

GHANA INSTITUTE OF JOURNALISM [GIJ]



**THE PRACTICE OF CORPORATE SOCIAL RESPONSIBILITY BY FORESTRY
COMMISSION OF GHANA**

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fulfilment of the requirements for the award of Master of Arts (MA) Degree
in Public Relations

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DECLARATION

This dissertation is submitted in partial fulfilment for the award of Masters of Arts with Public Relations option. This work is as a result of my own investigations. All sections of the text and results which have been obtained from other sources are fully referenced. I understand that cheating and plagiarism constitute a breach of GIJ's regulations and will be dealt with accordingly.

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DEDICATION

This project is dedicated to God Almighty and my family.

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I am grateful to the Almighty God who sustained me throughout school and this study.

I am most grateful to Dr. Charles Bamfo, my research supervisor, for his serenity and constructive criticisms in writing this dissertation.

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Thank you all!

ABSTRACT

The purpose of this research is to understand the various CSR activities carried by governmental organisations in Ghana and how these CSR programmes impact on the company's profitability. Hundred (100) questionnaires were administered by the researcher to staff of Forestry Commission Ghana, made up of top management staff, middle management staff and junior staff. Sixty (60) questionnaires were also administered to stakeholders of the organisation. Secondary data for the study were obtained from the internet, journals, financial statements of Forestry Commission Ghana and the Pearson Product Moment Correlation coefficient table was used. From the result obtained the calculated r (r_c) 0.8 is greater > tabled value (r_t) 0.23 thus, reject H_0 and accept H_1 . This means that, the relationship is significant at 55% confidence level. This confirms that there is a positive relationship between Corporate Social Responsibility and profitability. From the study it was clear that most customers are not aware of CSR and even understand the meaning. The study was however, limited to finding out exactly how much in terms of monetary value CSR programmes contribute to the overall profitability ratios of the companies. For academic and industry discourse it is recommended that further study should be conducted to establish the real value in monetary terms how much CSRs contribute to the organisations profitability. Also further research should be conducted to quantify how much or to what degree these CSR programmes have impacted on the society and its corresponding value generation for the company.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction of Study

Seen as a key aspect of any business in the business world, Corporate Social Responsibility (CSR) in Ghana is lacking and not fully practiced especially in the governmental sector of the country (Amponsah-Tawiah, Dartey-Baah, & Agbeibor, 2015). Most organisations under the auspices of the Government of Ghana do not put much attention to issues such as reputation, brand recognition, customer loyalty and substantial growth due to the lack of proper competition in the sector they find themselves which has led to collapses, a typical example is the collapse of the Ghana Airways Company and Ghana Telecom. It is therefore prudent to expose Ghanaian organisations to this essential business models of CSR and in light of this study, it is intended that the Forestry Commission of Ghana which is the company under radar will notice the role CSR plays in the performance of the organisation and also be useful to other organisations especially in the public sector of Ghana to incorporate CSR in their operations.

This will also help in pinpointing some of the challenges that they might be facing in adequately rolling out CSR programs to the benefit of the organisation and society. By doing this, sustainability and high growth levels will be expected in Ghana's public sector and companies will be able to deliver up to their maximum best which will transcend to high levels of economic growth in the country.

1.2 Background

The forestry Commission of Ghana is in charge of protecting the forest zones of Ghana and has failed in various aspects such as profitability and sustainability over the years (Oduro, Gyamfi, & Acquah, 2012). In spite of all these, the organization does not recognize the role

CSR plays in enhancing their performance and practice hence, does not put much efforts in its implementation or strategic planning.

According to Carrols CSR pyramid, Corporate Social Responsibility can take different forms which are philanthropist responsibilities which is about contributing resources to the community and improving quality of life, ethical responsibilities which are obligatory to do to ensure fairness and avoid harm, legal responsibilities which looks at abiding by the laws in the society and lastly economic responsibilities to ensure profitability (Carroll, Carroll's Pyramid of CSR: Taking another look, 2016). The research will also seek to identify how CSR can be aligned with the triple bottom line approach of people, profit and planet. Since the business of the organization is into forestry, CSR plans with respect to the triple bottom line will be very essential in sustaining the environment whiles creating value to the shareholders and increasing economic profits.

The implementation of CSR in many organisations is not directly felt but brings diverse benefits to any organisation that properly implements it. CSR tends to improve the corporate image of organisations, gives a large customer base and increases customer confidence which transforms to numerous direct benefits such as increase in profits and an overall organisational performance. With a lack of CSR or poor implementation, organisations are likely to collapse or have poor profits in their operations.

1.3 Problem Statement

The forestry commission of Ghana is a governmental institution that manages and protects the forest reserve of the country for sustainability. The organization massively deals with stakeholders, from the national level and the local communities they operate in. In today's business environment, most businesses have come to understand the importance of corporate social responsibilities (CSR) as they tend to bring about an increase in profits in

the long term as well as other benefits that cannot be measured in monetary terms such as customer loyalty and good corporate image. This research tends to focus on CSR in the governmental institutions of Ghana with focus on the forestry commission. Most research conducted on CSR does not put much focus on governmental institutions and tends to leave a research gap in this area. This research seeks to seal this gap by conducting a research on the CSR activities of the forestry commission which is a governmental institution. The forestry commission of Ghana can surely improve on its CSR programs and gain serious benefits from it in the long and short terms.

1.4 Aims and Objectives

The main aim is to examine how CSR can enhance the performance of the Forestry Commission of Ghana and create an awareness of the need of CSR in governmental institutions.

In relation to the aims the objectives are;

1. To discuss the practice of CSR in Ghana Forestry Commission.
2. To examine the impact of CSR on the performance of Forestry Commission Ghana.
3. To identify how the forestry commission of Ghana can contribute to nation building through CSR.

1.5 Research Question

The following questions guided the research.

1. How is CSR practiced in Forestry Commission Ghana?
2. What is the impact of CSR on the performance of Forestry Commission Ghana?
3. How can the forestry commission contribute to nation building through CSR?

1.6 Methodology

The research methodology adopted will include a research design, the population, the sample size, the sampling techniques, types of data, sources of data, collection instrument, technique and procedure, data presentation and analysis, and then the limitation in the data gathering. For the purpose of this study, the researcher adopted the descriptive research approach to emphasize the effects of CSR on the performance of Forestry Commission. Primary data was used through the administering of questionnaires to respondents at Forestry Commission, Stakeholders and some members of the communities in which they operate. The study population is very large, so 80 respondents were selected from the top level management, middle level management and the supervisors which is a good representation of the population based on stratified sampling. This cuts across the various departments in the organisation. Again 60 out of the 80 respondents were external stakeholders and the selection was done through random sampling. SPSS software was used to analyse and interpret the data.

1.7 Significance of Study

The study on the effect of CSR on the performance is of great importance to the forestry commission of Ghana and other organisations in the governmental sector and will have diverse benefits to stakeholders. Firstly, the Forestry Commission of Ghana will gain an in-depth knowledge on the effects of CSR on the organisations performance which will help them set-up sustainable policies that will guide the prospects of good CSR practices and will contribute to the general growth of the organisation. Secondly, outlining the significance of CSR in the study will be helpful for other organisations to emulate and practice to ensure sustainability and improve the quality of life of the Ghanaian people as a philanthropist gesture per Carrols CSR pyramid. Lastly, the research work will help pave

way for further studies and deeper understanding into the significance of CSR on the performance of organisations.

1.8 Project Outline

Chapter one: This will look at the background of the study, statement of problem, research objectives, research questions, significance of research and the research limitation.

Chapter two: The chapter will focus on theoretical review and empirical review of key topics involving CSR, its importance and how it affects organisation performance.

Chapter three: This chapter looks at the methodology and includes the research design, population, sampling procedures which includes the sample size, sampling technique and justification for sample, data source and data analysis.

Chapter four: This chapter will encompass findings, presentation of results and discussion from the data analysis conducted in the previous chapter.

Chapter five: Chapter five will focus on the conclusions and recommendations made from the entire study and also outline some of the drawbacks or limitations in the study.

1.9 Chapter Summary

The chapter mainly outlines the purpose of the research study and what it hopes to achieve. It gives an outline of the main concepts that will be focused on in the study and identifies the aims and objectives of the study. The research method and approach to be adopted is also clearly shown as the methodology and an outline of the entire research work. The second chapter which is the literature review follows.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails a literature review that is relevant to the study; the chapter will specifically view theories and empirical studies. The corporate social responsibility, organisational reputation, the organisation's performance and financial performance will be discussed under the empirical literature.

2.2 Concept of Corporate Social Responsibility

Corporate Social Responsibility is a new and key business strategy that is now an expectation of society in today's competitive market and has been a topic of discussion by scholars and practitioners in the business field. There are several definitions given to CSR and some include defining CSR as those management philosophies, procedures, policies or actions that have the improvement of the general welfare of societies as its main objective (Boone & Kurt, 2004).

It is the obligation of organisational top management to take actions on Corporate Social Responsibility as a way of protecting and improving societal welfare together with other internal or organisational interests (Davis & Blomstrom, 1975). According to (Carroll, A three-dimensional Conceptual Model of Corporate Performance, 1979) in a seminal article, corporate social responsibility is presented as a construct that "encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time." The definition by Carroll iterated that responsibilities like these are not just done for the benefit of the firm but for the benefit of the society at large. By this definition, it means that the mere existence of organisations is a contract with society and an obligation to take a critical consideration of matters of the society when making strategic decisions (Andreasen & Drumwright, 2007).

CSR consist of four interrelated areas which are namely; the economic, ethical, legal and philanthropic aspects which is targeted by organisations to achieve. In accordance to these factors, a firm that is socially responsible needs to “strive in gaining profits, abiding by regulations, be a good corporate citizen and ethical” (carroll, 1991). CSR conceptualization is viewed in a wide range and is seen as activities that have some good in social terms which extends beyond the firm’s interest as the law requires to a focus on shareholder wealth maximization (McWilliams & Siegel, 2001).

The different concepts shows differences in the level of responsibility attributed to an organisation which goes beyond its role as an economic institution (Hemphill, 1997). In light of this research, the larger view of society is adopted, which defines CSR as the status and activities of the organisation with regards to its feedback to their obligations in society as it also affects all stakeholders of the company. Based on this definition, an organisation is mandated to put up activities to “protect and improve both the welfare of the society as a whole and the interest of organisations” (Davis & Blomstrom, 1975).

2.3 Types of Corporate Social Responsibility

The types of Corporate Social Responsibility are of three broad areas and are under traditional corporate philosophies of which business organisations need to implement their social responsibilities. The three key areas are; traditional corporate philanthropy, sustainable development with focus on stakeholder priorities and ethical business (Saari, 2010).

2.3.1 CSR versus Traditional Corporate Philanthropy

According to studies by (Gaberman, 2008), taking a corporate philanthropy view is a common approach to CSR. The definition of philanthropy has evolved over the years and some are linguistic, can be traced to the Greek Classics and some also founded in principles

of religion. Love for humanity is seen as the root of philanthropy and the need to share what one has with others has been a pivotal part of most religions for several years. In practical terms, adopting a basic definition of the term will be very helpful; this defines philanthropy as the “voluntary capture of private wealth for public purposes”. Even though philanthropy primarily looks at the sharing of finances, it also factors in non-financial inputs such as support (in-kind), knowledge and voluntary services.

The concept of philanthropy entails two large categories which are individual and organized philanthropy. Faith-based philanthropy is one example of a form of philanthropy which may be individual or organised, while a mixture of individual and organized philanthropy include giving circles. It is explained that monetary donations are part of corporate philanthropy that helps support non-profit organisations and communities, including a support in certain sectors such as education, art, science, health, housing and others with an exclusion of contributions from politics and other commercial event sponsorships. These methods of giving has been part of us for many years.

Corporate social responsibility is viewed as qualitatively different from the concept of traditional corporate philanthropy. It understands that the company owes the community in which it operates being a stakeholder in corporate activity. It also explains the corporation partnership of business with social groups in financial provision and other resources to help developmental plans, specifically with communities that are disadvantaged (Saari, 2010). In recent times, the corporate social responsibility focus is on stakeholders which are the employees, shareholders, consumers, management and community instead on focus on just profit maximization for the shareholders. There is also much emphasis on long-term sustainability plans of the business and the environment in which they operate in as well as

a distribution of well-being. This has brought about an increase in focus on the triple bottom line approach of People, Planet and Profit.

The triple-bottom-line approach emphasises on the notion that stakeholders in a business comprise of a lot and not just shareholders and sustainable development, economic stability and profit generation needs to be fully analysed in relation to prosperity in society. The triple bottom line is a method that needs to be adopted by every corporate organisation; “people” refers to an understanding of how beneficial business practices that are geared towards, labour and the community are. “Planet” makes reference to environmental practices that are sustainable and any company practicing the triple bottom line method desist from indulging in activities that produce harmful products such as toxic chemicals or weapons. “Profit” also refers to the economic value that is generated by the organisation after deducting all input cost and cost of capital and is therefore different from the definition of profit in accounting terms.

CSR is viewed traditionally by most corporate bodies as an extension of financial inputs for the benefit of mankind, however the context of CSR is quite different and more complex in contemporary terms. Any organisation that looks at activities channelled at communities whether it is a social investment, philanthropic or a commercial initiative but fails to comply with the basics of business needs not to be defined or classified as socially responsible (Srivastava & Venkateswaran, 2008).

2.3.2 Ethical Business

In the international scene, ethical business is seen as the basics and current trend and its attention is specifically on the conceptualization of a business, its operations and the perception of fair profits. The essential focus is on social values in ethical business and

business is conducted in relation to larger social values and the long-term interest of stakeholders.

2.4 Areas of CSR and the benefits to both company and community

From place to place, organisation to organisation and over time, corporate social responsibilities differs (Welford, 2007). It is becoming a norm that in specifically defining the value of social responsibility to a company, there is a need to interact with the communities in which they operate in and consider their expectations, needs and aspirations in their planning of CSR programs and strategies. This is part of the reasons why defining CSR tends to be very difficult since it will always depend on where this concept will be laid. It is therefore imperative to comprehend the community and its priorities and factor it into planning. To some level, it is important for companies to be fully involved in their stakeholder dialogue which is tailored towards the company, but the attention is to give the business sector guidance in relation to CSR priorities and expectations of the society.

Corporate social responsibilities of fifteen areas were compared and a ranking was done using a sample size of 491 respondents from social NGO's, corporate sectors, educational sector, government, media and others. The pivotal issue came out to be health and safety, governance and environment. Though all the other outlined factors were seen to be important, the least important of the factors was philanthropy. The research looked at CSR priorities for businesses and their stakeholders that can be sent to various locations.

It is noted that there are significant differences between corporations and their various stakeholders. Priority areas may differ from group to group hence the result from the study needs not to be used as just a perfect prototype in the selection of CSR activities to undertake.

2.5 Common types of CSR actions in the forestry industry

Corporate social responsibility takes many aspects and as to whether an organisation plans to focus on just one area of CSR or multiple areas, the outcome is always a highly profitable organisation that is experiencing high levels of business performance and employee engagement. Below is a list of common means by which corporate social responsibility is conducted in the forestry sector:

- Environmental sustainability: This includes areas of waste management, green supply chain, water management, pollution control, the use of renewable energy resources, recycling and Leadership in Energy and Environmental Design (LEED) standards.

- Community involvement and support: This includes the raising of capital for community support in volunteerism, providing source of employment, supporting community economic growth, aiding in trade practices that are fair, art and health support programs and educational support for the disadvantaged.

- Ethical marketing practices: Organisations that market to customers in an ethical form are now emphasizing on customers and giving them the utmost respect. They do not lie about products or services to customers to attract them and this is seen as very ethical for companies who plan to be viewed as such.

- Employee Support: These entails concerns about profit-sharing, union relations, employee involvement, job security and safety.

2.6 CSR and Financial Performance

Performance system is defined as the quantifying standards for both effective and efficient actions. Therefore, the financial performance can be termed as a subjective measure as to how organisations can use primary assets to gain revenues. Also, the term is used as a

general measure of the entire economic health over a period, and will be helpful in making comparisons in the same industry.

Known as one of the most learnt indicators of strategic indicators of the strategic value of corporate social responsibility (Orlitzky, Schmidt, & Rynes, 2003). From studies, it was found that 55% of studies of 160 that were examined showed positive relationships between financial performance and CSR, 22% of the population reported no relationship, mixed relationship recorded 18% and 4% had no relationship.

Another study with similar results were conducted by (Orlitzky, Schmidt, & Rynes, 2003). The study gave credible results to the largely accepted perception that a socially responsible firm will surely have its financial performance improved. (Aguilera, Rupp, & Williams, 2004) Even argues that the debate on the relationship between financial performance and CSR needs to close as there are a lot of positive and significant relationship between the two terms.

There are a lot of discussions and rationales that have been brought up indicating why there is a positive impact between financial performance and CSR. A key argument is that the manner in which stakeholders of an organisation are satisfied and how CSR activities are communicated to stakeholders has an effect on its financial performance.

According to (Orlitzky, Schmidt, & Rynes, 2003), “the satisfaction of various stakeholder groups is instrumental for organizational financial performance”. It can therefore be argued that emerging economies, especially in the case of Ghana, the correlation between financial performance and CSR highly depends on the perception of stakeholders and their reactions to CSR efforts that follows. The reaction of stakeholders to CSR efforts is carried by the intensity and availability of information on CSR initiatives and stakeholder preferences that

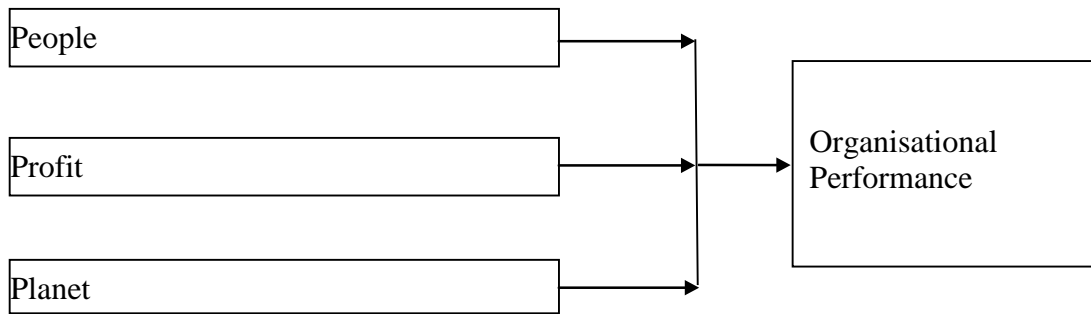
is relative to available alternatives (Schuler & Cording, 2006). Organisations need to communicate their reasons for CSE engagement to their stakeholder.

2.7 CSR and Organizational Performance

Organisational performance analyses the performance of a firm while comparing it to its goals and objectives. There are three primary results that are analysed with respect to corporate organisations and they are market performance, shareholder value performance and financial performance. There have been significant efforts that have been provided to help in the comprehension of the effects of CSR activities on the performance of organisations (Husted & Salazar, 2006). A comprehensive review according to (Pava & Krausz, 1996) shows relationship between organisational performance and CSR and outlined that organisations that have been able to meet the social responsibility criteria have performed much better than those that are not socially responsible. This positive relationship has also been backed by an analysis on relationship between CSR and organisational performance (Orlitzky, Schmidt, & Rynes, 2003).

2.8 Theoretical Framework

The theoretical framework shows the link between independent variables indices and dependent variable indices. The researcher can measure and alter the independent in this research, while the dependent variable reacts to conceptualized impacts. Independent variable indices dictate the direction of the dependent variable variables. In this situation, the independent variables are the triple bottom line factors of people, profit and planet. Organisational Performance indicates the dependent variable. The figure shows the effect of factors in CSR and performance.



2.9 Lessons Learned

From the study, it was learnt that CSR is very integral to the overall functioning of any organisation and once it is fully implemented, full organisational performance is expected. Many organisations tend to rely on just profits but the understanding of CSR brings ideas on more detailed aspects of business which includes the people and the external environment the organisation operates in. CSR benefits are not felt in the short term but has a very long term benefit in organisational performance. The literature reviewed gives this study a new interpretation of old materials and combines new materials with old interpretation. It traces the intellectual progression of this subject hence an avenue for debate.

2.10 Conclusion

The chapter reviewed literature relevant to the study. The review covered areas such as the concept and types of corporate social responsibility. This looked at traditional corporate philanthropy and ethical business especially with the concept of triple-bottom-line of people, profit and planet. There was also an overview of areas of CSR and how it is beneficial to the organisation and community. In the forestry industry, the common types of CSR activities were also identified as well as how CSR affects organisational and financial performance. The next chapter will focus on the methodology and will include research

design, the population, the sample size, the sampling techniques, types of data, sources of data, collection instrument, technique and procedure.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Studies by Oni (2003), indicate that the primary purpose of research methodology is to give a description of all methods that goes into data collection and processing into data for a research or study. This chapter therefore entails a research design, sample and population size, the research instrument for data collection, reliability and validity of data, variable measurement, the technique to be adopted for data analysis and limitations of the research methodology.

3.2 Research Design

The purpose of the research design is to structure an insight into the identification of key variables that are needed for a research and how they relate to each other. For the function of hypothesis testing, the research design enables researchers do this easily and also aid in answering research questions. This is primarily the blueprint for the creation of basic data for the study or research. The survey design is the research design adopted for the study and with this, the variables and sample subject in the research design are observed in their state without any intention of controlling or changing them (Ojo, 2003).

The main purpose of the survey research design is to identify the inter-relationship between the variables in the study and for the purpose of this research, questionnaires were used as the main instrument of data collection from the competent respondents and even goes beyond mere observation of the relationship between dependent and independent variables.

3.3 Population and Sample Size

Seventy (80) respondents will be selected for the study and this will entail selected top managers and employees in the commission and 60 stakeholders being beneficiaries of CSR schemes by the forestry commission over the years. With the use of stratified sampling, the

selection of managers will include all major departments of the organisation which are the Human Resource, Finance, Wildlife division, corporate division, customer service, forestry division, marketing and others. The 60 respondents will be selected through random sampling in major communities in the Greater Accra Region of Ghana and face-to-face interviews will be conducted to support the questionnaire use for data collection.

3.4 Research Instrument

As stated earlier, the main research instrument to be adopted for this study were a mixture of open-end questionnaires and face-to-face interviews. The questions were carefully structured to answer the research questions and were aimed at fulfilling the overall objective of identifying the relationship between CSR and organisational performance. An analysis was conducted on the completed questionnaires and finally analysed using the SPSS software.

3.5 Validity of the Research Instrument

To ascertain on the validity and reliability of the instrument for the research, as the level of quality mainly depends on how valid and reliable the instruments are, the following guidelines were drawn by the researcher to ensure quality. The guidelines are:

The questions were constructed in a way that is comprehensible to respondents and would allow them answer easily.

Only necessary and precise questions that will help in getting the right information were asked to make the entire process fast for respondents

The answers to the questions were straight precise, straightforward and structured in a way that eliminates all forms of bias.

The research accuracy relied on the consistency and stability of the data collection process.

This therefore showed the validity of the research.

3.6 Data Analysis Technique

In the study, the statistical techniques that were adopted are:

The tables give a summary and order of the quantitative data. To systematically examine the figures and facts collected, they are arranged in rows and columns in a tabular form (Ojo, 2005). The percentages are a representations or translations of counts in the frequency of values. In the study, the percentages represents the distribution of respondents according to the responses they gave (Ojo, 2005).

Correlational Analysis

Denoted by r , the Pearson product-moment correlation coefficient (PMCC) is used as the measure of correlation between two distinct variables X and Y with values of $+1$ and -1 all inclusive. This method of correlation is used to determine the strength of linear dependence between the two variables of which in this case will be CSR and the performance of the organisation (Forestry Commission Ghana). The PMCC is used to prove a relationship between study variables and in the course of doing this, one variable is regressed to the other.

A significant increase in one variable, say X leading to an increase in another variable, say Y is an indication of a positive correlation whiles the opposite gives a negative correlation.

Product moment correlation coefficient (r) is given as;

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2} \sqrt{\sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Where: r = Pearson's Product Moment correlation.

Σn = Number of pairs of values

X = Independent variable (CSR)

\bar{X} = Mean of independent variable (CSR)

Y = Dependent variable (Profitability)

\bar{Y} = Mean of dependent variable (Profitability).

Interpretation:

The correlation coefficient is between the values of -1 to +1. A value of +1 gives an indication that there is a perfect relationship between the two variables X and Y and implies that as X increases, Y also increases. That of -1 also reads a reduction in Y as X increases.

For a situation where there is no linear correlation between the two variables, a value of 0 is shown.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

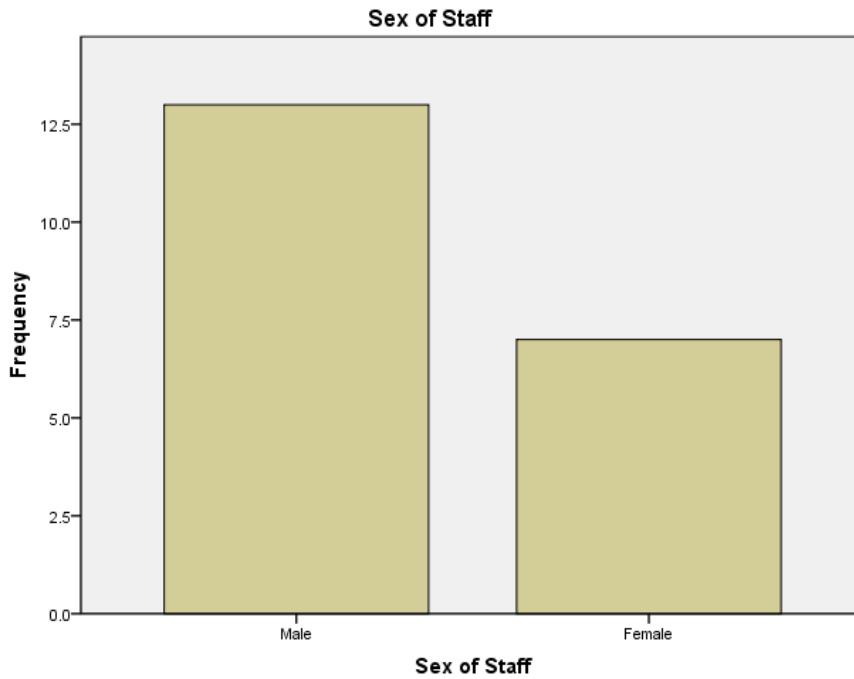
This chapter deals with presentation, analysis and interpretation of the data collected from the field by means of questionnaire as well as those collected from secondary sources (annual report) to show the impact of corporate social responsibility of the profitability on multinational companies in Ghana.

4.2 Data Presentation and Analysis

4.2.1 Descriptive Statistics

Table 1: Sex of staff

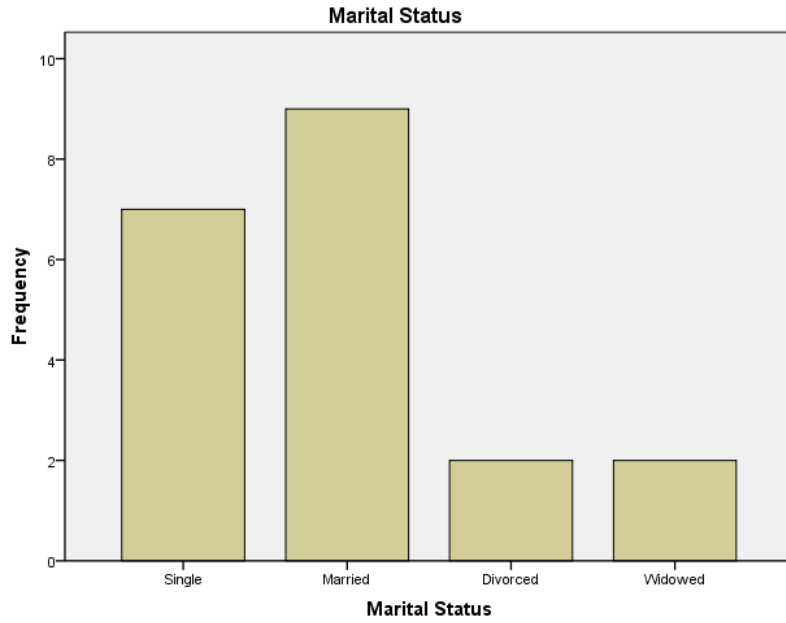
		Sex of Staff			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	13	61.9	65.0	65.0
	Female	7	33.3	35.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



The table shows that 65% of the managers at the forestry commission, Ghana are male while 35% of them are female. This means that the managerial position at the organisation is mainly dominated by males.

Table 2: Staff Marital Status

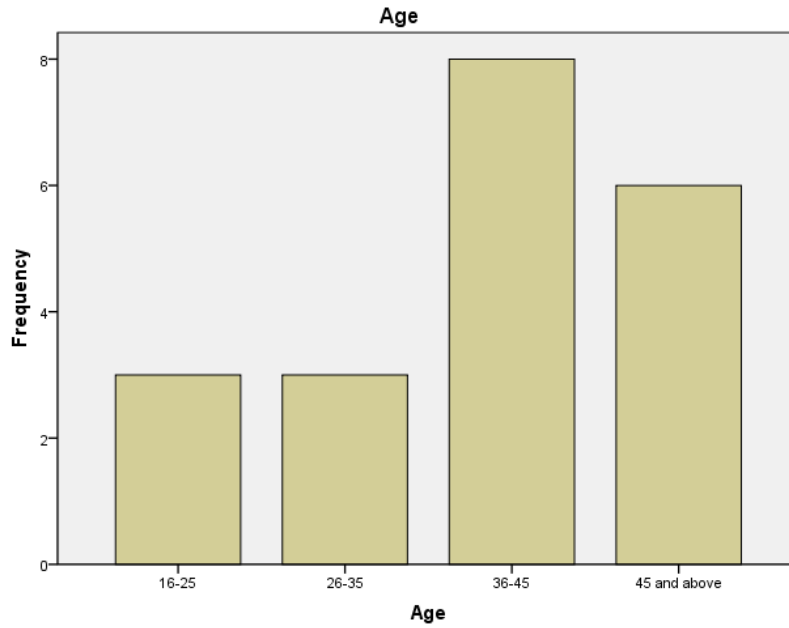
		Marital Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	7	33.3	35.0	35.0
	Married	9	42.9	45.0	80.0
	Divorced	2	9.5	10.0	90.0
	Widowed	2	9.5	10.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



The table shows that 35% of the managers are single, 45% of them are married while 10% of each are divorced and widowed.

Table 3: Staff Age

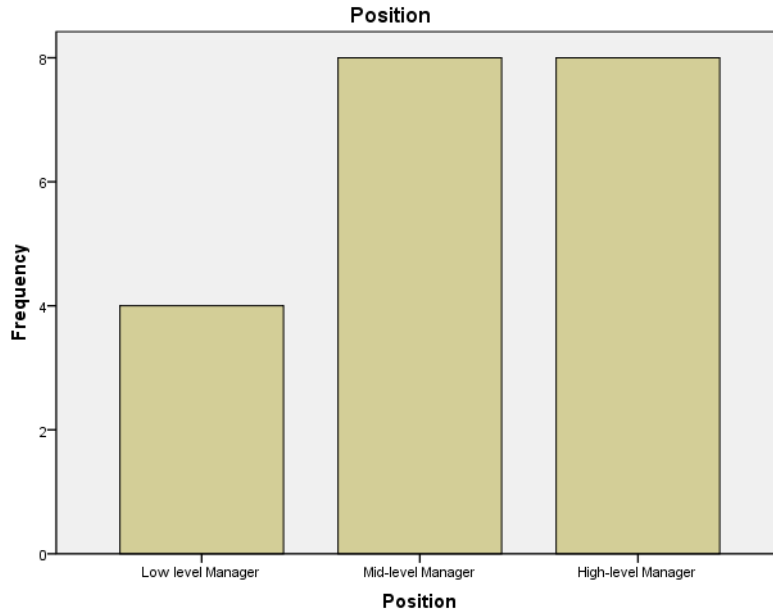
		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	16-25	3	14.3	15.0	15.0
	26-35	3	14.3	15.0	30.0
	36-45	8	38.1	40.0	70.0
	45 and above	6	28.6	30.0	100.0
Total		20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



From the table, it is seen that most of the managers are between the ages of 35-45 which represents a vibrant age range of the managers. 40% of the total are between the ages of 35-45, 15% are between the ages of 16-25 which mostly consist of low level managers, 30% are above 45 years and 15% are between the ages of 26-35.

Table 4: Staff position in organisation

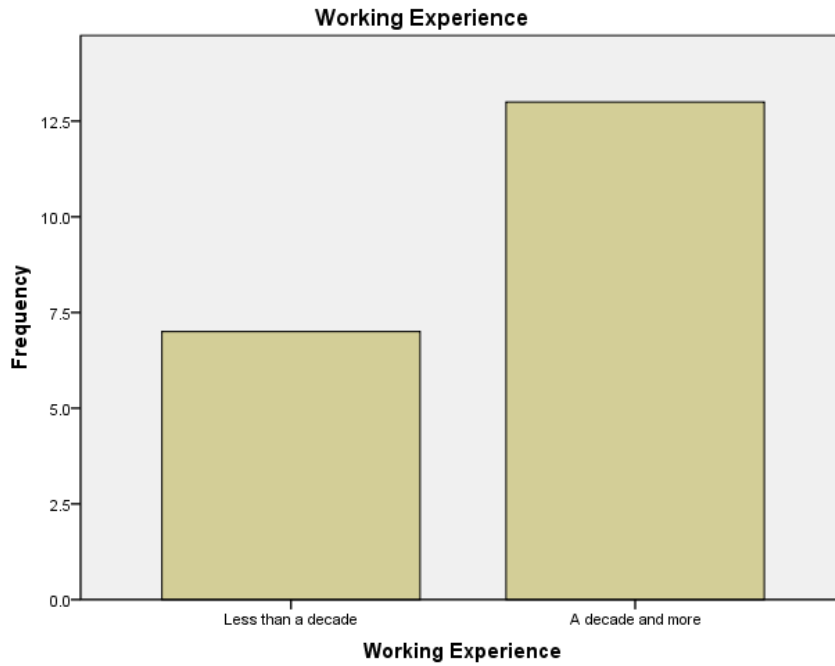
		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low level Manager	4	19.0	20.0	20.0
	Mid-level Manager	8	38.1	40.0	60.0
	High-level Manager	8	38.1	40.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



Looking at the managerial positions, it can be seen from the table that 40% each occupy the positions of mid-level and high-level manager while 20% covers that of low-level managers.

Table 5: Work experience of staff

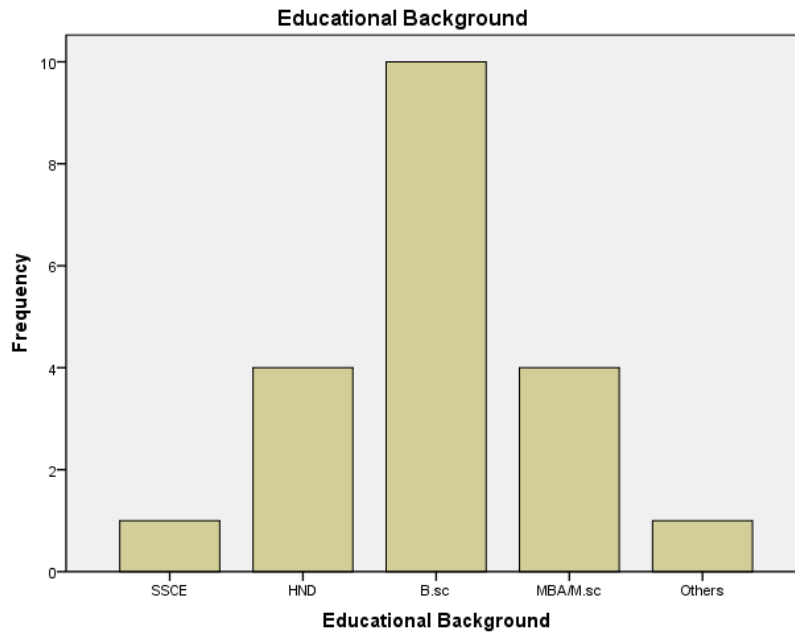
		Working Experience			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Less than a decade	7	33.3	35.0	35.0
	A decade and more	13	61.9	65.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



In terms of the working experience, the table shows that, 65% of the managers have worked with the organisation for more than a decade whiles 35% have worked with the organisation for less than a decade.

Table 6: Staff educational background

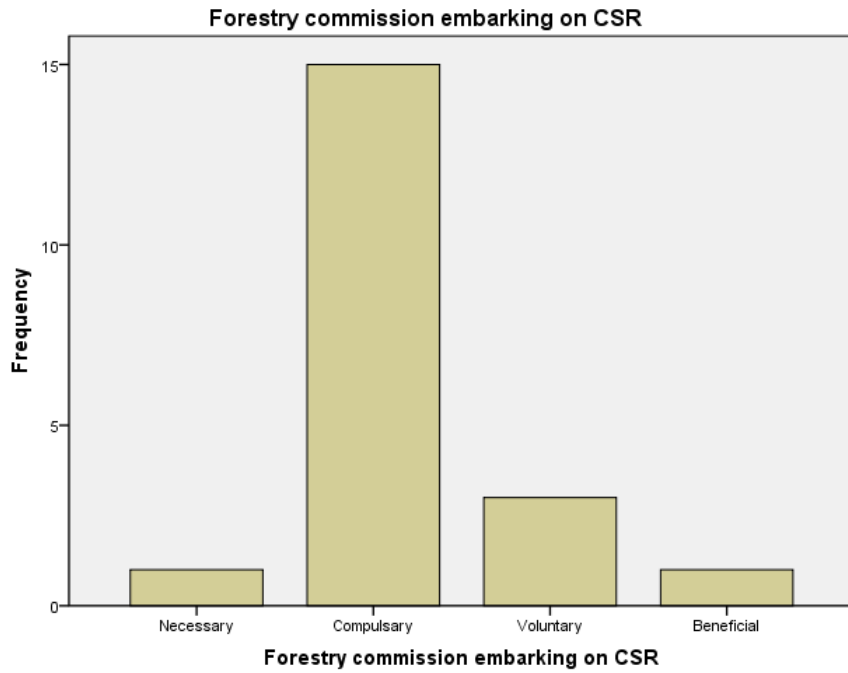
		Educational Background			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	1	4.8	5.0	5.0
	HND	4	19.0	20.0	25.0
	B.sc	10	47.6	50.0	75.0
	MBA/M.sc	4	19.0	20.0	95.0
	Others	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



Looking at the educational background, the table shows that most of the managers have a bachelor's degree which represents 50%. 20% each of the managers have Master's Degree and HND whiles 5% have SSCE. This means majority of the managers have obtained very high education levels.

Table 7: Forestry commission embarking on CSR

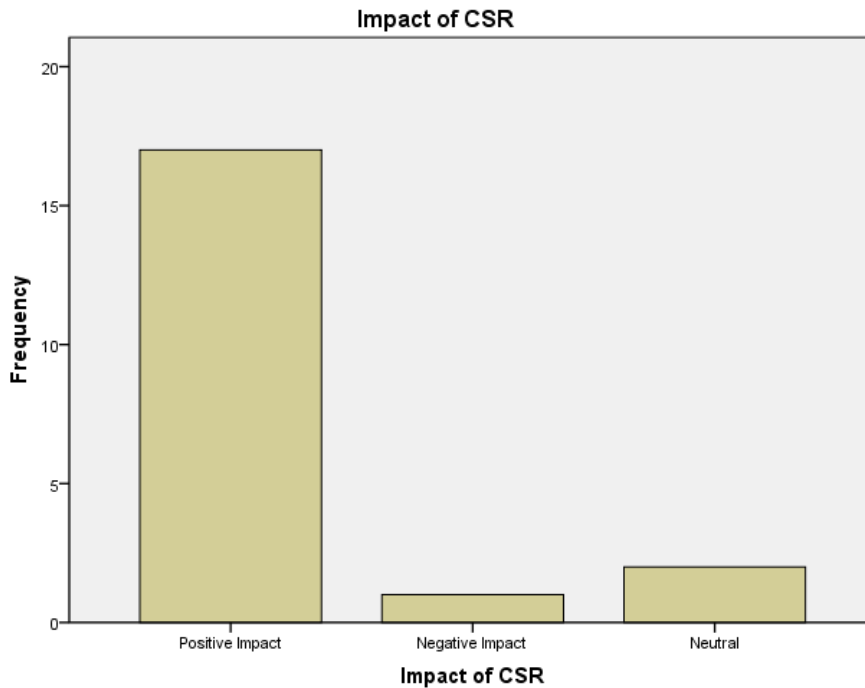
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Necessary	1	4.8	5.0	5.0
	Compulsory	15	71.4	75.0	80.0
	Voluntary	3	14.3	15.0	95.0
	Beneficial	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



From the table, it is seen that many of the managers see the need of CSR in the organisation as very compulsory with a percentage of 75% while 15% of the population see it as compulsory. 5% of the population see the need of CSR as just necessary and beneficial.

Table 8: Impact of CSR on organisation

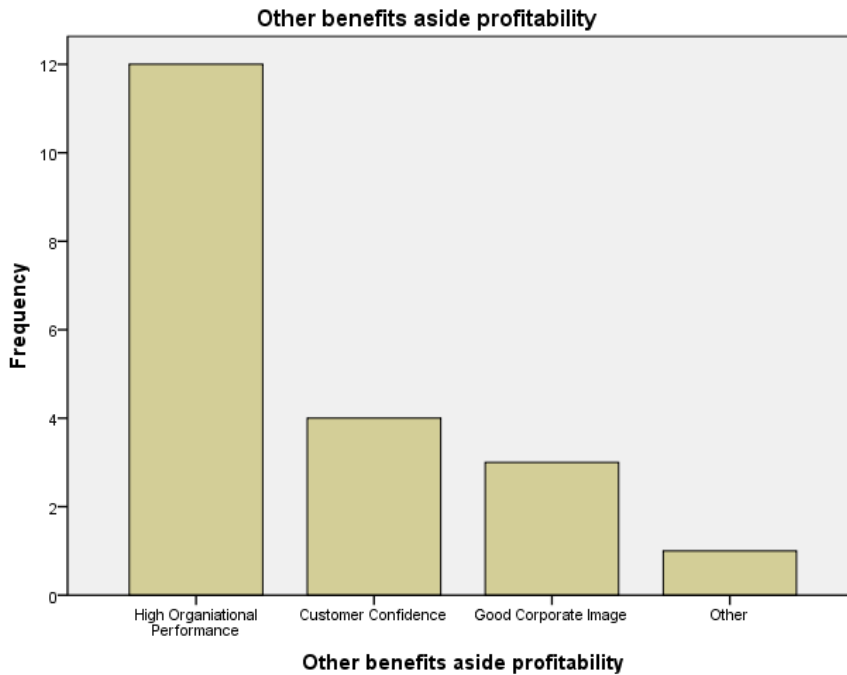
		Impact of CSR			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positive Impact	17	81.0	85.0	85.0
	Negative Impact	1	4.8	5.0	90.0
	Neutral	2	9.5	10.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



The table shows that, 85% of the managers see CSR to have a positive impact on the organisation whiles 10% are neutral about it and 5% have negative thoughts about it.

Table 9: Other benefits of CSR on organisation

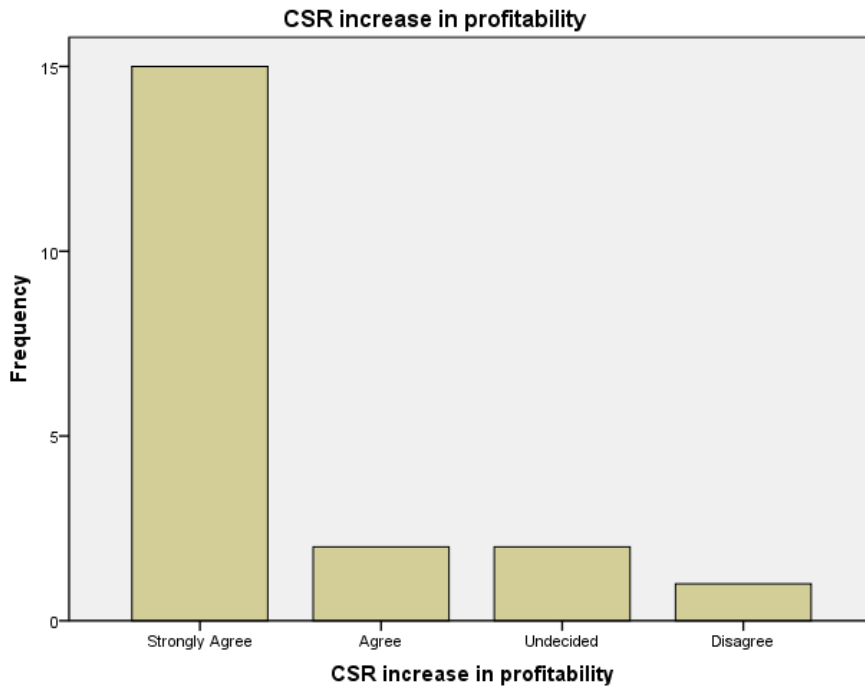
		Other benefits aside profitability			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High Organisational Performance	12	57.1	60.0	60.0
	Customer Confidence	4	19.0	20.0	80.0
	Good Corporate Image	3	14.3	15.0	95.0
	Other	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



From the table, it is seen that aside profitability of the organisation, High organisational performance is seen as the next benefit of the organisation with a percentage of 60, customer confidence with a value of 20% and good corporate image as 15%.

Table 10: CSR increase in profitability

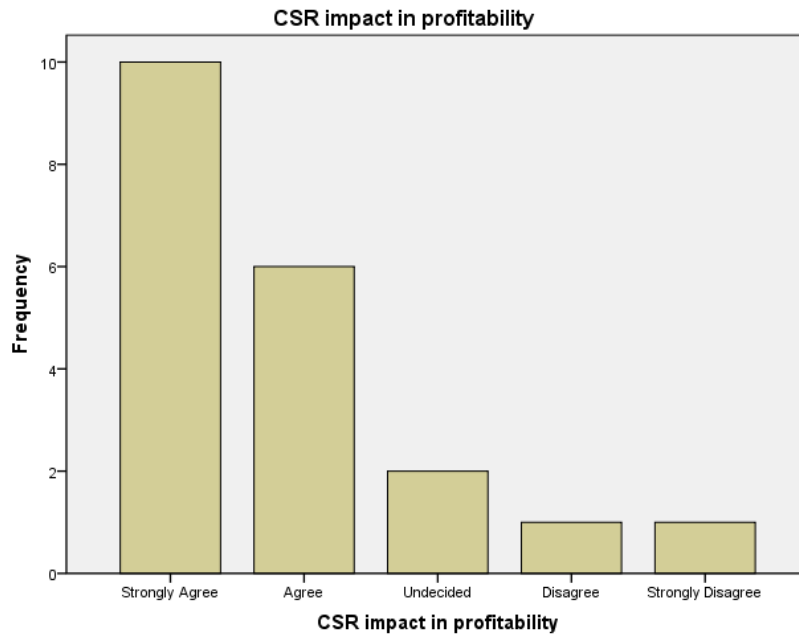
		CSR increase in profitability			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Strongly Agree	15	71.4	75.0	75.0
	Agree	2	9.5	10.0	85.0
	Undecided	2	9.5	10.0	95.0
	Disagree	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



From the table, it is seen that the managers strongly agree with the fact that CSR increases profitability while just 5% disagree with that.

Table 11: CSR impact in profitability

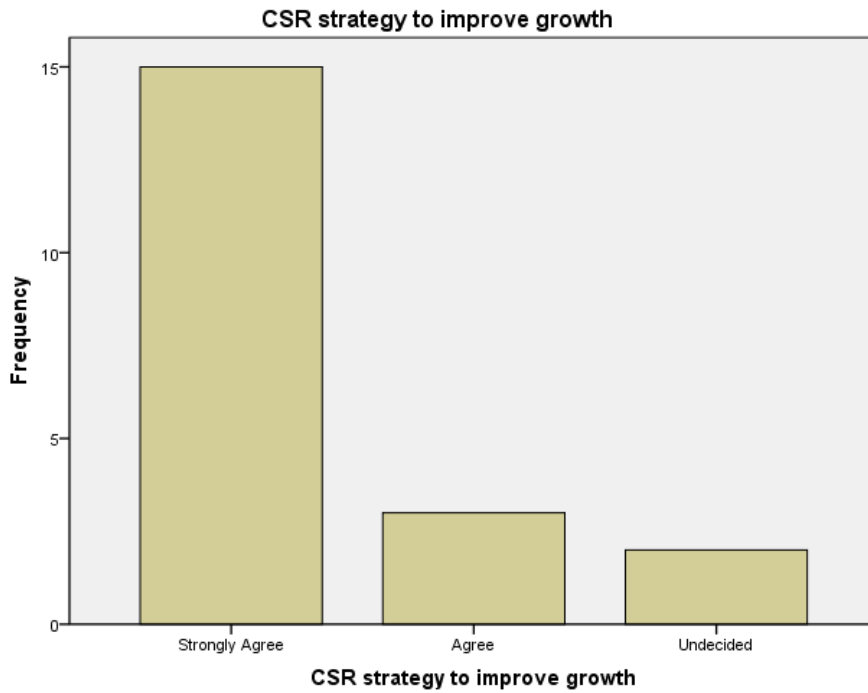
		CSR impact in profitability			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Strongly Agree	10	47.6	50.0	50.0
	Agree	6	28.6	30.0	80.0
	Undecided	2	9.5	10.0	90.0
	Disagree	1	4.8	5.0	95.0
	Strongly Disagree	1	4.8	5.0	100.0
Total		20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



The table indicates that most managers strongly agree with the fact that CSR impact the profitability of the organisation with a percentage of 50%.

Table 12: CSR strategy to improve growth

CSR strategy to improve growth					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	71.4	75.0	75.0
	Agree	3	14.3	15.0	90.0
	Undecided	2	9.5	10.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		

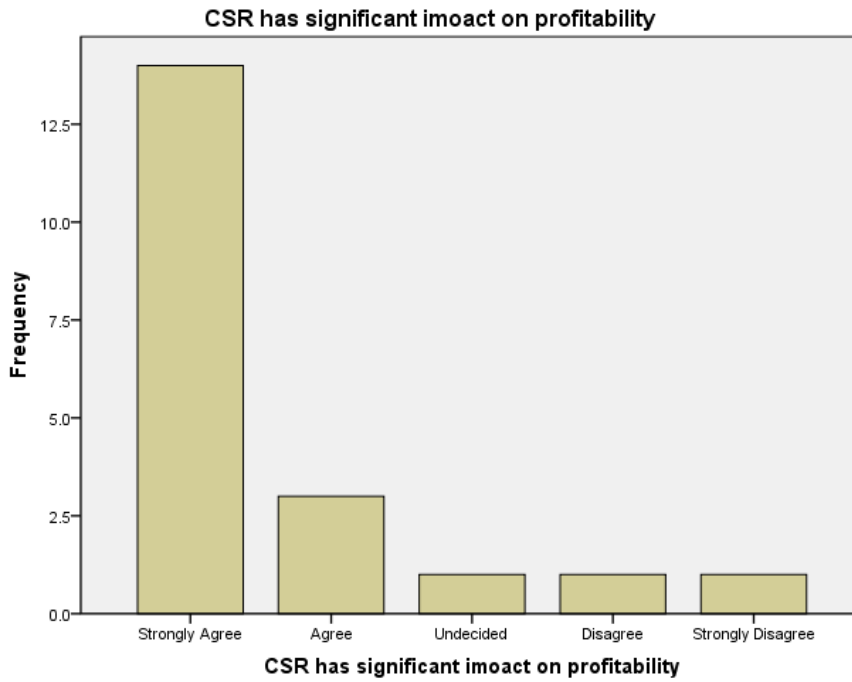


The table shows that 75% of the managers strongly agree with the fact that CSR strategy improves growth of the organisation.

Table 13: CSR has significant impact on profitability

CSR has significant impact on profitability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	66.7	70.0	70.0
	Agree	3	14.3	15.0	85.0
	Undecided	1	4.8	5.0	90.0
	Disagree	1	4.8	5.0	95.0
	Strongly Disagree	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		

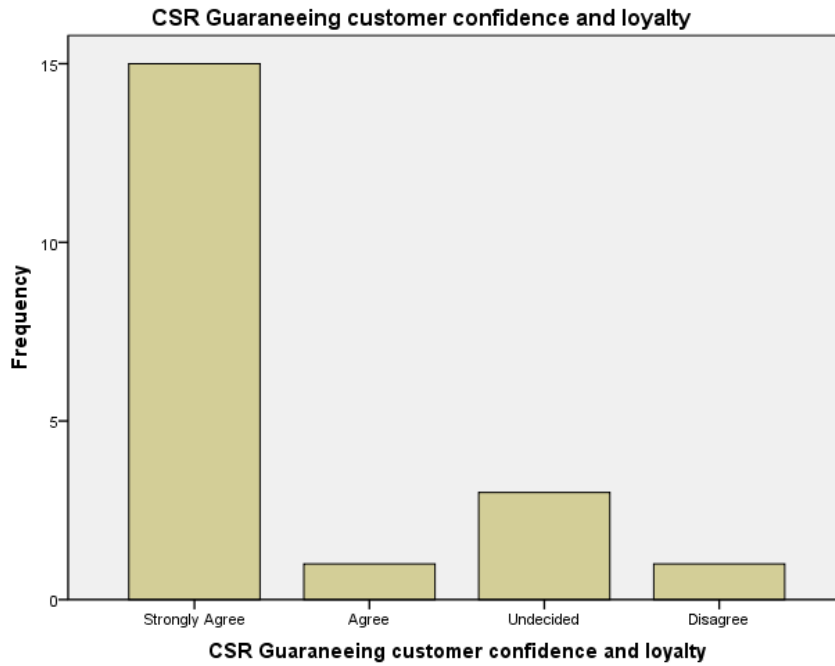


In analysing the impact of CSR on profitability, it can be seen that 70% of the population strongly agree that CSR has significant impacts on profitability of the organisation.

Table 14: CSR Guaranteeing customer confidence and loyalty

CSR Guaranteeing customer confidence and loyalty

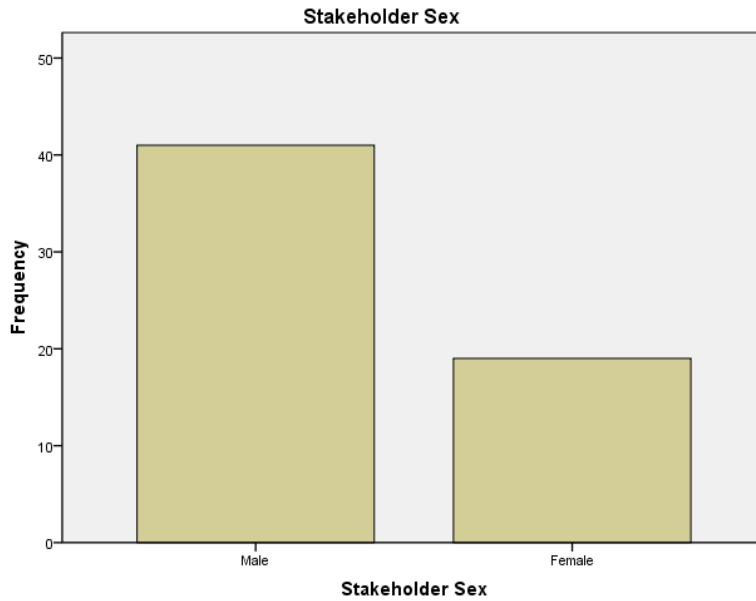
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	71.4	75.0	75.0
	Agree	1	4.8	5.0	80.0
	Undecided	3	14.3	15.0	95.0
	Disagree	1	4.8	5.0	100.0
	Total	20	95.2	100.0	
Missing	System	1	4.8		
Total		21	100.0		



It can be seen from the table that most managers consisting of about 75% agree that CSR guarantees customer confidence and loyalty.

Table 15: Stakeholder Sex

		Stakeholder Sex			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	41	66.1	68.3	68.3
	Female	19	30.6	31.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

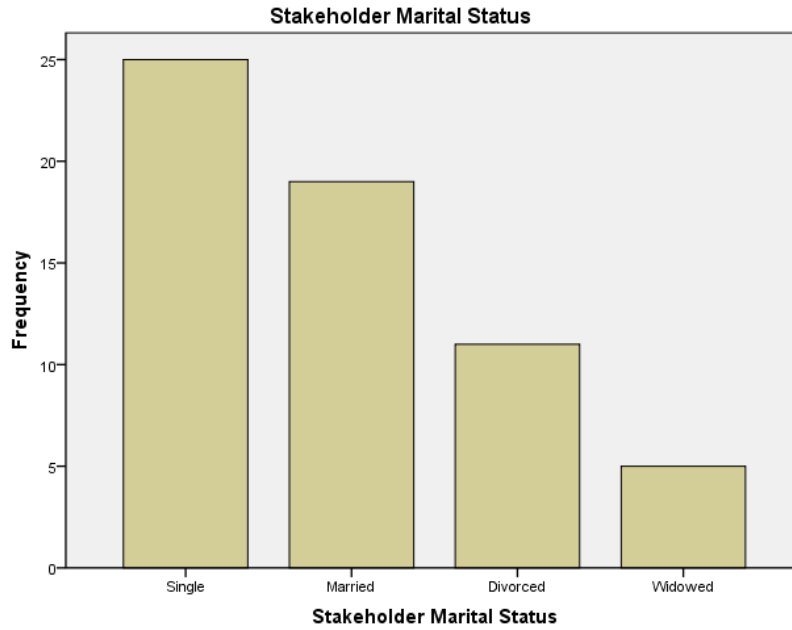


Looking at the sex of the stakeholders, the males are quite dominant representing a value of 68.3% and 31.7 females.

Table 16: Stakeholder Marital Status

Stakeholder Marital Status

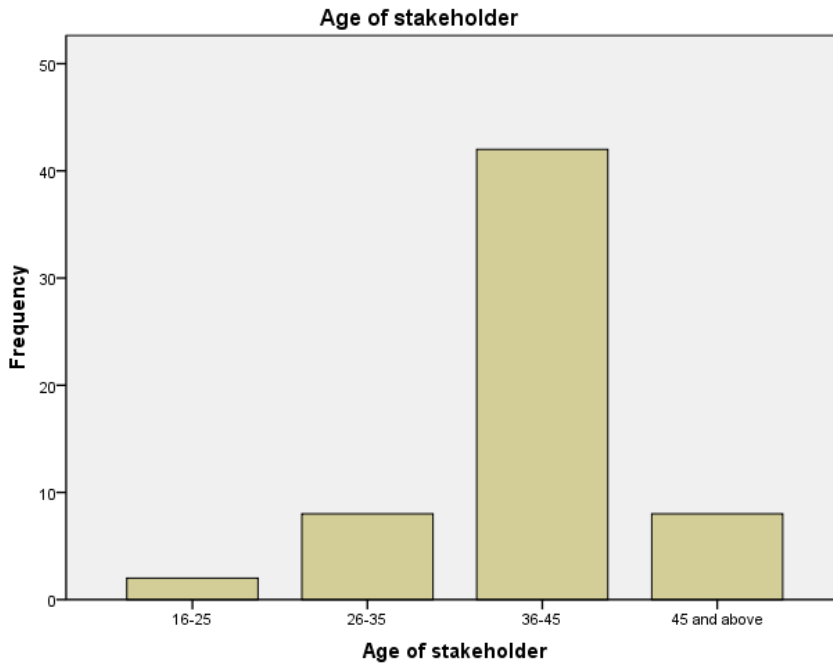
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	25	40.3	41.7	41.7
	Married	19	30.6	31.7	73.3
	Divorced	11	17.7	18.3	91.7
	Widowed	5	8.1	8.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



Taking a look at the marital status, it is seen that most of the stakeholders are single with a percentage of 41.7 and a significant amount being married with percentage of 31.7. Quite a number are divorced and widowed with percentages of 18.3 and 8.3 respectively.

Table 17: Stakeholder Age

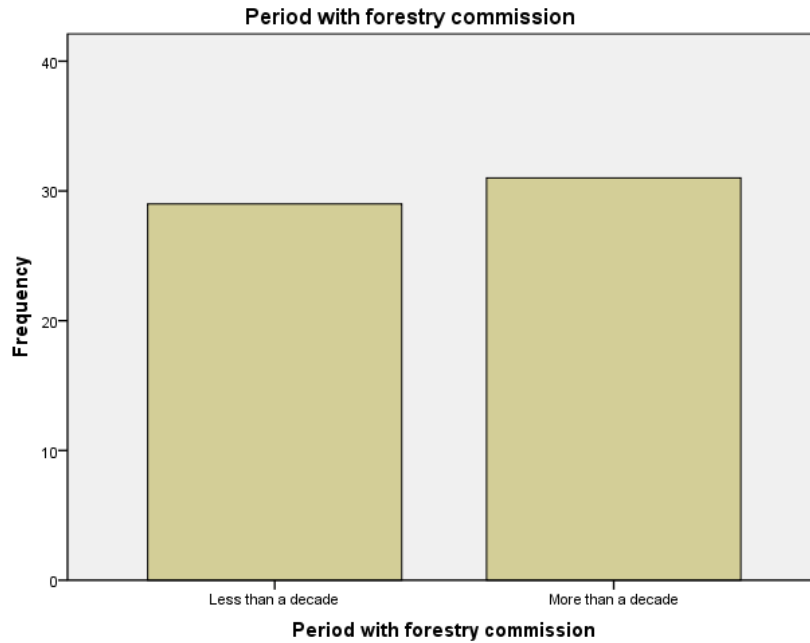
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25	2	3.2	3.3	3.3
	26-35	8	12.9	13.3	16.7
	36-45	42	67.7	70.0	86.7
	45 and above	8	12.9	13.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



The table shows 67.7% of the stakeholders being between the ages of 36 and 45 with 13.3% each being above 45 years and between the ages of 26-35.

Table 18: Period with forestry commission

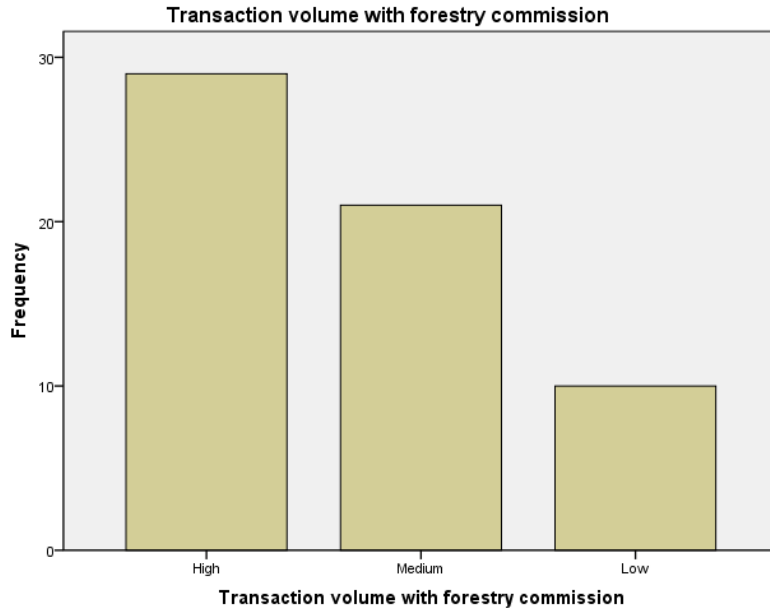
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a decade	29	46.8	48.3	48.3
	More than a decade	31	50.0	51.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



The data collected showed that most of the stakeholders have worked with the forestry commission for more than a decade which represents 51.7 while the rest represents 48.3.

Table 19: Transaction volume with forestry commission

Transaction volume with forestry commission					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High	29	46.8	48.3	48.3
	Medium	21	33.9	35.0	83.3
	Low	10	16.1	16.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

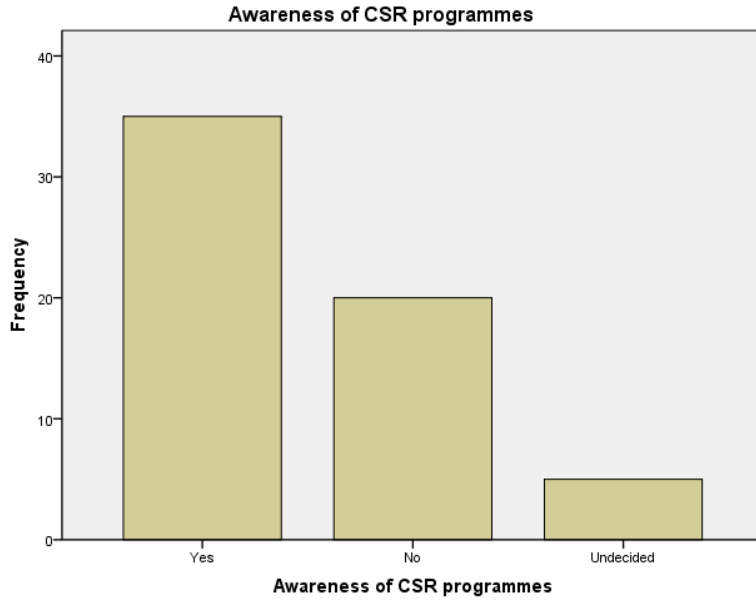


Looking at the transaction volumes, it is seen that most of the stakeholders deal in high volumes of transaction with the organisation representing 48.3% while 35% represents a medium volume of transaction.

Table 20: Awareness of CSR programmes

Awareness of CSR programmes

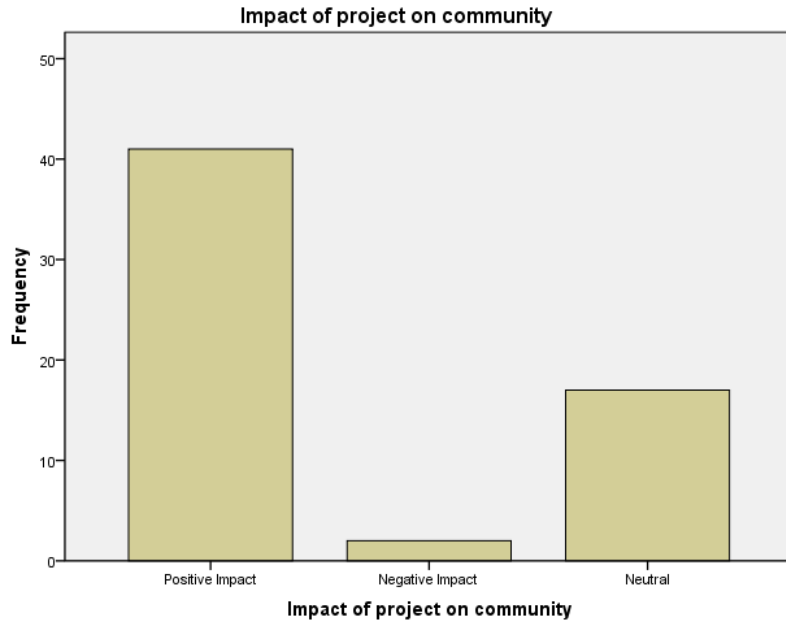
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	56.5	58.3	58.3
	No	20	32.3	33.3	91.7
	Undecided	5	8.1	8.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



The table shows that more than half of the total respondent's representing 58.3 are aware of CSR programmes by the forestry commission, 33.3% are not aware of this and the rest are unaware.

Table 21: Impact of project on community

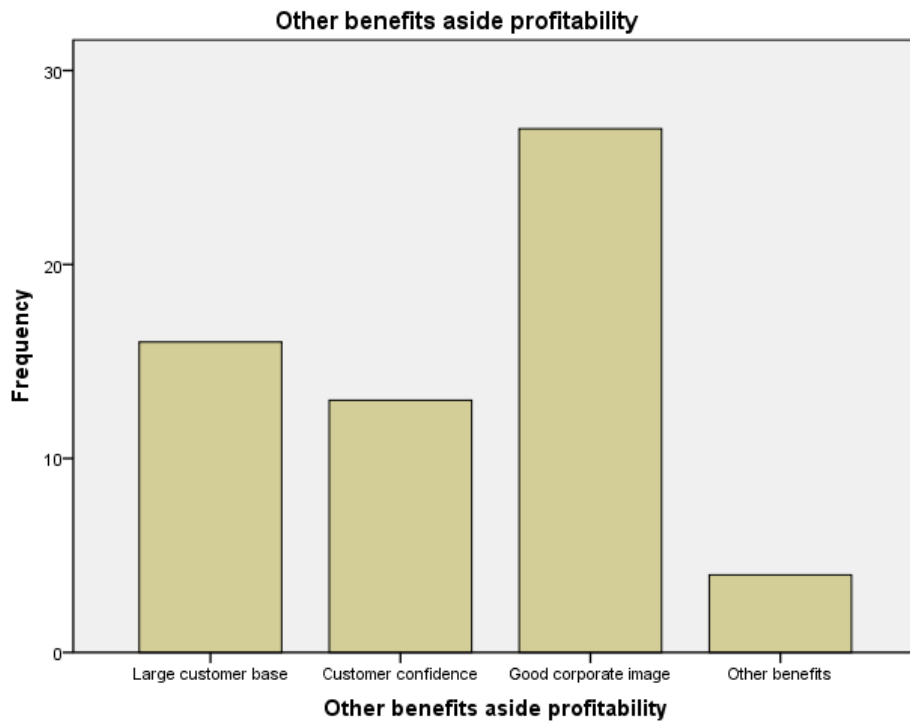
		Impact of project on community			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Positive Impact	41	66.1	68.3	68.3
	Negative Impact	2	3.2	3.3	71.7
	Neutral	17	27.4	28.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



The table shows that 66.1% of the stakeholders believe that CSR will strongly impact the community and only a few are in doubt of that representing 3.3% as the rest are neutral.

Table 22: Other benefits aside profitability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large customer base	16	25.8	26.7	26.7
	Customer confidence	13	21.0	21.7	48.3
	Good corporate image	27	43.5	45.0	93.3
	Other benefits	4	6.5	6.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		



It is shown in the table that stakeholders saw a good corporate image as other benefits of CSR aside profitability and this represents 45%. 26.7% represents a large customer base and 21.7% is that of customer confidence.

Table 23: Profit increase by CSR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	29.0	30.0	30.0
	Agree	31	50.0	51.7	81.7
	Undecided	6	9.7	10.0	91.7
	Disagree	3	4.8	5.0	96.7
	Strongly Disagree	1	1.6	1.7	98.3
	12.00	1	1.6	1.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
	Total	62	100.0		

Looking at profit increase, we can say that 50% of the respondents strongly agree with this and only a few do not agree.

Table 24: CSR impact on profitability

CSR impact on profitability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	58.1	60.0	60.0
	Agree	14	22.6	23.3	83.3
	Undecided	5	8.1	8.3	91.7
	Disagree	3	4.8	5.0	96.7
	Strongly disagree	2	3.2	3.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

For CSR impact on profitability, it can be seen that majority of the respondents strongly agree with this and represents 58.1%.

Table 25: CSR to improve business growth

CSR to improve business growth					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	59.7	61.7	61.7
	Agree	13	21.0	21.7	83.3
	Undecided	6	9.7	10.0	93.3
	Disagree	3	4.8	5.0	98.3
	Strongly Disagree	1	1.6	1.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

The responds indicate that csr tends to improve business growth with a percentage of 61.7 strongly agreeing to this.

Table 26: CSR significant impact on profitability

		CSR significant impact on profitability			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	48.4	50.0	50.0
	Agree	14	22.6	23.3	73.3
	Undecided	7	11.3	11.7	85.0
	Disagree	5	8.1	8.3	93.3
	Strongly Disagree	4	6.5	6.7	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

The respondents indicate that there is a significant impact of CSR on profitability with 50% of the total respondents strongly agreeing with it.

Table 27: CSR guarantee confidence level and loyalty

		CSR guarantee confidence level and loyalty			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	36	58.1	60.0	60.0
	Agree	15	24.2	25.0	85.0
	Undecided	5	8.1	8.3	93.3
	Disagree	2	3.2	3.3	96.7
	Strongly Disagree	2	3.2	3.3	100.0
	Total	60	96.8	100.0	
Missing	System	2	3.2		
Total		62	100.0		

The table above indicates that csr surely gurantees confidence level and loyaly with 58% stronly agreeing with it and 3.3 strongly disagreeing with it.

4.3 Test of hypotheses

H0: There is no significant impact of CSR on the corporate performance of Forestry Commission, Ghana.

H1: There is a significant impact of CSR on the corporate performance of Forestry Commission, Ghana.

With the use of the Pearson Product Moment Correlation (PPMC) a test relationship is used to establish a relationship between the responses from managers of Forestry Commission and external stakeholders of the company.

Pearson product moment correlation is denoted by r.

r which stands for the coefficient of correlation is defined below as

$$r = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2} \sqrt{\sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

Where:

r = Pearson's Product Moment correlation.

Σn = Number of pairs of values

X = Independent variable (Corporate Social Responsibility)

\bar{X} = Mean of independent variable (Corporate Social Responsibility)

Y = Dependent variable (Profitability)

\bar{Y} = Mean of dependent variable (Profitability).

The questions concerning whether corporate social responsibility has effects of the profitability of the forestry commission with responds from both staff and external stakeholders were used.

The required response included strongly agree, agree, undecided, disagree and strongly disagree.

Table 28: Response of forestry commission and stakeholders

Response Required	Staff Response (x)	Stakeholder Response (y)
Strongly Agree	15	36
Agree	1	15
Undecided	3	5
Disagree	1	2
Strongly Disagree	0	2

Table 29: PMCC Correlation Analysis Computations

x	y	x- \bar{x}	y- \bar{y}	(x- \bar{x}) ²	(y- \bar{y}) ²	(x-x) ² (y-y) ²
15	36	11	-1	121	1	121
1	15	-3	3	9	9	81
3	5	-1	-7	1	49	49
1	2	-3	-10	9	100	900
0	2	-5	-10	25	100	2500
20	60	-1	-25	165	259	3651

$$X = \sum xN$$

$$X = 15/5$$

$$X = 3$$

$$Y = \sum yN$$

$$Y = 60/5$$

$$Y = 12$$

“r” = 0.8

“r” = 0.8 means that there is a positive strong relationship between the response of the staff and that of the external stakeholders. In order to test the degree of significance of the relationship at the particular degree of freedom, the Pearson product moment correlation coefficient table was used.

At 0.05 level of significance

Degree of freedom = $N - 2$

Where $N = 80 - 2 = 78$

Decision Rule: If calculated r (rc) > tabled value (rt) reject H₀

If tabled r > calculated value accept H₀

From the result obtained the calculated r (rc) 0.8 is greater > tabled value (rt) 0.23 thus, reject H₀ and accept H₁.

This means that, the relationship is significant at 55% confidence level and this confirms that there is a positive relationship between Corporate Social Responsibility and profitability.

4.4 Analysis of Secondary Data

Data obtained from secondary sources which include Forestry commission Ghana annual report is analysed herein.

Table 30: Annual report of forestry commission

Years	Amount spent on CSR (GHc- Million)	Profit after tax (GHc - Million)
2016	450,700	12,450
2017	578,060	13,700
2018	601,000	18,970
2019	613,400	19,100

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 Introduction

The final chapter looks at what the entire project aims to achieve as stated in the first chapter. It also outlines some critical chapters that have been highlighted in the entire study. The chapter will help outline the findings and recommendations.

5.2 Findings – CSR impact on Forestry commission Ghana's Profitability

In chapter one and two corporate social responsibility has been defined by many writers who looked at it from numerous perspectives. The research work was basically conducted to find out if Forestry commission Ghana embarks on CSR, if CSR has any significant impact on Forestry commission Ghana's profitability and to know if there are challenges faced by Forestry commission Ghana for embarking on CSR. In carrying out the study, primary and secondary sources of data were made use of in gathering relevant information. It was found that as CSR of Forestry commission Ghana increases, there was a corresponding increase in profits of Forestry commission Ghana. For example in 2016 when the amount spent on CSR was GHc 450,700m the reported profit after tax was GHc12,450m, in 2007 the amount spent on CSR was GHc 578,060m the reported profit after tax was GHc 13,700m, in 2017, amount spent on CSR was GHc 601,800m and GHc 18,970m was reported as profit and in 2018.

5.3 CSR and stakeholders in communities

Corporate social Responsibility is an accepted practice by both Forestry commission Ghana and members of the community. This was supported by the positive responds obtained from the questionnaire.

5.4 Forestry Commission's Financial Commitment to CSR

There has been increasing amount spent on CSR (2016 – 2019) and a corresponding increase in Forestry commission Ghana's profit records (2016-2019), which is supported by the responses from the questionnaire that CSR has a positive impact on the profitability of Forestry commission Ghana. Responses also showed that Forestry commission Ghana stands to gain other benefits such as Large Customer Base, Customer Confidence, Good corporate Image and Other attributable Benefits aside profitable.

5.5 Other Benefits Forestry commission derives from CSR - Value Creation

From the research it came out clear that indeed CSR programmes embarked by Forestry commission has created value for Forestry commission Ghana as stakeholders and customers are comfortable transacting business with Forestry commission. Again stakeholder businesses also grow and therefore improves customer loyalty. This was one major breakthrough Forestry commission has achieved to stay profitable.

5.6 Does Forestry commission embark on CSR? - Customer Ignorance of CSR programs

The study also revealed that even though Forestry commission Ghana is doing a lot of community based social intervention programmes, the customers or the people in the community are not aware of such programmes. This is because Forestry commission has not done enough to communicate to the community on the programmes intended to make life much easier for the society.

5.7 Conclusion

The concept of CSR has become more and more common in business practices and customers today almost expect companies to be socially responsible. Even though CSR is very important for companies, it has historically not been a very lucrative approach for them to involve in these activities. The business of the 21-st century will have no choice but to

implement CSR. Like any successful management strategy, a CSR process needs both high level management vision and support, and buy-in at all levels of the company. 75

CSR does not give immediate results. The same CSR initiative will also not work for all types of organisations. Designing CSR initiative requires careful planning and implementation mechanism. Corporate organisations should integrate the innovative CSR strategies into different marketing communication strategies to build and sustain a competitive advantage. Corporate social responsibility has a significant impact on the profitability of government organisations and it is a positive impact, which includes good business relationship, good will among other benefits. In today's competitive market, CSR offer an opportunity for companies to explore other areas of improving profitability. Customers have become very sophisticated and very much aware of their environment against the perception that corporate organisations make a lot of profits, it becomes imperative for these companies to put back into the society through corporate social responsibility programmes. Even though the benefits from CSR are over a long time of time, it is such that it gives a lot more intangible benefits to the organisations. Such benefits include, customer loyalty, brand image, improved corporate image, market share and community presence.

Unfortunately, all these benefits cannot be quantified in monetary terms but translates into improving the profits of the organisation over time. Indeed CSR is capital intensive and needs an extensive programme backed by executive support to roll out various CSR programmes. Small and medium enterprises are unable to engage in such ventures due to factors already indicated in the study such as long return on investments, lack of commitment from the executive and the expertise to run such programmes.

5.8 Recommendation

This section recommends measures to be considered by academia, corporate organisation and stakeholders as well as customers so long as corporate social responsibility is concerned. CSR deserves greater attention and more commitment from corporate organizations in that it guarantees other benefits other than just profits. This offers an opportunity to the corporate world to think out of the box and explore other potentially viable areas to improve the company profits portfolio. Corporate organisations stands to gain over a period of time some leverages other than just products and services they render to the society.

CSR projects should be well structured and implemented to have maximum impact. This would enhance the well-being of the beneficiaries. From the survey it revealed that some customers or inhabitants of a community are not aware of any CSR programme ongoing. Mostly they are unable to connect with the results of the programme. It tends out that the community expectations are somewhat different from the corporate organisation. Organisations could liaise with community authorities to identify areas or opportunities available to them to better the lives of the people through the provision of some social amenities. This will go a long way to improve the general living standards of the people.

Corporate organizations should intensify efforts to educate the public on their primary responsibilities, various commitments to other stakeholders and operational/financial limitations. By doing so, the public will begin to show understanding and appreciation of the efforts and contributions of such organizations. In most instances if the customers or the people in the community are involved, monitoring becomes feasible and measurable. Corporate organisation should also involve the community in the planning, formulation, implementation and evaluation of CSR projects. This will eliminate stakeholder conflicts that may arise in some societies.

Governments and local authorities should explore the areas where a certain amount of tax will be used by the organisation to undertake community based projects such as schools, electricity, clean water, jobs and income generating activities. This can be in a form of tax exemptions granted to these organisations. This will make the corporate organisation be more responsible in the area of work and contribute significantly to national development.

For academic and industry discussions I recommend that further study should be conducted to establish the real value in monetary terms how much CSRs contribute to the organisations profitability. Also further research should be conducted to quantify how much or to what degree these CSR programmes have impacted on the society and its corresponding value generation for the company.

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APPENDIX

GHANA INSTITUTE OF JOURNALISM

MASTER OF ARTS

QUESTIONNAIRE FOR STAFF OF FORESTRY COMMISSION GHANA

Corporate Social Responsibility and its effect on organisational performance: The case of Forestry Commission, Ghana.

SECTION A:

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

1. Sex: Male () Female ()

2. Marital status: Single () Married () Divorced () Widowed ()

3. Age: 16-25() 26-35() 36-45() 45 and above ()

4. Status/Position: Low level Manager () Mid-level Manager ()

High level Manager ()

5. How long have you been working for Forestry Commission Ghana? Less than a Decade

() A decade and More ()

6. Educational Qualifications: SSCE () HND () B.sc () MBA/M.sc () Others ()

SECTION B:

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

7. What do you think about the forestry commission Ghana embarking on CSR?

Necessary () Compulsory () Voluntary () Beneficial ()

8. What impact has the project / programme had on the community?

Positive Impact () Negative Impact () Neutral ()

9. Are there other benefits Forestry Commission Ghana stands to gain aside profitability from the execution of Corporate Social Responsibility?

High organisational performance () Customer Confidence ()

Good corporate Image () Other Benefits ()

SECTION C:

In the given section SA, A, U, D, SD have the under listed meaning;

SA- Strongly Agree; Agree- A; U- Undecided; D- Disagree; SD- Strongly Disagree

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

		SA	A	U	D	SD
10	Profit is increased by the activity of corporate social responsibility of Forestry Commission Ghana.					
11	Profit is decreased by the activity of corporate social responsibility of Forestry Commission Ghana					
12	Corporate Social Responsibility has a significant impact on the profitability of Forestry Commission Ghana					
13	Can Forestry Commission use CSR as a business strategy to improve profit or market growth?					
14	Corporate Social Responsibility has a significant impact on the profitability of Forestry Commission Ghana.					
15	Corporate Social Responsibility guarantees the customers' confidence level and loyalty to Forestry Commission Ghana					

GHANA INSTITUTE OF JOURNALISM

MASTER OF ARTS

QUESTIONNAIRE FOR STAKEHOLDERS OF FORESTRY COMMISSION GHANA

Corporate Social Responsibility and its effect on organisational performance: The case of Forestry Commission, Ghana.

Dear Sir/Madam,

This questionnaire is aimed at data collection on the Value Creation through corporate Social Responsibility in Governmental companies and how it impacts on performance. It is aimed at carrying out research work in partial fulfilment of the requirements for the award of Master of Arts in Public Relations. Please, kindly complete this questionnaire as honestly and carefully as you can and be assured that information provided will solely be used for the research.

Thank you for your co-operation.

QUESTIONNAIRE FOR FORESTRY COMMISSION GHANA STAKEHOLDERS

(CUSTOMERS)

SECTION A:

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

1. Sex Male () Female ()

2. Marital status Single () Married () Divorced () Widowed ()

3. Age 16-25() 26-35() 36-45() 45 and above ()

4. How long have you been with Forestry Commission Ghana? Less than a Decade () A decade and More ()

5. The volume of transaction with Forestry Commission Ghana?

High () Medium () low ()

SECTION B:

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

6. Are you aware that the Forestry Commission embarks on any project / programme that are beneficial to the people in your community? Yes () No () Undecided ()

7. What impact has the projects / programme had on the community?

Positive Impact () Negative Impact () Neutral ()

8. Are there other benefits Forestry Commission stands to gain aside profitability from the execution of Corporate Social Responsibility?

Large Customer Base () Customer Confidence ()

Good corporate Image () Other Benefits ()

SECTION C:

INSTRUCTION: Please tick (√) the correct answers from the options provided below.

In the given section SA, A, U, D, SD have the under listed meaning;

SA- Strongly Agree; Agree- A; U- Undecided; D- Disagree; SD- Strongly Disagree

		SA	A	U	D	SD
9	Profit is increased by the activity of corporate social responsibility of Forestry Commission Ghana.					
10	Profit is decreased by the activity of corporate social responsibility of Forestry Commission Ghana.					
11	Can Forestry Commission Ghana use CSR as a business strategy to improve profit or market growth?					

12	Corporate Social Responsibility has no significant impact on the profitability of Forestry Commission Ghana.					
13	Corporate Social Responsibility has a significant impact on the profitability of Forestry Commission.					
14	Corporate Social Responsibility guarantees the customers' confidence level and loyalty to Forestry Commission.					