

GHANA INSTITUTE OF JOURNALISM



CORPORATE SOCIAL RESPONSIBILITY IN STATE OWNED ORGANIZATIONS:

A CASE STUDY OF VOLTA RIVER AUTHORITY

A dissertation submitted to the School of Graduate Studies and Research, Ghana Institute of Journalism in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts in Public Relations.

Faculty of Public Relations, Advertising and Marketing.

Department of Public Relations.

By

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(M.A IN PUBLIC RELATIONS)

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DECLARATION

Candidate's Declaration

We hereby declare that this project work is the result of our own original research and that no part of it has been presented for another degree in this University of elsewhere.

Candidate's Signature:



Date: 14th December, 2021.

Name: Elsie Saah Nkrumah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the project work were supervised in accordance with the guidelines on supervision of project work laid down by the Ghana Institute of Journalism.

Supervisor's Signature:



Date: 14th December, 2021.

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ABSTRACT

The concept that businesses have obligations beyond profit and should offer social and environmental value (Crane et al., 2019) has been extensively acknowledged and incorporated into the strategies of a wide range of enterprises around the world, particularly in the last two decades. Corporate social responsibility (CSR) has been slowly gaining traction in poor and underdeveloped countries over the last two to three decades (Potluri, Ullah, Johnson, 2020). However, little is mentioned of CSR activities amongst government enterprises. The objectives of the study were to ascertain whether corporate social responsibilities is integrated into Volta River Authority. It also seeks to determine the practices being executed in Volta River Authority with respect to CSR. Thirdly, it sought to assess the impact Volta River Authority's corporate social responsibilities have on communities. It ended by determining the challenges of Volta River Authority in practicing its corporate social responsibility.

From the study, it was established that, CSR plays a critical role in the development of communities in which these companies find themselves.

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DEDICATION

This project work is dedicated to my parents, Mr. Dei, and all loved ones. You deserve to be honoured for all the effort you have made for me.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the study

The concept that businesses have obligations beyond profit and should offer social and environmental value (Crane et al., 2019) has been extensively acknowledged and incorporated into the strategies of a wide range of enterprises around the world, particularly in the last two decades. Corporate Social Responsibility (CSR) has been slowly gaining traction in poor and undeveloped countries over the last two to three decades (Potluri, Ullah, Johnson, 2020). Gherghina and Vintilă (2016) define corporate social responsibility as a response to societal pressures, i.e., a response to stakeholders' wants and expectations, environmental concerns, and social requirements (Gherghina and Vintilă, 2016).

CSR engagement today necessitates more complicated and ongoing stakeholder awareness, as well as more contemporary CSR communication tactics (Amoako, Lord and Dixon, 2017; Morsing & Schultz, 2006). As a result, a number of businesses have implemented new policies as part of their CSR efforts in order to better assist their host communities (Amira, Azman and Mustapha, 2018; Ansu-Mensah, Marfo, Awuah and Amoako, 2021; Boso, Afrane, & Inkoom, 2017). These CSR commitments will improve a company's image and help it to compete (Sharma and Kiran, 2013). The term "corporate social responsibility" (CSR) refers to the ethical considerations that impact a company's decision to make a collective contribution to its stakeholders (Boso et al., 2017; Olajide, 2014). In a nutshell, CSR refers to a company's commitment to society. As a result, society is more likely to value and reward companies that are regarded to be socially responsible (Abugre et al., 2019). Organizations will gain credibility from their stakeholders as a result of this. Similarly, it is worth noting that businesses have learned that the best way forward is to work with

stakeholders to implement CSR programs that will benefit all parties involved (Boso et al., 2017). CSR is motivated by a complicated collection of social desires as well as market inefficiencies. Simultaneously, evidence of CSR's impact on company performance and labor remuneration is equivocal at best. First, CSR has been shown to increase firm profits and improve overall firm performance when it allows for:

- Lower production (environmental) costs;
- Product differentiation through price discrimination mechanisms that benefit the socially responsible firm; and
- Innovation in both managerial and technological processes (Crifo & Forget, 2015).

However, in circumstances where delegated tasks to corporate leaders result in outcomes that benefit stakeholders other than shareholders, management slack and declining earnings can be observed. Second, various levels of competition may have varied consequences on CSR adoption and company performance. When businesses compete for socially responsible customers in a competitive environment, CSR efforts may be boosted, enhancing overall industry efficiency. Firms who recognize that CSR gives a competitive advantage, on the other hand, might utilize it strategically to raise entry barriers and increase relative levels of industry concentration by influencing the regulatory system, for example. As a result, firm-level dynamics and industry-level productivity may suffer. Third, CSR can have an impact on personnel. Companies that are socially and environmentally conscious have an edge in attracting motivated and skilled personnel, resulting in improved labor productivity (Delmas & Pekovic, 2013; Nyborg, 2014). Employees in CSR companies may be more dedicated and successful at work, but they are also more likely to accept lower-than-market salaries than other workers (Crifo & Forget, 2015).

Almost every major firm employs CSR in its entirety to meet consumer demands. Consumers are demanding that firms of all sizes, shapes, and origins engage in CSR. Customers expect businesses to put their resources to good use in order to help communities all over the world address a variety of social issues (Gigauri, 2012). Because civilizations all over the world face multiple social concerns, customers expect firms to help solve social problems by properly employing their resources (Gigauri, 2012).

The term "corporate social responsibility" is used in a variety of ways. It is referred to as social accounting, corporate citizenship, corporate responsibility, sustainable business, and lastly, corporate social and environmental responsibility, as well as corporate social performance (Fernando, Lawrence, Kelly and Arunachalam, 2015). Corporate social responsibility (CSR) is classified into three categories: economic, legal, and ethical (Gheraia, Saadaoui and Abdelli, 2019). CSR is considered as an integrated corporate activity that adhere to legal regulations while going above and beyond compliance, investing more in human capital, the environment, and stakeholder relations; as the business pursuit of sustainable development with a focus on economic, social, and environmental aspects; and as primarily concerned about environmental protection and the well-being of employees (Hejase, Farha, Haddad and Hamdar, 2012). Significant changes in the public sector's organizational culture have lately evolved, emphasizing the notion of CSR in public administrations (Garde-Sanchez, López-Pérez, and López-Hernández, 2018), and CSR has become a major issue on governments' agendas as a result. This has changed governments' ability to act on social and environmental issues in their relations with enterprises, as well as the framework within which CSR public policies are developed: governments are adopting multi-stakeholder methodologies (Albareda, Lozano and Ysa, 2007). Corporate social responsibility means operating a business in a way that is profitable, legal, ethical, and socially beneficial. Substantial changes in the public sector's organizational culture have recently emerged,

emphasizing the concept of CSR in public administrations (Garde-Sanchez, López-Pérez, and López-Hernández, 2018). As a result, to be socially conscious, a company's moral principles and the severity to which it supports the society in which it takes place with contributions of money, time, and talent compel it to be socially responsible.

National CSR structures should take into account distinct national and regional characteristics, focusing on current major concerns and the local context (Buturoaga, 2016). Corporations use a variety of strategies to impose social responsibility norms for a variety of reasons. CSR measures include things like, providing dependable, environmentally sustainable, and healthy products, developing labour rights and welfare plans, participating in corporate philanthropy and community development projects, reporting corporate social and environmental results (often via CSR reports), and fostering CSR principles in society (Tang, Hull and Rothenberg, 2012).

State-owned enterprises have higher expectations than private enterprises, according to the Organisation for Economic Co-operation and Development (OECD) at the European level (Christiansen, 2013), including in terms of CSR (Christiansen, 2013), and any obligation or responsibility should be mandated by law or regulation.

1.2 Problem Statement

Corporate Social Responsibility (CSR) has recently attracted the attention of scholars, notably studies on multinational enterprises (MNEs) (Liu, Napier, Runfola & Cavusgil, 2020; Rodriguez et al., 2006). However, there is no comprehensive CSR policy or law in Ghana. Governments play a critical role in developing, executing, and supporting corporate social responsibility (Gond et al., 2011). National CSR frameworks should consider distinct national and regional characteristics, with an emphasis on current major concerns and local circumstances (Buturoaga, 2016). State-owned businesses have played a unique and

important role in the economy (Collins, Sitalaksmi, & Lansbury, 2013). Ghana is working hard to grasp the developed nation's CSR practices and stakeholder interactions in extractive mining businesses as a developing nation (Barnieh & Ofori, 2016; Boso et al., 2017). Despite the fact that state-owned firms continue to play an important role in Ghana's economic and social growth, little or no research has been done on their CSR activities. Even the limited research done in this area (Cordoba-Pachon et al., 2014; Bolivar et al., 2015; Gjlberg, 2010; Lauesen, 2011) has focused on State-owned Enterprises in developed countries. To put it another way, there's not much. As a result, the goal of this research is to investigate the CSR of Ghana's state-owned firms, using Volta River authority as a case study.

1.3 Research Objectives

- a) To determine if corporate social responsibilities is integrated into Volta River Authority.
- b) To determine the practices being executed in Volta River Authority with respect to CSR.
- c) To assess the impact of Volta River Authority's corporate social responsibilities on communities.
- d) To identify the challenges of Volta River Authority in practicing its corporate social responsibility.

1.4 Research Questions

- a) Is corporate social responsibilities integrated into Volta River Authority?
- b) What are the corporate social responsibility practices being executed in Volta River Authority with respect to CSR?
- c) What are the impacts of Volta River Authority's corporate social responsibilities on communities?

- d) What are the challenges facing Volta River Authority in the practice its corporate social responsibility?

1.5 Scope of the study

This research will be carried out at the Volta River Authority in Ghana's Greater Accra Region. The focus will be on corporate social responsibility in government-owned businesses, using a case study of Volta River Authority as an example. The survey did not include all of the employees, rather, a representative sample.

1.6 Limitation of the study

The Research Study could not cover every aspect of Volta River Authority in the Greater Accra Region because of time and financial constraint. Also, is the inability to speak the language of the various communities visited. There also is the issue with sample selection and data collection from the Volta River Authority due to bureaucracy.

1.7 Significance of the study

Using Volta River Authority as a case study, the goal of this study is to present a thorough look and explore the CSR of State-Owned Companies in Ghana.

In terms of research, the study contributes significantly to existing literatures that may be used to advance research by delving into the specifics of how CSR is implemented in state-owned enterprises. In terms of policy relevance, the study offers guidance for Ghanaian industries on how to engage in effective CSR activities that will help them acquire competitiveness in the various industries in which they operate.

1.8 Organization of the study

The study is broken down into five chapters. The background of the study, problem statements, explanation of objectives, questions, significance of the study, and study

organization are all covered in the first chapter.

Chapter two includes a review of pertinent literature as well as an explanation of the underlying theory. This chapter will also contribute to knowledge by evaluating scholarly materials on the issue and assisting the researcher in broadening his or her understanding.

The researcher's process for coming up with findings for this research effort is highlighted in chapter three. This will include the research design, sampling strategy, data source, and data analysis for research instruments.

The fourth chapter summarizes the findings and discusses the research findings.

The study's summary, conclusion, and recommendations are covered in chapter five. At this point, the researcher will assess the data gathered and undertake additional literature reviews.

CHAPTER TWO

2.0 LITERATURE REVIEW

From Adam Smith's time to the Great Depression in the 1930s and 1940s, business social responsibility was not usually believed to be a significant problem (Moon & Parc, 2019).

2.1 CORPORATE SOCIAL RESPONSIBILITY DEFINED

There is no broad unanimity on what constitutes social responsibility (Vo, 2011). (McWilliams et al., 2006). CSR is interpreted differently in different situations (Freeman and Hasnaoui, 2010; Kakabadse, 2005).

Fernando (2021) defines corporate social responsibility (CSR) as a self-regulatory business model that enables a corporation to be socially responsible—to itself, its stakeholders, and the general public.

Similarly, Masoud (2017) defines Corporate Social Responsibility as an umbrella word that encompasses a wide range of concerns that have continuously grown in importance for global company performance.

CSR is defined by Aaken et al. (2013) as company actions that go beyond legal requirements to address social and ethical objectives. This definition focuses on the effects of corporate actors' activities rather than their unique intentions. For example, when a corporation donates money to a theatre, their activity is a form of CSR, regardless of whether they had strategic reasons for doing so or felt obligated to do so for the greater good. Individuals' acts in order to materialize such endeavours are referred to as "pro-social behaviour" in this context. Volunteering, philanthropic involvement, and releasing money to fund "green" production are examples of pro-social behaviour.

Its Social Responsibility (CSR) is described by Khanifar et al. (2012) as a company's responsibility to society, specifically to stakeholders and those who influence corporate policies and practices.

The European Communities Commission (2011) defines corporate social responsibility as an enterprise's obligation for its social repercussions and describes what an enterprise should do to meet that commitment.

Corporate Social Responsibility, as defined by Veersalu (2011), is the degree of moral obligation that may be given to companies that goes beyond simple compliance with state rules.

According to Macmillan (as stated in Keffas and Olulu-Briggs, 2011), corporate social responsibility (CSR) is a concept that describes a company's responsibility to all of its stakeholders in all of its operations and activities. When making decisions, socially responsible businesses will assess the full breadth of their impact on communities and the environment, balancing stakeholder needs with the requirement to make a profit" (Keffas and Olulu-Briggs, 2011).

Corporate Social Responsibility is defined by Idowu (2008) as how corporate organizations in various political settings, economic contexts, and cultural contexts around the world comprehend, interpret, and practice the topic of social responsibility.

CSR is defined by Kotler (2005) as a commitment to improve community well-being through discretionary business practices and corporate resource contributions.

CSR is defined by the World Business Council for Sustainable Development as a "continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families, as well as the local community and society at large," according to the World Business Council for Sustainable Development (2000).

2.2 STATE-OWNED ENTERPRISE DEFINED

A state-owned enterprise is defined by Cuervo-Cazurra et al. (2014) as a legally independent firm with direct governmental ownership.

According to the OECD (2015), a state-owned enterprise is any corporate company that is recognized as an enterprise under national legislation and in which the government owns a majority stake. An SOE might be a joint stock company, a limited liability corporation, or a partnership limited by shares, according to the OECD.

SOEs' operations, like those of any other organization, have financial, environmental, and social effects, but they also bear obligations (Buturoaga, 2016). According to the Organisation for Economic Co-operation and Development (OECD), SOEs are held to higher standards than private enterprises in Europe (Christiansen, 2013), including in terms of CSR (Christiansen, 2013), and any obligation or responsibility should be imposed by legislation or regulation (Buturoaga, 2016). An SOE might be a joint stock company, a limited liability corporation, or a partnership limited by shares, according to the OECD (OECD, 2015). Under any of these arrangements, the state should be able to exert control, either by owning the majority stake or by ensuring state control through company articles of association, or by using vehicles like a "golden share" (OECD, 2015). Control can take many forms. Control by the government can also be exercised through shareholdings in government pension funds, asset management funds, and other similar entities (PWC, 2015). The general situation is that SOEs are essentially controlled by the government (Ervits, 2021). SOEs have grown in prominence and economic influence during the previous decade (Florio, 2014; PWC, 2015; Tan et al., 2015; The Economist, 2017).

Citizens are the primary shareholders in SOEs (Roper and Scoenberger -Orgad, 2011), and the government exercises ownership on their behalf (OECD, 2015). SOEs should be

administered in a way that reflects their goals (Buturoaga, 2016). As a result, both the state and SOEs must be transparent, which entails honesty and transparency. Transparency and accountability are also important aspects of good company governance (Buturoaga, 2016). According to the OECD (2015), state-owned firms should fully understand their responsibility to stakeholders, and some of them should report on their interactions with them. SOEs take different organizational structures in different countries, but they now account for 10% of global GDP (Bruton et al., 2015). Their actions have ramifications on a political, social, and economic level. Due to historical or institutional differences, SOEs' social commitments and interests may differ from those of their privately-owned counterparts (Ervits, 2021). Governments, it is claimed, play a role in defining, implementing, and influencing CSR (Gond et al., 2011).

CSR should be integrated and strategic for any organization (Porter and Kramer, 2006), but it should not come at the expense of profits (Crane et al., 2014). Companies and businesses have had a substantial impact on society since before the industrial revolution, but academic focus on Corporate Social Responsibility (CSR) has just recently evolved, with a focus on late-twentieth-century globalized multi-national firms (Caulfield, 2013). Corporate social responsibility, according to Forbes (2008), works in two ways. People learn about the firm that assisted them the most and seek out their products and services as a result of the company giving back to society. Corporations are increasingly participating in pro-social initiatives such as supporting welfare programs, combating corruption, and abolishing child labor. It is argued that companies who fail to meet their social responsibilities to their employees, customers, society, and the environment at large will be unable to survive in the long run. Companies who do not have a comprehensive corporate responsibility strategy (Büchner, 2012) will eventually lose market share to their competitors. Significant changes in the public sector's organizational culture have recently emerged, emphasizing the concept of corporate

social responsibility (CSR) in public administrations (Garde-Sanchez, López-Pérez, and López-Hernández, 2018), and CSR has become a priority issue on governments' agendas as a result. This has changed governments' ability to act on social and environmental issues in their relations with enterprises, as well as the framework within which CSR public policies are developed: governments are adopting multi-stakeholder methodologies (Albareda, Lozano and Ysa, 2007). In his study, 'External Agencies and Corporate Social Responsibility,' Birch (2013) found that 60 percent of business leaders asked believe that 'corporate citizenship is a big or very large aspect of their business strategy.' As a result, CSR transforms and evolves from a "goodwill company" notion to a "business function," a "strategic management" component critical to firm success (Carroll & Shabana, 2010; KPMG, 2011; Luo & Bhattacharya, 2009), and a critical component of "firm's strategy" (Bondy, Moon, & Matten, 2012; Isaksson, 2012; McWilliams & Siegel, 2011; Noland & Phillips, 2010).

CSR engagement today necessitates more complicated and ongoing stakeholder awareness, as well as more contemporary CSR communication tactics (Amoako, Lord, & Dixon, 2017; Morsing & Schultz, 2006). As a result, a number of businesses have implemented new policies as part of their CSR efforts in order to better assist their host communities (Amira, Azman, & Mustapha, 2018; Ansu-Mensah et al., 2021; Boso, Afrane, & Inkoom, 2017). These CSR commitments will improve a company's image and help it to compete (Sharma & Kiran, 2013). The term "corporate social responsibility" (CSR) refers to the ethical considerations that impact a company's decision to make a collective contribution to its stakeholders (Boso et al., 2017; Olajide, 2014). In a nutshell, CSR refers to a company's commitment to society. As a result, society is more likely to value and reward companies that are regarded to be socially responsible (Abugre et al., 2019). Organizations will gain credibility from their stakeholders as a result of this. As a result, the significance of

stakeholder engagement strives to encourage strategic advancement and operational excellence for enterprises, society as a whole, and all internal and external stakeholders (Van Zyl, 2014). Similarly, it is worth noting that businesses have learned that the best way forward is to work with stakeholders to implement CSR programs that will benefit all parties involved (Boso et al., 2017).

2.3 THE PYRAMID OF CORPORATE SOCIAL RESPONSIBILITY

For a conscientious businessperson to accept Corporate Social Responsibility (CSR), it must be worded in such a way that it encompasses the complete range of business duties. Carroll (2016) proposed that total CSR consists of four types of social responsibilities: economic, legal, ethical, and philanthropic.

2.3.1 Economic Responsibilities

Business organizations were originally founded as economic entities to deliver commodities and services to members of society. The profit motive was recognized as the key motivator for starting a business (Asumah, 2015). Our society's basic economic unit was the business organization before it was anything else. As a result, its primary goal was to produce things and services that people needed and wanted while still making a profit. The profit incentive was eventually evolved into the concept of maximum profits, which has remained an enduring value ever since. All other business responsibilities are reliant on the firm's financial responsibility, because without it, the others are meaningless. As a result, economic responsibility is the organization's principal obligation, with economic actions and measures serving as the major goals (Fallah Tafti et al., 2012). In another sense, it is the assurance of a positive return on investment for shareholders, the creation of jobs, the payment of fair wages to employees, and the expansion of a corporation (Mohtsham Saeed and Arshad, 2012).

2.3.2 Legal Responsibility

Business is expected to follow the laws and regulations enacted by the federal, state, and municipal governments as the basic rules under which it must function. Firms are supposed to pursue their economic missions within the legal framework as part of the social contract between business and society. In the extent that they incorporate core principles of fair operations as set by our legislators, legal responsibilities reflect a vision of codified ethics. To demonstrate their historical growth, they are depicted as the next layer on the pyramid, although they should be understood as coexisting with economic obligations as essential precepts of the free business system. It refers to the organization's compliance with public and corporate rules, often known as social obligations (Fallah Tafti et al., 2012; Mohtsham Saeed and Arshad, 2012).

2.3.3 Ethical or Moral Responsibility

Although economic and legal duties reflect ethical principles concerning fairness and justice, ethical responsibilities encompass those behaviours and practices that social members demand or forbid, even if they are not defined in law. Ethical duties are defined as the standards, norms, or expectations that indicate a concern for what consumers, employees, shareholders, and the community consider to be fair, just, or consistent with the respect or preservation of stakeholders' moral rights. Changing ethics or values, in some ways, precede the foundation of legislation because they become the driving force behind the construction of laws or regulations itself. The environmental, civil rights, and consumer movements, for example, revealed fundamental shifts in cultural norms and can thus be viewed as ethical forerunners anticipating and culminating in later laws. In another sense, ethical duties could be viewed as adopting newly emerging values and norms that society wants businesses to adhere to, even if such values and norms indicate a higher quality of performance than that

now required by law. In this sense, ethical duties are usually ill-defined or subject to public discussion about their legality, making them difficult for businesses to comply with. Carroll (2016) goes on to say that, being ethical implies adhering to the "spirit" of the law rather than just the "text" of the law. The last decade's business ethics movement has solidified ethical responsibility as a credible CSR component. Though it is shown as the next tier of the CSR pyramid, it must always be remembered that it is in constant interaction with the category of legal responsibility. That is, it is always seeking to enlarge or expand the legal responsibility category while also setting even higher expectations on businesspeople to operate at levels above those necessary by law. Respecting societal norms (Social Accountability) (Fallah Tafti et al., 2012), being oral, and fairness of activities built in humanitarian grounds are all examples of ethical or moral responsibility (Mohtsham Saeed and Arshad, 2012). It also refers to business ethics (Virvilaite and Daubaraite, 2011) and the interaction between business and society (Rasoulzadeh et al., 2013).

2.3.4 Humanitarian or Philanthropic Responsibility

It extends beyond a commitment to moral or legal issues to allowing shareholders to imbue their operations with moral character (Fallah Tafti et al., 2012). Humanitarian or philanthropic responsibility entails supporting social movements voluntarily, investing in the wellbeing of others (Virvilaite and Daubaraite, 2011), or engaging in long-term actions that are not mandated by law (Rasoulzadeh et al., 2013). Philanthropy refers to the efforts taken by businesses in response to society's expectation that they be decent corporate citizens. This involves taking part in activities or programs that promote human welfare or benevolence. Business contributions of financial resources or executive time, like as contributions to the arts, education, or the community, are examples of philanthropy. One example of generosity is a loaned-executive program that provides leadership for a community's United Way campaign.

Philanthropy/humanitarian responsibilities differ from ethical responsibilities in that the former is not demanded in an ethical or moral sense. Communities want businesses to provide money, facilities, and employee time to humanitarian causes, but they don't think businesses are being unethical if they don't meet their expectations. As a result, business philanthropy is more discretionary or voluntary, even though there is always the public expectation that firms do so. One important reason for distinguishing between philanthropic and ethical obligations is that some businesses believe they are being socially responsible if they are simply nice neighbors. This distinction emphasizes the important point that CSR encompasses, but is not limited to, philanthropic contributions.

2.3 THEORIES OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

Secchi (2007) identified a set of hypotheses based on the functions they play in organizations and societies. Relational theory, management theory, and utilitarian theory are examples of these theories.

2.4.1 The Relational Theory

Secchi (2007) identified a set of hypotheses based on the functions they play in organizations and societies. Relational theory, management theory, and utilitarian theory are examples of these theories.

- Social contract theory
- Corporate citizenship theory
- Stakeholder theory
- Business and society

The essential challenge of justifying the morality of economic activity in order to provide a theoretical framework for analyzing social relations between corporations and society is addressed by social contract theory. This CSR strategy is built on human rights, labour rights,

and environmental protection. As a result, CSR is generated from the moral legitimacy that a corporation acquires in society, and knowledge of CSR is found in the justification of social acts that legitimize the corporation's behaviour.

The sort of community to which corporate citizenship theory is applied has a significant impact. Fundamentally, it is about the relationship that a company builds with its stakeholders, and as a result, the former must constantly seek commitment and participation from the latter. The stakeholder approach has been created as one of the ways for bettering the firm's management. These are reinforced by Mitchel, Agle, and Wood's (1997) work, which focuses on balancing the interests of stakeholders, and Freeman and Phillips' (2002) work, which emphasizes fiduciary duties to business stakeholders. The stakeholder model likewise views a company as a web of interconnected interests in which individuals act altruistically and self-creation and community building are interdependent.

Finally, the business and society approach is defined as "business in society", with CSR arising as a result of interaction between the two entities. A person's obligation to examine the effects of his or her decision and activity on society is one of the measures of CSR. Another is the evolution of societal economic values. Business people's social duties, expressed in the form of a general connection, must mirror their social authority.

2.4.2 The Managerial Theory

The logic of managerial theory that focuses on corporate management and how the corporation approaches CSR internally (Secchi, 2007). This implies that everything outside the firm is considered while making organizational decisions. Managerial theories emphasize that a corporation's social duties are determined by its level of social power, and that the corporation is viewed as a citizen with a particular level of involvement in the community. Three types of managerial theories have been identified:

- Corporate Social Performance (CSP)
- Social Accountability, Auditing and Reporting (SAAR)
- Social responsibility for multinationals.

CSP tries to quantify the social variable's impact to economic performance. As a result, the issue is how to run a business while taking social and economic considerations into account. It is based on the premise that business's growth and sustainability are dependent on society. Finally, the managerial theory piques interest since CSR includes socio-economic factors to measure organizations' socio-economic performance and to link social responsibility philosophy to business strategy. Secchi (2005) goes on to say that SAAR are inextricably linked to contributions to social performance through accounting, auditing, and reporting systems. Firms participate in SAAR initiatives to meet communication needs, improve stakeholder engagement, and address discloser concerns. SAAR refers to a company's accountability for its actions. Firms are thus governed and regulated in their acts while they carry out their core business while being accountable to the relevant community. Multinational corporations' (MNCs) CSR is growing as a result of global rivalry and problems. This part of managerial theory arose as a result of the responsibility that managers must bear in designing useful CSR tools in order for multinational corporations to survive in foreign nations.

2.4.3 The Utilitarian Theory

According to utilitarian theories, the corporation is an element of the economic system that performs a mechanical purpose, i.e. profit maximization. The necessity for an economics of responsibility, integrated in a corporation's corporate ethics, prompted the development of CSR concepts. As a result, laissez-faire capitalism gives way to determinism, individualism to government control, and personal accountability to societal duty. According to utilitarian theory, a company must accept social responsibilities and rights in order to participate in

social cooperation. The utilitarian theory is grouped into two theories, namely, the idea of functionalism and social costs of the corporation (Secchi, 2007). The functionalist theory advocates for the corporation to be viewed as a part of the economic system, with profit as one of its aims. The company is considered as an investment, and investors and stakeholders should profit from it. CSR was coined as a defense tactic of the industrial system against external threats since the economic system's equilibrium requires a balance between profit making and social aims.

The social cost hypothesis is the foundation for CSR, according to which the community's socio-economic system is influenced by company non-economic forces. It's also known as instrumental theory (Garriga and Mele, 2004) since CSR is seen as merely a means to an end, leading to the reality that the corporation's social power is manifested especially in its political connection with society.

2.4.1 Corporate Social Responsibility Disclosure (CSR)

Corporate Social Responsibility Disclosure (CSR) studies span a broad range of topics. It can range from examining the benefits of CSR in an international context (Dhaliwal et al., 2014) to debating whether CSR provides investors with more important information (Bowerman and Sharma, 2016). From claiming that CSR has a favorable and significant association with the export-oriented industry to revealing a detrimental impact of the CSR-family ownership relationship. In establishing the extent to which CSR exists in a developing country, the number of enterprises and industry characteristics are significant (Muttakin and Khan, 2014; Suryanto and Thalassinou, 2017). Although it is only partially and inconsistently proved (Sadou et al., 2017), government ownership does influence the level of CSR (Mohamad Taha, 2009). Introduction, initiative, featured initiative, adherence, and finance are all important CSR macro structures that allow for a complete understanding of

environmental CSR. While the microstructure of the CSRD refers to the language aspects of corporate acts and descriptions, environmental CSR is enabled in a specific time, place, and manner (Rajandran, 2016). Conclusions about CSRD research, on the other hand, are noteworthy.

First, it was discovered that signal breaches from technical trading indicators account for the various levels of CSRD experienced by enterprises.

Second, whether companies disclose corporate social responsibility information in a real effort to report their influence on society and the environment, or whether they use CSRD as a shield to legitimate their commercial practices, is a point of contention (Ling and Sultana, 2015).

Third, it develops instruments for measuring CSRD, such as the disclosure framework index, which allows for cross-sectional and cross-country comparisons over time, as well as the ability to replicate and apply it to other industries or sectors (Jain, Keneley, and Thomson, 2015), and the CSR disclosure checklist, which is used to assess the extent of CSRD in annual reports and investigate the determinants of CSRD using mu (Muttakin and Khan, 2014). Because SOEs typically use public budget allocations to execute CSR, public transparency and public audit are judicially important.

2.5 CSR IN DEVELOPING COUNTRIES

CSR has long been a foreign notion in many developing countries, and it remains so in some today. Donations are frequently made haphazardly in the name of CSR without comprehending what it entails. Some businesses donate because they see their competitors do so, or because a high-ranking official wants to brag. Many corporations in the poor world do not have CSR on their corporate agenda. South Africa (Visser, 2007) and Kenya (Mwaura, 2004) are two examples of countries in Africa that have made great development in the areas

of human rights and CSR over the last ten years. However, given the abuse and neglect that characterize most locations that house natural resources that are exploited by many firms, the spread is not as encouraging as one might assume. Environmental issues and altruism have traditionally taken precedence over legal and ethical corporate activities.

2.4.2 CSR in Ghana

Ghana's first president, Dr. Kwame Nkrumah, was a socialist who conveyed the notion, whether or wrongly, that, State Owned Enterprises (SOEs) could solve societal problems. In some ways, this reduced business enterprises' social responsibilities to tax payment. However, there has recently been a clarion call for NGOs to undertake social projects, as the government alone cannot solve societal issues. This has hampered the concept's application throughout the country. CSR projects in Ghana are primarily driven by large multinational enterprises. The country's multifaceted problems—poor per capita income, weak currency, capital flight, low productivity, low savings, and so on—make it nearly impossible for indigenous enterprises, the majority of which are engaged in retail and primary commodity manufacturing, to engage in social activities. Large-scale manufacturing, telecommunications, and mining firms including MTN, Valco, Goldfields, and AngloGold have contributed significantly to the country's societal growth. However, extractive companies whose operations have a direct influence on the environment and local populations are always in the news, just as they are globally, for obvious reasons: they are either breaking or fulfilling some of the pillars of the CSR agenda.

Ngoc (2018) stated that PVEP and VTC's understanding of CSR is consistent with the definition established by standard ISO 26000 in a study on corporate social responsibility in Vietnam state-owned enterprises: a comparative evaluation of PVEP and VTC. According to Ngoc, they both believe that CSR-related operations and sustainable development are

inextricably linked, and that the corporation's existence is linked to the growth of the surrounding environment and society. Ngoc also found that these SOEs have not adequately analyzed or recognized the profit-making influence of CSR on business performance. PVEP has a broader perspective of the topics covered by CSR, whereas VTC views the phrase "corporate social responsibility" as a synonym for philanthropy and charity. This Ngoc discussed why PVEP has been able to practice CSR more successfully and efficiently than VTC. It was also discovered that top management and corporate culture as internal institutional elements, as well as regulatory pressure, market competitiveness, and cultural norms, had an impact on PVEP and VTC's responsible behavior.

Buturoaga (2016) suggested that transparency, compliance with the law, as well as credibility and stakeholder involvement, should be considered in her paper on the investigation of CSR in state-owned companies (SOCs) from a specific sector and in a specific context of a European developing country, Romania. Buturoaga (2016) also noted that, despite the unique characteristics of the national context in which the analyzed SOCs operate and the small number of SOCs in the energy sector that are fully or partially owned by the government, four SOCs with CSR information on their websites were discovered, which could be a promising start. However, according to Buturoaga (2016), declaratory declarations alone do not guarantee CSR integration throughout the organization.

In his article, *Corporate Social Responsibility in Chinese State-owned Enterprises*, Hinz (2009) discovered that since 2005, Chinese SOEs have become more aware of CSR, and their efforts in this area have increased, which is likely owing to the government's new policy guidelines. SOE participation has increased in multi-stakeholder initiatives such as the Global Compact (GC), the World Business Council for Sustainable Development (WBCSD), and others. Hinz (2009) goes on to say that CSR reporting in particular has risen in popularity, albeit he recognizes that the figures are still far behind their global peers due to poor report

quality and a lack of implementation of existing international standards. Aside from these findings, the study indicated the need for a more thorough comparative technique for evaluating CSR objectives. Scholars have begun to capture the varying impact of CSR initiatives on various stakeholders, as well as the resulting impact on employee job attitudes (Hofman & Newman, 2014; Turker, 2009). Tucker (2009) discovered that, while employees' perceptions of CSR toward customers, employees, social and non-social stakeholders, and social and non-social stakeholders had a positive relationship with organizational commitment in the context of his study, CSR toward government had no such relationship. Hofman and Newman (2014) discovered in their study that CSR toward the government, employees, and customers had a link with Chinese employees' organizational commitment, but not CSR toward social and non-social stakeholders (Newman, Nielsen and Maio, 2015).

Amponsah-Tawiah and Dartey-Baah (2011) determined that corporate social responsibility (CSR) is about the relationship of organizations with society as a whole, and the need for organizations to align their values with societal expectations in a study on the limits of Western Corporate Social Responsibility Theories in Africa. They went on to say that, CSR practice in Africa is assumed to be based on Western business ideas, yet data suggests that Western CSR theories aren't entirely applicable in Africa. They attributed this to cultural and managerial variations in Africa, as well as disparities in CSR drivers or reasons in the West. Finally, they proposed that stronger regulation, a shift in CSR goals, and the use of indigenous CSR theories like Ubuntu, African Renaissance, and Omulwabi might help Africa overcome the limitations of Western CSR theories.

According to Kartasmita's (2020) research on corporate social responsibility disclosure by Indonesian state-owned enterprises, the SOEs under study reveal their CSR initiatives to the general public. Kartasmita (2020) found it challenging to conclude that CSR initiatives

declared by SOEs reflect corporate virtuous citizenship that embeds the initial ideals of CSR based on all metrics used.

Asumah conducted a research in 2015 on the impact of corporate social responsibility on community development using AngloGold Ashanti's Obuasi mine as a case study. The study's findings revealed that the corporation fulfilled its corporate social responsibility to the Obuasi community and its surroundings. Malaria control programs (M = 4.88; SD = 0.535), employment (M = 4.52; SD = 0.962), environmental issues (M = 4.02; SD = 0.991), and providing excellent drinking water to the community (M= 4.00; SD = 0.857) are among the primary CSR activities most commonly carried out by AGA. Again, the analysis revealed that the communities' condition of development was good/satisfactory (87 percent). Multivariate regression research revealed that corporate social responsibility had a positive impact on community development (adjusted R square = 0.464).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter describes the research methodology and explains what kind of research was conducted in this study. It also specifies the study's demographic, as well as the sample procedures utilized, data gathering methods, and data processing methodologies. The following subsections make up this chapter: research design, population, data collecting, and data analysis.

3.2 RESEARCH METHODOLOGY

The systematic technique for gathering, analyzing, and interpreting data that researchers propose for their study is known as research methodology (Creswell, 2003). According to Creswell (2003), a researcher's choice of method is influenced by (a) the research problem, (b) the researcher's experience, (c) the reporting audience, (d) whether the researcher wants to specify the type of information to be collected or allow it to emerge from the data being collected, and (e) whether the data to be collected is numeric or text. The quantitative research technique was employed as the research approach for this investigation.

3.3 RESEARCH DESIGN

The goal of research design is to turn a research topic into a research endeavour (Fox and Bayat 2007; Feilzer, 2009; Robson, 2011). When conducting research, Goddard and Melville (2004) recommend following a research method. The research design is the 'blueprint' that leads the investigator through the various stages of the research and allows him or her to come up with answers to these problems" (Frankfort-Nachmias and Nachmias, 2008). When doing research, a research technique is an organizational framework that is employed (Feilzer, 2009). Researchers created two research methodologies, quantitative

and qualitative research, as research became increasingly common in society and the scientific sphere (Fox and Bayat, 2007; Biggam, 2011).

The quantitative research approach focuses on collecting and analyzing numerical data in order to answer the research issue (King, 1994; Christensen, 2010). Quantitative research methods are ones that rely on statistics to explain results (Kowalczyk, 2016). Experiments and quasi-experiments are used in the research, with the obtained data being statistical (Creswell, 2003; Maxwell and Delaney, 2004). This approach gathers data from specific instances and phenomena in order to provide findings that may be applied to other comparable situations (Glesne and Peshkin, 1992). Furthermore, this technique collects data and conducts analyses that are easily reproducible by other researchers (King, 1994). Because the fundamental goal of quantitative research is to obtain objective data, the researcher chooses to be an outsider. As a result, great care is taken not to taint the data by having personal contact with the research subjects (Glesne and Peshkin, 1992; Walliman, 2005). The positivist philosophy underpins the quantitative research approach (Glesne and Peshkin, 1992). The objective nature of reality, according to a positivist researcher, is independent of the observer. This sort of researcher is also capable of measuring and forecasting reality (Orlikowski and Baroudi, 1991; Walliman, 2005; Biggam, 2011). It has drawbacks in that it is impersonal, that participants' comments are not heard, that participants' context is not fully understood, and that it is mostly research oriented (Creswell, 2013). The qualitative research approach, on the other hand, does not rely on numerical data since it is concerned with explaining events and people, as well as issues surrounding events and people (Fox and Bayat, 2007; Robson, 2011). According to Creswell (2003), qualitative research is a method of inquiry that focuses on text and picture data gathering and brings a wide range of questions to the study plan. In-depth interviews, particular observations, or written records are common sources of qualitative research (Patton, 2002).

Qualitative research methods have the following advantages: (a) it provides a detailed perspective of a few people; (b) the voices of participants can be heard; (c) the context of participants can be understood; (d) it is built from the perspectives of participants rather than the researcher; and (e) people enjoy stories. Its drawbacks include its low generalizability, the fact that data is not as hard as statistics, the fact that few individuals are examined, the fact that it is highly interpretative, and the researcher's competence is minimized due to the reliance on participants (Creswell, 2013).

Because the major objective of this study is to acquire a better knowledge of corporate social responsibility in state owned organizations with Volta River Authority a case study, the research technique utilized in this study was a quantitative research approach.

3.4 POPULATION OF THE STUDY

A population is defined as the entire set of elements from which one intends to draw conclusions (Cooper and Schindler, 2003). The target population is defined as all members of an actual or hypothetical group of people, events, or things that the researcher wants to generalize from the research findings (Borg and Gall, 1989).

3.5 SOURCES OF DATA

Saunders et al (2007) define data as facts, opinions and statistic that have been collected together and recorded for reference or for analysis. For the purpose of this study, primary source of data was used. Primary source of data is that data that is used for a specific purpose for which it was gathered. For this study, it was obtained by administering questionnaires to respondents with the help of field assistants due to time constraints and the geographical area of coverage.

3.6 DATA COLLECTION

For this research, the methods that employed were surveys and interviews. The instrument that was used for collection of relevant data for the study was the questionnaire.

The study was quantitative in nature, and it relied only on primary sources to get the necessary data. Communities in which CSR activities of Volta River Authority are carried or deployed provided the primary data.

3.6.1 QUESTIONNAIRE

This research instrument is a compilation of structured questions which were given to respondents for their completion or responses. A questionnaire is a type of research tool that consists of a set of questions. Both structured and open-ended questions were used. The questions were close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5- point Likert-style rating scale. They had choices either to agree or disagree with the statements made within the range. This ensured that the choice of answers directly addressed issues at stake and made collation and analysis of the data simple.

A questionnaire is a more efficient and cost-effective instrument for descriptive and preventative research. This method made determining the degree to which the respondent will agree or disagree much easy (Kothari, 2004).

3.7 SAMPLE SIZE

The sample size, according to Malhotra, Agarwal, and Peterson (1996), refers to the number of components that will be included in the study. In general, sampling allows a researcher to examine a small number of units in place of the whole target population and receive data that is representative of the entire target population. In this study, one twenty (120) members of six different communities where VRA has undertaken CRS activities were utilized for the

first part of the questionnaire and ten (10) management members for the section B of the questionnaire.

3.8 DATA ANALYSIS

The raw data obtained from a study is useless, unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct possible errors and omissions that are likely to occur, to ensure consistency across respondents.

Because the study collected primarily quantitative data, descriptive statistical methods such as Anova will be used to evaluate the data. Tables, charts, and graphs were used to present the data. The data was initially coded and arranged into ideas, from which the full population would be generalized. After that, the data was collated, frequencies were computed for each variable under investigation, and conclusions were drawn based on the field findings. After that, percentages were computed and interpretations were established.

3.9 ETHICAL CONSIDERATION

Due to ethical concerns, the researcher made full disclosure of her name, as well as describing the aim of the study and assuring the respondents that the information gathered would be kept secret and that their identities would be kept anonymous or hidden.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 INTRODUCTION

The purpose of this study was to assess " corporate social responsibility in state owned organizations with Volta River Authority as a case study." This chapter focuses on data presentation and discussion of findings from the questionnaire administered. It includes the descriptive analysis of the general information obtained from the respondents and compared with the results from other research works.

All questionnaires were returned after respondents had filled them. In all there were 120 respondents for respondents in six (6) communities and ten (10) management members of Volta River Authority.

4.2 SECTION A (COMMUNITY MEMBERS ONLY)

Table 1: Gender of respondents in communities

Gender	Frequency	Percentage
Male	52	43.3
Female	68	56.7
Total	120	100

From table 1, it was noticed that, out of the 120 respondents interviewed, 52 of the 120 respondents were males representing 43.3% of the respondents. 56.7% were females which gives 68 out of the total respondents of 120. The high number of female remittance recipients can be linked to the fact that, men in Ghana are typically the breadwinners of the family, therefore the likelihood of traveling is higher for men than for women, resulting in more remittances from them, and women are more likely to be the recipients.

Table 2: Age group of respondents

Age	Frequency	Percentage
18-28 Years	25	20.83
29-39 Years	53	44.17
40-59 Years	14	11.67
59 years and above	28	23.33
Total	120	100

For the 120 respondents interviewed, the highest number of respondents (53 representing 44.17% of the 120 respondents) was between the ages of 29 years to 39 years followed by those above 59 years who were 23.33% of respondents (that is 28 in number). Respondents in the age bracket of 18 to 28 years were 25 individuals (representing 20.83%). Those between the age group of 40 to 59 years were fewest with 14 respondents (11.67%). According to these age categories, the majority of respondents were young adults, according to the survey (from 18 years to 39 years who totaled 78 out of the 120 respondents).

Table 3: The marital status of respondents

	Frequency	Percentage
	59	49.17
	31	25.83
	6	5
	24	20
	120	100

Table 3 above presents the marital status of respondents. As evidenced in the table above, out of the 120 respondents, 6 respondents were divorced (that is 5%) whereas those who were widowed 24 representing 20% of the respondents. Respondents who were single numbered 31 (25.83%) and respondents who were married formed the highest number. They were 59 out of the 120 respondents (that is 49.17%).

Table 4: level of education of respondents

Level of education	Frequency	Percentage
No Formal Education	12	10
Adult education	4	3.33
J.H.S.	36	30
S.H.S.	57	47.5
Cert./Dip./HND/Degree/Postgraduate	11	9.17
Total	120	100

Table 4 represents the educational level of the respondents. Of the 120 respondents, 4 fell within the “adult education” group of academic level (which gave a percentage of 3.33) whereas those with no formal education were 12 representing 10% of the respondents. Those with a certificate, diploma, HND, degree or postgraduate were the second highest number of respondents (they were 11 representing 9.17% of the respondents). Senior High School leavers formed the highest number with 57 (a percentage of 47.5) while the Junior High School leavers were 36 (that is 30%) of the respondents. This indicates that the majority of replies on VRA's CSR practices will be drawn from respondents with a secondary education.

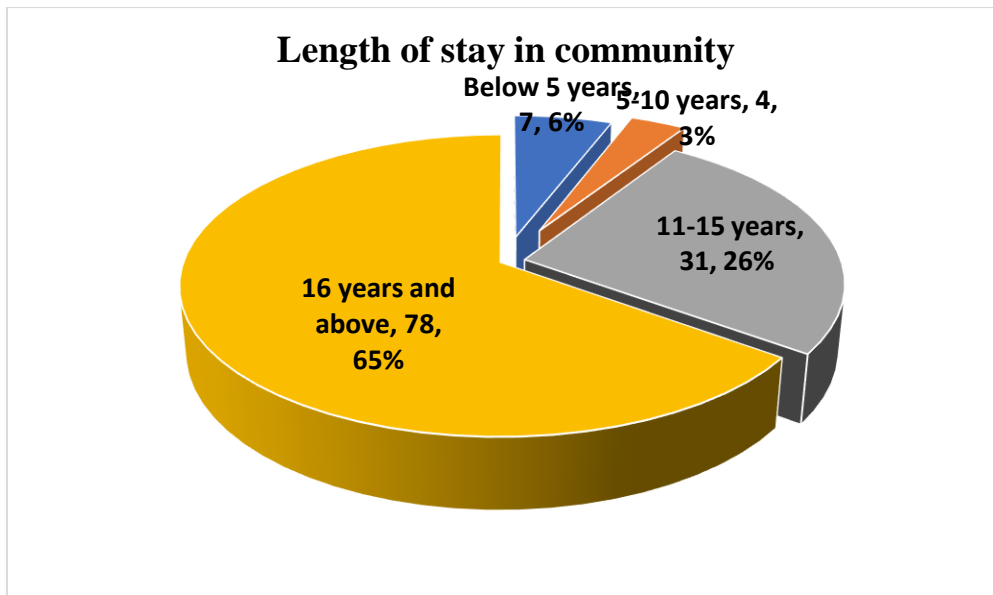


Figure 1: Is a graph showing how long respondents have been staying in a particular community of study

When respondents were quizzed on how long they had been staying in the community, majority of the respondents (65% representing 78 out of the 120 respondents) indicated that they had been staying in their community for 16 years or more. 26% (that is 31 out of the 120) also said they had been staying in their community for 11 to 15 years now. Those who had stayed there for 5 to 10 years numbered 4 (that is 3%). Whereas those who had stayed for less than 5 years formed 6% of the respondents (7 out of the 120 respondents).

It's worth noting that the number of years the majority of respondents had lived in the community would play a role in the data they provided for this study. The number of years respondents had lived in the neighbourhood is a good indicator of their ability to provide the necessary information and skills on topics relating to the influence of VRA's corporate social responsibility on community development. This is also useful for drawing conclusions regarding VRA's CSR operations in various communities.

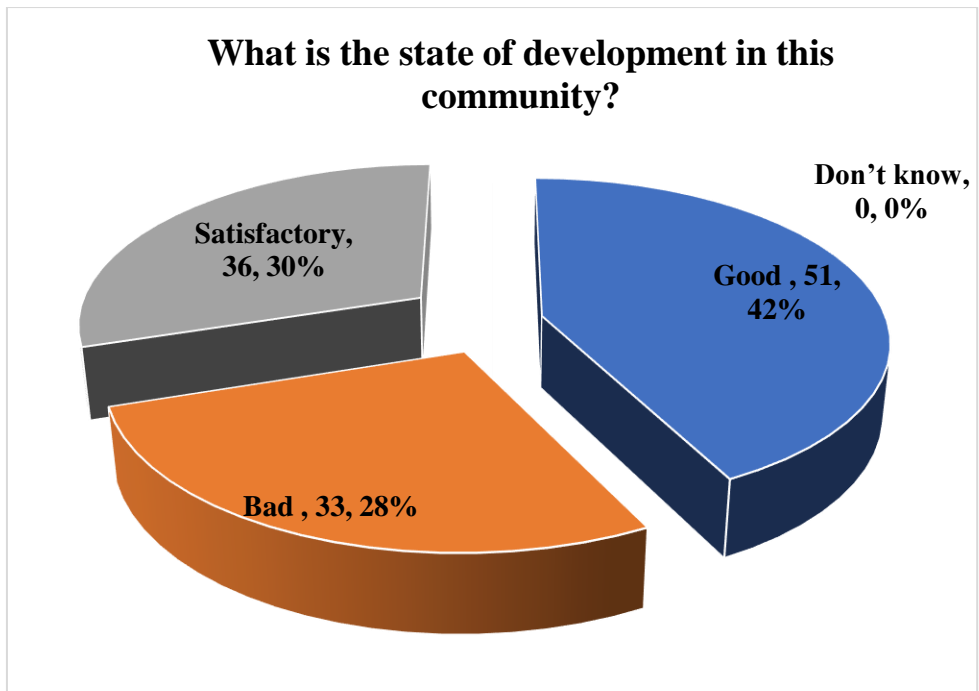


Figure 2: Is a graph showing the responses on the state of development of the communities of study

When quizzed on the state of development in their community, most respondents (72% of respondents) indicated that it is either satisfactory or good. The remaining 28% (33 out of the 120) indicated that they see the state of development in their community as bad. In a similar study by Asumah (2015), 87% of respondents indicated that the state of development in their communities as either satisfactory or good with 13% stating it as bad. CSR is driven by the needs of the benefitting community therefore it is imperative to assess from the respondents how they view the developmental state of their community. With 72% indicating that the state of development being good, one can say CSR activities play a crucial role in that state of development.

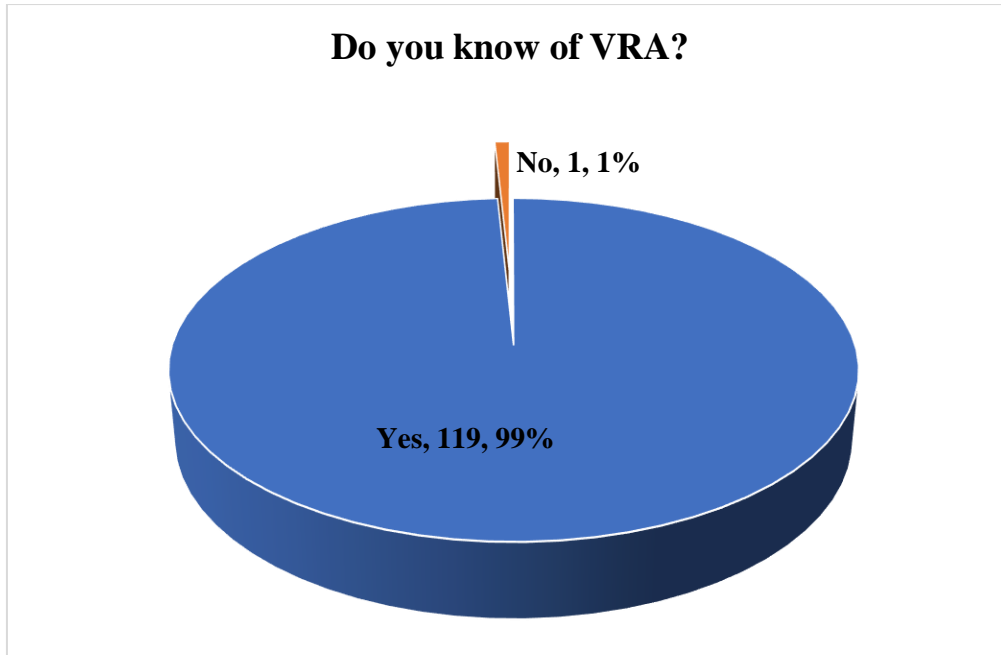


Figure 3: Is a graph indicating whether respondents knew of VRA

When quizzed on whether they knew of VRA, 119 out of the 120 respondents said they were familiar with the company, Volta River Authority, but 1 respondent said he has not heard of the company, Volta River Authority. It is very crucial for a company to be known amongst community members in communities which they find themselves. Other than that, it will be difficult having them to cooperate with the company in undertaking CSR activities. Therefore, having almost all respondents saying they knew VRA indicates that the company is well known among the communities.

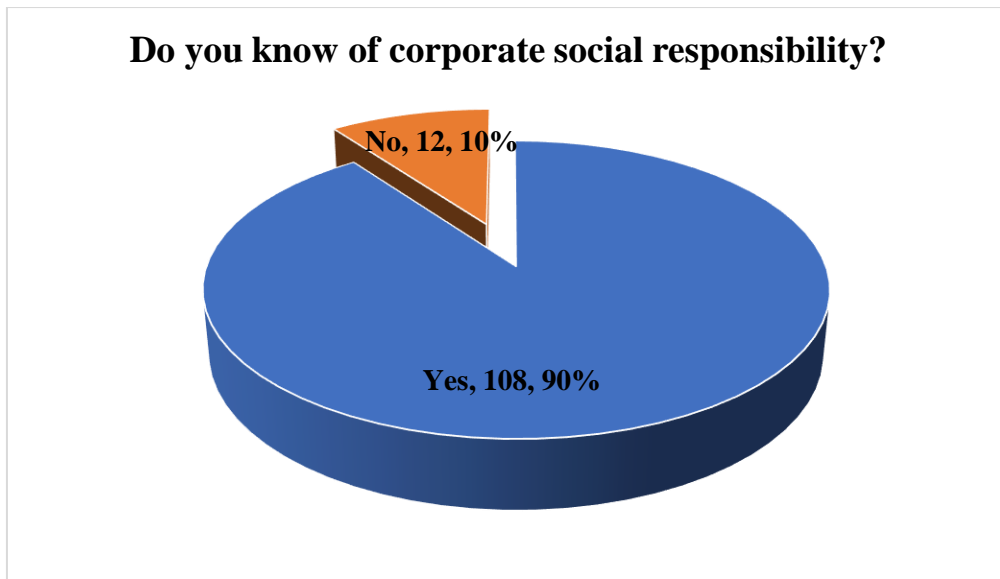


Figure 4: Is a graph indicating whether respondents knew what CSR is

Respondents were asked whether they knew what CSR is. 108 out of the 120 respondents (90%) said they knew what CSR is. However, 12 out of the 120 respondents (representing 10% of the respondents) said they had no idea what CSR was. With 90% of respondents having some form of education (Adult education, J.H.S, S.H.S and Cert./Dip./HND/Degree/Postgraduate), it is no surprising seeing 90% of respondents having an understanding of what CSR is. When majority of the community understand what CSR is, it makes it easy for the company to be able to cooperate with these communities in undertaking CSR activities. Also, when majority of the community understand what CSR is, they tend to put the companies on their toes in fulfilling their CSR mandates.

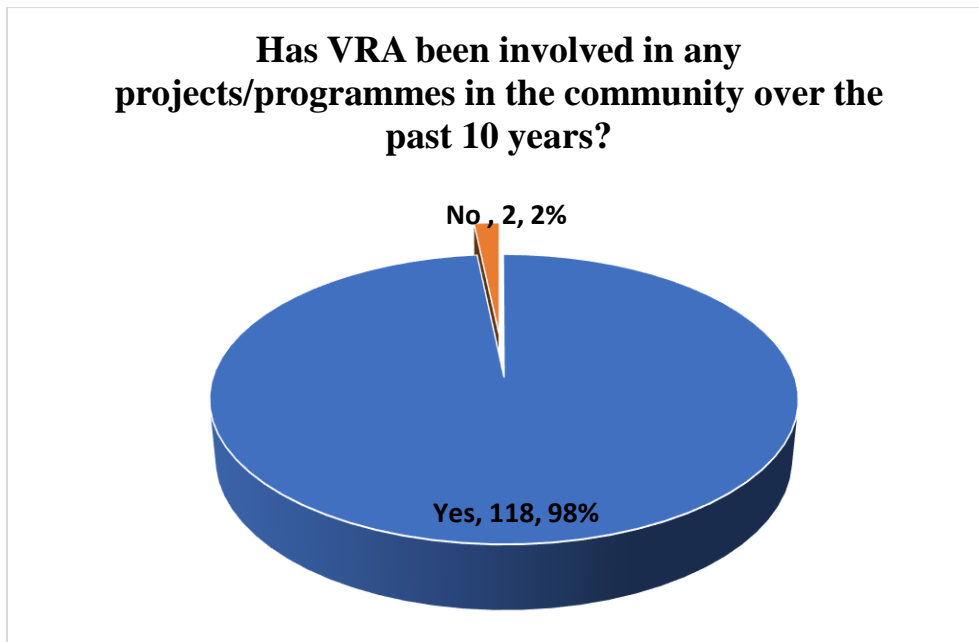


Figure 5: Is a graph indicating whether VRA has been undertaking projects in their communities

When asked if VRA has been undertaking projects or programmes in their communities, out of the 120 respondents, 118 said yes whereas 2 said no. With 98% of respondents indicating that indeed VRA has been undertaking projects in their communities in the past 10 years is indicative of the fact that these CSR projects are evident in these communities. In a similar study by Asumah (2015), which assessed the CSR of AngloGold Ashanti in Obuasi and its surrounding communities showed that the company had been involved in several projects and programmes in the various communities.

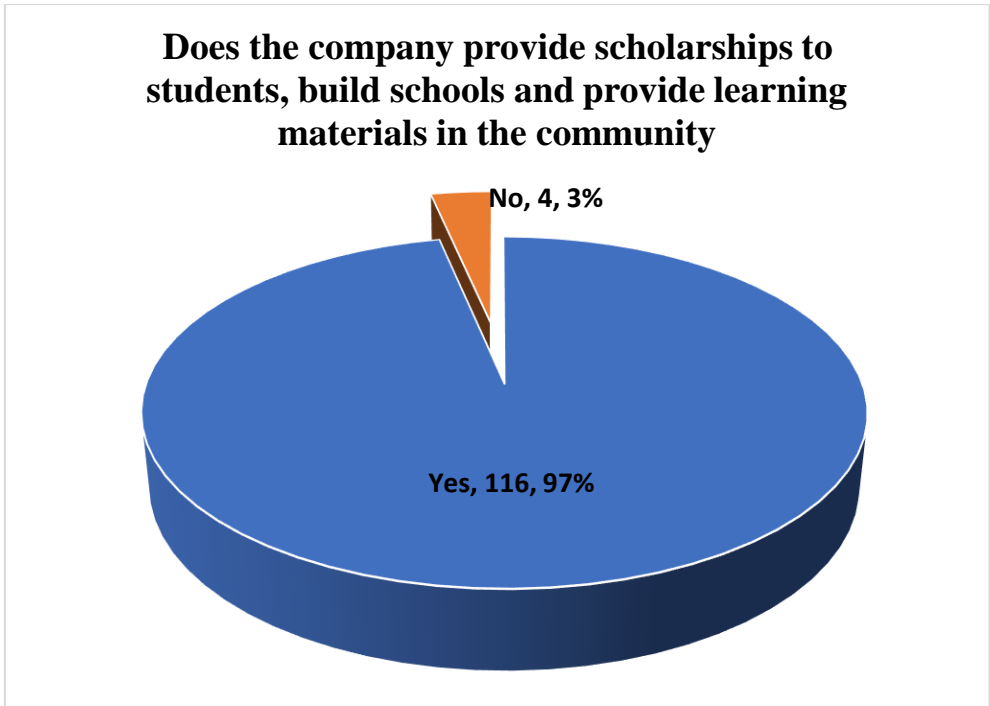


Figure 6: Is a graph indicating responses on whether VRA provides scholarships, learning materials or builds schools

With 97% of respondents indicating that indeed VRA has been giving scholarships, learning materials or builds schools in communities in the past 10 years is indicative of the fact that these CSR projects are evident in these communities. According to Asumah (2015), who evaluated AngloGold Ashanti's CSR in Obuasi and its surrounding communities, the company had been involved in donating learning materials such as books to schools in the communities, providing schools with computers to promote computer literacy, providing material assistance for the construction of new schools and renovation of old school blocks, providing the communities with new school blocks, and providing scholarship benefits to students.

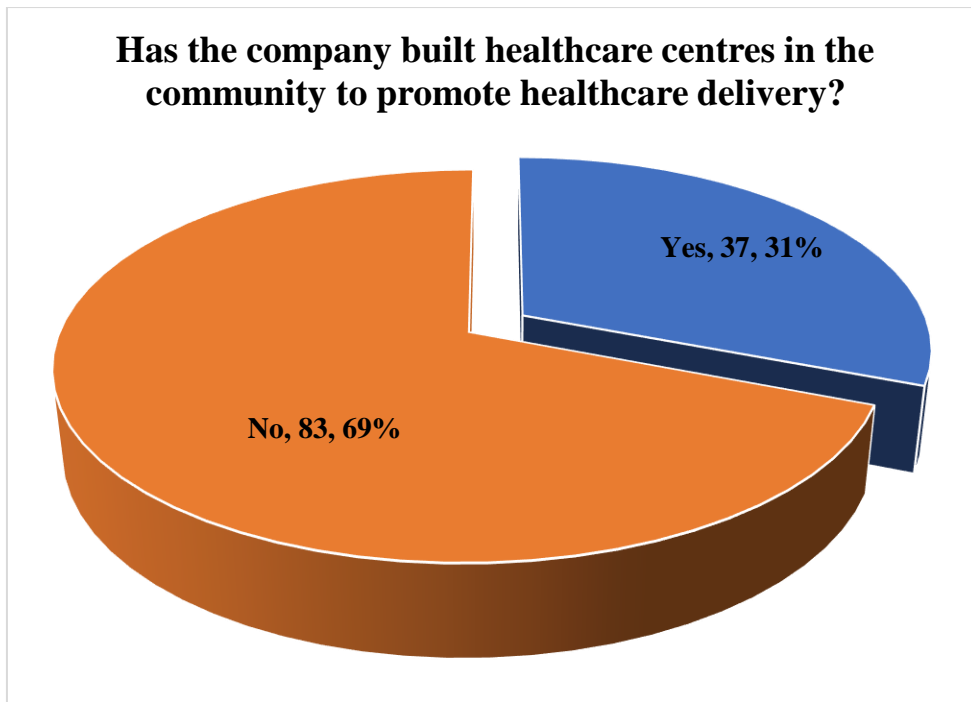


Figure 7: Is a graph indicating responses on whether VRA has built healthcare centres

It was enquired from the respondents whether VRA has built healthcare centres in their communities, 37 out of the 120 respondents said no they have not whereas 69% (83 out of the 120 respondents) said yes, they have. In a similar research conducted by Asumah (2015) postulated that, according to the respondents, the CSR of AngloGold Ashanti in Obuasi and its surrounding communities has led to the building of healthcare centres to promote healthcare delivery in some communities, providing malaria control programmes to fight malaria in some communities as well as providing good medical services to members of some communities.

With this study having been undertaken in six communities, there is the possibility of the health centres in only some of the selected six communities thereby having some numbers saying no to this question. Also, these CSR activities targets the needs of the communities. In this regard, not all communities may be in need of a healthcare facility. Therefore, only those in need will be provided with.

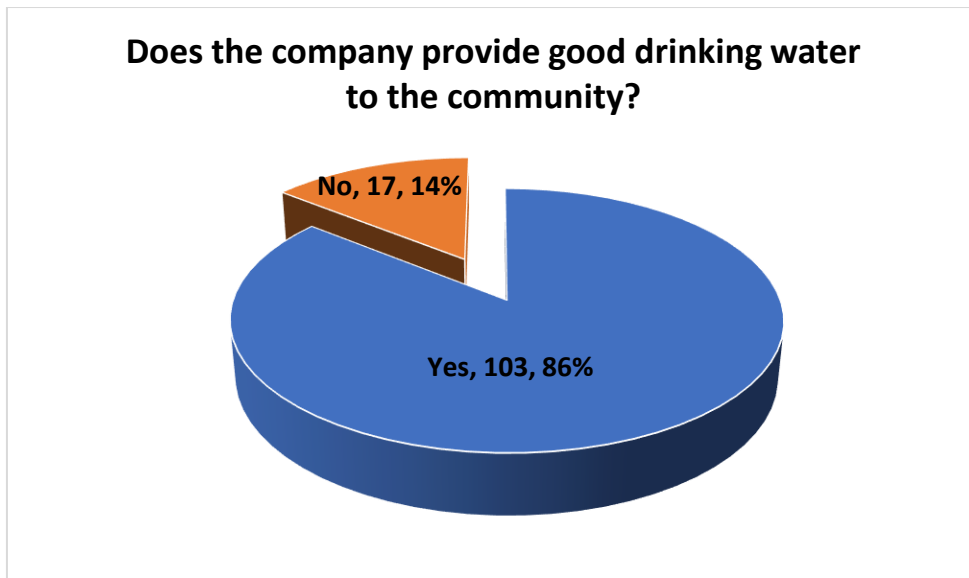


Figure 8: Is a graph indicating responses on whether VRA has provided portable drinking water

Over the years, several companies in Ghana have been involved in providing portable water to communities as part of their CSR activities. Volta River Authority has been no different. When respondents were asked if Volta River Authority has been providing portable water in their communities, 86% of the respondents (representing 103 out of the 120) said yes, they have. However, 17 of the remaining 120 respondents answered in the negative. Since this study was undertaken in six communities, there is the likelihood that the portable water project was not carried out in all six communities thereby having some numbers saying no to this question. Also, since CSR targets the very needs of the communities, it is only communities in need of portable water that would be considered.

In Asumah's 2015 study of CSR activities of AngloGold Ashanti in Obuasi, respondents indicated that AngloGold Ashanti provides good drinking water to some communities.

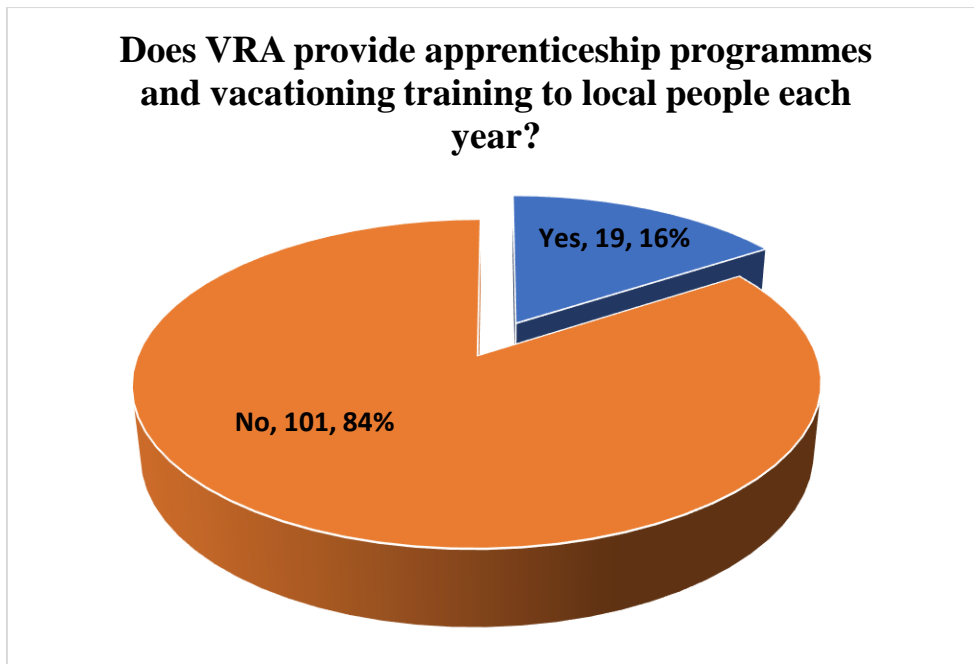


Figure 9: Is a graph indicating responses on whether VRA organizes apprenticeship programs for communities

Majority of respondents (that is 84% of the respondents which translates to 101 out of the 120) stated that Volta River Authority does not organize apprenticeship programs in their communities whereas 16% (that is 19 out of the 120 respondents) also answered a yes. This could probably mean that the apprenticeship programs were organized in only few communities, or it was done such that majority of the communities were not aware of the program.

Organizing apprenticeship programs for communities is a way of empowering these communities to provide for themselves. It is therefore not out of order to see VRA organizing apprenticeship programs for communities. Asumah (2015) affirms that, from the respondents, AngloGold Ashanti has been organizing apprenticeship programmes for the communities which helps provide a source of livelihood for the communities.

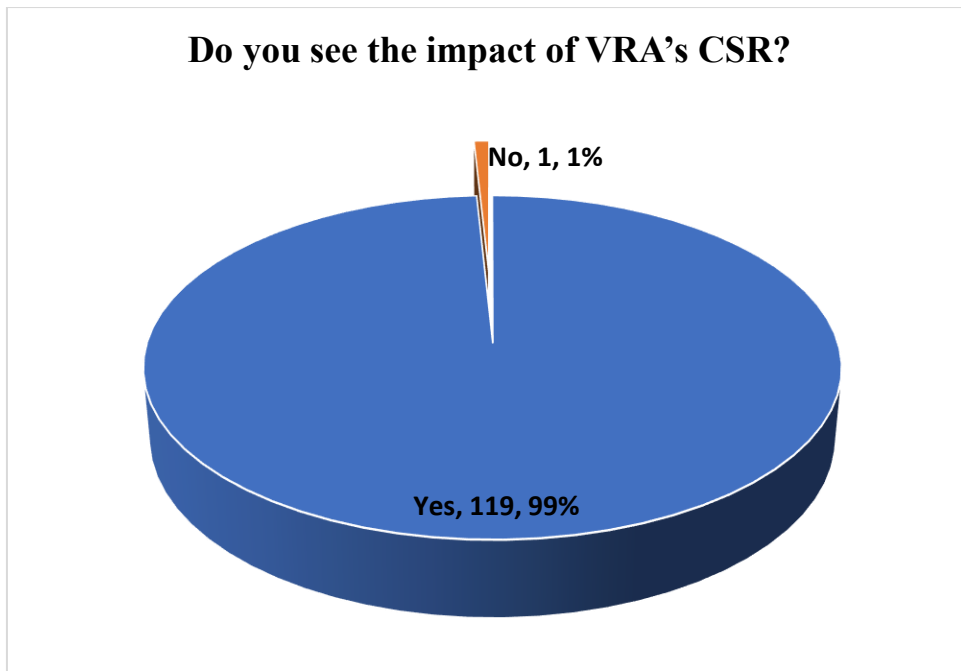


Figure 10: Is a graph indicating responses on VRA's CRS impact in their communities

From the responses given on the question of whether VRA's CSR activities have had any impact on their community, 99% of respondents indicated that yes VRA's CSR activities have had a positive impact on their community with the remaining 1% seeing the VRA's CSR activities as having a negative impact on their community. This study agrees with the research of Verma and Chauhan (2007) who posited that the corporate social responsibility of companies have a positive influence in the development of communities. The essence of CSR activities is to provide the amenities and developmental help the communities in which these companies reside. In a survey conducted by CSM (2001), it indicated that CSR activities such as employment, environmental and social programme including health and literacy have a positive impact on community development.

With 99% (that is 119 out of the 120 respondents) indicating that VRA's CSR activities have had a positive impact on their community, it is safe to say VRA's CSR activities is laudable and worth its weight in gold.

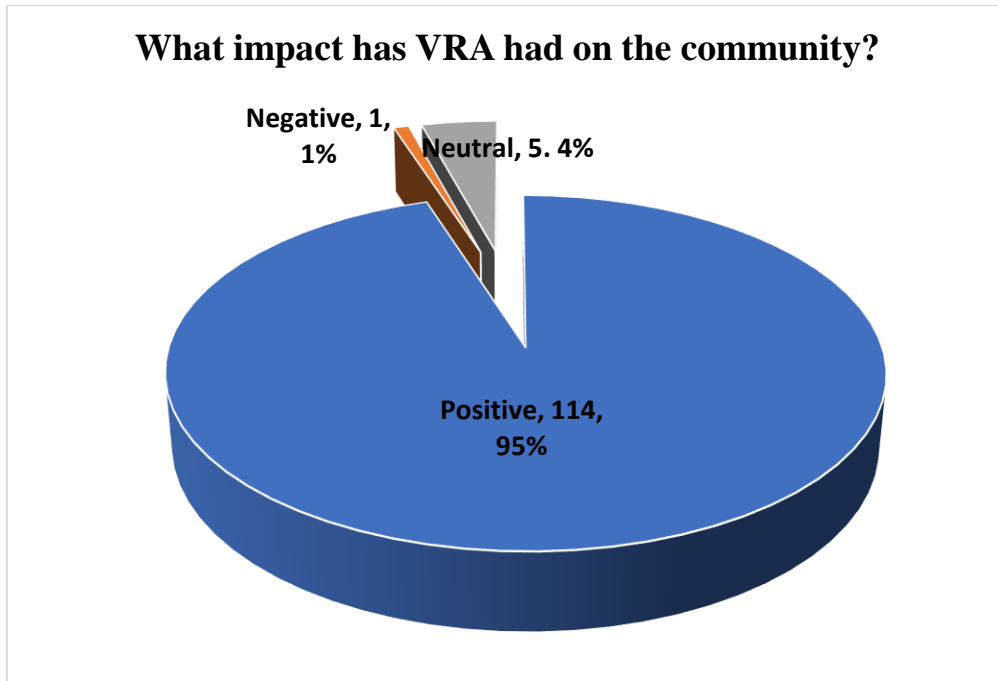


Figure 11: Is a graph indicating responses on the impact of VRA's CSR on communities

When asked about the impact of VRA's CSR on the communities, 95% of the respondents said the impact was positive, whereas 1% said the impact was negative. However, 4% of the respondents were undecided (unable to determine whether the impact is favorable or negative). In his assessment of the condition of community development, Asumah (2015) found that, the majority of research participants (81%) believe VRA's corporate social responsibilities have a good impact on the community, while only 11% believe otherwise. The goal of CSR is to have a beneficial impact on the communities in which these businesses operate.

This means that the company's provision of better roads, electrification, and jobs has a favourable impact on the community's development. These findings back up claims made by a number of other studies (Chapple and Moon, 2005; Verma and Chauhan, 2007; Dutta and Durgamohan, 2009). With 95% of respondents agreeing that VRA's projects had had a

beneficial influence on their communities, this study concludes that CSR efforts were successful and met their goal.

4.3 SECTION B (STAFF OF VRA ONLY)

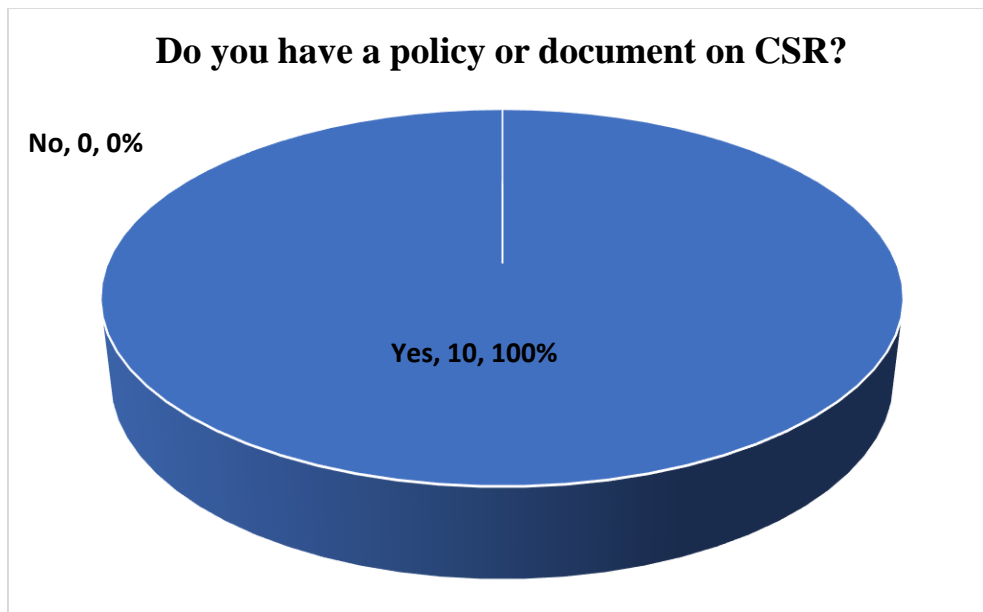


Figure 12: Is a graph indicating responses on whether VRA has a policy document on CSR

All respondents (100%) indicated that VRA has a policy document on CSR. This can be said to be a perfect example of a well-run organization. However, this contradicts a study by Amponsah (2015) who made the observations that majority (80%) of the organizations do not have CSR policies or documents. From his study, he noted that activities of CSR are more often attached to other departments more especially the corporate affairs department (that is 70% of the time). Amponsah (2015) explained that no budget allocations for CSR activities in most organizations and this makes them to do CSR as and when it becomes necessary. This means that, there is no laid down policy or plan for CSR activities, hence organizations only react to these activities when it becomes necessary.

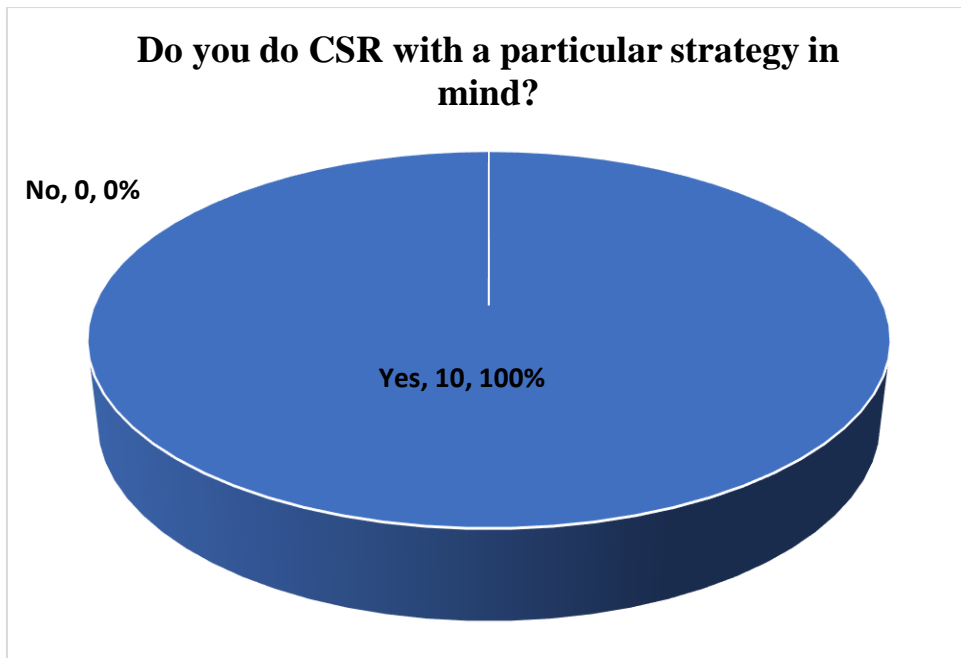


Figure 13: Is a graph indicating responses on whether VRA does CSR with a particular strategy

All respondents from VRA stated that they have a particular strategy enrolled for CSR activities. Also having a department and having a strategy makes CSR activities very smooth and evident. As said by Amponsah (2015), CSR in most Ghanaian companies is done without strategy. Similar assertion is shared by Ofori (2006) who postulates that, CSR in the Ghanaian context “reveal a somewhat haphazard indulgence”.

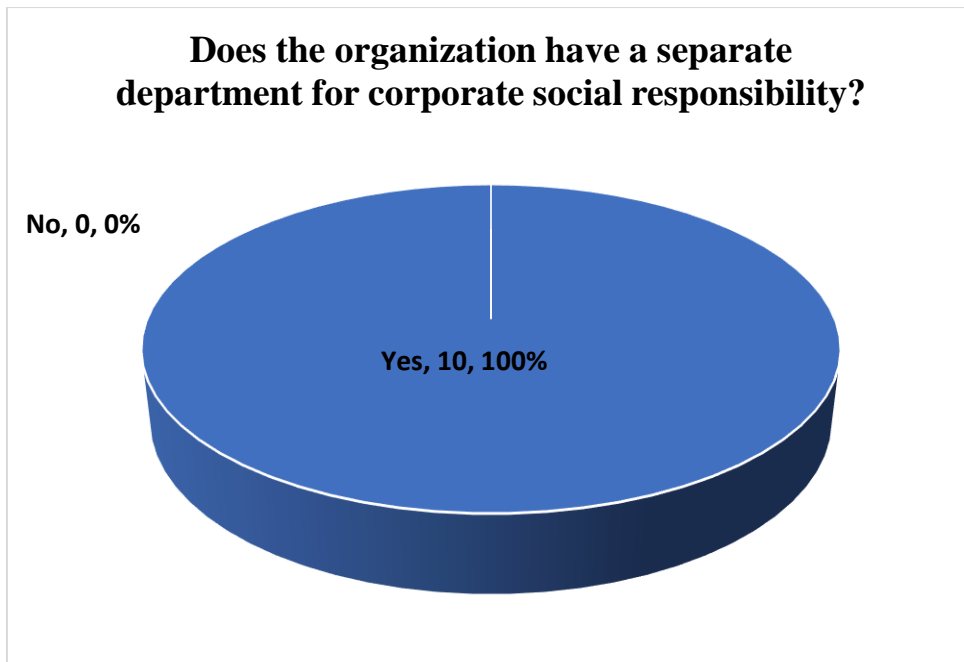


Figure 14: Is a graph indicating responses on whether VRA has a department for CSR

Management of VRA was quizzed on whether VRA has a separate department for CSR. All respondents answered in the affirmative. They indicated that there is a set aside department that handles CRS activities. To make CSR effective, it is imperative to have a department dedicated fully for CSR activities. This research supports the findings of Amponsah (2015), who found that the lack of a CSR department in most Ghanaian firms accounted for the lack of attention paid to CSR operations.

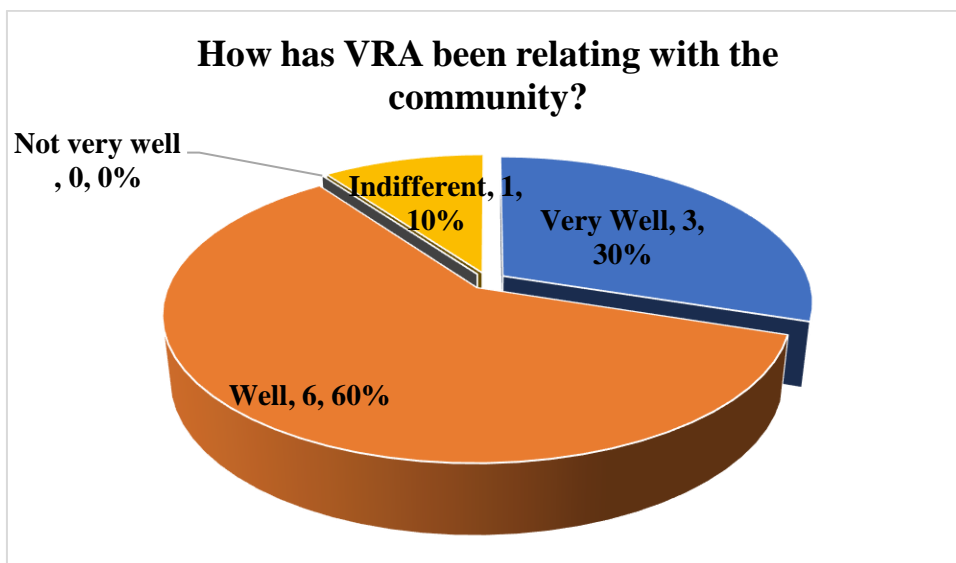


Figure 15: Indicating the responses on the relationship that exists between VRA and the various communities of study

When quizzed on the relationship between VRA and the various communities, 90% of the respondents stated that the relationship was either well or very well. 10% said they were indifferent with no respondent saying it was not very well. In a similar study by Asumah (2015), 92% said they considered the relationship very well or well. This finding explains the company's dedication to carrying out its CSR in order to improve the community's level of living. According to Holme and Watts (2000), corporate social responsibility (CSR) is a company's ongoing commitment to act ethically and contribute to economic progress while also improving the quality of life of its employees and their families, as well as the local community and society.



Figure 16: Indicating the responses on whether VRA have been involved in projects/programmes in the communities

From the responses all staff of VRA who answered the questionnaire affirmed that they have been undertaking projects/programmes in various communities. Respondents from the communities also affirmed that in the past ten years, VRA had been undertaking projects and programmes in their communities. This depicts that all sides of the respondents (staff of VRA and the communities) affirm that there were visible projects. Respondents in Asumah (2015) study responded that AngloGold Ashanti has been involved in several projects and programmes in the various communities.

Question: What are the major purposes of the projects/programmes that VRA are involved in?

Responses: Each project has its unique set of objectives and for that matter outcomes. However broadly VRA sees every CSR initiative critical to solving the community needs. For instance, our educational scholarships for the SHS students and tertiary students comprised full payment of tuition fees to beneficiaries in all VRA impacted districts in across the country. We also have a community water and sanitation projects for communities dotted along the banks of the Volta River affected by Schistosomiasis (Bilharzia). There are other many initiatives we do for our communities. All these are outlined in our community development framework document signed with all communities.

Question: How are communities selected for these projects/programmes?

Responses: We have a Community Development Framework that outline the processes communities have to follow.

Question: How has these projects/programmes affected the communities in which they are been implemented?

Responses: The CSR initiatives have largely impacted the communities positively. For instance, in the area of potable water and sanitation, we have massive improvement in the

general health and wellbeing. We have also seen reduction in prevalence rate of diseases such as bilharzia and other river illnesses.

Question: Are there factors that prevent the company from practicing its Corporate Social Responsibility to the community?

Responses: There are no challenges so far except for projects which involves huge capital.

Question: If yes, please list the challenges that the company encounter during the implementation of its corporate social responsibility to the community?

Responses: Not really, except perhaps, projects that are of huge capital intensive like roads and bridges. Generally, we do not have factors preventing VRA from carrying out CSR activities in its communities.

Question: How does the company resolve these challenges to carry out its corporate social responsibility successfully?

Responses: For projects such as community roads and bridges, we collaborate with the district assemblies and support, but we do not entirely fund such projects.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter five covers the summary, conclusion and recommendations of the study. It summarizes the work as well as concludes. Finally, recommendations to the State Own Enterprises, government and policy makers as well as on further studies are suggested.

5.2 SUMMARY

The study under discussion focused on "corporate social responsibility in state owned organizations with Volta River Authority a case study."

The objectives of the study were to ascertain whether corporate social responsibilities are integrated into Volta River Authority. It also seeks to determine the practices being executed in Volta River Authority with respect to CSR. Thirdly it sought to assess the impact Volta River Authority's corporate social responsibilities on communities. It ended by determining the challenges of Volta River Authority in practicing its corporate social responsibility. Questionnaires were used to obtain the needed answers. The questionnaires were divided into two sections, that is those for the communities in which Volta River Authority have undertaken CSR activities and that of ten staff members of Volta River Authority.

From the responses given by the respondents from both ends, it showed that CSR activities were being undertaken. Respondents from VRA also stated that there was a policy document, particular strategy and a CSR department for undertaking CSR activities. From the respondents from the communities in relation to the third objective, majority of respondents claimed VRA's CSR activities has a positive impact on their communities. With respect to challenges, Respondents from VRA stated that their biggest challenge was that some projects required huge funds which tends to slow down their activities.

5.3 CONCLUSION

Corporate social responsibility (CSR) has been slowly gaining traction in poor and undeveloped countries over the last two to three decades (Potluri, Ullah, Johnson, 2020). As a result, a number of businesses have implemented new policies as part of their CSR efforts in order to better assist their host communities (Amira, Azman and Mustapha, 2018; Ansu-Mensah, Marfo, Awuah and Amoako, 2021; Boso, Afrane, & Inkoom, 2017). With all this in mind, current research has thrown the light

on how State Own Enterprises can play a role in leading the CSR charge. This study therefore using VRA as a case study, sought to understand how State Own Enterprises undertake their CSR activities.

From the study, it was established that CSR plays a critical in the development of communities in which these companies find themselves.

5.4 RECOMMENDATIONS

From this research work, it can be deduced that CSR plays a crucial role in community development. It is therefore recommended that, laws and regulations be put in place to make CSR a core mandate of all companies.

Also, if possible, government and community leaders could liaise with companies to help in the implementation of their CSR activities through the formation of committees who oversee the implementation of CSR activities of companies.

This study having been limited to only one state owned enterprise, the researcher therefore suggests that, other researchers to further look at comparing the CSR activities of private enterprise and state-owned enterprises.

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APPENDIX

(SCHOOL CREST SHOULD BE HERE)

Dear respondent,

This questionnaire seeks to investigate your view on the topic “corporate social responsibility in state owned organizations: a case of Volta River Authority”. You have been chosen as one of the respondents who would contribute to the study. You are kindly entreated to provide accurate responses by ticking [] the items on this questionnaire. Your name is not required and you are assured of confidentiality and anonymity.

For Section A, B, and C please tick [] in the space provided as a response to the items based on your understanding of the degree at which you agree or disagree.

SECTION A (COMMUNITY MEMBERS ONLY)

Tick the appropriate response. Where the question is opened, write in the space provided

1. Sex of respondents
 - (a) Male ()
 - (b) Female ()
2. Age of respondents
 - (a) Below 25 years ()
 - (b) 26-30 years ()
 - (c) 31-40 years ()
 - (d) 41 years and above ()
3. Marital status of respondents
 - (a) Married ()
 - (b) Single ()
 - (c) Divorced ()

(d) Widowed ()

4. Level of education

(a) Non formal education ()

(b) MSLC/JHS ()

(c) SSS/SHS/OLEVEL ()

(d) Degree /Masters /PHD ()

(e) Adult Education ()

5. Length of stay in community

(a) Below 5 years ()

(b) 5-10 years ()

(c) 11-15 years ()

(d) 16 years and above ()

6. What is the state of development in this community?

(a) Good

(b) Bad

(c) Satisfactory

(d) Don't know

7. Do you know of VRA?

(a) Yes

(b) No

8. Do you know of corporate social responsibility?

(a) Yes

(b) No

9. Has VRA been involved in any projects/programmes in the community over the past 10 years?

(c) (a) Yes

(d) (b) No

10. Does the company provide scholarships to students, build schools and provide learning materials in the community?

(a) Yes

(b) No

11. Has the company built healthcare centres in the community to promote healthcare delivery?

(a) Yes

(b) No

12. Does the company provide good drinking water to the community?

(a) Yes

(b) No

13. Do you see the impact of VRA's CSR?

(a) Yes

(b) No

14. Does VRA provide apprenticeship programmes and vacationing training to local people each year?

(a) Yes

(b) No

(c) Not aware of

15. What impact has VRA had on the community?

(a) Positive Impact

(b) Negative Impact

(c) Neutral

SECTION B (MANAGEMENT OF VRA ONLY)

16. Do you have a policy or document on CSR?

(a) Yes

(b) No

17. Do you do CSR with a particular strategy in mind?

(a) Yes

(b) No

18. Does the organization have a separate department for corporate social responsibility?

(a) Yes

(b) No

19. How has VRA been relating with the community?

(a) Very well

(b) Well

(c) Not very well

(d) Indifferent

20. Has VRA been involved in any projects/programmes in the community over the past 10 years?

(a) Yes

(b) No

21. What are the major purposes of the projects/programmes that VRA are involved in?

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22. How are communities selected for these projects/programmes?

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23. How has these projects/programmes affected the communities in which they are being implemented?

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24. Are there factors that prevent the company from practicing its corporate social responsibilities to the community?

- (a) Yes
- (b) No

25. If yes, please list the challenges that the company encounter during the implementation of its corporate responsibilities to the community

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26. How does the company resolve these challenges to carry out its corporate social responsibility successfully?

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