

GHANA INSTITUTE OF JOURNALISM

SCHOOL OF GRADUATE STUDIES AND RESEARCH

FACULTY OF PUBLIC RELATIONS, MARKETING AND ADVERTISING

THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON
BRAND LOYALTY: THE CASE OF KASAPREKO COMPANY LIMITED

BY

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(MAPR19097)

A LONG ESSAY SUBMITTED TO THE GHANA INSTITUTE OF
JOURNALISM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF A MASTER OF ARTS DEGREE IN PUBLIC
RELATIONS

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OCTOBER 2020

DECLARATION

I hereby declare that this Long Essay is the result of my own original research and that no part of this has been presented for another degree in Ghana Institute of Journalism or elsewhere. All references to other works have been duly recognised .

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CERTIFICATION

I hereby certify that this Long Essay was supervised in accordance with the procedures laid down by the institution.

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ACKNOWLEDGEMENT

I would like to first and foremost thank the Almighty God for my life and the grace to undertake this endeavor. May He be praised.

I would also like to thank my father; James Kow Baidoo for the spiritual and moral support he gave me and continues to give me.

I would also like to thank my supervisor; Dr Albert Adjei Anani-Bossman for his patience and tremendous advice and constructive criticism. He brought out the best in me. Thank you Sir.

Last but not the least to all my friends who supported me throughout this journey, I say thank you.

DEDICATION

To my late mother; Mrs. Agnes Esi Baidoo for her outstanding advice and encouragement to attain greater height in education, and her inspirational words to me to be a better version of myself. Thank you mum.

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ABSTRACT

The main objective of any business is to make profit. However, businesses are realizing the importance of ensuring good relations with the societies in which they operate. To achieve this successfully, businesses are engaged in simply giving money to more complex engagements such as advocacy. CSR is a growing concept with many in academia and practice attempting to define it as they deem fit.

The main objective of the study was to determine if there was a correlation between the CSR activities of a business and the loyalty of customers to that brand. The study provided literature which focused on the historical antecedent to modern theories of CSR in the developed societies and also looked at CSR in the developing world with emphasis on Ghana. The study also looked at consumer behaviour and factors affecting Consumer The study, which was based on desktop research, discovered that consumers are no longer interested in price, product or service quality and customer satisfaction as factors that motivated loyalty to a particular brand but also the “moral good” of the business. r

Literature demonstrates that the practice of CSR in Ghana is mainly in certain sectors; mining, banking and telecommunications usually by multinational businesses. However, most of these activities are ad hoc in nature often at the whims of a top official within the business hence its benefits are usually not realized by beneficiaries. CSR has not been part of the corporate agenda of many companies in the developing world including Ghana. This has also affected its research hence, CSR research in developing countries is inadequate. This study is therefore adding to the body of knowledge in this field.

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter discusses the background to the study, the problem statement, general and specific objectives, Research Questions, Significance of the Study, Scope and Limitations of the Study, Research Methodology and Organization of the Study.

Businesses play a pivotal role in the society, and their sustainability or otherwise is determined to a large extent, by the continued cordial relations with the various stakeholders; government, customers, shareholders, workers, the general public and the environment. “The general public has high expectations of the private sector in terms of responsible behaviour. Rationally, profit making motive is at the forefront of the companies’ goals, however, government regulatory requirements from businesses have also been instrumental in compelling companies to change in their corporate behaviour” (Ansah, M. O. 2013). The main objective of every business is to make profits, however, businesses are increasingly becoming aware of society’s role in the achievement of such objectives, hence, businesses are going above and beyond to help create a favorable image with their stakeholders by engaging in actions ranging from simple acts of kindness to their immediate community, i.e. providing employment, donations of cash, supporting social efforts in the community, just to mention a few, to more complicated acts such as corporate advocacy. The study aims at finding out whether these acts have an influence on the brand loyalty of the businesses involved.

1.2 Background to the Study

The early roots of Corporate Social Responsibility can be traced back to 1917, when Henry Ford announced that the aim of Ford Motor company is “to do as much as possible for everybody concerned, give employment, and send out the car where the people can use it and incidentally to make money” (Wang, S. 2015). This set the stage for what has come to be known as corporate responsibility. The 1950’s saw a calm period for businesses, however, businesses still exerted some level of power and this led to the idea of social responsibility among customers; that is customers were no longer interested in the quality of the goods and services produced and offered by the business.

Climate change and its effect on the environment has led to heightened concern for customers in recent times and more importantly has become a priority for businesses and marketers in the current landscape. In Ghana, “mining activities by the Newmont Company, especially excavations in Kenyasi, have affected the surrounding land. The same situation was found in Tarkwa where the huge scale of excavation has led to a complete change of landform suitable for agricultural and any other livelihood activity” (Aboka, Y.E., Cobbina, S.J. and Doke, A. D., 2018). Due to this bad reputation, businesses have begun to embrace a philosophy that balances the bottom line with a commitment to ethical conduct. The power that allows businesses to cause harm to the society also allows them to effect positive change. Corporate Social Responsibility is the continuing commitment by business to behave morally while contributing to the economic development of its workforce and their families as well as the society at large. CSR has the potential of promoting social justice and accountability by holding businesses to scrutiny.

Brand loyalty is an important concept for marketers and the organization at large. A lot of research has shown that brand loyalty is linked to business performance and it is an important factor of long- term profitability. “Brand loyalty is a reflection of how likely a consumer is to

switch to another brand, especially when that brand makes a change in price, product features, communication, or distribution programs” (Aaker, D.A., 1991). Loyalty is more than repeat purchases, as a consumer may be buying a certain brand because of indifference, switch and other motive, rather than actual loyalty

As a result, businesses derive a long-term beneficial relationship with customers when they establish and preserve customer loyalty. “The realization of CSR activities by customers of a particular brand has exhibited to induce retention, whereas purchase retention consequently induces the loyalty and retention of customers” (Bediako, O. B., 2017).

1.3 The Problem Statement

The main objective of any business is to make profit and the ability of any business to achieve this is largely dependent on its customers’ approval. In the age of intense competition and consumerism, the success of a business depends largely on consumers’ positive affiliation to the business; thus, its products or services. As a result, many businesses have undertaken innovative ways to align themselves positively in the minds of consumers. Ahmed (2006) stated that “Intense competition has in many markets decreased the prospects for differentiation in terms of technology and product/service quality. For this reason, CSR has become an important attribute that can enhance a company's image. As a result, dynamic approaches are being engaged which are customer centered and which will eventually lead to customer loyalty when customer satisfaction and trust have been met.

Kasapreko Company, though a beverage producing company also operates in the water industry which is very competitive in nature. In order to be ahead of the intense competition in the industry, it has recognized the need to engage in numerous corporate social activities which is evidenced on their website which seems to affect all facets of the society. This study is interested in identifying (if any) the correlation between the Corporate Social activities of

Kasapreko and their brand loyalty. To this end, the study problem can be summarized as “To what extent does the Corporate Social Responsibility of Kasapreko Company affect client loyalty and what is the mediating role played by Trust, Satisfaction and Corporate Image? Adam (2018) stated that “the current awareness of Corporate Social Responsibility remains inadequate, although a lot of research has explored the concept of loyalty in various industries, few have focused on CSR and its effect on customer loyalty in the water industry”. Thus, the research has responded to the research gap in the water industry. Most importantly, there is little literature on Corporate Social Responsibility and brand loyalty within the Ghanaian context and its legality hence the need for this study.

1.5 General Objective

The main objective of the study is to assess the influence (if any) of the various Corporate Social Responsibility programs on brand loyalty of Kasapreko products.

1.5.1 Specific Objectives of the Study

The researcher intends to achieve the following objectives by conducting this study. They are outlined as followed;

- To identify the Corporate Social Responsibility programmes undertaken by Kasapreko.
- To identify the relationship between Corporate Social Responsibility and brand loyalty.
- To examine what influences customers of Kasapreko’s product.
- To find out the extent to which Kasapreko engages in Corporate Social Responsibility disclosure and what options they find appropriate.
- To find out if one of the motives behind Kasapreko’s Corporate Social Responsibility programmes is brand loyalty and whether it is achieved.

1.6 Research Questions

- What are the Corporate Social Responsibility programmes undertaken by Kasapreko?
- Are customers' loyalty to the Kasapreko brand influenced by their CSR activities?
- What influences consumers loyalty to the Kasapreko brand?
- What is the relationship between the motives of the Corporate Social Responsibility programmes undertaken and what is actually realized?
- What is the influence of social programs on corporate brand loyalty and how does Kasapreko measure brand loyalty?

1.7 Significance of the Study

Corporate Social Responsibility is an important concept both theoretically and practically and this research will aid in adding up to the data and research within this field of study. The outcome of this study will inform Kasapreko and to a large extent other players in the water industry to either focus on its social activities and or focus on other activities which may affect consumer loyalty.

Lastly, most literature on Corporate Social Responsibility is based on advanced economies of the West, however, this does not necessarily apply to developing economies such as Ghana. Therefore, this research also aims at closing this gap as it is focused on a developing economy.

1.8 Scope and Limitations of the study

This research is limited to the influence of Corporate Social Responsibility on brand loyalty in Ghana. The study focuses on the private sector using a single case study approach with Kasapreko as the case study. Officials from the department at Kasapreko whose decisions and activities have a direct impact on its social responsibility (in this case the Communication Department) will be our focus due to time constraints.

Kasapreko is a choice for the case because it falls under the private sector whose overriding aim is its bottom line, yet it is seen to be engaged in various philanthropic programmes. This study is particularly interested in Kasapreko's Awake Mineral Water's Heart Cardiothoracic Center Campaign and the impact it has on the Awake Mineral Water brand and the Kasapreko brand as a whole. Kasapreko will be used for the purposes of generalization and ease of access to data. Due to time constraint and fair representation, the study is limited to recent three years period

1.9 Organisation of the Study

Chapter 1 describes the background to the study, the problem statement, the research objectives, scope and limitations of the study and the company's profile.

Chapter 2 deals with the core issues of concern associated with Corporate Social Responsibility and the various preceding reviews that seeks to address it analytically and empirically. This chapter will take an in- depth look at brand loyalty and the various facets associated with it.

Chapter 3 focuses on the research methods used in the study to establish the stated objectives of the study; it includes the population, sample of the respondents, the procedure used in data collection and the methods of data analysis.

Chapter 4 provides a brief summary of the researcher's current knowledge of the topic and the contribution of the research to the body of knowledge

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines the thematic reviews of CSR and also provides a review of the theoretical perspectives on CSR literature. From a CSR perspective; legitimacy, stakeholder, social contract, and signaling theories will be reviewed, discussed and situations that require each of these perspectives identified. Also, this chapter looks at CSR and Consumer Behaviour and CSR in Ghana. Finally, this chapter will review works of related studies.

2. 2 Conceptual Framework of CSR

There are four main theories used to explain Corporate Social Responsibility practice and these are Legitimacy, Stakeholder, Signaling and Social Contract theories. Legitimacy and Stakeholder theories will be discussed in detail.

2.2.1 Legitimacy theory

Legitimacy theory refers to reporting or making known to the various stakeholders of the business, the various CSR initiatives performed by the business. “This theory suggests that corporate reporting or disclosures are made as reactions to environmental factors and in order to legitimize corporate actions” (Kumar, S. and Kidwai, A. (2018). Businesses attempt to legitimize their corporate behaviour by engaging in CSR reporting to get the approval from society and thus, ensuring their continuing existence.

This theory states that for businesses to function successfully, it must act within what society identifies as socially responsible behavior. Legitimacy of a firm is based on the maintenance of mutually beneficial relationships with its stakeholders. This theory relies on the notion that there is an implicit agreement between an organization and the society in which it operates.

Also, they are of the view that CSR reporting helps to integrate CSR activities into companies' strategic risk management so that the impact of these activities can be maximized. Employees' decision to work with a business is largely due to their perception of the business's management of its responsibilities, hence, legitimacy allows the business to become "an employer of choice" and this can improve loyalty and reduce staff turnover. This theory suggests that once a business is engaged in CSR, it should engage in disclosing it to its relevant stakeholders in order to enjoy its license to operate. This theory has become a key management tool to the growing complexity of multinational organisations. Bediako (2017) believes that Legitimacy theory should include forensic auditing of CSR claims. This is because companies have a tendency to bloat their CSR projects and cite beneficiaries who do not exist. There should therefore be a way by which CSR claims can be audited.

Legitimacy theory seems to be more suitable for organizations working in developed countries where there is pressure from stakeholders for companies to demonstrate their philanthropic and ethical behaviour than in developing countries

2.2.2 Stakeholder theory

With stakeholder approach, organizations consider the contrasting interests of all their stakeholders that can influence or be affected by the achievement of the organization's objectives. "Corporations are operated or ought to be operated for the benefit of all those who have a stake in the firm" (Boatright, F. (2003). The theory enshrines that business organizations play an active role in society in which they operate and recognize the importance of all parties, who are affected, either directly or indirectly, by the business' operations. The stakeholder theory can also be explained using managerial and ethical theories. The managerial theory states that businesses will respond to stakeholders whose impact can affect them economically such as shareholders, financial institutions or employees or those who have an interest and can

influence it although they are not directly involved in the business such as governmental agencies. This theory suggests that how urgent a business will respond to a stakeholder depends on the value the said stakeholder has on the business. The ethical theory however states that, all stakeholders have a right to know about the impact of the business on the society in its operations at all times. This theory suggests that regardless of the value a stakeholder has on the business, it must report on its CSR activities to them, Stakeholder theory offers an explanation of CSR accountability to stakeholders.

Stakeholder theory appears to be most suitable for organizations working in developing countries, where a corporation can manage its stakeholders and the pressure to comply with existing legislation is less as compared to the developed countries. Although there is not much pressure for companies to act in a socially acceptable way, there should be legislation that spells out what constitutes a CSR activity where emphasis is placed on all the levels of CSR as identified in 1997 by Philip Kitchen. Most businesses especially in the developing countries are only interested in creating a good image in the public eye without dealing fairly with their employees in terms of wages. Also, there should be a marked percentage of the businesses' profit for it to be termed CSR. That is, a business should not just commit any amount for a cause, but it should be substantial and should be beneficial to the beneficiaries.

2.3 Overview of Corporate Social Responsibility

Corporate social responsibility (CSR) is an old concept which started in the 1950s and has since continued to grow in importance and significance. There has been an endless discussion which has seen a lot of development in both academic and practitioner communities in the world. The increasing rise in commercialism coupled with an increasing public awareness of both environmental and ethical issues groups underscore the fact that a competitive edge does not depend on products, price or service alone but also on reputation. Corporate Social

Responsibility (CSR) is a concept where firms commit to improve the society beyond their legal obligations. Amponsah-Tawiah and Dartey-Baah (2012) define CSR as the “strategic decision of an organisation to voluntarily act upon the social factors that have the potential of militating against the fulfillment of corporate goals”. The non-governmental organization World Economy Forum identifies responsible business in the following way: “to do business in a manner that obeys the law, produces safe and cost effective products and services, creates jobs and wealth, supports training and technology cooperation and reflects international standards and values in areas such as the environment, ethics, labour and human rights. To make every effort to enhance the positive multipliers of our activities and to minimize any negative impacts on people and the environment, everywhere we invest and operate. A key element of this is recognizing that the frameworks we adopt for being a responsible business must move beyond philanthropy and be integrated into core business strategy and practice” (World Economic Forum 2002, 2). The above definition seeks to emphasize the fact that businesses in their performance of their social responsibilities go beyond legal requirements and attempt to satisfy the needs of stakeholders; whether they have authority over them or not.

CSR is the ability and willingness of a business entity to respond to the needs of its various stakeholders while ensuring the business’s bottom-line. This means a business recognizes the various interest groups that are affected directly and indirectly by its actions and inactions and employs measures to mitigate such effects while paying dividends to shareholders. CSR is both voluntary and involuntary, that is, there are certain aspects of CSR that are involuntary hence management of such entities will have to abide by them. These are the laws governing the operations of such entities in the community and failure to abide by them will attract sanctions. A business is also expected to operate in an ethical manner and be seen to be philanthropic in the community while maintaining its core mandate of being profitable.

2.4 Dimensions of CSR

Anku-Tsede and Deffor (2014), states that the CSR pyramid developed by Carroll (1991) emphasizes that a company has four different dimensions of CSR that need to be taken into consideration in order to fulfil its obligations towards the society; these are;

1. Economic Dimension

The economic responsibility component of the pyramid, according to Carroll (1991) constituted the fundamental reason corporate organisations exist. That is, to maximize shareholders' value while remaining competitive within the market they operate. “Therefore, in the absence of profit, a company cannot and will not survive” (Carroll, A. B. 1991). According to Carroll (2016), the economic responsibility is a baseline requirement that must be met in a competitive business world.

2. Legal Dimension

Society in accepting businesses as economic entities, also established the rules under which businesses are expected to operate and function. Businesses are required to comply with these laws and regulations as prerequisite for operating. Carroll (1991) explains that although firms seek to maximize shareholder value, all businesses must ensure they operate within the rules and regulation of their host countries.

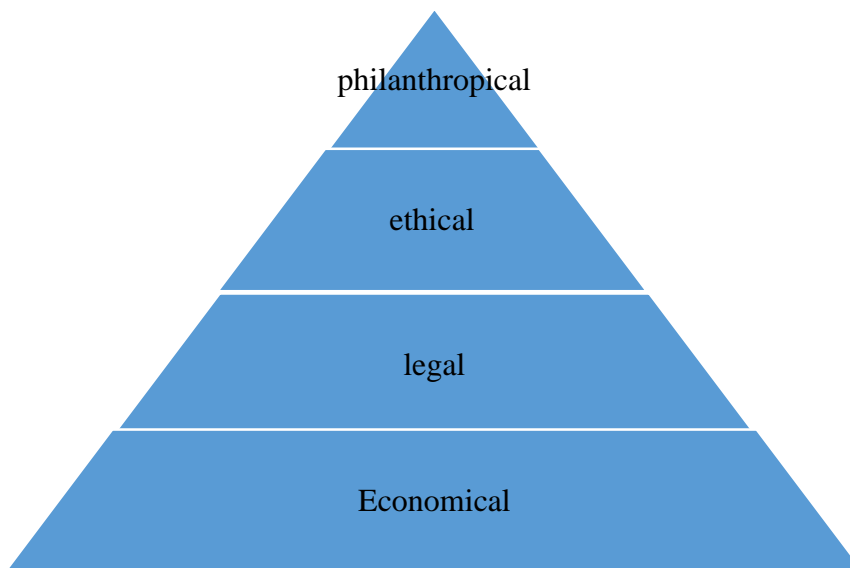
3. Ethical Dimension

Ethical expectation is that businesses will conduct their affairs in a fair and objective manner even when laws do not provide guidance or courses of action. The goal of this expectation is that businesses will be responsible for the principles, and expectations that reflect and honor what stakeholders regard as consistent with regards to the protection of their moral rights.

4. Philanthropic Dimension

Companies engage in a variety of giving forms such as gifts of monetary resources, product or service donations, volunteerism by employees and management, community development and other discretionary contributions to the stakeholder groups that make up the community in which they operate. This is usually done to augment the business's reputation and not necessarily for noble reasons. According to Carroll, (2016) philanthropy historically has been one of the most important elements of CSR definitions and this continues today.

In conclusion, a valid CSR definition attempts to include the economic, legal, ethical, and philanthropic expectations that society places on businesses at a given point in time. Both economic and legal responsibilities are required of business by society while the ethical and philanthropic responsibilities are expected of business by society.



Source: Carrol (1991)

2.5 CSR and Consumer Behavior

Literature on consumer behavior is diverse and extensive in relation to changes in society, economics, and technology which affect the way consumers behave. Schiffman and Kanuk

(1997) define consumer behaviour as: "the process whereby individuals decide whether, what, when, where, how, and from whom to purchase goods and services".

2.5.1 Models of Consumer Behaviour

Consumer behaviour model is the series of factors that lead to buying pattern behavior and hypothesizes the relationship of these factors to behavior and to each other. According to Engel and Blackwell (1982), a model provides the researcher with a range of appropriate variables, thereby preventing a problem often experienced, namely a narrow perspective when looking at problems. There are mainly four models of consumer behaviour, these are;

- The Bettman's information processing model,
- The Nicosia model,
- The Howard Sheth model and
- The Howard model.

2.5.1. a The Bettman Information Processing Model

Bettman Information Processing Model is a specific field of consumer behaviour, namely information processing. The model provides an analytical framework for understanding consumer behaviour in an environment where choice is made by selecting between a set of alternatives. This model comprises two sub models namely the basic model and the intermediate or modulating processes. The basic model consists of motivation and goal hierarchy, information acquisition and evaluation. The intermediate processes focus on four elements, namely perceptual encoding, processing capacity, memory and external search and finally, scanner and interrupt mechanisms. This model offers a broad view of purchase decisions, including choices among product classes as well as competing alternatives within a

specific product class. The model simply stresses the ability of the customer to assess information acquired either personally or externally from other sources to assist in making a choice when purchasing a product or service.

For CSR purposes, the Bettman Model helps businesses provide effective communication of relevant information to consumers. That is, businesses are able to provide effective philanthropic information desired by customers which invariably influence their purchasing buying options especially in a competitive sector. Consumers will want to associate with a business that is “doing good” in society either through their own experiences or through the experiences of others.

2.5.1. b The Nicosia model

The Nicosia Model of Consumer Behavior was developed in 1966, by Professor Francesco M. Nicosia. This model focuses on the relationship between the firm and its potential consumers. The model suggests that messages from the firm (advertisements) first influences the predisposition of the consumer towards the product or service. Based on the situation, the consumer will have a certain attitude towards the product. This may result in a search for the product or an evaluation of the product attributes by the consumer. If the above step satisfies the consumer, it may result in a positive response, with a decision to buy the product otherwise the reverse may occur. The Nicosia Model has four components or fields, these are; exposure of the organizations message, search and evaluation, purchase and feedback.

For CSR to be able to achieve its objective, messages through advertisement of businesses’ philanthropic acts should be reported as accurately as possible and should be of interest to the potential consumer.

2.5.1. c The Howard-Sheth model

This model was introduced by John Howard and Jagadish Sheth in 1969. The Howard-Sheth model of consumer behaviour is “an approach for examining the combined impact of the social, psychological and marketing factors on the buying behaviour or preference of the consumers and the industrial buyers into a logical order of information processing” (Prachi, M. 2019). This model clearly differentiates between three different levels of decision-making namely extensive, limited and routinized problem-solving.

This looks at the consumer who has very little or no knowledge and beliefs about brands actively seeks information on a number of alternatives at this point due to the lack of a brand preference (extensive) to the stage where the consumer cannot fully assess the brand differences to arrive at a preference, since knowledge and beliefs about the brands are only partially established (limited) and the final stage where the consumer has well established knowledge and belief that regarding brands and that sufficient experience and information with the brands will avoid confusion between various brands. At this stage, no or little search is made as the consumer decides in advance what to buy. The buyer is entirely aware of the products offered by different brands and the features, pros and cons of each product.

The model also consists of four variables; namely Inputs, perceptual and learning constructs, outputs and exogenous variables.

2.5.1. d The Howard Model

This model was designed by John Howard in 1974 and was based on revisions from the Howard-Sheth model. This model views consumers to be in one of three different stages of decision making, corresponding to the first three stages of the product life cycle. During the introductory stage of the product life cycle, the decision making is the extensive problem-solving, followed by the growth stage, which has the limited problem solving and then the

maturity stage, the decision state is the routine problem-solving. The Howard model portrays the consumer decision process, comprising six interrelated concepts, namely Information, Brand recognition, Attitude, Confidence, Intention and Purchase.

The model will be greatly beneficial for marketing communications. Businesses will want to persuade consumers to associate with products or services from an “ethical mind”, hence businesses will engage in activities that are good for society and communicate these good deeds. Once consumers are demanding businesses do more for the society and are willing to engage with businesses that are willing to do so, businesses are likely to do philanthropic programs to endear themselves and their products to the minds of the consumer.

2.6 Brand loyalty

In modern business context, where competition is rife and where the market is constantly changing,

Customer loyalty has become a valuable business intangible asset, being essential for any business

Strategy. It is seen as “the situation in which a consumer generally buys the same manufacturer-originated product or service repeatedly over time rather than buying from multiple suppliers within the category” (Moisescu, O.I. and Vũ, D.A. 2011). Jacoby and Chesnut in 1978 defines brand loyalty as “the biased behavioral response expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of brands and is a function of psychological processes”.

Brown in 1952 distinguishes between four groups of buyers with regard to two brands, brand A (AAA) and Brand B (BBB)

- hard-core loyals, who buy the same brand over a given period of time (AAA),

- split loyals, who are loyal to more than one brand, with divided loyalty (ABABAB),
- shifting loyals with unstable loyalty, who are loyal to one brand for a period of time, but easily shifting from one brand to another (AAABBB) and
- switchers or non-loyals, who show no loyalty to any brand.

Jacoby's definition stresses the fact that repeat buying behavior is only an element of brand loyalty and must be accompanied by psychological commitment. Though there is a somewhat relative agreement regarding the conceptual definition of brand loyalty as a result of the conceptualization framework provided by Jacoby and Chesnut in 1978, there is however, no single agreement regarding the measurement of loyalty.

2.6.1 Relationship between CSR Programs and Brand Loyalty

A lot of research has gone into attempts at finding the relationship between the performance of social programs by businesses and its effect on brand loyalty. One of the reasons for this interest in CSR is due to its influence on consumer behavior at a time when consumers are seeking more from businesses than simply quality and affordability. Brand loyalty is seen as “A deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby, causing repetitive same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior”(Bediako, O. B. 2017). The gains of having loyal customers is huge; ranging from competitive advantage, higher sales volumes as well as social license. Businesses that engage in a higher level of CSR are linked to stronger loyalty behavior, this is because the business develops a “positive image” in the consumers’ mind and hence would want to be identified with it.

However, there have been earlier research which indicated otherwise. That is, other researchers believe the benefits of CSR have been overrated. One of such is Boulstridge and Carrigan. In (2000) they argued that CSR should not be seen as the most salient option in consumers’

decisions to be loyal to a particular company and that price, quality and brand familiarity seem to be the most important criteria.

In conclusion, theoretically, there is a correlation between a business CSR programmes and customers' loyalty to the brand. That is, if customers associate moral or ethical causes to a business, they are likely to be emotionally attached to the business hence creating brand loyalty. This study is therefore interested in identifying if this phenomenon is true in the case of Kasapreko.

2.6.2 What Influences Customers' Choice of a Brand.

Factors affecting customer loyalty vary from one industry to another, however, there are those that run through all industries. That is, regardless of the industry, these factors lead to brand loyalty.

“factors such as customer satisfaction, customer relationship, product image and trustworthiness of organization play a very important role in strengthening customer loyalty” (Abassi, A. S., Afzal, H., Akhter, W. and Ali, I. 2010). Customer satisfaction, trustworthiness, importance of relationship and image play vital roles in brand loyalty. However, certain factors are more pronounced in certain sectors than others. According to Ngutu (2013), consumers respond, however subconsciously, to the key industry players' efforts of using brands and their loyalty and willingness to recommend their brands to others is evidence that brand ideals play a major role in ensuring sustainable growth in Kenya's cement industry players.

For instance, in Ghana, what factors will make customers loyal to the Kasapreko “Awake Natural Mineral Water” brand. Mineral water producers use similar raw material and production processes, hence there is no significant differentiation in the water produced across the various firms. Accordingly, recommendations from advertisers, family and friends are very decisive in building brand loyalty. Nartey, (2012) and Kyei (2017) viewed that, “Customer

satisfaction, pricing are other factors affecting brand loyalty in the water industry. It is believed that the national identity of a brand influences customers' loyalty of the said brand especially among those who value patriotism”.

In conclusion, there are varying factors such as customer satisfaction, pricing, packaging and patriotism that affect brand loyalty in the water industry and since that is the focus of this study, emphasis will be placed in identifying if these are so in the case of Kasapreko and to a larger extent the Mineral Water industry in Ghana.

2.7 CSR in Ghana

The concept of CSR is imported in many developing countries and remains so in some countries even today. Some businesses make donations either due to competition or because of an official within the organization's ego. Also, the majority of research was biased toward large multinational businesses within the mining, banking and telecommunications sectors and focused on organisational practices and management perspectives. Most literature on CSR in Ghana and to a large extent Africa are based on Carroll's CSR Pyramid. Visser, (2006) critiqued Carroll's conceptualisation of CSR arguing that it was North America biased and not entirely applicable to the African context. He argues that unlike Carroll who makes philanthropic responsibility the last in the hierarchy of responsibilities, within the African context, Philanthropic responsibility is the second most important, because of issues of poverty and underdevelopment. A multinational company may want to be ethical and score high on international CSR ratings hence engage in activities such as donations to the government for some projects, however that may not be what the community within which they operate want. They may want a bore hole, a school project or a marketplace.

In Ghana, “the increasing concern expressed by policy makers about corporate social responsibility and the pressure exerted on firms to demonstrate high ethical standards have

pushed many companies to focus on CSR”(Amo Mensah, H. 2019). Ghana does not, however, have a go-to document on CSR, though there are some policies that provide the Corporate Social Responsibility (CSR) framework in Ghana. Policies such as tax cuts, legislation, and other forms of Law such as the Ghana Land Policy document regulate CSR in Ghana. This means that tax rebates are one of the benefits of engaging in CSR in Ghana. However, in Ghana, most businesses focus on the larger environment to the neglect of the immediate environment. Aamponsah-Tawiah, K. and Dartey-Baah, K. (2012) also note that “In Ghana, the concept has tended to focus on the external environment to the neglect of the internal environment from where employees operate”.

As a result of the above, these projects do not yield the needed benefits both for the business and the beneficiaries, therefore this study will therefore research into that area, that is, the CSR programmes or initiatives of Kasapreko.

2.8 Review of other Works on Thematic Areas

Sustenance has become a phrase for businesses to encompass different initiatives regarding CSR, environment, and profitability. That is, consumers are now more interested in how businesses make profits in a moral manner without having adverse effects on the environment.

Kitchen in 1997 identified eight broad CSR themes; stakeholder pressure, governance, contingencies, practices, partnerships, barriers and enablers performance; and optimization which are grouped into a 4P model and this model is made up of pressure, partnership, practices and performance.

2.8.1 Stakeholder Pressure

Stakeholder theory suggests that besides shareholders, there are other stakeholders who have varying interests in the organisation hence management must seek to address these interests in

order to obtain legitimacy especially by large organisations. Some examples of Stakeholders are employees, community, financiers, governmental agencies, trade unions etc. Different stakeholders have different influences on the implementation of environmental or social sustainability of the business. Therefore, businesses should be able to map out successfully their stakeholders and identify those who have legitimacy and authority over their operations. This means that not all stakeholders' pressure should engage the business focus, otherwise they will waste their resources.

2.8.2 Practices

Practices are the actual or physical implementations of sustainability and actual case studies are used to examine how social sustainability is implemented. In assessing best CSR practices in a given sector, case studies involving leading business in the given sector are taken to look at the sustainability and identify the 'best practice'. Sodhi and Tang (2017) identified different environmental postures to explain strategic trade-offs among the economic, environmental and social elements of the triple-bottom-line. Businesses also attempt to build their best practice around technology in order to create competitive advantage for themselves and suppliers. Practices in this sense, is where businesses engage in the best of practices financially, ethically, and technologically, hence putting them in a competitive advantage in their respective industries.

However, there are businesses engaged in what can be termed as worst practices which are likely to affect the fortunes of these businesses when consumers are made aware. "For instance, Dow Chemical has not taken any action suggesting social responsibility towards the communities affected by the Bhopal tragedy of 1984 despite Newsweek reporting that, as of 2014, more than 500,000 people continue to suffer. Instead, the company insists it has no legal responsibility following its 2001 purchase of Union Carbide, whose plant killed and blinded

tens of thousands in 1984, benefiting from the assets of the acquired company but walking away from liabilities” (Sodhi, M. S. and Tang, C. 2017).

2.8.3 Partnership

Sometimes in the performance of a socially responsible activity by a business, it must partner or form partnership with agencies representing different stakeholders’ interests with the desire to achieve similar social outcomes. For instance, Garcia Rodríguez, Rodríguez, Gutierrez and Major (2013) provide a case study of an NGO working with farmers and buyers, and show that the resources provided by the NGO and by the buyer serve different purposes at different stages of supplier development to alleviate poverty.

2.8.4 Performance

Being able to successfully measure the implementation of CSR programmes using performance metrics is very important. Hutchins and Sutherland (2008) reviewed metrics, indicators, and frameworks of social impacts and initiatives relative to their ability to evaluate the social sustainability of supply chains.

There are appropriate metrics for measuring performance objectives of different stakeholders. That is the metrics for measuring performance for employees will differ for that of financiers. However, sustainability research and reporting is from the company’s management point of view; thus, one sided rather than from rather than from the other stakeholders. Hence, it is difficult to measure the benefits to the other stakeholders.

2.9 Summary

In a consumerist economy where many brands are competing for the consumer’s scarce resources, a business must go above and beyond to convince the consumer, it does not only exist to make profit but because they care for the environment in which they operate. CSR has

thus become an important management function of a business, and the ability of the business to harness such benefits depends largely on its marketing communications. According to Anim and Agbemabiese (2015) “it emerged that companies’ investment in CSR can contribute to brand awareness, brand differentiation and brand equity.

The implication is that organisations that aim to derive long-term value ought to tie their CSR activities to their brands. The business must take into consideration the various models of consumer behaviour when modeling its communications.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces the procedure used in data collection and data analysis in this research. A simple library and internet-based research methodology will be adopted for the study. This comprised the collection and analysis of both literature on CSR and its influence on brand loyalty. This is important because accuracy and dependability of a research is affected by the research method used during a study. As such, this chapter will explain the research design, the purpose of the study, the sampling and sampling techniques as well as the research quality.

3.2 Research Design

A lot of scholars and researchers have attempted to define the term research. De Vaus (2001) defines research design as “the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. Three approaches namely the qualitative, quantitative as well as the mixed method are all different research designs often used by researchers to analyze collected data on a specific topic.

The quantitative research method has its basis in theory and the researcher advances to form hypothesis based on the theoretical basis with collected data to back the hypothesis. “Quantitative research, is a research approach aimed at testing theories, determining facts, demonstrating relationships between variables, and predicting outcomes” (Mafuwane, B. M. 2012). Quantitative research uses the random selection techniques with observation, survey and experiments as major techniques of gathering quantitative research data. The quantitative

research provides participants with clear cut alternatives to choose from hence conclusions are deducted from the choices made from these alternatives.

Mixed methods design is a method that includes both qualitative and quantitative data collection. Kemper, Springfield and Teddlie (2003) defined mixed methods design as a method that includes both qualitative and quantitative data collection and analysis in parallel form (concurrent mixed method design in which two types of data are collected and analyzed in sequential form). There are reasons for which mixed research is allowed; both approaches give a variety of perspectives from which a particular occurrence can be analysed and they share a commitment to understanding and improving the human condition.

Qualitative data is a form of research that focuses on the way people interpret and make sense of their experiences and the world in which they live. Denzin and Lincoln (2005) defined qualitative research as a situated activity which locates the observer in the world. The purpose of qualitative research is to enable the researcher to assess his sample from his population through interaction with the people under study. It allows the researcher to ascribe meanings people assign to social theories and gain firsthand information regarding the experiences of the subject matter. Mafuwane (2012) suggested that the qualitative approach, also commences with measures and observations that the researcher identifies patterns with leading to the construction of hypothesis, which is further researched to formulate theories. Qualitative research is used to investigate and analyze data which cannot be measured in a statistical form such as relationship or cause and effect. .

For the purpose of this research, the researcher will adopt the qualitative methods since the research is focused on a case study-Kasapreko. The aim of a case study is to determine precisely the factors and causes which put to bare the complete behavioral patterns of variables and the place of the variable in its surrounding social environment.

3.3 Population

Lavrakas (2008) refers to a research population as a group of individuals, items, units or variables that share similar traits sought by the researcher and about which inference are to be made. The population for this research is anybody that is involved in any way in the Kasapreko Mineral Water value chain and they include manufacturers, wholesalers, retailers and members of communities in Ghana. The criteria for selecting these participants as the population for this research is due to the fact that they are all involved in the Kasapreko Mineral Water value chain one way or the other, hence, will be able to provide useful data for the purpose of the study.

However, due to time and logistic constraints, the researcher cannot engage all of them in the data collection process hence selects a smaller sample size and within a defined geographical location. “Studying every member of the population is also generally cost-prohibitive and may, in fact, confuse the research because measurements of large numbers of people often affect measurement quality” (Wimmer, R. d. and Dominick, J.R. 2006).

3.4 Profile of Kasapreko Company Limited

KASAPREKO COMPANY LIMITED (KCL) is one of the leading alcoholic, non-alcoholic beverages and water producers in Ghana. The company was set up by Dr. Kwabena Adjei in 1989 at Nungua but is currently located off the Spintex road. KCL currently employs a total of 573 regular and contract workers. Its vision is to produce “Quality drinks for all everywhere”, while its mission is “to be a multinational company creating lasting value for our stakeholders by producing diversified alcoholic and non-alcoholic beverages from herbal and other traditional blends using first class technology. We will be guided by a governance structure that encourages organizational effectiveness and motivates staff to achieve excellence”.

The company's flagship products; "Alomo" bitters have been readily accepted in the West African sub region and beyond. Other quality brands which form its major strength include the Opeimu Bitters, Cocoa liqueur, Tonic Wine, Lime, Cardinal Strawberry, Dry Gin, Kasapreko Brandy and K20 Gin and Whisky. The Company entered into the mineral water industry with the "Awake Mineral Water brand. It is a charity driven bottled purified water focused on changing lives in Ghana. With its launch, Awake Purified Drinking Water highlights Kasapreko's ability to couple its award-winning products with its corporate social responsibility across communities in Ghana.

KCL engages in CSR programmes which include donations to various traditional councils in support of developmental projects and support to institutions such as the University of Ghana and Korle-Bu Teaching Hospital (Cardiothoracic Center).

The company collaborates with the Centre for Scientific Research into Plant Medicine – CSRPM (Mampong – Akwapim), an affiliate of the World Health Organization in the development of their products and who supply the concentrate base for the production of their products.

(Source; Ghana Investment Promotion Council (GIPC);Kasapreko Company's website)

3.5 Sampling Technique and Size

Trochim (2020) defines sampling as the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample the researcher may fairly generalize the results back to the population from which they were chosen. Wimmer and Dominick (2006) states sampling techniques as the systematic methods used in selecting the appropriate sample size from the population for primary data collection purpose. The probability and non-probability sampling techniques are the two major types. "A probability sample is selected according to mathematical guidelines whereby each unit chance is known" (Wimmer, R. d. and

Dominick, J.R. 2006). This sampling technique allows the researcher to calculate the sampling error present in the research. Trochim (2020) defines non-probability sampling as the selection of participants to be based on researchers' discretion and it is used in qualitative research. It does not follow any mathematical guidelines hence samples do not have equal chance of selection and this includes purposive, available or convenient, quota and snowball sampling.

This research makes use of purposive sampling where the participants are selected for their specific traits- involvement in the Kasapreko Mineral water value chain. Barrat (2009) defines Purposive sampling as a technique that relies on the judgement of the researcher when choosing who to ask to participate. These participants suit the needs, or characteristics needed for the research work. Purposive sampling has the advantage of being time-and cost-effective to perform whilst resulting in a range of responses. Purposive sampling leads to volunteer bias. It is also prone to errors of judgement by the researcher and the findings will not necessarily be representative.

These samples include subjects who meet these criteria and they are manufacturers, wholesalers, retailers and members of the community in the Kasapreko Mineral Water value chain.

3.6 Sample Size

Lavrakas (2008) refers to the sample size of a survey as the number of units that were chosen from which data were gathered. The sample size is selected for the study due to time constraints, financial constraints and scope of study. A total of hundred (100) respondents will be sampled for the study: twenty (20) water wholesalers, thirty (30) retailers, thirty (30) customers, ten (10) society members and ten (10) members of the manufacturer (staff of KCL).

3.7 Data Sources

In order to successfully conduct this research, primary and secondary sources of data will be used. Primary source is the answers from the interviews provided from respondents. Secondary data analysis are made from secondary sources, that is, data from both published and unpublished sources for research dissertations, subject relevant books, KCL websites, KCL brochures etc. Data from both sources are used for this research and these will aid in analysing the empirical and theoretical framework of this study.

3.8 Data Collection

Two data collection methods will be used in line with the qualitative method adopted for the study. These are in-depth interviews and document analysis. The unstructured form of interview will be used to collect data from the respondents (some staff of the KCL, wholesalers, retailers, consumers and members of the community within the Kasapreko Mineral Water Value Chain). It will be used because of its known advantages of building good rapport, ensuring trust and healthy atmosphere in which participants easily cooperate, answer questions, and clear misunderstanding about any aspect of a study (Kumekpor, 2002). This will also enable the researcher to add, subtract, or even explain terms and concepts to the understanding of the participants. This will be supported with tape recordings. The interview guide will be used as the instrument for this method of collecting data.

Document analysis will be used to collate information from the Director of Communications and Marketing of Kasapreko in order to collaborate answers provided. Documents such as articles in newsletters, websites and the Company's Annual Budget will be analysed to ascertain answers provided. In this regard, the document analysis will be used as the instrument for the data collection.

3.9 Data Processing and Analysis

Data from the field will first be cross-checked and edited to ensure that responses are obtained for all the questions on the interview guide. Also, document analysis will be done on the data collected to ensure accuracy. The tape recordings of the interviews will be transcribed and categorised under specific themes to be used for the analysis. This will make it easier to use direct quotes where relevant.

Since the research is the qualitative method approached, the constant comparative analysis format will be used to analyse the qualitative data. Kumekpor (2002) states that this strategy involved taking one piece of data; either one interview, one statement, or one theme, and comparing it with all others that may be similar or different in order to develop conceptualizations of the possible relations between various pieces of data collected.

3.10 Ethical considerations

Permission will be obtained from Kasapreko Company before the fieldwork will be embarked on. The researcher will identify themselves to the respondents to avoid impersonation and doubts. In addition, the purpose of the study and the nature of information finding will be made known to the respondents. Willingness and anonymity of respondents will be duly respected. All forms of identification, including names, addresses, and telephone numbers will be avoided in the interviews.

3.11 Potential Limitations

One major limitation of this study could arise from the choice of the method. The fact that the study is limited to a single case study, it is unlikely to present a generalized conclusion. Instead of generalizing a phenomenon, new insights for theory that could hold more general relevance will be provided. A single case study has been chosen since the time to conduct this study

aimed to explore this topic in-depth to develop an understanding of the literature and a model for further use.

Another limitation concerning the choice of a single case study on Kasapreko Company is that it is a private and not public, hence, results may not be applicable to all companies in Ghana.

CHAPTER FOUR

CONCLUSION

4.1 Introduction

This chapter gives an insight to the researcher's current knowledge of the research topic and how this will contribute to the body of knowledge.

4.2 Summary

CSR is a relatively new field of study which has fascinated both academic and practitioners since the 1950s, hence, it is in a continuum. Businesses have recognized the fact that consumers are no longer satisfied with quality, satisfaction and/ or price but also how these businesses relate with the society in which they operate. Hence the concept CSR. CSR is the deliberate attempt of a business to work within the confines of the laws within the society, respond to its various stakeholders while attaining its bottom-line. It is the intentional action or activities of the business to assist all members of the society in which it operates even though they are not the state. These range from championing a cause to giving money. Carroll 1991 identified the CSR pyramid which comprises the economical, ethical, legal and philanthropy. According to this pyramid, a business exist to first and foremost to make profit in a legal and ethical manner as required and expected by the society. The most important aspect being philanthropy. CSR helps build brand image hence creating positive feedback in the minds of conscious consumers. It also creates better positioning and engagement than just increasing customer loyalty because firms stand to gain from the implementation of the concept by leveraging the products the firm provides within the long run. This goes a long way to influence loyalty to the business brand. Consumer behaviour is what influences a consumer to purchase a particular product among the various options available. The Bettman's information processing model, The Nicosia model,

The Howard Sheth model and The Howard model are all attempts by various researchers to explain consumer buying patterns and what influences such behavioral patterns. Organisations that aim to derive long-term value ought to tie their CSR activities to their brands. The business must take into consideration the various models of consumer behaviour when modeling its communications.

CSR in Ghana and to a larger extent Africa is relatively new, hence there is no legislature to back and enforce CSR activities by business in Ghana. CSR is practiced by large multinational (mostly mining, telecommunication) companies often at the request of some officials within the companies. As a result, these interventions do not produce the desired results. Also, some academicians argue that most businesses follow Carroll's 1991 CSR pyramid which indicates philanthropy as the fourth and final step which they believe will only work in developed nations but not Africa(due to poverty). According to these researchers, Philanthropy should be second. Also, most businesses practice CSR in their external environment while neglecting their internal. That is, a company may be seen to be engaged in active philanthropy in the community yet will be treating their employees in deplorable conditions.

Brand loyalty is the ability and willingness of a customer to make repetitive purchase of a particular product from a range of similar products. Factors influencing brand loyalty varies from one sector or industry to the other. That is, factors influencing brand loyalty in the telecommunication sector may vary from the cement or water sectors. Although certain factors run through various sectors and these include quality, satisfaction and price.

Research on CSR in Ghana is scarce since it a relatively new concept. Hence this study will add to information available on the subject in Ghana. It is revealed that CSR is mostly practiced in Ghana by multinational businesses usually in the telecom and mining industries, however, this study was focused on an indigenous business (in the beverage industry) undertaking

various CSR activities. This study is therefore providing a different perspective than is available in the body of Knowledge.

4.3 RECOMMENDATIONS

On a broader scale, the Government of Ghana should draw up a comprehensive legislature on CSR and its implementation in the country; ensuring its enforcement on companies by insisting on a substantial percentage of the company's capital for such activities. Companies who default should be penalized as is the case in developed societies.

Also, companies in Ghana and to a larger extent developing countries should treat CSR as a management function with designated personnel and funds to execute such activities. This means that CSR programs become intentional instead of it being ad hoc as is usually the case. This will increase the positive effects of such programs on the respective recipients. In designing or considering which CSR programs to embark on, businesses should engage in stakeholder meetings to determine what the needs are so interventions would be impactful. CSR is both internal and external, hence business should not focus on their external environment alone neglecting their internal environment. That is a conscious attempt should be made to address all the four dimensions of CSR as articulated by Carroll in 1991.

Aamponsah-Tawiah (2011) says CSR has not been part of the corporate agenda of many companies in the developing world. This has also affected its research hence, CSR research in developing countries is inadequate. This study is therefore adding to the body of knowledge in this field, however, further studies on the impact of Corporate Social Responsibility on loyalty in the water sector in Ghana should be conducted in order to gain more understanding and increase the reliability on the topic as this study was narrowed to a single mineral water company in Ghana; Kasapreko. This study will also serve as a basis for further research work in the area of CSR in Ghana.

4.4 Conclusion

In a competitive environment where businesses attempt to lead in their respective industries, several programmes are employed by these businesses and one of such programmes is CSR. CSR is an important concept with many rewards to the business. For a business to achieve such rewards, a deliberate attempt must be made to incorporate CSR as a management function. That is, businesses must execute CSR programmes as a management decision and not as an ad hoc activity so that the benefits can be realized by the beneficiaries. Consumers consciously or unconsciously look out of businesses that are not only interested in making profits but also giving back to the society, hence, will associate will brands that are seen to be doing so.

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