sustainability*, 11(17), p.4745.

Lenguyen, T., 2011. Impact of a CSR Program on a Company's Image and Reputation: A Case Study. *AU-GSB e-JOURNAL*, 4(2). Lin, T. C. W., (2018). Incorporating Social Activism. *98 Boston University Law Review* 1535

Lindgreen, A., and Swaen, V. (2010). Corporate Social Responsibility. *International Journal of Management Reviews*, 12, 1-7. <http://dx.doi.org/10.1111/j.1468-2370.2009.00277.x>

Lizarraga, I. (2010). Benefits of Corporate Societal Marketing. Helium.com. Available from internet:<http://www.helium.com/items/1841732-benefits-of-corporate-societal-marketing-csm>

Mansell, S., (2013). *Capitalism, Corporations and the Social Contract: A Critique of Stakeholder Theory*. Cambridge: Cambridge University Press.

Martínez, P., Pérez, A. and Del Bosque, I.R., 2014. CSR influence on hotel brand image and loyalty. *Academia Revista Latinoamericana de Administración*.

Martins, F. S. and Serra, F. A. R., (2018). New Age International (P) Ltd., Publishers. *Iberoamerican Journal of Strategic Management – IJSM*. Vol. 17 (4), pp.1-4

Martínez, P., Pérez, A. and Del Bosque, I.R., 2014. CSR influence on hotel brand image and loyalty. *Academia Revista Latinoamericana de Administración*.

Maruf, A.A., 2013. Corporate social responsibility and corporate image. *Transnational Journal of Science and Technology*, 3(8), pp.29-49.

Murphy, C. B., (2019). Why Social Responsibility Matters to Businesses. Retrieved on (03/03/2020) from: <https://www.investopedia.com/ask/answers/041015/why-social-responsibility-important-business.asp>

Navickas, V. and Kontautiene, R., 2013. The initiatives of corporate social responsibility as sources of innovations. *Business: Theory and Practice*, 14(1), pp.27-34.

Nyuur, R.B., Ofori, D.F. and Amponsah, M.M., 2019. Corporate social responsibility and competitive advantage: A developing country perspective. *Thunderbird International Business Review*, 61(4), pp.551-564.

Ottman, J., 2011. *The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding*. Berrett-Koehler Publishers.

Pirsch, J., Gupta, S. and Grau, S.L., 2007. A framework for understanding corporate social responsibility programs as a continuum: An exploratory study. *Journal of business ethics*, 70(2), pp.125-140.

Smailiene, I., and Jucevicius, R. (2009). Corporate Reputation: Multidisciplinary Richness and Search for a Relevant Definition. *Inzinerine Ekonomika – Engineering Economics*(2), 91-100.

Stacks, D.W., 2016. *Primer of public relations research*. Guilford Publications.

Stoyanov, P., 2017. Corporate social responsibility and corporate image building. *Economics and Finance N*, 8, pp.4-11.

Tambulasi, H. and Kayuni, R. I. C., (2012). Ubuntu and corporate social responsibility: the case of selected Malawian organizations. *African Journal of Economic and Management Studies*. Vol. 3 (1), pp. 64-76.

Tandoh, I. and Aovare, A., (2020). Relationship between corporate social responsibility practice and its effects on the bottom-line. *International Journal of Innovation and Scientific Research*. Vol. 50 (1), pp. 27-41

Vartanian, T. P. (2010). *Secondary data analysis*. Oxford University Press.

Virvilaite, R. and Daubaraite, U., (2011). Corporate Social Responsibility in Forming Corporate Image. *Inzinerine Ekonomika-Engineering Economics*, Vol. 22(5), pp. 534-543.

Westerheijden, D.F., (2014). *Stakeholders and Quality Assurance in Education*. In Eggins, Heather (ed.). *Drivers and Barriers to Achieving Quality in Higher Education*. pp. 84. ISBN 978-9462094949.

Yeo, R. K. and Youssef, M. A., (2010). Communicating Corporate Image into Existence: the Case of the Saudi Banking Industry. *Corporate Communications: an International Journal*, (3), 263-280.