

**SCHOOL OF GRADUATE STUDIES AND RESEARCH, GHANA INSTITUTE OF  
JOURNALISM**

**CONTRIBUTION OF CORPORATE SOCIAL RESPONSIBILITY TO AN  
ORGANIZATION'S BOTTOM LINE: THE CASE OF VODAFONE GHANA**

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## **DECLARATION**

I hereby declare that this dissertation is the result of my original research, and that no part of it has been presented for another (degree or diploma) in this institute or elsewhere. I am solely responsible for any shortcomings.

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## **SUPERVISOR'S DECLARATION**

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.

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**DR. ALBERT ANANI-BOSSMAN**

**DATE**

**(SUPERVISOR)**

## **DEDICATION**

I dedicate this dissertation to God Almighty, my father Nana Obutu Frempong III, my friend, Elorm Mawuli-Kwawu and my supervisor, Dr. Anani-Bossman

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Lastly, my gratitude goes to all who had an impact on this work directly or indirectly through suggestions, critique and guidance.

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## CHAPTER 1

### INTRODUCTION

#### 1.0. Overview

This chapter deals with the background of the study, statement of the problem, research questions and significance of the study.

#### 1.1 Background of the Study

A business enterprise is primarily established to create value by producing goods and services which society demands, however Corporate Social Responsibility (CSR) as a concept entails the practice whereby these business entities voluntarily integrate both social and environmental policies in their business philosophy and operations (Carrasco, 2007). The present-day conception of corporate social responsibility implies that companies voluntarily integrate social and environmental concerns in their operations and interactions with stakeholders. The notion of CSR is one of the ethical and moral issues surrounding corporate decision making and behavior, thus if a company should undertake certain activities or refrain from doing so because they are beneficial or harmful to society is a central question (Du, Bhattacharya & Sen, 2010). Social issues deserve moral consideration of their own and should lead managers to consider the social impacts of corporate activities in decision making (Hoi, Wu & Zhang, 2013).

Corporate social responsibility is about businesses and other organizations going beyond the legal obligations to manage the impact they have on the environment and society. In particular, this could include how organizations interact with their employees, suppliers, customers and the

communities in which they operate, as well as the extent they attempt to protect the environment (Lea, 2002). Companies around the world find themselves engaging in CSR for one reason or the other; either as a strategic means of enhancing their brand image - which will usually be in the long run, establish and protect brand reputation (Kolk, 2016), build commercial goodwill for the company, or because of personal duty to help society (Ali, Frynas & Mahmood, 2017).

In the developed countries, an increasing number of firms have engaged in CSR and address it as a matter of strategic importance for the purpose of creating a good reputation and increasing profit (Eliwa, Ahmed & Power, 2018). But in many developing countries, firms used to see CSR as a total waste of time and resources (Amponsah-Tawiah, 2015). In recent times, firms in these developing countries especially Ghana undertake CSR initiatives to meet the expectations of their society or stakeholders believing that having a socially responsible corporate identity and the image is a valuable strategic asset (Abugre & Nyuur, 2015). For instance, the refurbishment of the Korle-bu Maternity ward by Vodafone Ghana Limited has improved the conditions of the ward to ensure that women that visit the hospital receive better health care services (Modern Ghana, 2013). The donation of nearly \$30,000 to the educational fund of traditional councils across Ghana by Vodafone is also an example of its initiative that has enabled others to receive an education (Business Ghana, 2009).

## **1.2. Problem Statement**

There exist numerous empirical works (Famiola & Adiwoso, 2016; Yin & Jamali, 2016) on CSR activities by Multinational Enterprises (MNEs) around the globe. Literature indicate that MNEs embraced CSR as a way to address industrial, societal, and cultural expectations. There are however very different views on the relationship between corporate social responsibility (CSR)

and business. What is observed from the literature reviewed so far is that, for companies operating with a CSR perspective, some proponents believe these companies are capable of making more long-term profit and increasing long term success (Stahl & Heitmann, 2012), while the opponents argue that CSR would only distract these companies from the economic role of businesses, which is typically profit generation. Both the proponents as well as the opponents present a list of sound rational reasons do defend their viewpoint.

Despite the ongoing debate as to whether or not social responsibilities should be the concern of corporate decision makers, it cannot be denied that corporate social responsibility has been increasingly present in today's world (Wood, 2010). The extant literature revealed that Corporate Social Responsibilities has increasingly been used in marketing as a shield to reduce public disapproval of corporate actions and to build strong, values-based corporate brands (Du, Bhattacharya & Sen, 2010).

Further, the research works indicate that consumers care about CSR and that nowadays most consumers expect companies to have fairly high levels of CSR. Consumers are very important stakeholders for companies and the success of a company's CSR policy is to a large extent determined by these consumers. Hence, understanding them is critical. Part of understanding these customers relates to trying to find out why they buy from companies which incorporate social responsibilities into their business practices. Green and Peloza (2011) believe that consumers only support firms that engage in CSR, if they receive some kind of value from the exchange. Green and Peloza also point out that consumers usually do not view CSR as one overall impression of a firm, but that they look instead to how each CSR activity can add to their overall value proposition when making a purchase. This seems to indicate that consumers are still more motivated by self-interest than by the interest of society.

Literature has indicated clearly that organizations must meet the needs of the consumer otherwise they will have no buyers of their products. The impact of such a situation is that shareholders investments would have gone waste and managers will be held accountable for the poor running of the business. On the flip side, should managers invest shareholders investments into satisfying consumers through embarking on CSR initiatives, shareholders will question them for reducing their dividend. Corporate Social Responsibility therefore has an impact on customer brand equity inasmuch as it affects shareholder dividend. This research is very important as it investigate how a firm satisfies the demands of the investors and those of the customers and other stakeholders. This study examines how CSR is contributing to the bottom-line of Vodafone Ghana and how the PR unit of Vodafone Ghana is reporting or communicating their return on investments made through CSR to top management.

### **1.3. Research Questions**

To attain the aim and focus of the study as enumerated above, the following research questions are proposed to guide the study:

1. In what ways is CSR contributing to Vodafone Ghana's bottom line?
2. How does the PR unit of Vodafone Ghana communicate their CSR gains to their top management?
3. What challenges does Vodafone Ghana overcome to meet their bottom line objectives?

## **1.4. Significance of the Study**

The study adds up to the extant literature on Corporate Social Responsibility and its relevance to building customer loyalty, creating brand awareness and increasing the gains of the organization in short to medium term. Future researchers can rely on the findings of this research to add up to their research.

The findings of this survey will help business managers and marketers understand how CSR is effective and can be used as a strategic tool to satisfy the needs of the various stakeholders of the firm. The study will present the understanding of the concept of Corporate Social Responsibility and the activities from the perspective of customers of the telecommunication industry in Ghana, hence, marketers will be able to make strategic decisions regarding how to build strong brand equity for their products, the services and the organization itself.

The findings can be relied on by top level managers to plan the strategic direction of their firms. The firm's policy formulation and implementation process can be reimagined to include corporate social policies that are beneficial to the firms going-concern plans.

The results can be relied on by the government agencies to formulate policies around CSR projects and taxation. These policies can be designed to encourage more CSR initiatives by firms in the private sector to support government efforts to meet the needs of the citizens.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This chapter focuses on the theoretical review of existing literature on the subject, analyzing the strengths and weaknesses thereof and more particularly, indicating how the choice of literature selected fits into CSR, sustainability and bottom line. The gaps identified in the literature inform the direction of the study.

#### **2.1. Theoretical Framework**

##### **2.1.1 Shareholder Theory**

Shareholder's theory was introduced by Milton Friedman. According to Friedman, there is one and only one social responsibility of business, which is to use its resources to engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition, without deception or fraud (Friedman, 2007).

The idea of the shareholder theory is that managers primarily must maximize shareholders' interests in a way that is still permitted by law or social values. Shareholder priority is built on the recognition that a firm is controlled by managers but is owned by the shareholders (Mishra & Modi, 2016). Therefore, the managers have a fiduciary obligation to manage in the best interest of the shareholders, which economists such as Friedman deduce as wealth maximization.

There has been critique pertaining to the shareholder theory being restricted to generating benefits solely for shareholders. It effectively neglects the important role of several players surrounding the firm including employees, suppliers, customers and the society as a whole. Scholars such as Sundaram & Inkpen, (2004) claim that shareholder maximization can be manifestly advantageous to all stakeholders. This is due to the reason that the cash flows from share ownership are strictly residual claims which are due only after all committed corporate obligations to society such as wages and salaries to employees and taxes have been met.

### 2.1.2 Carroll's Pyramid of Corporate Social Responsibility

Amidst the growing debate on what constitutes CSR, Carroll in 1991 after extensive studies proposed what constituted total CSR and named it the Pyramid of Corporate Social Responsibility (Carroll, 2016). The theory posits four responsibilities namely; economic, legal, ethical and philosophical. The pyramid illustrates the building block of the four-part framework.

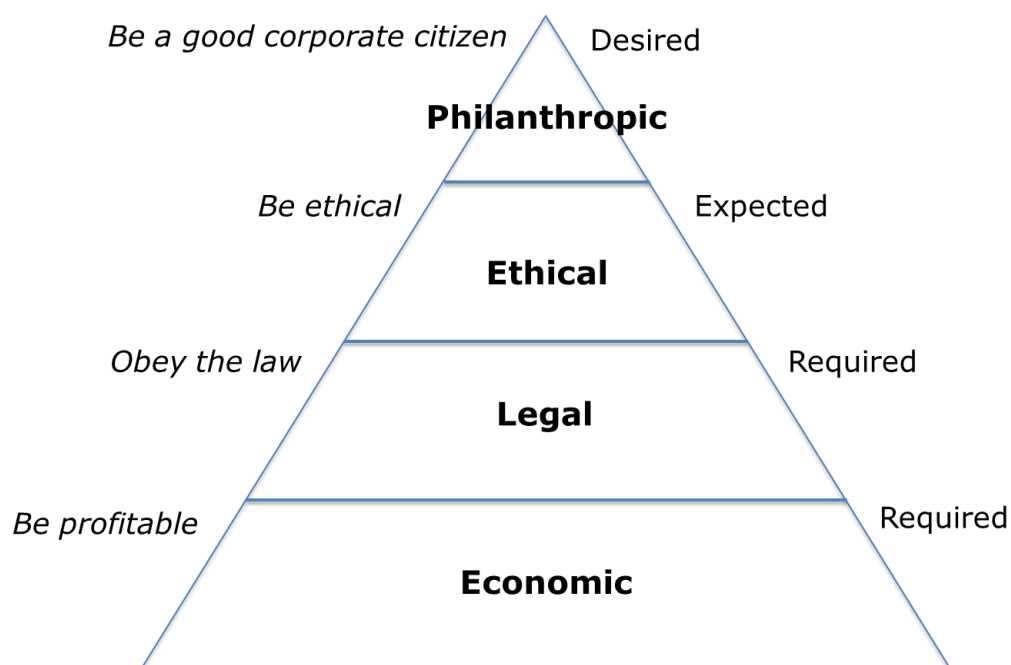


Figure 1: Adapted from Carroll (2016): Carroll's Pyramid of Corporate Social Responsibility

The positioning of the four categories as depicted in the diagram above shows the relevance of each responsibility to the existence of a business. That is, the economic responsibilities as the foundation are required for a business to be profitable. This is followed by legal responsibilities which are also required to be fulfilled by regulatory bodies and the government. Ethical and philanthropic responsibilities are not required but are expected and desired. The four responsibilities are discussed below.

### **2.1.2.1 Economic Responsibilities**

Businesses exist primarily to earn profits and the profit motive has been established as the driving force for entrepreneurship. The business is the basic economic unit of the society and exists to produce goods and services demanded by consumers for profit. Without economic responsibilities, all other responsibilities are non-existent as the absence of the economic responsibilities itself implies the non-existence of business. Responsibilities here include to maximize the earnings per share, to maintain a strong competitive edge, to maintain a high level of operational efficiency and be consistently profitable. Thus, meeting economic responsibility is the first layer of responsibility and also the basis for the subsequent responsibilities. Meeting the economic responsibility of the firm is a must for all corporations to survive (Ehie, 2016).

### **2.1.2.2 Legal Responsibilities**

Legal responsibilities are required by society and law. It reflects how society's ethical principles are codified and applied. The legal responsibility of business corporations demands that businesses abide by the law of the land and play by the rules of the game. Abiding by the laws of the land is essential for any corporation to be legally responsible (Nalband & Kelabi, 2014). The legal

responsibilities include the adherence to employment laws, healthy competition and advertisement, and the provision of a healthy and safe environment for employees. For example, in Ghana, a filling station must adhere to all the rules and regulations of the Environmental Protection Agency, National Petroleum Authority, Municipal and District Assembly and the Ghana National Fire Service before it is sited and continues with operations.

### **2.1.2.3 Ethical Responsibilities**

Ethical responsibilities refer to the obligations that are just, right and fair which are to be met by corporations. Abiding by-laws, procedures, rules and regulations does not make organizational conduct always seem ethical and/or right. The conduct of corporations that go beyond the law and contribute to social wellbeing is called ethical. Hence, corporations have an ethical responsibility to perform and this entails going beyond laws, rules and regulations to doing what proves good for society. In other words, ethical responsibilities consist of what is generally expected by society from corporations over and above economic and legal expectations. Examples may include; assert leadership, avoid questionable practices or operate above the minimum standard of the law and many more (Capelle-Blancard & Petit, 2017). The ethical responsibilities include recognizing and respecting the revolving ethical norms by society, to ensure ethical norms are not compromised such that they serve as a hindrance to the achievement of corporate goals and their ability to be a good corporate citizen by doing what is expected morally or ethically.

### **2.1.2.4 Philanthropic Responsibilities**

A business's response to the expectations of society bordering on being a good corporate citizen in the form of promoting human welfare constitutes philanthropic responsibilities. The use of this

idea in business context incorporates activities that are within the corporation's discretion to improve the quality of life of employees, the local community and the society at large. Making donations to charitable institutions, the building of recreational facilities for employees and their families are some examples of philanthropic activities performed by organizations. It is important to realize that philanthropic activities are the desires of corporations, and are not expected by society (Ehie, 2016) but rather are desired by society.

## **2.2 Corporate Social Responsibility**

Corporate social responsibility as a concept has a long history much varied owing to its steady development, acceptance and appreciation by the corporate world as an important business practice. The corporate world is facing the notion of corporate social responsibility wherever it turns these days. On an extensive range of issues, corporations are advised to be socially responsible (Welford & Frost, 2006). However, in both the corporate and the academic world, there is uncertainty as to how CSR should be defined. The difficulty in coming up with a common definition is that the numerous definitions are biased toward specific benefits and thus avoid the development and execution of the concept (Van Marrewijk, 2003).

Corporate Social Responsibility is defined as the integration of business operations and values, whereby the interests of all stakeholders including investors, customers, employees and the environment are reflected in the company's policies and actions (Lim & Greenwood, 2017). Corporate Social Responsibility emphasizes the important role of corporate communication in establishing and maintaining transparent and open dialogues with diverse stakeholders to foster ethical and socially responsible courses of action for various issues (Lim & Greenwood, 2017).

Corporate Social Responsibility is also known as corporate citizenship, corporate philanthropy, corporate giving, corporate community involvement and many more. Corporate Social Responsibility has stepped boldly into attention in the 21<sup>st</sup> century, with many firms professing undying love for CSR. Corporate Social Responsibility functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the law, ethical standards and national or international norms (Tai & Chuang, 2014). With some models, a firm's implementation of CSR goes beyond compliance and engages in actions that appear to further some social good, beyond the interest of the firm and that which is required by law. The aim is to increase long term profit and shareholder's trust through positive public relations and high ethical standards to reduce business and legal risks by taking responsibility for company actions (Nim & Van Wart, 2015).

### **2.3 Corporate Social Responsibility and Financial Performance**

Although there have been various examinations on the relationship between Corporate Social Responsibility and Financial Performance, the findings remain inconclusive as to the relationship between them. According to Margolis & Walsh (2007), there has been a hundred and twenty two (122) published studies between 1971 and 2001 examining the relationship between Corporate Social Responsibility and Financial Performance. It was observed that approximately 50 percent of research indicated a positive relationship between CSR and Financial Performance with twenty-five (25) percent reporting no relationship, twenty percent having mixed results and the remaining five (5) percent indicating a negative relationship between Corporate Social Responsibility and Financial Performance. With the immense research on the relationship between Corporate Social Responsibility and the Financial Performance, three main relationships were identified; a Positive relationship, a Negative relationship and a Neutral relationship.

Generally, it is believed that Corporate Social Responsibility could increase firm profits and thus most corporations should engage in it is a view widely shared by scholars such as Chen & Wang (2011); Mikolajek-Gocejna, (2016); Orlitzky et al., (2003); Sun (2012); Van der laan et al., (2008); Vogel, (2005). In a study by Ajide & Aderemi (2014), a multiple regression employing Ordinary Least Squares was adapted to investigate the relationship between corporate social responsibility and the impact it has on financial performance, using data sourced from twelve (12) selected banks in Nigeria. From the study it was concluded that there was a positive relationship between Corporate Social Responsibility and Financial Performance. Another study to support this claim Al-Malkawi & Javaid (2018), the study sought to investigate the impact of Corporate Social Responsibility on Financial Performance. The study sampled a hundred and seven (107) non-financial firms listed on the Saudi Arabia stock market over a ten year period. The results from the research revealed a strong positive relationship between Corporate Social Responsibility and Financial Performance.

On the contrary, some studies point to a negative relationship between Corporate Social Responsibility and Financial Performance. Studies within this view suggest that being socially responsible as an organization incurs avoidable costs and deteriorates the profitability of the firm. This view is shared by the works of Baird, Geylani & Roberts, (2012) as well as Peng & Yang (2014). In a study conducted by Crisostomo et al., (2011) investigating the relationship between Corporate Social Responsibility and Financial Performance, it was concluded that there was a negative relationship between Corporate Social Responsibility and Financial Performance. This study investigated 78 non-financial listed companies in the period 2001-2006.

Finally, the third relationship identified between Corporate Social Responsibility and Financial Performance was that of a neutral one. This view is backed by scholars such as Alexander &

Buchholz, (1978); Aupperle et al., (1985); Cavaco & Crifo (2014); Lopez et al., (2007) and Soana, (2011). According to Nelling & Webb, (2009), there is no significant association between Corporate Social Responsibility and financial performance.

Ansong (2016), in his research examined the influence of corporate social responsibility (CSR) on financial performance of small- and medium-sized enterprises (SMEs) in Ghana by using stakeholder engagement as a mediating variable. The researcher collected Primary data from 423 SMEs within the Accra Metropolis.

The study reported CSR results in a firm's financial performance. Ansong (2016) indicated that SMEs with improved CSR practices are better prepared to interact more with their stakeholders, which means improved financial performance.

The study recommends that for SMEs to improve upon their CSR practices, which will eventually result in enhanced financial performance, stakeholder engagement should be a major part of their operations. As opposed to the views of Tawiah & Baah (2018); CSR, in Ghana, has become a front-burner issue due to several developments such as globalization; the liberalization of the economy; a government commitment to making the private sector the "engine" of growth; a promising and an emerging capital market with remarkable performance.

The researcher argues that, CSR may not always have positive impacts on the operations of the business. The researcher continues to argue that the negative effects of CSR on financial performance in the context of emerging economies can be attributed to poor stakeholder engagement. As also indicated in the research by Abukari & Abdul-Hamid (2018), there seems to be a recurring argument that CSR should be rigorously backed by a good publicity arrangement.

In a study conducted by Torres, Bijmolt, Tribó, & Verhoef (2012) on “Generating global brand equity through corporate social responsibility to key stakeholders”, they argue that corporate social responsibility (CSR) to various stakeholders (customers, shareholders, employees, suppliers, and community) has a positive effect on global brand equity. In addition, policies aimed at satisfying community interests help reinforce credibility to social responsibility policies with other stakeholders. Their findings showed that CSR to each of the stakeholder groups has a positive impact on global brand Equity. In addition, global brands that follow local social responsibility policies over communities obtain strong positive benefits in terms of the generation of brand equity, as it enhances the positive effects of Corporate Social Responsibility to other stakeholders, particularly to customers. Therefore, for managers of global brands, it is particularly productive for generating brand value to combine global strategies with the satisfaction of the interests of local communities.

## **2.4 How Corporate Social Responsibility is used in Ghana**

Tawiah & Baah (2015) provided an overview of the state of various CSR and CSR practices in Ghana. The authors also provided some historical background to how CSR has evolved over the years. It also tries to provide some evidence on the state of CSR in other developing countries. They argued that, Ghana’s social orientation as inspired by the then president, Dr. Kwame Nkrumah, distorted the views and approaches to CSR as the society was encouraged to believe that State Owned Enterprises have the capacity to cater for all the needs of citizens. According to (Ofori & Hinson, 2007), international firms in Ghana seemed to have a better grasp of the practice of Corporate Social Responsibility for business and strategic advantage than their local counterparts.

Tawiah & Baah (2015) explained CSR as the strategic decision of an organization to voluntarily act upon the social factors that have the potential of militating against the fulfillment of corporate goals and examines the CSR concept in the Ghanaian mining industry. The study showed that in Ghana, the concept of CSR tended to focus on the external environment to the neglect of the internal environment from where employees operate.

The research makes its conclusion and analysis from primary data it collected. According to the researchers, the concept in Ghana has become synonymous to the mining industry where there appears to be more environmental and human rights concerns, with a lot more interest groups calling for ethical, social and environmental responsibility from companies operating in the area.

Tawiah & Baah (2015) averred that the insurgence of CSR activities and the interest in them were as a result of the CSR activities of the mining sector industries. The study also brought to light the relevance of using CSR as a means to develop societies. The study however did not evaluate the impact of undertaking the CSR projects on the firm's obligation to deliver dividend to shareholders. The current study endeavor to review CSR as it is leveraged on by firms in the telecommunication industry and look at how it can contribute to the bottom line of an organization and how it could be influenced by public relations.

## **2.5 Related Studies**

In a study conducted by Carroll & Shabana (2010), it was observed that corporate social responsibility had garnered significant interest due to their strategic importance to companies across the globe. This claim was further supported by the works of Luo & Bhattachrya (2006) which found out that, corporations spent millions on trying to fulfill their corporate social responsibilities. In a research conducted by Mohr & Webb (2005), it was observed that customers

were willing to pay extra in an attempt to contribute to companies that partake in corporate social responsibility activities and as such, companies that partake in these initiatives tend to gain more favor and loyalty from these customers which in turn leads to strong brand equity and profits.

Abukari & Abdul-Hamid (2018) also conducted a research on telecommunication companies in Ghana and how they are able to communicate their corporate social responsibility activities to their stakeholders. Abukari & Abdul-Hamid (2018) used the qualitative research approach. As indicated in their research, many organizations have realized that there are increased benefits to be gained from being socially responsible. Abukari & Abdul-Hamid (2018) argued that, it is not enough for organisations to be socially responsible. Organisations should be able to communicate effectively their social responsibilities to all stakeholders (Birth, Lurati & Zamparini, 2008; Golob & Bartlett, 2017). The study looked at the reporting of CSR in the Ghanaian telecommunications industry by leveraging on websites as means of communication.

Findings from this study indicated that the telecommunications companies in Ghana poorly articulate their CSR issues online. This conclusion may be likely flawed as online presence goes beyond an organization's website. It is possible that organization may be very engaging with its CSR activities on its social media platforms but not necessarily its website. The paper also considered CSR and how it is communicated and not necessarily how this communication impacts the organization's bottom line, survival or profits. A broader research that focuses on reporting of CSR activities through all online mediums could be relevant in reaching a conclusion as seen in the research by Abukari & Abdul-Hamid (2018). According to (Lim & Greenwood, 2017) the engagement of people in corporate social responsibility has a positive effect on the business, community and employees as a whole.

According to the research, firms report on their CSR activities with the idea or intention of eliciting for legitimacy and goodwill from the society. Hence, reporting on CSR engagement in the areas of human resource; environment; product and customer; community involvement and ethical issues are regarded as being geared towards enhancing their image and invariably gaining legitimacy from the areas they operate (Lim & Greenwood, 2017).

The researchers concluded that engaging in CSR activities is one thing and being able to communicate these activities online is another. It is important to indicate communication of the CSR activities of a firm is important to create awareness and gain acceptance by the consumers (Kirat, 2015). It is therefore important for firms to allocate resources to communicate CSR activities and projects. Such an investment is an expense that has effect on the bottom line of the firm.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 OVERVIEW**

This chapter outlines the various processes and procedures taken to gather data under this study. It also focuses on details of the research methods and methodologies, data gathering instruments, population of the study, sample and sampling techniques, as well as research designs employed under this study. This girds the thinking of Powell and Conway (2004) that the research methodology is an aggregate of steps that the researcher undertakes in study in order to attain a high level of validity and reliability.

#### **3.1 Methodology**

The methodology that underpins this work is the qualitative paradigm. As argued by scholars, qualitative research approach, as opposed to quantitative research approach is theoretical and interpretive in nature (Brennen, 2017; Creswell 2013). It emphasizes an understanding of complex concepts and making sense of language which is generally based on human experiences and relationships (Brennen, 2017). This study sets to make sense of how Vodafone Ghana's CSR activities contribute to their bottom-line and this will be deduced from the officers' lived experiences therefore, the qualitative approach becomes preferred.

### **3.2 Research Design**

Research designs are the master plans within which the entire research and its methodologies are situated (Zikmund & Babin, 2007). According to Creswell (2013) research designs are crafted to suit the philosophies of the researchers, the problem statement, research questions, objectives and overall rationale of the study.

The overarching problem this research seeks to unravel is to understand how CSR contributes to an organization's bottom line, using Vodafone Ghana as a subject for case study, hence the most suitable research design is a case study. Yin (1994: p13) defined case study as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident and relies on multiple sources of evidence". A case study is a special and an intensive study of a single group, incident and community (Harrison & Callen, 2013). The case study fits very well in understanding CSR because it engages multiple data sources that explore and explain the phenomenon under study.

### **3.3 Research Population**

In research, a population is all elements (individuals, objects or substances) that meet certain criteria for inclusion in a given universe. It includes all variables that fall within the target scope of the researcher (Barreiro & Albandoz, 2001). Research populations can be grouped under target and accessible population. Target population refers to the entire group of individuals or objects to which scholars are interested in generalizing the conclusions. The accessible population is the population in research to which the researchers can apply their conclusions. The researchers will

seek to use the employees and management of Vodafone Ghana. This is because the employee and management of Vodafone Ghana hold information which will be valuable to the study.

### **3.4 Sampling Technique**

A survey is a random set of population representatives. That is a smaller demographic group that has the features of the whole demographic. Observations and assumptions taken from the study results are applied to the population. (Scott, 2020). There are several different methods to select a sample and the approach utilized would depend on the research field, the research technique and the researcher's choice. There are essentially two major types of samples: Probability samples and non-probability samples. Probability Sampling is used whenever the researcher wants to explain, forecast or generalize to the whole study community. Examples of probability sampling technique include, simple random sampling, cluster sampling, systematic sampling and stratified random sampling. Non probability sampling uses nonrandom selection but rather subjective judgment (statistics, 2015). Examples of non-probability samplings include; convenience sampling, purposive sampling, snowball sampling and quota sampling

Due to the nature of the study, the researchers will seek to use non-probability sampling techniques specifically convenience sampling in the determination of their sample.

### **3.5 Data Collection**

Data collection is a method of collecting and evaluating information on variables of interest in a structured way that helps one to answer specified testing questions, test theories and analyze findings. Data collection is one of the most critical phases of study. Data will be gathered using primary and secondary sources. The study seeks to collect primary data by the use of surveys and

interviews. The questions included in the survey will be made to reflect the case objectives and will be aimed at exploring views to make conclusive deductions. The interviews will be aimed at triangulating data from respondents to get valuable information necessary to the study. The study will also use secondary data which will be gathered via a desk review of existing data because the study should draw on existing knowledge in order to make relevant conclusions in re

### **3.6 Data Analysis**

Thematic Analysis will be used in analyzing the data. The data from interviews will be transcribed and the results from the transcription will be used to answer the research questions. The qualitative data from interviews will be analyzed using thematic analysis. Thematic analysis is a method for systematically identifying, organizing and offering insight into the patterns of meanings across a data set. According to Smith & Firth (2011, p.3), thematic analysis can be described as an interpretative process where data is systematically evaluated to identify patterns within the data in order to provide an illuminating description of the phenomenon. Secondary data will be analyzed by sorting out the key findings from the literature review in relation to the thematic areas of the research.

### **3.7 Ethical Consideration**

The participants engaged for the study will be adequately protected with utmost privacy provided throughout the process. The researchers will ensure to keep the company's private information confidential and ensuring participant's personal information is well protected. The study will also ensure a written consent is sought from any informant. The study will ensure that any secondary data used in the study is well cited, with sources indicated in the attempt to avoid plagiarism.

### **3.8 Limitation of the Study**

Although the study will be using both primary and secondary data, primary data and field observations will be difficult to access due to the COVID-19 pandemic. The rules around the pandemic stresses the need for social distancing and less human interaction and as such collection of primary data may be difficult to obtain. Despite this limitation, the use of secondary data alone will not vitiate the quality findings and the analytical rigor of the discussions.

## **CHAPTER FOUR**

### **CONCLUSIONS**

#### **4.0 OVERVIEW**

This chapter discusses conclusion of the research based on literature review. It looks at the contribution of the study to literature as well as recommendations for further research.

#### **4.1 Summary of Work**

This section discusses and explores the findings from the data collected. This section takes into consideration the literature reviewed in relation to the research questions of the research

#### **4.2. Theme 1: Contribution of Corporate Social Responsibility on Bottom Line**

The study sought to investigate the contribution of Corporate Social Responsibility to the bottom line of organizations in terms of People, Planets and Profits. The study used a secondary approach in reviewing literature on the subject under review.

According to the literature reviewed, corporations that tend to participate in corporate social responsibility generate benefits to the firm and the society as well (Gyves & O'Higgins, 2008). Further review of literature also indicated some contributions of corporate social responsibility to society, the donation of about \$30,000 to the educational fund of traditional councils across Ghana by Vodafone has enabled others obtain education in some of the remote areas of Ghana. Also, the refurbishment of the Korle-Bu Maternity Ward by Vodafone has improved the conditions of the ward and ensured women receive better healthcare delivery (Modern Ghana, 2013).

### **4.3 Theme 2: Influence of Public Relations in the Communication of Corporate Social Responsibility to Top Management in Decision Making**

The study also sought to evaluate the influence of Public Relations in the communication of corporate social responsibility to top management in decision making. The study sought to identify whether or not Public Relations had an influence in the corporate social activity that its organization provides. In a study by Ani, Kriyantono & Wulandari (2008), it was observed that communications in a well-structured firm ensures that the Head of Public Relations is amongst top management, this according to them ensures effective communication flow that translates into top Corporate Social Responsibility. In another study by Okyere, Agyapong & Nyarko (2011), it was realized that the Public Relations Unit manages marketing communication activities including Corporate Social Responsibility in an integrated manner, with effective coordination of message, media and timing developed in support of the overall organizational objective. To support the above, it was observed by Berger & Reber (2006) that the presence of Public Relations amongst top management serves as a strong influence on the practice of Corporate Social Responsibility.

### **4.4 Theme 3: Challenges faced by Organizations in pursuing Corporate Social Responsibility**

In as much as Corporate Social Responsibility is seen as an important aspect of modern day business that can truly help an organization grow its customer base and eventually its profits, some businesses see Corporate Social Responsibility as an exterior part of their business and hence do not attach a lot of importance. This view is supported by studies from scholars such as; Doane & Abasta-Vilaplana (2005); Fassin (2008); Jamali & Mirshak (2010). In studies carried out by

Luque-Vilchez & Larrinaga (2016), it was realized that although some organizations participate in Corporate Social Responsibility and may consider it as important, they may sometimes find it difficult to make gains. Corporate Social Responsibility can be complex because of the environment and conditions under which it is expected to be conceptualized and implemented in. as these conditions are not static, organizations should be able to be dynamic to match the changing trends and needs of Corporate Social Responsibility activities.

In a study by Boafo & Kokuma (2016), it was observed that some organizations face some challenges in their attempt to fulfill their corporate social responsibility objectives. It was identified that corporations face challenges such as governmental issues, infrastructural issues and the lack of resources.

#### **4.5 Contribution to Literature**

The study contributes to the extant literature that has been conducted on CSR, specifically the literature on how CSR affects the financial performance of organizations and incorporates it into their projects and programs. The current study explores CSR in the Telecommunications industry, an industry that has been identified as one that leverages on CSR to market their product and win customer loyalty. The study identified a gap in literature such as the inadequacy on information relating to the influence of Public Relations Officers in influencing CSR within organizations.

Though the current literature examined how CSR affects the bottom-line of Vodafone Ghana Limited, it deviates from the norm in literature, which is to examine the revenue of firms to examining how CSR affects three key components of the bottom-line namely; profit, planet and people. This provides a basis for other empirical studies to reimagine new ways of evaluating CSR.

## 4.6 Recommendations

The study recommends the following objective set of feasible measures to be implemented;

- ❖ Organizations should continue to involve the Public Relations Officer in Corporate Social Responsibility decision making more often to increase the chances of the organization coming out with more successful and important in the eyes of their stakeholders
- ❖ Organizations should also consider investing more of their efforts into the area of sustainability and try to align their efforts to that of the United Nations Sustainable Development Goals in order to accomplish higher CSR gains.
- ❖ Further research should be done to identify the contribution of Corporate Social Responsibility to an Organization's bottom line using both primary and secondary data.

## 4.7 Conclusion

Corporate Social Responsibility serves as an integral part of organizations in the world today. The study sought to identify the contribution of corporate social responsibility to an organizations bottom line in terms of People, Planet and Profits. From the literature reviewed it was evident that Corporate Social Responsibility contributes immensely to an organizations bottom line and an organization such as Vodafone Ghana stands to gain from Corporate Social Responsibility when they try to invest more of their Corporate Social Responsibility efforts into aligning with the United Nations Sustainable Development Goals as well as increasing the involvement of the Head of their Public Relations Unit in decisions concerning Corporate Social Responsibility.

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