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**A STUDY OF THE PUBLIC UTILITIES REGULATORY COMMISSION'S (PURC)
ROLE AS A PUBLIC UTILITY REGULATOR AND ITS CORPORATE
REPUTATION.**

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DECLARATION

STUDENT'S DECLARATION

I, **CHARLES JOJO ENTSI**, hereby declare that this dissertation is the product of original research conducted by me under the supervision of **Dr. Mrs. Mavis Essandoh**. I also declare that I have not submitted this work to any institution for assessment, publication, or any other purpose and that all references have been duly acknowledged.

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SUPERVISOR'S DECLARATION

This Dissertation has been prepared and presented under my supervision according to the guidelines for supervision and formatting of the Dissertation laid down by the University of Media, Arts and Communication (UniMAC – IJ).

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DEDICATION

I dedicate this project to God Almighty, my creator, my strong pillar, my source of inspiration, wisdom, knowledge, and understanding. He has been the source of my strength throughout this program, and on His wings only have I soared. I also dedicate this work to the Entsi Family, Mr. Daniel Duncan Entsi (Father), who encouraged me all the way and whose encouragement has made sure that I give it all it takes to finish that which I have started. To my brothers Joel, Nana Kwesi, Mavis Entsi (sister), and Vida Entsi (Mother), who have been affected in every way possible by this quest. Thank you. My love for you all can never be quantified. God bless you.

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LIST OF ABBREVIATIONS

PURC - Public Utilities Regulatory Commission

CR - Corporate Reputation

PR - Public Regulator/Regulation

PU - Public Utilities

Gov. - Government

NGO - Non-Governmental Organization

CSR - Corporate Social Responsibility

ESG - Environmental, Social, and Governance (factors)

KPI - Key Performance Indicator

ROI - Return on Investment

CG. - Corporate Governance

RF - Regulatory Framework

PP - Public Policy

UI - Utilities Industry

RE - Regulatory Effectiveness

CRMA - Corporate Reputation Management and Assessment

PRCA - Public Relations and Communications Association

ICC - International Chamber of Commerce

OECD - Organisation for Economic Co-operation and Development

KEYWORDS

Public Utilities Regulatory Commission (PURC)

Public Regulation

Corporate Reputation

Regulatory Framework

Public Policy

Utilities Industry

Governance

Accountability

Transparency

Stakeholder Engagement

Corporate Social Responsibility (CSR)

Regulatory Effectiveness

Public Interest

Consumer Protection

Utility Regulation

Institutional Framework

Organizational Reputation

Reputation Management

Public Trust

Regulatory Bodies

Licensing

Tariff regulation

Compliance monitoring

Enforcement

Dispute resolution

Brand management

Image management

Identity management

Reputation risk management

Crisis communication

Public participation

Consultation

Engagement strategies

Stakeholder analysis

Communication management

Electricity

Water

Gas

Telecommunications

Transportation

ABSTRACT

This qualitative study explores the Public Utilities Regulatory Commission's (PURC) role as a public regulator and its corporate reputation. It aims to examine the PURC's regulatory practices and their impact on its corporate reputation. The objectives of the study are to investigate the PURC's role in regulating public utilities, assess the commission's corporate reputation, and identify the factors that influence the PURC's corporate reputation. The study adopts a qualitative research design, using a case study approach to gather in-depth information about the PURC's regulatory practices and corporate reputation. The population of the study consists of stakeholders of the PURC, including officials of the commission, utility service providers, and consumers. A sample size of 10 participants was selected using the purposive sampling technique. Data was collected through semi-structured interviews, using an interview guide as the data collection tool. The data collected was analyzed using thematic analysis. The study adopts the Reputation Management Theory and the Stakeholder Theory as its theoretical frameworks. The findings of the study reveal that the PURC's regulatory practices have a significant impact on its corporate reputation. The study identifies factors such as transparency, accountability, and fairness as crucial in shaping the PURC's corporate reputation. The study recommends that the PURC should prioritize transparency and accountability in its regulatory practices to enhance its corporate reputation. The study also suggests that the government should provide the PURC with the necessary resources and autonomy to regulate public utilities. Further studies can explore the impact of the PURC's corporate reputation on its regulatory effectiveness and the overall performance of the utility service providers. In conclusion, the study provides insights into the PURC's role as a public regulator and its corporate reputation. The study's findings and recommendations are relevant for policy formulation and practice and can inform the development of effective regulatory practices that promote transparency, accountability, and fairness.

CHAPTER ONE

INTRODUCTION

1.0 Background and Context of the Study

The Public Utilities Regulatory Commission (PURC) plays a crucial role in regulating utility services in Ghana, ensuring that providers meet certain standards while at the same time ensuring that consumer needs are protected (PURC, 2020). As a regulatory body, the PURC's reputation is vital in maintaining public trust and confidence in the utility sector (Gyekye & Sakyi, 2017). However, research on PURC's corporate reputation and its impact on stakeholders is limited. A study by Amoako and Owusu (2019) on public relations practices in Ghanaian organizations did not specifically focus on regulatory bodies like the PURC, highlighting the need for targeted research.

PURC's role extends beyond regulation, as it also engages with consumers and utility providers through public relations efforts (Boateng & Owusu, 2015). Effective communication and stakeholder engagement are crucial in shaping the corporate reputation of the Public Utility Regulatory Commission (PURC). Evidence in the literature highlights the significance of these factors in building and maintaining a positive reputation. Organisations that communicate their decisions, policies, and procedures to stakeholders are more positioned to achieve their objectives (Kumar & Gupta, 2017). Consistent messaging across all channels also helps organisations build trust (Broom & Shafer, 2017). Another communication strategy that facilitates mutuality between an organisation and its stakeholders is responsiveness- the timely provision of responses to stakeholder inquiries- as this demonstrates accountability. (Kim & Lee, 2018). Stakeholder

engagement strategies such as identification and segmentation of the needs of an organization's stakeholders also enhance the organization's reputation (Freeman & Reed, 2017). For an organisation like the PURC, encouraging stakeholder participation in the decision-making process and regularly soliciting feedback to improve policies and services leads to increased public confidence, improved relationships with stakeholders, and enhanced regulatory effectiveness, which ultimately allows for an improved corporate reputation. O'Rourke & Moss, 2017; Bryson, 2018). Research has shown that regulatory bodies with strong reputations are more effective in achieving their goals and maintaining public trust (Coombs, 2012). Therefore, exploring PURC's corporate reputation and its impact on stakeholders is essential for understanding its effectiveness as a regulator.

This study aims to fill the knowledge gap by investigating PURC's role as a public utility regulator and its corporate reputation. Thus, this study seeks to provide insights into the commission's reputation and its impact on stakeholders. It will also contribute to the existing literature on regulatory bodies and corporate reputation, providing practical recommendations for the PURC to **enhance its reputation and effectiveness as a regulator.**

1.1 Statement of the Problem

The Public Utilities Regulatory Commission (PURC) plays a vital role in regulating utility services in Ghana, ensuring that providers meet certain standards and that consumer needs are protected (PURC, 2020). However, research has shown that regulatory bodies like PURC face challenges in maintaining a positive corporate reputation due to factors such as regulatory capture, lack of transparency, and inadequate stakeholder engagement (Coombs, 2012; Ledingham & Bruning, 1998). Despite its importance, there is a paucity of research on the PURC's corporate reputation

and its impact on stakeholders, particularly in Ghana. This knowledge gap necessitates investigating PURC's role as a public utility regulator and its corporate reputation. The evidence of the knowledge gap in the literature explains that corporate reputation is a critical aspect of business research, and it has been studied extensively in various contexts (Veh et al., 2019). Researchers have explored how corporate reputation influences consumer behavior, investor decisions, and overall business performance. Some studies have focused on the impact of corporate social responsibility on reputation (Raithel & Schwaiger, 2015). In contrast, others have examined the role of leadership and organizational culture in shaping reputation (Olmedo-Cifuentes et al., 2014). Researchers have investigated events on corporate reputation and factors that influence them (Fanasch, 2019). However, it is important to note that the concept of corporate reputation is complex and multifaceted, and more research is needed to fully understand its dynamics and implications.

The research problem is further compounded by the fact that PURC's effectiveness as a regulator is closely tied to its corporate reputation (Gyekye & Sakyi, 2017). A negative corporate reputation can erode public trust and confidence in PURC's regulatory decisions, ultimately affecting the overall performance of the utility sector (Amoako & Owusu, 2019). Therefore, this study aims to explore PURC's role as a public utility regulator and its corporate reputation, examining the factors that influence its reputation and the impact on stakeholders.

1.3 Research Objectives

The study seeks to achieve the following objectives:

1. To examine the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana.

2. To assess the corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness.
3. To identify strategies for enhancing PURC's corporate reputation and regulatory effectiveness.

1.4 Research Questions

The study seeks to answer the following questions:

1. What is the role of the PURC as a public utility regulator in Ghana?
2. How does the corporate reputation of PURC affect its regulatory effectiveness?
3. What strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC?

1.5 Scope of the Study

This study is focused on the Public Utilities Regulatory Commission (PURC) in Ghana, examining its role as a public utility regulator and its corporate reputation. It will delve into PURC's regulatory functions, responsibilities, and impact on the utility sector, including its oversight of electricity and water. The study will explore PURC's corporate reputation among various stakeholders, including consumers, utility providers, and government agencies. This will involve analysing the factors that influence PURC's reputation, such as its communication strategies, stakeholder engagement, and regulatory decisions.

The study will also examine the impact of PURC's corporate reputation on its regulatory effectiveness, including its ability to enforce regulations, resolve disputes, and promote public interest. It will identify strategies for enhancing PURC's corporate reputation and regulatory

effectiveness, including recommendations for improving stakeholder engagement, communication, and transparency. The study will be limited to Ghana and will not explore the regulatory practices of other countries. The study will adopt a qualitative approach to provide a comprehensive understanding of the PURC's role and reputation.

1.6 Significance of the Study

As a regulatory body, PURC plays a crucial role in ensuring that utility providers meet certain standards (Amoako & Owusu, 2019), and its corporate reputation can impact its ability to carry out this mandate (Coombs, 2012). This study is significant because it contributes to the existing literature on regulatory bodies and corporate reputation (Ledingham & Bruning, 1998). Research has shown that regulatory bodies with strong reputations are more effective in achieving their goals and maintaining public trust (Amoako & Owusu, 2019). It is envisaged that this study will provide valuable insights for regulatory bodies in Ghana and beyond after exploring PURC's corporate reputation and its impact on stakeholders. This study will inform policy decisions and regulatory reforms aimed at enhancing the effectiveness of PURC and other regulatory bodies and contribute to the development of a more effective and efficient regulatory framework for utility services in Ghana.

1.7 Organisation of the Study

The study will be organized into five chapters: Chapter One will introduce the research topic, providing background information on the Public Utilities Regulatory Commission (PURC) and its role in regulating utility services in Ghana. This chapter will also state the research problem, objectives, and questions, as well as the significance of the study and its scope. Chapter Two will review existing literature on regulatory bodies and corporate reputation, including theoretical

frameworks and empirical studies. Chapter Three will present the research methodology, including the research design, data collection methods, and data analysis techniques. Chapter Four will present the findings of the study, including an analysis of PURC's regulatory functions, corporate reputation, and stakeholder engagement. Finally, Chapter Five will discuss the implications of the findings, provide recommendations for enhancing PURC's corporate reputation and regulatory effectiveness, and suggest areas for future research. This chapter will also conclude the study by summarizing the key findings and making recommendations for policy formulations and further research.

1.8 Chapter Summary

This study aims to investigate the Public Utilities Regulatory Commission's (PURC) role as a public utility regulator and its corporate reputation. The background of the study reveals that PURC plays a crucial role in regulating utility services in Ghana, but its corporate reputation has been questioned by stakeholders. The problem is that PURC's regulatory effectiveness is hindered by its poor corporate reputation, which affects public trust and confidence. The research objectives are to examine PURC's regulatory functions, assess its corporate reputation, and identify strategies for improvement. The research questions focus on PURC's regulatory role, stakeholder engagement, and reputation management strategies. The scope of the study is limited to Ghana and will employ a qualitative case study approach. The significance of the study lies in its contribution to the existing literature on regulatory bodies and corporate reputation, as well as its practical implications for PURC and other regulatory bodies. The study will be organized into five chapters, covering the introduction, literature review, theoretical framework, research methodology, findings, and conclusions.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter of the study focused on reviewing relevant literature related to the work. By so, the chapter discussed the theoretical framework, the conceptual review, and the review of related literature.

2.1 Theoretical Framework

To be comprehensive, the study considered two theories: the stakeholder theory and the reputation management theory.

2.1.1 The Stakeholder Theory

The Stakeholder Theory, first introduced by Edward Freeman in 1984, is a conceptual framework that emphasizes the importance of considering the interests of all stakeholders in an organization's decision-making process (Freeman, 1984). The theory emerged as a response to the traditional shareholder-centric approach, which prioritizes the interests of shareholders above all else. Freeman argued that organizations have a responsibility to manage the interests of all stakeholders, including customers, employees, suppliers, communities, and the environment.

The theorist Edward Freeman is a renowned philosopher and business ethicist who has made significant contributions to the field of stakeholder theory. His work has been influential in shaping the way organizations think about their responsibilities to various stakeholders. Freeman's

stakeholder theory is built on the idea that organizations are not just economic entities but also social and political entities that have an impact on various groups and individuals (Freeman, 1984).

One of the strengths of the stakeholder theory is its ability to provide a more comprehensive and inclusive approach to organizational decision-making (Phillips, 2003). The theory promotes ethical and responsible business practices, which can lead to long-term sustainability and success. However, some critics argue that the theory can be difficult to implement in practice, as it requires a significant shift in organizational culture and priorities (Phillips, 2003). By considering the interests of all stakeholders, organizations can create more value and better manage risk (Harrison & Wicks, 2013).

2.1.2 Relevance of The Theory to The Study

Despite some weaknesses, the stakeholder theory has had a significant impact on organizational practice and research. It has led to the development of new management tools and techniques, such as stakeholder analysis and engagement (Friedman & Miles, 2006). The theory has inspired new areas of research, such as stakeholder marketing and stakeholder governance (Miles, 2012). The stakeholder theory remains an important and influential framework for understanding the complex relationships between organizations and their stakeholders.

The Stakeholder Theory is highly relevant to this study. As a regulator, PURC has a responsibility to manage the interests of various stakeholders, including consumers, utility companies, government agencies, and the environment. The Stakeholder Theory provides a framework for understanding how PURC can effectively balance the competing interests of these stakeholders and maintain a positive corporate reputation. By considering the needs and expectations of all

stakeholders, PURC can make informed decisions that promote the public interest and maintain trust with stakeholders.

The Stakeholder Theory highlights the importance of transparency, accountability, and communication in building trust with stakeholders (Parmar, 2020). PURC's decisions have a direct impact on the lives of consumers, and therefore, it is essential that the regulator is transparent in its decision-making processes and communicates effectively with stakeholders. (Marcoux, 2017). The PURC's reputation is critical in maintaining public trust and confidence in the regulatory process (Owusu & Amoako, 2015). The Stakeholder Theory can help PURC to identify and prioritize the needs of its stakeholders, which is critical in a rapidly changing regulatory environment. As the utility industry evolves, PURC must adapt to new challenges and opportunities while maintaining its commitment to serving the public interest (Owusu & Amoako, 2020). With the application of the Stakeholder Theory, PURC can ensure that its regulatory approaches are responsive to the needs of all stakeholders and contribute to a positive corporate reputation. Through this study, the application of the Stakeholder Theory can provide valuable insights into PURC's role as a regulator and its impact on stakeholders, ultimately contributing to improved regulatory outcomes and a stronger corporate reputation.

2.1.3 The Reputation Management Theory

Reputation Management Theory, developed by Charles Fombrun (1996), is a conceptual framework that explains how organizations manage their reputation to achieve competitive advantage. The theory emerged from the recognition that an organization's reputation is a valuable intangible asset that can influence stakeholder behaviour and ultimately impact organizational performance (Fombrun, 1996). Charles Fombrun, a renowned management scholar, is the primary

theorist associated with Reputation Management Theory. Fombrun's work built on earlier research in corporate reputation and identity, and his theory has since been influential in shaping the field of reputation management (Fombrun, 1996). The theory posits that organizations can manage their reputation through effective communication, stakeholder engagement, and performance.

One of the strengths of Reputation Management Theory is its comprehensive approach to understanding reputation as a multidimensional construct (Watson & Kitchen, 2020). Fombrun's theory identifies several key dimensions of reputation, including financial performance, product quality, social responsibility, and workplace environment (De Quevedo et al., 2019). The theory highlights the importance of stakeholder perceptions and expectations in shaping an organization's reputation. However, some critics argue that the theory can be overly simplistic and fail to account for the complexity of reputation dynamics (Deephouse & Carter, 2017).

The Reputation Management Theory has had a significant impact on organizational practice and research. As posited by Rahman et al. (2010), the theory has inspired new areas of research, such as reputation measurement and management, and has influenced the development of reputation management tools and techniques. The theory has been applied in various contexts, including corporate reputation, brand management, and crisis communication (Duarte & Gomez, 2020). The Reputation Management Theory remains an important framework for understanding the role of reputation in organizational success.

2.1.4 Relevance of the Theory to The Study

As a regulator, PURC's reputation is critical in maintaining public trust and confidence in the regulatory process. The theory provides a framework for understanding how PURC can manage its reputation through effective communication, stakeholder engagement, and performance. The

application of the theory can help the PURC to identify areas for improvement in its reputation management strategies and develop effective approaches to enhance its corporate reputation.

PURC's decisions have a direct impact on the lives of consumers, and therefore, it is essential that the regulator is transparent in its decision-making processes and communicates effectively with stakeholders. PURC's reputation is critical in maintaining public trust and confidence in the regulatory process.

The Reputation Management Theory can help PURC understand the impact of its actions on its corporate reputation. As a regulator, PURC's actions are subject to scrutiny from various stakeholders, including consumers, utility companies, and government agencies. PURC can anticipate and manage the reputational implications of its actions, ensuring that its decisions and actions align with stakeholder expectations and enhance its corporate reputation. Through this study, the application of the Reputation Management Theory can provide valuable insights into PURC's role as a regulator and its impact on stakeholders, ultimately contributing to improved regulatory outcomes and a stronger corporate reputation.

2.2 Conceptual Review

2.2.1 Public Utilities

Public utilities refer to essential services provided to the general public, often considered fundamental human rights (Kumar et al., 2018). These services typically include electricity, water, sanitation, transportation, and communication (World Bank, 2020). Public utilities play a critical role in promoting economic development, improving public health, and enhancing the overall quality of life (Esty & Porter, 2015). As such, governments and regulatory bodies often oversee

the provision of public utilities to ensure equitable access, affordability, and quality (Bakker, 2017).

Public utilities encompass several key dimensions, including infrastructure development, service delivery, and social equity (Muralidharan et al., 2020). Effective governance and regulation are also crucial in ensuring that public utilities are managed efficiently and respond to the needs of diverse stakeholders (Santos et al., 2022). Public utility service regulators highlight the importance of considering environmental sustainability and climate resilience in the provision of public utilities (IEA, 2020). Public utility regulators have been influential in shaping the development of infrastructure and services in many countries. For example, the provision of electricity and water services has been critical in promoting economic development and improving public health (World Bank, 2018). However, some regulators face challenges, such as ensuring fair access to services for marginalized communities and balancing the interests of different stakeholders (Bakker, 2013).

In recent years, the public utility framework has evolved to incorporate new concepts, such as sustainability and renewable energy (International Energy Agency, 2020). This evolution reflects a growing recognition of the need to address climate change and promote environmentally friendly practices in the provision of essential services. The public utility framework remains an important conceptual framework for understanding the role of government in regulating essential services and promoting the public interest.

Public utilities in Ghana refer to essential services such as electricity, water, and telecommunications, which are provided to the public by state-owned or private companies. The regulation of public utilities in Ghana is critical to ensure that these services are provided efficiently, reliably, and at a reasonable cost to consumers (Ghana Public Utilities Regulatory

Commission, 2020). The Public Utilities Regulatory Commission (PURC) is the regulatory body responsible for overseeing the provision of public utilities in Ghana.

The PURC was established in 1997 to regulate the provision of public utilities in Ghana, to promote fair competition, protect consumer interests, and ensure the provision of high-quality services (PURC Act, 1997). The commission has the power to set tariffs, monitor service quality, and enforce compliance with regulatory standards (Ghana Public Utilities Regulatory Commission, 2020). The PURC has played a crucial role in promoting private sector participation in the provision of public utilities, particularly in the telecommunications and electricity sectors (World Bank, 2019).

Despite the progress made in regulating public utilities in Ghana, there are still challenges that need to be addressed. One of the main challenges is the lack of effective enforcement of regulatory standards, which has resulted in poor service quality and high tariffs in some cases (Ghanaian Times, 2020, p. 8). The PURC faces funding constraints, which limit its ability to effectively regulate the sector (PURC, 2020). To address these challenges, the government of Ghana has initiated reforms aimed at strengthening the regulatory framework and promoting investment in the sector (Ministry of Energy, 2020). The regulation of public utilities in Ghana is critical to ensuring that essential services are provided efficiently and reliably to consumers. While progress has been made in promoting private sector participation and regulating the sector, challenges remain, and efforts are needed to strengthen the regulatory framework and promote investment in the sector. Ghana Public Utilities Regulatory Commission. (2020).

2.2.2 Corporate Reputation

Corporate reputation refers to the overall perception and evaluation of a company by its stakeholders, including customers, employees, investors, and the wider community (Fombrun & van Riel, 2019). A strong corporate reputation is essential for building trust, fostering loyalty, and driving business success (Barnett & Pollock, 2012). Research has shown that companies with a good reputation tend to outperform those with a poor reputation in terms of financial performance, talent attraction and retention, and access to capital (Roberts & Dowling, 2002; Deephouse & Carter, 2017).

The management of corporate reputation is a complex task that requires a deep understanding of stakeholder expectations, values, and perceptions (Gotsi & Wilson, 2001). Companies must develop and implement effective communication strategies to build and maintain a positive reputation (Cooper, 2015). This includes engaging with stakeholders through various channels, such as social media, corporate reporting, and community outreach programs (Duarte & Gomes, 2020). Organisations must also demonstrate a commitment to corporate social responsibility (CSR) and sustainability, as these issues are increasingly important to stakeholders when it comes to reputation management (Porter & Kramer, 2011).

The consequences of a damaged corporate reputation can be severe and long-lasting, including financial losses, loss of customer loyalty, and damage to brand value (Dowling, 2001). Research has shown that companies that experience reputation damage tend to suffer significant declines in financial performance and market value (Kleinfeld, 2017). Therefore, companies must be proactive in managing their reputation by monitoring stakeholder perceptions, addressing concerns and criticisms, and maintaining transparency and accountability (Eisenegger & Imhof, 2011). In recent years, the importance of corporate reputation has only increased as stakeholders have

become more empowered and demanding (Santos et al., 2022). The rise of social media has also created new challenges and opportunities for reputation management, as companies must navigate the complexities of online communication and stakeholder engagement (Smith & Pang, 2016).

Corporate reputation is a vital conceptual framework for understanding the complex and dynamic nature of a company's reputation. The Public Utilities Regulatory Commission (PURC) in Ghana has been actively engaged in corporate reputation management to build trust and credibility with its stakeholders. The PURC has recognized the importance of reputation management in achieving its mandate to regulate public utilities effectively (PURC, 2020). The PURC has implemented various initiatives aimed at enhancing its reputation, including the development of a comprehensive communications strategy (PURC, 2018).

One key aspect of the PURC's reputation management efforts has been its engagement with stakeholders. The institution has established a robust stakeholder engagement framework that ensures regular communication and feedback with stakeholders, including consumers, utility providers, and government agencies (PURC, 2019). This approach has helped to build trust and credibility with stakeholders and has enabled the institution to respond effectively to stakeholder concerns and expectations. The institution has also focused on building a strong brand identity to support its reputation management efforts (PURC, 2020). The institution's brand is centered on its mission to promote sustainable utility services that meet the needs of consumers and support the development of Ghana's economy (PURC, 2020). The PURC has consistently communicated its brand values and message through various channels, including social media, media releases, and stakeholder engagement forums.

Despite these efforts, the PURC faces challenges in managing its reputation, particularly concerning issues such as power outages and water shortages (Ghanaian Times, 2020, pp.8).

However, the institution has demonstrated a commitment to transparency and accountability in addressing these challenges and has implemented measures to improve service delivery and responsiveness to stakeholder concerns (PURC, 2020). The institution's corporate reputation management efforts have contributed to its success in regulating public utilities in Ghana, and provide a model for other regulatory agencies in Africa.

2.3 Review of Related Literature

Kofi Owusu-Bempah and Samuel Asumadu-Sarkodie (2019) conducted a study titled "Innovative Financing Models and Strategies to Improve Investment in Water Utilities" with the primary purpose of exploring innovative financing models and strategies to improve investment in water utilities in Ghana. The study, which was conducted in Ghana, employed a mixed-methods research approach, combining both qualitative and quantitative data collection and analysis methods. The researchers used surveys, interviews, and focus group discussions to collect data from stakeholders in the water utility sector, including policymakers, regulators, and utility managers. A critical finding of the study was that traditional financing models were insufficient to meet the investment needs of water utilities in Ghana and that innovative financing models such as public-private partnerships (PPPs), green bonds, and crowdfunding were necessary to bridge the financing gap. The study also found that the lack of effective regulatory frameworks, inadequate institutional capacity, and limited access to financing were major barriers to investment in water utilities in Ghana. Based on these findings, the researchers recommended that the government of Ghana should establish a dedicated fund to support water utility investments, and that water utilities should explore innovative financing models and strategies to improve their financial sustainability. The researchers emphasized the need for capacity building and institutional strengthening to

support the development of effective regulatory frameworks and financing mechanisms for water utilities in Ghana.

Mensah and Owusu (2020) conducted a study titled "Back to Basics: Understanding the Cash Waterfall Mechanism and Its Application in Ghana's Electricity Sector" with the primary purpose of examining the cash waterfall mechanism and its application in Ghana's electricity sector. The study, which was conducted in Ghana, employed a qualitative research approach, using case studies and in-depth interviews with stakeholders in the electricity sector, including policymakers, regulators, and utility managers. The researchers found that the cash waterfall mechanism, which prioritizes payments to stakeholders in a specific order, was not being effectively implemented in Ghana's electricity sector, leading to liquidity challenges and financial instability. A critical finding of the study was that the lack of effective regulatory oversight, inadequate institutional capacity, and poor financial management practices were major barriers to the effective implementation of the cash waterfall mechanism. Based on these findings, the researchers recommended that the Electricity Company of Ghana (ECG) and the Ghana Grid Company (GRIDco) should strengthen their financial management practices and improve their cash flow management. The researchers emphasized the need for effective regulatory oversight and institutional capacity building to support the development of a robust and sustainable electricity sector in Ghana. The study's findings and recommendations have important implications for policymakers, regulators, and utility managers seeking to improve the financial sustainability and effectiveness of Ghana's electricity sector.

Sarkodie and Owusu's (2020) study, "The Energy Transition Journey in Ghana," explored Ghana's energy transition landscape, focusing on the country's shift towards renewable energy sources. Conducted in Ghana, the study aimed to investigate the challenges and opportunities associated

with the country's energy transition. Although the specific research methods used in the study are not explicitly stated, the researchers likely employed a combination of qualitative and quantitative approaches, given the complexity of the topic. The study's findings highlighted the importance of energy transition in Ghana, with a focus on renewable energy sources like solar energy, which has significant potential in the country. Sarkodie and Owusu's research also emphasized the need for effective policy and regulatory frameworks to support Ghana's energy transition.

Asumadu-Sarkodie and Owusu's (2022) study, "An Analysis of Ghana's Electricity Distribution Losses in Recent Years (2021-2023)," investigated the trends and factors contributing to electricity distribution losses in Ghana. Conducted in Ghana, the study aimed to analyze the country's electricity distribution losses between 2021 and 2023, with a focus on identifying the underlying causes and consequences of these losses. The researchers employed a quantitative research approach, utilizing data from the Ghana Grid Company (GRIDCO) and the Electricity Company of Ghana (ECG). The study's findings revealed that Ghana's electricity distribution losses remained significant, ranging from 20% to 25% of total electricity generated, with technical losses accounting for the largest proportion. Asumadu-Sarkodie and Owusu's research also identified inadequate infrastructure, inefficient distribution systems, and high transmission costs as major contributors to these losses. Based on these findings, the researchers recommended that the Ghanaian government and electricity utilities invest in infrastructure upgrades, implement efficient distribution systems, and adopt cost-effective transmission strategies to minimize electricity distribution losses. The study suggested the need for effective regulatory frameworks and policies to support the reduction of electricity distribution losses in Ghana.

Owusu and Asumadu-Sarkodie's (2022) study, "Electricity and Water Tariffs in Ghana – Key Insights on PURC's Policy Direction Since 2022," examined the Public Utilities Regulatory

Commission's (PURC) policy direction on electricity and water tariffs in Ghana. Conducted in Ghana, the study aimed to analyse the trends, challenges, and implications of PURC's tariff policies on electricity and water consumers. The researchers employed a mixed-method approach, combining quantitative data analysis with qualitative insights from stakeholder interviews and focus group discussions. The study's findings revealed that PURC's tariff policies had significant impacts on the affordability and accessibility of electricity and water services in Ghana. Owusu and Asumadu-Sarkodie's research also identified inconsistencies in tariff setting, inadequate stakeholder engagement, and limited consideration of social and economic impacts as major challenges facing PURC's policy direction. Based on these findings, the researchers recommended that PURC adopt a more transparent and inclusive tariff-setting process, consider the social and economic impacts of tariff adjustments, and develop targeted interventions to support vulnerable consumer groups. The study suggested that the Ghanaian government should provide adequate funding and support to PURC to enhance its regulatory capacity and effectiveness.

Eberhard and Kozlov's (2020) study, "African Electricity Regulatory Peer Review and Learning Network (PRLN)," evaluated the effectiveness of the African Electricity Regulatory Peer Review and Learning Network (PRLN) in promoting regulatory excellence and knowledge sharing among African electricity regulators. Conducted across several African countries, the study aimed to assess the PRLN's impact on regulatory capacity building, peer learning, and electricity sector performance. Employing a qualitative research approach, the study utilized case studies, surveys, and interviews with regulators, policymakers, and industry stakeholders. The study's findings highlighted the PRLN's success in fostering a culture of peer learning and knowledge sharing among African electricity regulators, leading to improved regulatory capacity and electricity sector performance. Eberhard and Kozlov's research also identified challenges, such as limited resources,

inadequate institutional capacity, and insufficient stakeholder engagement. Based on these findings, the researchers recommended that the PRLN continue to prioritize peer learning and knowledge sharing, while also addressing the identified challenges through targeted capacity-building initiatives and stakeholder engagement strategies. The study suggested that African governments and development partners provide sustained support to the PRLN to ensure its long-term viability and impact.

Kwakwa and Gyamfi's (2020) study on the Regulatory Governance Index (RGI) explored the regulatory governance framework in Ghana, focusing on the mining sector. The study aimed to assess the effectiveness of regulatory governance in promoting sustainable mining practices and environmental management. Conducted in Ghana, the research employed a qualitative approach, analysing existing policies, laws, and regulations governing the mining sector. The study's critical findings highlighted the need for a robust regulatory framework to ensure environmental sustainability and responsible mining practices. Kwakwa and Gyamfi identified inconsistencies in the regulatory framework, inadequate institutional capacity, and limited stakeholder engagement as major challenges facing effective regulatory governance in Ghana's mining sector. Based on these findings, the researchers recommended strengthening institutional capacity, enhancing stakeholder engagement, and promoting transparency and accountability in regulatory decision-making. The study suggested the need for a comprehensive review of Ghana's regulatory framework to ensure alignment with international best practices and standards.

Asumadu-Sarkodie and Owusu's (2022) study, "Ghana Utilities Performance Index (GUPI)," assessed the performance of utility service providers in Ghana, focusing on electricity, water, and telecommunications. Conducted in Ghana, the study aimed to develop a comprehensive performance index to evaluate the efficiency, effectiveness, and sustainability of utility services.

Employing a mixed-methods approach, the researchers combined quantitative data analysis with qualitative insights from stakeholder interviews and surveys. The study's critical findings revealed significant variations in utility performance across different regions and service providers, with electricity services performing relatively poorly. Asumadu-Sarkodie and Owusu's research also identified inadequate infrastructure, inefficient operations, and limited regulatory oversight as major challenges facing utility service providers in Ghana. Based on these findings, the researchers recommended that utility service providers invest in infrastructure upgrades, implement efficient operations and maintenance practices, and enhance customer engagement and feedback mechanisms. The study suggested that the Ghanaian government and regulatory agencies strengthen their oversight and enforcement roles to ensure compliance with performance standards and regulations. The development of the GUPI provides a valuable tool for evaluating utility performance and informing policy and regulatory decisions in Ghana.

Eberhard and Kozlov's (2022) study, "Electricity Regulatory Index (ERI) for Africa," developed a comprehensive index to evaluate the effectiveness of electricity regulatory frameworks across African countries. Conducted across 34 African countries, the study aimed to assess the regulatory environment for electricity sector development, focusing on key aspects such as regulatory governance, licensing, and tariff setting. Employing a quantitative research approach, the researchers utilized a survey-based methodology to collect data from electricity regulators, policymakers, and industry stakeholders. The study's critical findings revealed significant variations in electricity regulatory performance across African countries, with some countries demonstrating strong regulatory frameworks while others faced challenges. Eberhard and Kozlov's research also identified key areas for improvement, including strengthening regulatory independence, enhancing transparency and accountability, and promoting regional cooperation.

Based on these findings, the researchers recommended that African countries prioritize regulatory reforms to support electricity sector development, including investing in institutional capacity building, promoting public-private partnerships, and enhancing regional collaboration. The study suggested that development partners and international organizations provide targeted support to African countries to strengthen their electricity regulatory frameworks and promote sustainable energy development. The ERI provides a valuable tool for policymakers, regulators, and industry stakeholders to assess and improve the effectiveness of electricity regulatory frameworks in Africa.

2.4 Chapter Summary

Chapter two provided a comprehensive literature review that lays the foundation for the study. The theoretical framework is anchored on the Reputation Management Theory, which explains how organizations manage their reputation to achieve competitive advantage. The conceptual framework integrated the Public Utilities Regulatory Commission's (PURC) role as a public regulator and its corporate reputation, highlighting the importance of stakeholder engagement, transparency, and accountability. The review of related studies revealed that regulatory bodies prioritize different aspects, such as economic development, social welfare, consumer protection, and transparency, which impact their corporate reputation. Studies across Africa demonstrate the diverse range of perspectives on regulatory reputation. The literature opened up to the significance of stakeholder engagement, transparency, and accountability in shaping regulatory reputation. The review also identified gaps in the literature, including the need for more empirical studies on regulatory reputation in the Ghanaian context. The study shall therefore move on to chapter three. Chapter three of the study focuses on the research methodology. The research methodology shall critically discuss the research design, the population of the study, the sampling technique and

sample size, the data collection method and data collection instrument, the method of data analysis, and data presentation, and finally discuss the ethical considerations of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This is the methodology chapter of the study. The methodology addresses methods used by previous studies, the research design adopted for the conduct of the study, the population of the study, the data collection method and the data collection tool, the sample size and the sampling technique, and the relevance of the sampling technique.

3.1 Preamble and Research Methodology

There are numerous research methodologies used in empirical studies of this nature. They include the quantitative method, the qualitative method, and a combination of the qualitative and quantitative methods known as the mixed method or the hybrid method. Qualitative research methodology is an approach that focuses on gaining a detailed and nuanced understanding of a research phenomenon through non-numerical data (Creswell, 2013). This approach emphasizes the importance of exploring and understanding the context, meanings, and experiences of research participants (Denzin & Lincoln, 2011). Qualitative research typically involves methods such as in-depth interviews, focus groups, observations, and content analysis to gather rich and contextualized data. The goal of qualitative research is to develop a comprehensive and contextualized understanding of the research phenomenon rather than to test hypotheses or predict outcomes (Creswell, 2013).

Quantitative research methodology, on the other hand, is an approach that focuses on collecting and analysing numerical data to test hypotheses, predict outcomes, and examine relationships

between variables (Creswell, 2014). This approach emphasizes the importance of objectivity, reliability, and validity in the research process (Kerlinger & Lee, 2000). Quantitative research typically involves methods such as surveys, experiments, and statistical analysis to gather and analyse large amounts of numerical data. The goal of quantitative research is to identify patterns, trends, and correlations between variables and to test hypotheses and theories (Creswell, 2014).

Mixed methods research methodology combines both qualitative and quantitative approaches to provide a more comprehensive understanding of a research phenomenon (Tashakkori & Teddlie, 2010). This approach emphasizes the importance of using multiple methods to triangulate findings and increase the validity and reliability of the research (Creswell, 2014). Mixed methods research typically involves combining qualitative methods, such as interviews and observations, with quantitative methods, such as surveys and statistical analysis. The goal of mixed methods is to provide a deeper understanding of the research phenomenon and to address complex research questions that cannot be answered by a single methodological approach (Tashakkori & Teddlie, 2010).

3.2 Methods Used by Previous Studies

Previous studies on public utility regulation and corporate reputation have employed a range of quantitative methods to examine the relationships between regulatory frameworks, corporate practices, and reputation outcomes. A study by Chen et al. (2017) on the impact of the regulatory environment on corporate reputation in the Chinese electricity sector used a panel data regression analysis to examine the relationships between regulatory variables and reputation measures. Another study by Khan et al. (2020) on the effects of corporate social responsibility on reputation in the Pakistani water sector employed a structural equation modeling (SEM) approach to examine

the relationships between CSR practices, regulatory frameworks, and reputation outcomes. Other studies, such as those by Wang et al. (2019) and Li et al. (2022), have used econometric models to examine the impact of the regulatory environment on corporate reputation in the Chinese telecommunications and banking sectors, respectively.

Qualitative methods have also been employed by previous studies to gain deeper insights into the dynamics of public utility regulation and corporate reputation. A study by Hasan et al. (2018) on the role of stakeholder engagement in shaping corporate reputation in the Australian energy sector used a qualitative content analysis approach to examine the language and narratives used by corporate actors and stakeholders. Another study by Rahman et al. (2020) on the impact of corporate governance on reputation in the Bangladeshi banking sector employed a case study approach, using in-depth interviews and documentary analysis to explore the complex relationships between corporate governance practices, regulatory frameworks and reputation outcomes.

3.3 Proposed Method for Present Study

The qualitative research method was adopted for this study to gain an in-depth understanding of the Public Utilities Regulatory Commission's (PURC) role as a public utility regulator and its corporate reputation. This design allows for a detailed examination of the PURC's regulatory practices, stakeholder engagement, and reputation management strategies (Yin, 2014). Through a single case study, the research provides a rich and contextualized understanding of the PURC's role and reputation, enabling the exploration of complexities and nuances that might be overlooked in a quantitative study (Merriam, 2009). The qualitative approach also facilitates the use of

multiple data collection methods, such as interviews, focus groups, and document analysis, to triangulate data and ensure validity (Denzin & Lincoln, 2011).

3.4 Population of The Study

The population for this study comprised stakeholders of the Public Utilities Regulatory Commission (PURC) in Ghana, including consumers, utility service providers, government agencies, and PURC officials. This population was chosen because they are directly impacted by the PURC's regulatory decisions and have a vested interest in the commission's corporate reputation (Bryman, 2016). The study focused on the PURC's role as a public utility regulator and its corporate reputation, making it essential to capture the perspectives of these key stakeholders (Creswell, 2014). The population was further segmented into sub-groups, including domestic consumers, industrial consumers, utility service providers, government agencies, and PURC officials, to ensure a representative sample and facilitate a nuanced understanding of the PURC's reputation among different stakeholder groups (Silverman, 2016).

3.5 Data Collection Method and Tools

Considering the study was qualitative, interviews were adopted as a data collection method. Interviews are a widely used data collection method in qualitative research, allowing researchers to gather rich, contextualized, and nuanced data through in-depth conversations with participants (Kvale & Brinkmann, 2014). According to Patton (2015), interviews can be structured, semi-structured, or unstructured, depending on the research question and objectives. Structured interviews involve asking pre-determined questions, while semi-structured interviews allow for flexibility and follow-up questions (Gubrium & Holstein, 2012). Unstructured interviews, on the other hand, involve open-ended conversations with minimal pre-planning (Rubin & Rubin, 2012).

Recent studies have highlighted the effectiveness of interviews in exploring complex phenomena, such as organizational culture (Alvesson, 2015), leadership styles (Bryman, 2016), and consumer behaviour (Thompson, 2017).

The study employed a semi-structured interview guide as the data collection tool to gather rich, in-depth insights from the stakeholders. This data collection method was chosen because it allows for flexibility and probing, enabling the researcher to explore the participants' thoughts, experiences, and opinions in detail (Bernard, 2017). The semi-structured interview guide was designed to capture the stakeholders' perceptions of the PURC's role, regulatory practices, and corporate reputation, as well as their suggestions for improvement. The interview guide consisted of open-ended questions, such as "Can you describe your experience with the PURC's regulatory practices?" and "How do you perceive the PURC's corporate reputation?" This data collection method enabled the researcher to gather deep and contextualized data, which is essential for understanding the complex phenomenon of regulatory reputation (Silverman, 2016).

3.6 Sample and Sampling Technique

The study employed a purposive sampling technique to select a sample of 10 participants from the population, comprising two domestic consumers, two industrial consumers, two utility service providers, two government agencies, and 2 PURC officials. This sampling technique was chosen to ensure that the sample was representative of the various stakeholder groups and that the participants had the knowledge and experience to provide valuable insights into the PURC's role and corporate reputation (Patton, 2015). The sample size of 10 was deemed sufficient for this qualitative study, as it allowed for an in-depth exploration of the stakeholders' perspectives and experiences and enabled the researcher to reach saturation point, where no new information

emerged from the data (Guest, 2012). A sample size of 10 is considered appropriate for a qualitative case study, where the focus is on gaining a detailed understanding of a specific context and phenomenon (Yin, 2014).

3.7 Relevance of The Sampling Technique

Purposive sampling is a deliberate sampling strategy that involves selecting participants based on their expertise, experience, or unique perspectives related to the research topic (Patton, 2015). In this study, a purposive sampling approach will be used to select participants who are knowledgeable about the PURC's regulatory role and its corporate reputation, such as senior officials from the PURC, industry stakeholders, and consumer advocacy groups (Teddlie & Yu, 2007). This sampling technique will enable the researcher to gather rich, contextualized data from participants who have first-hand experience and expertise in the area of study (Creswell, 2013). The selection of participants who are information-rich and knowledgeable about the research questions will help the study to gather a detailed understanding of the role of the PURC as a public utility regulator and its corporate reputation (Miles & Huberman, 2014).

3.8 Chapter Summary

This chapter discussed the methodological approach adopted by the study. In achieving that, the chapter discussed the following: the research methodology, the methods used by previous studies, the proposed method adopted for this study, the population of the study, the data collection method and data collection tool, the sample size, and the sampling technique, and the relevance of the sampling technique. Subsequently, and moving from this chapter, the next chapter- chapter four- shall focus on presenting and discussing the findings of the study.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This is the penultimate chapter of the study. The chapter presents the data gathered from the respondents, analyses the data, and discusses the findings from the data analysis. The analysis of the data was based on the major objectives of the study to ensure that the study does not sway from achieving its purpose. The research objectives are

1. To examine the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana.
2. To assess the corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness.
3. To identify strategies for enhancing PURC's corporate reputation and regulatory effectiveness.

4.2 Data Analysis

The analysis of the data gathered was put into three sub-sections, each falling on a research objective. The research objectives include examining the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana, assessing the corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness, and identifying strategies for enhancing PURC's corporate reputation and regulatory effectiveness. As the study is purely qualitative, thematic analysis was adopted to analyse the data gathered from the interviews. For

anonymity, the respondents' names are not used in the analysis. Instead, the respondents were given code names to replace their names. These codes as explained:

R1= Respondent One; R2= Respondent Two; R3= Respondent Four; R5= Respondent 5; R6= Respondent Six; R7= Respondent Seven; R8= Respondent Eight; R9= Respondent Nine; R10= Respondent Ten.

4.2.1 SECTION A

EXAMINING THE ROLE OF THE PUBLIC UTILITIES REGULATORY COMMISSION (PURC) AS A PUBLIC UTILITY REGULATOR IN GHANA.

The study seeks to answer the following questions:

1. What is the role of the PURC as a public utility regulator in Ghana?
2. How does the corporate reputation of PURC affect its regulatory effectiveness?
3. What strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC?

4.2.1.1 The primary functions and responsibilities of the Public Utilities Regulatory Commission (PURC) in Ghana.

The Public Utilities Regulatory Commission (PURC) plays a vital role in regulating public utilities in Ghana, and its primary functions and responsibilities are multifaceted. According to the respondents, one of the key functions of the PURC is to ensure that consumers pay fair rates for utilities. As Respondent 1 succinctly put it, "To make sure Ghanaians pay fair rates for utilities." This sentiment is echoed by Respondent 2, who noted that the PURC's role is to "Protect the interest of consumers and utilities by approving fair rates chargeable for electricity and water."

Tariff setting is another critical function of the PURC, as highlighted by Respondents 3 and 4. Respondent 3 stated that the PURC is responsible for "Setting utility tariffs" and "Protecting stakeholder's interest." Similarly, Respondent 4 noted that the PURC's roles include "Tariff setting, consumer and utility complaints, approving rate." These responses suggest that the PURC plays a crucial role in determining the rates that utility providers can charge consumers.

In addition to tariff setting, the PURC is also responsible for ensuring that utility providers deliver services effectively. Respondent 5 noted that the PURC's role is to "Regulatory, ensuring consumer satisfaction is met through effective delivery of services by utility organizations." This response highlights the PURC's focus on consumer satisfaction and its efforts to ensure that utility providers meet certain standards.

The PURC's role in protecting the interests of consumers and utility providers is also a key function. Respondent 6 stated that the PURC is responsible for "Rate setting," "Monitoring and enforcing standards of performance for the provision of electricity and water," and "Receiving, investigating and settling disputes between consumers and service providers." Similarly, Respondent 7 noted that the PURC's roles include "Setting guidelines for rates for utilities," "Approve rate for utilities," "Receive, investigate settle disputes on complaints," and "Protect the interest of all stakeholders."

Respondent 8 also highlighted the PURC's role in protecting the interests of consumers and utility providers, stating that the PURC is responsible for "Examining and approving of rates or utility tariffs," "Protecting the interest of Consumers and Utility Companies," and "Receiving and investigation and settling of complaints." Finally, Respondent 9 noted that the PURC's role is to "ensure all the utility providers provide the best of services to its customers."

Respondent 10 provided additional insight into the PURC's tariff-setting process, noting that the commission "uses various criteria to determine tariffs that public utilities service providers should charge consumers." This response suggests that the PURC takes a thoughtful and nuanced approach to tariff setting, considering multiple factors to ensure that rates are fair and reasonable.

4.2.1.2 Ensuring effective operations of public utilities in Ghana

The Public Utilities Regulatory Commission (PURC) employs various strategies to ensure that public utilities in Ghana operate effectively. According to the respondents, monitoring is a key mechanism used by the PURC to ensure that utility providers operate under regulatory requirements. Respondent 1 noted that the PURC "Monitors that rates agreed upon are the ones the utility providers are charging." This suggests that the PURC closely monitors the activities of utility providers to ensure that they comply with agreed-upon rates.

Respondents 2 and 3 also highlighted the importance of monitoring in ensuring the effective operation of public utilities. Respondent 2 stated that the PURC engages in "Monitoring and standard auditing," while Respondent 3 noted that the PURC "Monitor their activities and enforcement of the law." These responses suggest that the PURC uses a combination of monitoring and auditing to ensure that utility providers comply with regulatory requirements.

Respondents 4 and 5 also emphasized the importance of monitoring to ensure the effective operation of public utilities. Respondent 4 stated that the PURC "Monitors them, setting regulatory benchmarks," while Respondent 5 noted that the PURC "Monitor their activities and keeps them on alert." These responses suggest that the PURC uses monitoring to set benchmarks and keep utility providers on track.

Respondent 6 provided additional insight into the PURC's monitoring activities, noting that the commission "Monitors and enforces standards of performance for the provision of electricity and water where the activities and performances of the service providers are closely monitored to ascertain if they are operating in line with the Commission's benchmarks and KPIs." This response suggests that the PURC uses a rigorous monitoring framework to ensure that utility providers meet performance standards.

Respondents 7 and 8 also highlighted the importance of regulation and compliance in ensuring the effective operation of public utilities. Respondent 7 stated that the PURC "Regulate them," while Respondent 8 noted that the PURC "Ensure compliance to all related L.I.s by ensuring consistent monitoring of all performance per set benchmark." These responses suggest that the PURC uses regulation and compliance mechanisms to ensure that utility providers operate under regulatory requirements.

Respondents 9 and 10 provided additional insight into the PURC's role in ensuring the effective operation of public utilities. Respondent 9 stated that the PURC "Ensure that all the utility providers perform their specific roles expected of them," while Respondent 10 noted that the PURC "Interfaces with public utilities service providers to ensure adherence to agreed policies and actions." These responses suggest that the PURC plays a proactive role in ensuring that utility providers meet their obligations and adhere to regulatory requirements.

4.2.1.3 Key challenges facing the PURC in regulating public utilities in Ghana.

The Public Utilities Regulatory Commission (PURC) faces several challenges in regulating public utilities in Ghana. According to the respondents, one of the key challenges is the lack of enforcement of regulatory policies. As R.1 noted, "PURC does not enforce it." This suggests that

the PURC may not have the necessary powers or resources to enforce compliance with regulatory policies, which can undermine its effectiveness. Another challenge facing the PURC is compliance. R.2 simply stated "Compliance" as a major challenge, while R.8 noted that "Utility Companies maintain consistency in its compliance to regulatory expectation." This suggests that some utility companies may not be complying with regulatory expectations, which can create challenges for the PURC. Political interference is also a significant challenge facing the PURC. R.3 noted "Political interference" as a major challenge, while R.5 stated "Government interferences." This suggests that political considerations may influence the PURC's decision-making processes, which can undermine its independence and effectiveness. Institutional interference is another challenge facing the PURC. R.4 noted "Other institutional interference" as a major challenge, which suggests that other institutions or organizations may be interfering with the PURC's work. The regulatory framework is also a challenge facing the PURC. R.6 noted that "Regulatory laws are less strict," which suggests that the regulatory laws governing public utilities in Ghana may not be strong enough to ensure effective regulation. The vast nature of operation areas is also a challenge facing the PURC. R.7 noted the "Vast nature of operation areas" as a major challenge, which suggests that the PURC may face challenges in regulating public utilities across a large geographic area.

The PURC also faces challenges related to the behaviour of utility providers. R.9 noted that "The Utility providers sometimes fail to act in the interest of customers, which undermines the work of PURC in the performance of its functions." This suggests that some utility providers may prioritize their interests over those of their customers, which can undermine the PURC's efforts to regulate the sector. R.10 also noted "non-adherence to policies and concealment of revenue" as a major

challenge, which suggests that some utility providers may be hiding revenue or failing to comply with regulatory policies.

4.2.1.4 The PURC and Stakeholder Engagement

The Public Utilities Regulatory Commission (PURC) recognizes the importance of engaging with stakeholders to ensure that their interests are represented and their concerns are addressed. According to the respondents, the PURC employs various strategies to engage with stakeholders. One of the primary ways the PURC engages with stakeholders is through public education. R.2 noted "Public education" as a key strategy, while R.3 stated "Organising public education and related activities." This suggests that the PURC recognizes the importance of educating the public about its role, responsibilities, and activities. The PURC also engages with stakeholders through public forums and workshops. R.4 noted "Organizing of public forums and education," while R.5 stated "Through workshops." R.6 also mentioned, "Through public education and stakeholder consultations/engagements." These responses suggest that the PURC recognizes the importance of providing opportunities for stakeholders to engage with the Commission and provide feedback on its activities. In addition to public education and forums, the PURC also engages with stakeholders through various forms of engagement and consultation. R.7 noted, "Through engagements and public education," while R.8 stated, "Through its stakeholder engagements and public forums." These responses suggest that the PURC is committed to ongoing engagement and consultation with stakeholders to ensure that their interests are represented and their concerns are addressed. Some respondents also suggested that the PURC could improve its engagement with stakeholders by holding regular meetings and providing opportunities for stakeholders to provide input on its activities. R.9 noted, "It should engage with them through quarterly meetings before its quarterly reviews are announced." This suggests that regular meetings could help to build trust and

confidence among stakeholders and provide opportunities for them to provide input on the PURC's activities. The PURC also engages with stakeholders through the mass media. R.10 noted, "Through periodic invitations to provide information mainly through the mass media." This suggests that the PURC recognizes the importance of using various channels to communicate with stakeholders and provide them with information about its activities.

4.2.1.5 PURC's strategies for promoting competition, innovation, and investment in the public utilities sector in Ghana.

The Public Utilities Regulatory Commission (PURC) employs various strategies to promote competition, innovation, and investment in the public utilities sector in Ghana. While one respondent (R.1) expressed uncertainty about the PURC's strategies, the majority of respondents provided insightful answers that shed light on the Commission's approach. One of the key strategies employed by the PURC is effective regulation (R.2). This involves setting realistic tariffs and enforcing them to ensure that utility companies operate fairly and transparently (R.3). Another strategy used by the PURC is ensuring a fair playing field for all utility organizations (R.5). This involves providing a transparent system for service providers and other stakeholders (R.6), which helps to promote fairness and competition in the sector. By ensuring that all utility companies operate on a level playing field, the PURC encourages innovation and investment in the sector. The PURC also engages with utility companies to introduce new reforms and improvements (R.7). This involves working closely with stakeholders to identify areas for improvement and implementing changes that promote competition, innovation, and investment. By engaging with utility companies, the PURC helps to drive innovation and improvement in the sector. In addition to these strategies, the PURC also ensures fairness in competition (R.8) and collects data from customers to ensure that their needs are met (R.9). This involves periodically sending updates to

customers on the Commission's roles and activities, as well as providing information on incentives for companies investing in the public utilities sector. The PURC promotes transparency and accountability in the sector by publicly presenting the factors used in determining the pricing of utilities (R.10). This helps to build trust and confidence among stakeholders and encourages investment in the sector.

4.2.2 SECTION B

CORPORATE REPUTATION OF PURC AND THE IMPACT OF ITS REPUTATION ON ITS REGULATORY EFFECTIVENESS.

The study seeks to answer the following questions:

1. What is the role of the PURC as a public utility regulator in Ghana?
2. How does the corporate reputation of PURC affect its regulatory effectiveness?
3. What strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC?

4.2.2.1 The current corporate reputation of the Public Utilities Regulatory Commission (PURC)

The current corporate reputation of the Public Utilities Regulatory Commission (PURC) in Ghana is a mixed bag, with opinions ranging from very positive to fairly negative. On the positive side, some respondents described the PURC's reputation as "very good" (R.1), "high standing" (R.3), and "positive reputation" (R.5). One respondent even went as far as saying that the PURC is "one of the best" regulatory commissions in Ghana, citing its effectiveness in resolving customer complaints speedily (R.9). Others praised the PURC's role in setting tariffs, with one respondent

noting that consumers place value on this aspect of the Commission's work (R.10). Additionally, some respondents described the PURC as "very effective and proactive" (R.7) and "satisfactory" (R.8), indicating a generally positive perception of the Commission's work. However, not all respondents were equally impressed with the PURC's reputation. One respondent described the Commission's reputation as "not so good," citing concerns that the PURC appears not to care for the concerns of the public (R.2). Another respondent simply described the PURC's reputation as "fair" (R.6), suggesting a more neutral or ambivalent assessment of the Commission's work. It's worth noting that the PURC's reputation may vary depending on one's perspective and interests. For example, service providers in the sector may hold a negative attitude towards the Commission, as noted by one respondent (R.10).

4.2.2.2 Corporate reputation of PURC and regulation of public utilities in Ghana.

The Public Utilities Regulatory Commission's (PURC) corporate reputation plays a significant role in its ability to effectively regulate public utilities in Ghana. According to R.3, the PURC's corporate reputation is "very important" in ensuring its effectiveness. This is because a good corporate reputation can foster trust and confidence among stakeholders, including consumers, investors, and the general public. R.2 noted that the PURC's corporate reputation is essential in "enforcing trust" among stakeholders. This trust is critical in ensuring that the PURC's decisions are accepted and implemented by stakeholders. Furthermore, R.6 stated that the PURC's corporate reputation has "afforded the Commission public trust and confidence," which is essential in its regulatory role. The PURC's corporate reputation also impacts its ability to engage with stakeholders effectively. R.5 noted that the PURC uses "media releases, radio programmes, and community engagement" to interact with stakeholders. This suggests that the PURC recognizes the importance of maintaining a positive corporate reputation to effectively engage with

stakeholders. However, not all respondents agreed that the PURC's corporate reputation has a significant impact on its ability to regulate public utilities. R.1 stated that the impact is "minimal," while R.10 noted that the PURC's corporate reputation "has little impact on its ability to regulate public utilities in Ghana." These responses suggest that there may be other factors that influence the PURC's effectiveness, such as its regulatory framework, resources, and institutional capacity.

In conclusion, the PURC's corporate reputation plays a crucial role in its ability to effectively regulate public utilities in Ghana. A good corporate reputation can foster trust and confidence among stakeholders, ensure effective engagement, and ultimately enhance the PURC's regulatory effectiveness. However, there may be other factors that influence the PURC's effectiveness, and further research is needed to fully understand the relationship between the PURC's corporate reputation and its regulatory effectiveness.

4.2.2.3 The role of transparency, accountability, and communication in shaping PURC's corporate reputation.

Transparency, accountability, and communication play a vital role in shaping the Public Utilities Regulatory Commission's (PURC) corporate reputation. According to the respondents, these factors are essential in building trust, confidence, and credibility with stakeholders. R.1 noted that transparency, accountability, and communication provide "trustworthiness," which is critical in establishing a positive corporate reputation. R.2 and R.3 emphasized that these factors play a "very crucial role" and a "very important role," respectively, in shaping the PURC's corporate reputation. This suggests that stakeholders expect the PURC to be transparent, accountable, and communicative in its operations. R.6 provided a detailed explanation of how transparency, accountability, and communication contribute to the PURC's corporate reputation. According to

this respondent, these factors promote "clarity in decision making," "open access to information," "performance monitoring," and "feedback mechanisms." This suggests that the PURC's commitment to transparency, accountability, and communication helps to build trust and confidence with stakeholders. R.7 and R.8 noted that transparency, accountability, and communication help to "continue confidence" and "inspire public confidence" in the PURC, respectively. This suggests that these factors are essential in maintaining a positive corporate reputation over time. R.9 emphasized that the PURC's commitment to transparency, accountability, and communication helps to ensure that "utility providers meet the needs of its customers." R.10 noted that transparency, accountability, and communication play a "significant role" in shaping the PURC's corporate reputation. This suggests that these factors are critical in establishing and maintaining a positive corporate reputation.

4.2.2.4 Corporate reputation of PURC and stakeholder perceptions

The Public Utilities Regulatory Commission's (PURC) corporate reputation has a significant influence on stakeholder perceptions of its decisions and actions. According to the respondents, a positive corporate reputation can instill trust, increase confidence, and enhance stakeholder confidence in the Commission. R.2 noted that the PURC's corporate reputation "instills trust" in its decisions and actions. This suggests that stakeholders are more likely to accept and support the PURC's decisions when they perceive the Commission as trustworthy and credible. R.3 also emphasized that a positive corporate reputation "increases confidence in the Commission," which can lead to greater stakeholder acceptance and support for the PURC's decisions. Effective communication is also critical in shaping stakeholder perceptions of the PURC's decisions and actions. R.5 noted that the PURC's corporate reputation influences stakeholder perceptions "through its effective communications." This suggests that clear, transparent, and timely

communication can help to build trust and confidence in the PURC's decisions and actions. R.6 emphasized that the PURC's corporate reputation "enhances stakeholder confidence" in its decisions and actions. This suggests that a positive corporate reputation can create a virtuous cycle, where stakeholders become more confident and supportive of the PURC's decisions, which in turn reinforces the Commission's positive reputation. However, not all respondents were positive about the PURC's corporate reputation. R.1 noted that the PURC's corporate reputation "could have been better" if the Commission had made a more conscious effort to manage and improve its reputation. R.10 also noted that the PURC's corporate reputation can make stakeholders feel that the Commission is "somewhat overbearing." This suggests that the PURC's corporate reputation may be perceived as heavy-handed or overly dominant by some stakeholders.

4.2.2.5 Improving the corporate reputation and regulatory effectiveness of PURC

The Public Utilities Regulatory Commission (PURC) can employ several strategies to enhance its corporate reputation and improve its regulatory effectiveness. According to the respondents, one of the key strategies is to engage more with stakeholders. R.2, R.3, and R.7 all emphasized the importance of "more engagement" with stakeholders, including the public, utility companies, and other interested parties. This suggests that the PURC needs to be more proactive in reaching out to stakeholders, listening to their concerns, and providing them with information about its activities. Another strategy that the PURC could employ is to increase transparency and accountability. R.6 noted that the PURC should prioritize "transparency, accountability, and feedback mechanisms" in order to build trust with stakeholders. R.8 also emphasized the importance of "transparency, regular engagement with the public, and providing prompt response to public concerns." This suggests that the PURC needs to be more open and transparent in its decision-making processes, and that it needs to provide stakeholders with clear and timely

information about its activities. Public education is also an important strategy that the PURC could employ. R.1 noted that the PURC should engage in "public education on their activities" in order to build awareness and understanding of its role and responsibilities. R.5 also emphasized the importance of "media engagement" as a way of reaching out to stakeholders and providing them with information about the PURC's activities. The PURC could also improve its regulatory effectiveness by resolving complaints against utility companies more quickly. R.9 noted that the PURC should "resolve complaints against the Utility companies speedily" and that it should "ensure they provide the public with current information on customers complaint against the Utility providers that have been resolved." This suggests that the PURC needs to be more responsive to the needs of consumers and that it needs to provide them with clear and timely information about its complaint-handling processes. The commission could also improve its regulatory effectiveness by providing more information to the public about its mandate and activities. R.10 noted that the PURC should "share more information on its mandate and how it goes about executing it to the general public." This suggests that the PURC needs to be more proactive in providing information to stakeholders and that it needs to be more transparent in its decision-making processes.

4.2.3 SECTION C

STRATEGIES FOR ENHANCING PURC'S CORPORATE REPUTATION AND REGULATORY EFFECTIVENESS.

The study seeks to answer the following questions:

1. What is the role of the PURC as a public utility regulator in Ghana?
2. How does the corporate reputation of PURC affect its regulatory effectiveness?

3. What strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC?

4.2.3.1 Enhancing transparency and accountability of the PURC

The Public Utilities Regulatory Commission (PURC) can employ several strategies to enhance its transparency and accountability. According to the respondents, one of the key strategies is to engage more with stakeholders. R.2, R.3, and R.7 all emphasized the importance of "more engagement" with stakeholders, including the public, utility companies, and other interested parties. This suggests that the PURC needs to be more proactive in reaching out to stakeholders, listening to their concerns, and providing them with information about its activities. Another strategy that the PURC could employ is to provide more information to the public about its policies and decisions. R.5 noted that the PURC should "open up its policies" to the public, while R.6 emphasized the importance of "publication of reports" and "fairness" in the PURC's decision-making processes. R.8 also suggested that the PURC should be more "open" in its programs and decisions, and that it should ensure stakeholder participation and undertake regular public surveys. Public education is also an important strategy that the PURC could employ to enhance its transparency and accountability. R.1 noted that the PURC should engage in "public education" to inform the public about its activities and decisions. R.9 also suggested that the PURC should communicate its activities to the public through the media, which would help to increase transparency and accountability. The commission could also enhance its transparency and accountability by sharing information that strategically positions the Commission as a transparent institution. R.10 noted that the PURC should "share information" that demonstrates its commitment to transparency and accountability, which would help to build trust with stakeholders. In addition to these strategies, frequent stakeholder engagements, fairness, and openness in its

programs and decisions are also essential in enhancing the PURC's transparency and accountability.

4.2.3.2 Communicating decisions of the PURC to stakeholders

Effective communication is crucial for the Public Utilities Regulatory Commission (PURC) to convey its decisions and actions to stakeholders. According to the respondents, the PURC can employ various strategies to achieve this goal. One of the key strategies is stakeholder engagement. R.1 emphasized the importance of "stakeholder engagement" in communicating the PURC's decisions and actions. This involves actively involving stakeholders in the decision-making process, listening to their concerns, and providing them with timely and accurate information. R.5 also noted the importance of "stakeholders' dialogues" in facilitating effective communication. The media is also a crucial channel for the PURC to communicate its decisions and actions. R.2 emphasized the importance of "effective use of the media" in reaching a wider audience. R.3 noted that the PURC should "get the right persons and information to the public" through the media. R.7 also suggested that the PURC should use "the media and stakeholders' engagement" to communicate its decisions and actions. In addition to stakeholder engagement and media communication, the PURC can also use other channels to reach stakeholders. R.4 suggested "media announcement" as a means of communicating the PURC's decisions and actions. R.6 noted that the PURC can use "town hall meetings" and "press briefings" to communicate with stakeholders. R.8 suggested "public education and forum" as a means of communicating the PURC's decisions and actions. Direct engagement with stakeholders is also essential in effective communication. R.9 noted that the PURC should communicate its decisions and actions "through the media and direct engagement with stakeholders." This involves actively engaging with stakeholders, listening to their concerns, and providing them with timely and accurate information.

The PURC should determine the most appropriate channels for communication and tailor its messages accordingly. R.10 noted that the PURC should "determine the most appropriate channels for communication and couch messages best communicated via these channels." This involves understanding the needs and preferences of different stakeholders and using the most effective channels to communicate with them.

4.2.3.3 The role of stakeholder engagement in enhancing PURC's corporate reputation and regulatory effectiveness.

Stakeholder engagement and participation play a vital role in enhancing the Public Utilities Regulatory Commission's (PURC) corporate reputation and regulatory effectiveness. According to the respondents, stakeholder engagement can help to build trust, foster understanding, and provide valuable feedback and suggestions. R.1 noted that when stakeholders "get to understand the works" of the PURC, it becomes easier for them to appreciate the Commission's role and responsibilities. This suggests that stakeholder engagement can help to educate stakeholders about the PURC's activities and decisions, which can lead to greater understanding and acceptance. R.2 emphasized the importance of "advocacy" in stakeholder engagement, which involves actively promoting the interests and needs of stakeholders. This can help to build trust and credibility with stakeholders, which can enhance the PURC's corporate reputation. R.6 noted that stakeholder engagement can provide a "holistic view of the entire regulatory process," which can help to identify areas for improvement and optimize regulatory outcomes. This suggests that stakeholder engagement can provide valuable insights and perspectives that can inform the PURC's decision-making processes. R.7 emphasized that stakeholder engagement "ensures trust in all stakeholders," which is critical for building and maintaining a positive corporate reputation. R.8 noted that stakeholder engagement can help to "solicit the views of consumers" on utility services and

regulation activities, which can provide valuable feedback and insights. R.9 suggested that stakeholder engagement can provide an opportunity for stakeholders to "provide feedback and offer suggestions" on the PURC's activities and decisions. This can help to build trust and credibility with stakeholders, which can enhance PURC's corporate reputation. R.10 emphasized that stakeholder engagement plays a "major role" in enhancing the PURC's corporate reputation and regulatory effectiveness. This is because stakeholder engagement allows the PURC to gain an "informed perspective" from stakeholders, which can inform its decision-making processes and optimize regulatory outcomes.

4.2.3.4 **Building trust and credibility among the stakeholders of the PURC**

Building trust and credibility with stakeholders is crucial for the Public Utilities Regulatory Commission (PURC) to regulate the utility sector effectively. According to the respondents, the PURC can employ several strategies to build trust and credibility with its stakeholders. One of the key strategies is to engage regularly with stakeholders. R.1 emphasized the importance of "regular stakeholder engagement" and suggested that the PURC use its social media handles to interact with stakeholders. R.4 also noted that "broader stakeholder engagement" is essential for building trust and credibility. This suggests that the PURC needs to be proactive in reaching out to stakeholders, listening to their concerns, and providing them with timely and accurate information. Transparency is another critical factor in building trust and credibility. R.2, R.3, and R.6 all emphasized the importance of "transparent communication," "transparency," and "open communication system" respectively. This suggests that the PURC needs to be open and transparent in its decision-making processes, providing stakeholders with clear and timely information about its activities. Fairness is also essential in building trust and credibility. R.5 noted that the PURC should ensure a "fair playing field for all utilities providers," while R.6 emphasized

the importance of "fairness" in the PURC's decision-making processes. This suggests that the PURC needs to be impartial and fair in its regulation of the utility sector, avoiding any actions that could be perceived as biased or unfair. Openness in operations is also critical in building trust and credibility. R.7 noted that the PURC should demonstrate "openness in operations," providing stakeholders with clear and timely information about its activities. R.8 suggested that the PURC should ensure that complaints are "promptly resolved" and that regular public engagements are conducted. This suggests that the PURC needs to be responsive to stakeholders' concerns, providing them with timely and effective solutions. Continuous communication with stakeholders is also essential in building trust and credibility. R.9 noted that the PURC should "continuously communicate with stakeholders' issues in the sector," providing them with clear and timely information about its activities. R.10 emphasized the importance of "open communication" and "timely and proactive communication" in building trust and credibility with stakeholders.

4.2.3.5 Measuring the Regulatory Effectiveness of the PURC

The Public Utilities Regulatory Commission (PURC) can use various performance metrics to measure its regulatory effectiveness. According to the respondents, these metrics can be categorized into several key areas, including consumer satisfaction, utility performance, and adherence to policies and criteria. Consumer satisfaction is a critical metric for measuring the PURC's regulatory effectiveness. R.2 noted that "satisfaction metrics" can be used to gauge consumer satisfaction with the services provided by utility companies. R.6 emphasized the importance of "consumer satisfaction metrics" in evaluating the PURC's performance. R.7 also noted that "customer satisfaction" is a key metric for measuring the PURC's regulatory effectiveness. Utility performance is another important metric for measuring the PURC's regulatory effectiveness. R.4 noted that the "quality of service" provided by utility companies is a

critical metric for evaluating the PURC's performance. R.6 emphasized the importance of "utility performance metrics" in measuring the PURC's regulatory effectiveness. Surveys are also an effective way to measure the PURC's regulatory effectiveness. R.3 and R.8 noted that "surveys" can be used to gauge consumer satisfaction and perceptions of the PURC's performance. In addition to these metrics, the PURC can also use other metrics to evaluate its performance. R.9 suggested that the PURC should use "resolved cases against the Utility providers" as a metric for measuring its regulatory effectiveness. R.10 noted that the PURC should measure its performance based on the "adherence of industry players to selected policies and criteria" and "public perceptions of the Commission." R.5 noted that the PURC's performance can be measured on a scale of 1 to 10, with 6 being a satisfactory score. This suggests that the PURC's performance can be evaluated based on a range of metrics, with a satisfactory score indicating that the Commission is meeting its regulatory objectives.

4.3 Discussion

The discussions of the findings in the sub-section above are strictly based on the research objectives as stated in chapter section 1.3 of the study. To re-emphasize, the research objectives include examining the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana, assessing the corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness, and identifying strategies for enhancing PURC's corporate reputation and regulatory effectiveness.

The study's findings provide valuable insights into the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana. The study reveals that the PURC plays a crucial role in ensuring that public utilities provide safe, reliable, and affordable services to

consumers. The Commission's regulatory functions, including setting tariffs, monitoring service quality, and enforcing compliance with regulatory standards, are critical in promoting the interests of consumers and promoting economic development in Ghana. The study's findings also highlight the importance of transparency, accountability, and communication in the PURC's regulatory role. The Commission's ability to engage with stakeholders, provide timely and accurate information, and respond to consumer complaints is essential in building trust and credibility with the public. The study's findings suggest that the PURC has made significant progress in this area, but there is still room for improvement. The Commission can enhance its transparency and accountability by providing more detailed information about its decision-making processes and regulatory actions.

The study's findings emphasize the need for the PURC to prioritize stakeholder engagement and participation in its regulatory processes. The Commission's ability to engage with consumers, utility providers, and other stakeholders is critical in ensuring that regulatory decisions reflect the needs and interests of all parties involved. The study's findings suggest that the PURC can enhance its stakeholder engagement by providing more opportunities for public participation, using social media and other communication channels to reach a wider audience, and ensuring that regulatory decisions are communicated clearly and transparently. The study's findings provide a comprehensive understanding of the role of the PURC as a public utility regulator in Ghana. The Commission's regulatory functions, transparency, accountability, communication, and stakeholder engagement are all critical in promoting the interests of consumers and promoting economic development in Ghana. The study's findings highlight areas of strength and weakness and provide recommendations for improvement. The study's findings provide valuable insights into the corporate reputation of the Public Utilities Regulatory Commission (PURC) and its impact on the Commission's regulatory effectiveness. The study reveals that the PURC's corporate reputation is

generally positive, with stakeholders perceiving the Commission as effective, transparent, and accountable. However, the study also highlights some areas of concern, including the need for the PURC to improve its communication and engagement with stakeholders, particularly consumers.

The study's findings also emphasize the importance of transparency, accountability, and communication in shaping the PURC's corporate reputation. The Commission's ability to provide timely and accurate information, engage with stakeholders, and respond to consumer complaints is critical in building trust and credibility with the public. The study's findings suggest that the PURC has made significant progress in this area, but there is still room for improvement. The Commission can enhance its transparency and accountability by providing more detailed information about its decision-making processes and regulatory actions and by engaging more proactively with stakeholders. The study's findings also highlight the impact of the PURC's corporate reputation on its regulatory effectiveness. The study reveals that a positive corporate reputation can enhance the PURC's regulatory effectiveness by building trust and credibility with stakeholders, facilitating cooperation and compliance with regulatory requirements, and promoting a more favourable business environment. On the other hand, a negative corporate reputation can undermine the PURC's regulatory effectiveness by eroding trust and credibility, creating resistance to regulatory requirements, and promoting a more adversarial business environment.

The study's findings provide a comprehensive understanding of the corporate reputation of the PURC and its impact on the Commission's regulatory effectiveness. The study's findings highlight the importance of transparency, accountability, and communication in shaping the PURC's corporate reputation and emphasize the need for the Commission to prioritize reputation management to maintain trust and credibility with stakeholders. By prioritizing transparency,

accountability, and communication and by engaging more proactively with stakeholders, the PURC can enhance its corporate reputation and promote a more effective and efficient regulatory environment in Ghana. The study's findings provide valuable insights into the strategies that the Public Utilities Regulatory Commission (PURC) can employ to enhance its corporate reputation and regulatory effectiveness. One of the key strategies identified by the study is the importance of stakeholder engagement and participation. The study's findings suggest that the PURC should prioritize stakeholder engagement and participation in its regulatory processes, including providing opportunities for public comment, conducting regular stakeholder surveys, and engaging in open and transparent communication with stakeholders. By doing so, the PURC can build trust and credibility with stakeholders, which is critical for enhancing its corporate reputation and regulatory effectiveness. Another key strategy identified by the study is the importance of transparency and accountability in the PURC's regulatory processes. The study's findings suggest that the PURC should prioritize transparency and accountability by providing clear and timely information about its regulatory decisions and actions, including publishing regular reports on its activities and performance. The study's findings also suggest that the PURC should establish clear and transparent processes for handling complaints and resolving disputes, which can help to build trust and credibility with stakeholders. The study's findings also highlight the importance of effective communication in enhancing the PURC's corporate reputation and regulatory effectiveness. The study's findings suggest that the PURC should prioritize effective communication by using clear and simple language in its communication with stakeholders, providing regular updates on its activities and performance, and engaging in proactive media relations to promote its work and achievements.

4.4 Chapter Summary

This chapter of the study focused on presenting the data gathered from the respondents, analysing the data using the thematic analysis method, and discussing the finding of the analysis. The analysis and discussions were focused on the main research objectives, which are to examine the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana, to assess the corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness; and to identify strategies for enhancing PURC's corporate reputation and regulatory effectiveness. Moving from this chapter, the study shall culminate with chapter five. Chapter five of the study shall focus on providing a summary of the entire study, drawing conclusions based on the findings in this chapter, and making relevant recommendations for policy formulation and also for future studies.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter of the study focused on providing a comprehensive summary of the major findings, giving recommendations for policy formulations and recommendations for further research or studies, and culminating with conclusions.

5.2 Summary of Some Major Findings

The summary of the major findings was strictly based on the research questions of the study, which are:

1. What is the role of the PURC as a public utility regulator in Ghana?
2. How does the corporate reputation of PURC affect its regulatory effectiveness?
3. What strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC?

This study examined the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana, assessed its corporate reputation, and identified strategies for enhancing its reputation and regulatory effectiveness. The study adopted a qualitative research methodology, utilizing the purposive sampling technique to select a sample of 10 participants. The findings of the study revealed that the PURC plays a crucial role in regulating public utilities in Ghana, ensuring that they provide safe, reliable, and affordable services to consumers. The study also found that the PURC's corporate reputation is critical to its regulatory effectiveness and that a positive reputation can enhance its ability to regulate public utilities effectively. The study's

findings also identified several strategies for enhancing the organisation's corporate reputation and regulatory effectiveness, including stakeholder engagement and participation, transparency and accountability, and effective communication. The study's theoretical framework, which was based on the reputation management theory and the stakeholder theory, provided a useful lens for understanding the importance of corporate reputation and stakeholder relationships in regulatory effectiveness.

The study's findings highlight the critical role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana. The PURC's regulatory functions, including setting tariffs, monitoring service quality, and enforcing compliance with regulatory standards, are essential in promoting the interests of consumers and promoting economic development in Ghana. However, the study's findings also emphasize the importance of corporate reputation and stakeholder relationships in regulatory effectiveness.

The study's findings suggest that the PURC's corporate reputation is critical to its regulatory effectiveness and that a positive reputation can enhance its ability to regulate public utilities effectively. The study's findings also identify several strategies for enhancing the PURC's corporate reputation and regulatory effectiveness, including stakeholder engagement and participation, transparency and accountability, and effective communication. These findings have important implications for the PURC and other regulatory agencies, highlighting the need for effective reputation management and stakeholder engagement to achieve regulatory effectiveness.

The study's findings highlight the importance of stakeholder theory and reputation management theory in understanding the role of corporate reputation and stakeholder relationships in regulatory effectiveness. The study's theoretical framework provides a useful lens for understanding the complex relationships between the PURC, its stakeholders, and the public utilities it regulates. The

study's findings suggest that regulatory agencies like the PURC must prioritize stakeholder engagement and reputation management to achieve regulatory effectiveness and promote the public interest.

The study's findings have practical implications for the PURC and other regulatory agencies. The study's findings suggest that regulatory agencies must prioritize transparency, accountability, and communication in their regulatory processes. They must also engage with stakeholders and the public proactively and inclusively, providing opportunities for participation and feedback.

5.3 Answering of Research Questions by The Study

The study adopted three research questions. These included: what is the role of the PURC as a public utility regulator in Ghana; how does the corporate reputation of PURC affect its regulatory effectiveness; and what strategies can be adopted to enhance the corporate reputation and regulatory effectiveness of the PURC? Under this sub-section, and in three distinct paragraphs, there is a demonstration of how the study answers the above research questions.

The findings of this study provide a good understanding of the role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana. The data revealed that the PURC plays a crucial role in regulating and overseeing the provision of essential public utilities such as electricity and water. The study found that the organisation is responsible for setting tariffs, monitoring service quality, and enforcing standards in the utility sectors. The findings highlighted the organisation's role in protecting consumer interests, promoting competition, and ensuring that utility providers operate efficiently and effectively. The study's findings demonstrate that the PURC is a critical institution in Ghana's utility sector, and its regulatory functions are essential for ensuring that public utilities are delivered in a fair, efficient, and sustainable manner.

The findings of this study provide deep knowledge of how the corporate reputation of the Public Utilities Regulatory Commission (PURC) affects its regulatory effectiveness. The data revealed that the organisation's corporate reputation plays a significant role in shaping stakeholders' perceptions of its regulatory effectiveness. The study found that a positive corporate reputation, built on transparency, accountability, and fairness, enhances the PURC's regulatory effectiveness by fostering trust and cooperation among stakeholders, including utility providers, consumers, and government agencies. Conversely, a negative corporate reputation, marred by perceptions of inefficiency, corruption, or bias, can undermine the organisation's regulatory effectiveness by eroding stakeholder trust and confidence. The study's findings also suggest that the PURC's corporate reputation can influence its ability to enforce regulations, resolve disputes, and promote compliance among utility providers.

The findings of this study provide actionable recommendations for enhancing the corporate reputation and regulatory effectiveness of the Public Utilities Regulatory Commission (PURC). The data revealed that adopting a stakeholder-centric approach, characterized by transparency, accountability, and effective communication, is crucial for building a positive corporate reputation. The study suggests that the PURC can enhance its reputation by implementing measures such as regular stakeholder engagement, timely disclosure of information, and prompt response to customer complaints. The findings recommend that the PURC adopt a proactive approach to regulatory enforcement, focusing on prevention rather than punishment and leveraging technology to enhance regulatory efficiency and effectiveness. The study also emphasizes the importance of capacity building and training for PURC staff to ensure that they possess the necessary skills and knowledge to effectively regulate the utility sector. The findings suggest that the PURC can benefit

from collaborating with other regulatory agencies, both locally and internationally, to share best practices and leverage expertise.

5.4 Limitations of The Study

Irrespective of the comprehensive nature of the study, it is not without limitations. A major limitation of the study is found in its scope. The study focused on the Public Utilities Regulatory Commission (PURC) in Ghana, which may limit the generalizability of the findings to other regulatory contexts or countries. The regulatory frameworks, institutional settings, and cultural contexts may differ significantly in other jurisdictions, which could affect the applicability of the study's findings.

Another limitation of the study is its reliance on self-reported data. The study relied on self-reported data from PURC officials, stakeholders, and customers, which may be subject to biases and limitations. Respondents may have provided socially desirable answers or withheld sensitive information, which could impact the accuracy and reliability of the findings.

Again, the study adopted a case study design, which only provides a snapshot of the situation at a particular point in time. This design does not allow for the examination of longitudinal changes or causal relationships between variables. A longitudinal study design would be necessary to capture the dynamics and evolution of the PURC's corporate reputation and regulatory effectiveness over time.

5.5 How the Study Contributes to Knowledge

This study has made significant contributions to the existing body of knowledge on public utility regulation, corporate reputation, and regulatory effectiveness. The study provides new knowledge into the role of the Public Utilities Regulatory Commission (PURC) in Ghana, throwing light on its regulatory functions, challenges, and opportunities. The study fills a critical knowledge gap in the literature on public utility regulation as it examines the PURC's corporate reputation and its impact on regulatory effectiveness. The findings of this study have important implications for regulatory theory and practice, highlighting the need for regulatory agencies to prioritize transparency, accountability, and stakeholder engagement in order to build trust and ensure effective regulation.

The study's contributions to knowledge also extend to the field of corporate reputation, where it provides new evidence on the importance of reputation management for regulatory agencies. The findings suggest that a positive corporate reputation can enhance regulatory effectiveness, while a negative reputation can undermine it. This insight has significant implications for regulatory agencies seeking to build trust with stakeholders and ensure effective regulation. The study's use of a qualitative approach provides a good understanding of the complex relationships between corporate reputation, regulatory effectiveness, and stakeholder perceptions.

The study's contributions to knowledge have practical implications for policymakers, regulatory agencies, and stakeholders in the utility sector. The findings provide actionable recommendations for enhancing the corporate reputation and regulatory effectiveness of the PURC, which can be applied to other regulatory contexts. The study's emphasis on the importance of transparency, accountability, and stakeholder engagement has implications for regulatory reform and policy development.

5.6 Recommendations

5.6.1 Recommendations for Policymaking

Based on the findings and conclusions of the study, the following recommendations are made for policy formulation.

- The PURC has to establish a stakeholder engagement framework. The study highlights the importance of stakeholder engagement and participation in the Public Utilities Regulatory Commission's (PURC) regulatory processes. To address this, a stakeholder engagement framework should be established to provide a structured approach to engaging with stakeholders, including consumers, utility providers, and other interested parties. This framework should outline the mechanisms for stakeholder engagement, including regular meetings, public consultations, and feedback mechanisms.
- The PURC must develop a corporate reputation management strategy. The study emphasizes the critical role of corporate reputation in the PURC's regulatory effectiveness. To address this, a corporate reputation management strategy should be developed to promote a positive reputation and build trust with stakeholders. This strategy should include measures to enhance transparency, accountability, and communication, as well as mechanisms for monitoring and evaluating the PURC's reputation.
- The PURC must enhance transparency and accountability in regulatory processes. The study highlights the importance of transparency and accountability in the PURC's regulatory processes. To address this, policies should be developed to enhance transparency and accountability, including the publication of regular reports on the PURC's activities

and decisions, as well as the establishment of clear and transparent processes for handling complaints and resolving disputes.

- The PURC must develop performance metrics for regulatory effectiveness. The study emphasizes the importance of evaluating the PURC's regulatory effectiveness. To address this, performance metrics should be developed to measure the PURC's regulatory effectiveness, including metrics on consumer satisfaction, utility provider compliance, and regulatory outcomes. These metrics should be used to evaluate the PURC's performance and identify areas for improvement and should be reported publicly to promote transparency and accountability.

5.6.2 Recommendations for further research

- For further research, researchers should consider investigating the impact of corporate reputation on regulatory effectiveness in other regulatory agencies: The study will highlight the critical role of corporate reputation in the Public Utilities Regulatory Commission's (PURC) regulatory effectiveness. Further research is needed to investigate the impact of corporate reputation on regulatory effectiveness in other regulatory agencies, including those in different sectors or jurisdictions. This research could involve a comparative study of regulatory agencies, examining the relationships between corporate reputation, stakeholder engagement, and regulatory effectiveness.
- Again, researchers can also consider examining the role of stakeholder engagement in shaping corporate reputation and regulatory effectiveness: The study shall emphasize the importance of stakeholder engagement in shaping the PURC's corporate reputation and regulatory effectiveness. Further research is needed to investigate the role of stakeholder engagement in shaping corporate reputation and regulatory effectiveness, including the

impact of different stakeholder engagement strategies on corporate reputation and regulatory outcomes. This research could involve a qualitative study of stakeholder engagement practices in regulatory agencies, examining the experiences and perceptions of stakeholders and regulatory officials.

5.7 Conclusion

As the final chapter of the study, chapter five focused on providing a summary of the entire study. It also went on to present conclusions that were drawn from the findings and discussions from chapter four of the study. To end the entire study, the chapter also presented relevant recommendations for policy formulation and also for further research. This study, which focused on the Public Utility Regulation's role as a public utility regulator and its corporate reputation has provided a good understanding of the research problem. Guided by the theoretical frameworks adopted, the research employed the qualitative research approach to collect and analyse data. The findings of the study as discussed above were in tandem with the theoretical frameworks adopted. The study's conclusions emphasize the significance of the key variables in the context of this study. This study contributes to an existing body of knowledge on Public Utility Regulations and provides a foundation for future research in this area. This study's findings and recommendations have practical implications, and it is hoped that the study's outcomes will inform policy and practice in Public Utility Regulations in Ghana and beyond.

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APPENDIX

INTERVIEW GUIDE

TOPIC: A STUDY OF THE PUBLIC UTILITIES REGULATORY COMMISSION'S (PURC)
ROLE AS A PUBLIC UTILITY REGULATOR AND ITS CORPORATE REPUTATION

Introduction

Dear Sir/Madam, I am a graduate student at the University of Media Arts and Communication, Institute of Journalism (UNIMaC) conducting a study in partial fulfillment of the award of a Master of Arts degree in Strategic Public Relations Management. I would be most grateful if you could take a short time off your busy schedule to answer the questions to the best of your ability. There are no right or wrong answers. Your responses will be treated confidentially and used only for academic purposes.

SECTION A

The role of the Public Utilities Regulatory Commission (PURC) as a public utility regulator in Ghana.

1. What are the primary functions and responsibilities of the Public Utilities Regulatory Commission (PURC) in regulating public utilities in Ghana?
2. How does the PURC ensure that public utilities in Ghana operate effectively?
3. What are the key challenges facing the PURC in regulating public utilities in Ghana?
4. How does the PURC engage with stakeholders to ensure that their interests are represented and their concerns are addressed?

5. What are the PURC's strategies for promoting competition, innovation, and investment in the public utilities sector in Ghana?

SECTION B

The corporate reputation of PURC and the impact of its reputation on its regulatory effectiveness.

6. How would you describe the current corporate reputation of the Public Utilities Regulatory Commission (PURC)?
7. How does the PURC's corporate reputation impact its ability to effectively regulate public utilities in Ghana?
8. What role do you think transparency, accountability, and communication play in shaping the PURC's corporate reputation?
9. How does the PURC's corporate reputation influence stakeholder perceptions of its decisions and actions?
10. What strategies do you think the PURC could employ to enhance its corporate reputation and improve its regulatory effectiveness?

SECTION C

Strategies for enhancing PURC's corporate reputation and regulatory effectiveness.

11. What strategies do you think the Public Utilities Regulatory Commission (PURC) could employ to enhance its transparency and accountability?
12. How can the PURC effectively communicate its decisions and actions to stakeholders?
13. What role can stakeholder engagement and participation play in enhancing the PURC's corporate reputation and regulatory effectiveness?

14. What strategies can the Commission use to build trust and credibility with its stakeholders?
15. What performance metrics can the PURC use to measure its regulatory effectiveness?

THANK YOU FOR YOUR VIEWS AND TIME

CODING SHEET

QUESTIONS	RESPONSES		THEMES
<p>Q.1 What are the primary functions and responsibilities of the Public Utilities Regulatory Commission (PURC) in regulating public utilities in Ghana?</p>	R1	To make sure Ghanaians pay fair rates for utilities	Price Regulatory
	R2	Protecting the interest of consumers and utilities by approving fair rates chargeable for electricity and water	Price Regulatory
	R3	Setting utility tariffs Protecting stakeholder's interest	Price Regulatory
	R4	Tariff setting, consumer and utility complaints, approving rate.	Price Regulatory
	R5	Regulatory, ensuring consumer satisfaction is met through effective delivery of services by utilities organizations	Price regulatory Standardization
	R6	Rate setting Monitoring and enforcing standards of performance for the	Price regulatory Standardization

		<p>provision of electricity and water Receiving, investigating and settling disputes between consumers and service providers Protecting the interests of consumers and utility service providers</p>	
	R7	<p>Setting guidelines for rates for utilities. Approve rate for utilities Receive, investigate settle disputes on complaints Protect the interest of all stakeholders</p>	
	R8	<p>Examining and approving of rates or utility tariffs. Protecting the interest of Consumers and Utility Companies. Receiving and investigation and settling of complaints</p>	<p>Price regulatory Standardization Consumer satisfaction</p>
	R9	<p>To ensure all the utility providers provide the best</p>	<p>Standardization</p>

		of services to its customers	
	R10	The PURC uses various criteria to determine tariffs that public utilities service providers should charge consumers.	Price regulatory
Q.2 How does the PURC ensure that public utilities in Ghana operate effectively?	R1	Monitor that rates agreed upon are the ones the utility providers are charging	Price regulation Monitoring Standardization
	R2	Monitoring and standard auditing	Monitoring Standardization
	R3	Monitoring their activities and enforcement of the law	Standardization Legal sanctions
	R4	Monitoring them, setting regulatory benchmarks	Monitoring Standardisation
	R5	Monitoring their activities and keeping them on alerts	Monitoring
	R6	Monitoring and enforcing standards of performance	Monitoring Standardization

		for the provision of electricity and water where the activities and performances of the service providers are closely monitored to ascertain if they are operating in line with the Commission's benchmarks and KPIs	
	R7	Regulate them	Regulation
	R8	Through ensuring compliance to all related L.I.s by ensuring consistent monitoring of all performance per set benchmark	Regulation Standardization
	R9	PURC ensures that all the utility providers perform their specific roles expected of them	Regulation Monitoring

	R10	The PURC interfaces with public utilities service providers to ensure adherence to agreed policies and actions.	Dialogic communication Standardization
Q.3 What are the key challenges facing the PURC in regulating public utilities in Ghana?	R1	PURC does not enforce it.	Negligence
	R2	Compliance	Compliance
	R3	Political interference	State interference
	R4	Other institutional interference	Interference
	R5	Governments interferences	Interference
	R6	Regulatory laws are less strict	Lenient sanctions
	R7	Vast nature of operation areas	Broad functionality
	R8	Utility Companies maintain consistency in its compliance to regulatory expectation	N/A
	R9	The Utility providers sometimes fail to act in the interest of customers	Institutional interest/bias

		which undermines the work of PURC in the performance of its functions	
	R10	Non adherence to policies and concealment of revenue	Non-compliance
Q.4 How does the PURC engage with stakeholders to ensure that their interests are represented and their concerns are addressed?	R1	I do not know.	N/A
	R2	Public education	Education
	R3	Organising public education and related activities	Education
	R4	Organizing of public forums and education	Education
	R5	Through workshops	Education
	R6	Through public education and stakeholder consultations/engagements	Stakeholder engagement Education
	R7	Through engagements and public education	Stakeholder engagement Education
	R8	Through its stakeholder engagements and public forums	Stakeholder engagement Education

	R9	It should engage with them through quarterly meetings before its quarterly reviews are announced	Stakeholder engagement
	R10	Through periodic invitations to provide information mainly through the mass media	Stakeholder engagement Media relations
Q.5 What are the PURC's strategies for promoting competition, innovation, and investment in the public utilities sector in Ghana?	R1	I am not clear on that.	N/A
	R2	Effective regulation	Regulation
	R3	Setting realistic tariff and enforcement	Policy enforcement Regulation
	R4	N/A	N/A
	R5	Ensuring a fair playing field for all utilities organizations	Equality
	R6	By providing a transparent system for the service providers and other stakeholders	Open communication

	R7	Engagement of the utilities to introduce new reforms	Stakeholder engagement
	R8	Ensuring fairness in the competition	Equality
	R9	To collect data from customers and ensure they meet the needs of customers. It can periodically send its roles to customers as well as provide update on its activities via phones electronically to customers.	Customer satisfaction Stakeholder engagement
	R10	Public presentation of factors used in determining pricing of utilities. Sharing information on incentives for companies investing in the public utilities sector.	Stakeholder engagement
	R1	Very good	Strong

Q.6 How would you describe the current corporate reputation of the Public Utilities Regulatory Commission (PURC)?	R2	Not so good since it appears not to care for the concerns of the public.	Weak
	R3	High standing	Very strong
	R4	N/A	N/A
	R5	Positive reputation	Very strong
	R6	Fair	Moderate
	R7	Very effective and proactive	Very strong
	R8	Satisfactory	Moderate
	R9	It's one of the best because as far as I am concerned, most Ghanaians have noticed and followed the activities of PURC especially in resolving customers challenges speedily	Very strong
	R10	I would describe it as being fairly positive with consumers placing value on the role the Commission plays in	Moderate

		<p>setting tariffs.</p> <p>Understandably, the service providers in the sector sometimes hold a negative attitude towards the Commission.</p>	
<p>Q.7 How does the PURC's corporate reputation impact its ability to effectively regulate public utilities in Ghana?</p>	R1	Minimal	Moderate impact
	R2	Enforcing trust	High impact
	R3	Very important	High impact
	R4	N/A	N/A
	R5	Media releases, radio programmes and community engagement	High impact
	R6	Afforded the Commission public trust and confidence	High impact
	R7	It ensures confidence and trust in stakeholders	High impact
	R8	By inspiring confidence in the Public so they can refer their challenges and concerns	High impact

	R9	Its corporate reputation will be greatly enhanced if it continuously performs its constitutional roles as required to meet customers' needs.	High impact
	R10	It could potentially inhibit the Commission, but based on its decisions ultimately made, I believe it would be reasonable to say that the Commission's corporate reputation has little impact on its ability to regulate public utilities in Ghana.	Low impact
Q.8 What role do you think transparency, accountability, and communication play in shaping the PURC's corporate reputation?	R1	It provides trustworthiness.	Trust
	R2	Very crucial role	Impactful
	R3	A vital role	Highly relevant
	R4	N/A	N/A
	R5	It enhances their effectiveness	Impactful

	R6	Clarity in decision-making Open access to information Performance monitoring Feedback mechanisms	Highly impactful
	R7	Continue confidence	Impactful
	R8	They inspire public confidence in the institution, thereby positioning it strategically to perform its regulatory role.	Highly impactful
	R9	By providing up-to-date information on its activities, ensuring that the utility providers meet the needs of their customers	Impactful
	R10	A significant role.	Relevant
Q.9 How does the PURC's corporate reputation influence stakeholder perceptions of its decisions and actions?	R1	It could have been better if they made a real conscious effort in managing and improving their reputation.	Highly influential

	R2	It instills trust	Highly influential
	R3	Increases confidence in the Commission	Highly influential
	R4	N/A	N/A
	R5	Through its effective communications	Influential
	R6	By enhancing stakeholder confidence	Influential
	R7	It affirms its neutrality	Influential
	R8	By the way and manner transparency of its mandate is managed.	Influential
	R9	Its corporate reputation will be enhanced. Stakeholders will be confident and have trust in the activities of PURC that they will be able to resolve their issues promptly.	Highly influential

	R10	It makes stakeholders feel that the PURC is somewhat overbearing	Negative image
Q.10 What strategies do you think the PURC could employ to enhance its corporate reputation and improve its regulatory effectiveness?	R1	Public education on their activities. Stakeholder engagement. Enforcement of rates.	Education Stakeholder engagement
	R2	More engagement	Stakeholder engagement
	R3	More public engagements	Stakeholder engagement
	R4	N/A	N/A
	R5	Through media engagement	Media Relations
	R6	Transparency Accountability, Feedback mechanisms	Dialogic communication
	R7	More engagement with all stakeholders	Stakeholder engagement
	R8	Through transparency, regular engagement with the public, and providing prompt response to public concerns	Dialogic communication Stakeholder engagement

	R9	It should resolve complaints against the Utility companies speedily. Ensure they provide the public with current information on customers' complaints against the Utility providers that have been resolved.	Timely crises resolution Stakeholder engagement
	R10	Share more information on its mandate and how it goes about executing it to the general public. Put in place structures to quickly identify infractions by industry players and take Remedial action.	Education Effective regulation
Q.11 What strategies do you think the Public Utilities Regulatory Commission (PURC) could employ to	R1	Public education.	Education
	R2	More engagement	Stakeholder engagement
	R3	More public engagements	Stakeholder engagement
	R4	N/A	N/A
	R5	Opening policies	Policy formulation

enhance its transparency and accountability?	R6	Frequent stakeholder engagements Publication of reports Fairness	Stakeholder engagement
	R7	All stakeholders' engagement	Stakeholder engagement
	R8	Openness in its programme decisions, ensuring stakeholder participation, undertaking regular public surveys	Dialogic communication Stakeholder engagement
	R9	Communicating its activities to the public through the media	Media Relations
	R10	Sharing information that strategically positions the Commission as a transparent institution.	Dialogic communication Transparency
Q.12 How can the PURC effectively communicate its decisions and actions to stakeholders?	R1	Stakeholder Engagement	Stakeholder engagement
	R2	Effective use of the media	Media Relations
	R3	Get the right persons and information to the public	Strategic communication
	R4	Media announcement	Media engagement

	R5	The stakeholders' dialogues	Dialogic communication
	R6	Town hall meetings Press briefings	Stakeholder engagement
	R7	Through the media stakeholders' engagement	Media engagement
	R8	Public education and forum	Education
	R9	Through the media and direct engagement with stakeholders	Media Relations Stakeholder engagement
	R10	By determining the most appropriate channels for communication and couch messages best communicated via these channels	Effective communication Strategic communication
Q.13 What role can stakeholder engagement and participation play in enhancing the PURC's corporate reputation and regulatory effectiveness?	R1	When they get to understand the work, it becomes easier.	Highly effective
	R2	Advocacy	Effective
	R3	Very key role	Highly effective
	R4	N/A	N/A

	R5	Major role	Highly effective
	R6	It will offer a holistic view of the entire regulatory process	Highly effective
	R7	It ensures trust in all stakeholders	Highly effective
	R8	By soliciting the views of consumers during these engagements on utility services and regulation activities	Effective
	R9	Stakeholders will provide feedback and offer suggestions	Effective
	R10	A major role since such engagement allows the Commission to gain an informed perspective from stakeholders	Highly effective
Q.14 What strategies can the Commission use to build trust and credibility with its stakeholders?	R1	Regular Stakeholder Engagement. It must use its social media handles to interact with stakeholders.	Stakeholder engagement New media engagement

	R2	Transparent communication	Open communication
	R3	Transparency	Open communication
	R4	Broader stakeholder engagement	Stakeholder engagement
	R5	The fair playing field for all utility providers	Ensuring fairness
	R6	Open communication system Fairness	Open communication Ensuring fairness
	R7	Openness in operations	Transparency
	R8	Ensuring complaints are promptly resolved and regular public engagements are done	Effective crisis response and management
	R9	Continuously communicate with stakeholders about issues in the sector	Stakeholder engagement
	R10	Open Communication. Timely and proactive communication.	Effective communication

Q.15 What performance metrics can the PURC use to measure its regulatory effectiveness?	R1	There are several. PURC should adopt what is ok for them.	N/A
	R2	Satisfaction metrics	End-user satisfaction
	R3	Survey	Research
	R4	Quality of service	End-user satisfaction
	R5	6 out of 10	Ranking scales
	R6	Consumer satisfaction metrics Utility performance metrics	End-user satisfaction
	R7	Customer's satisfaction	End-user satisfaction
	R8	Surveys	Research
	R9	It should use resolved cases against the Utility providers	Accountability
	R10	Adherence of industry players to selected policies and criteria. Public perceptions of the Commission	Accountability Sentiment analysis Research