



**UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION**

**INSTITUTE OF JOURNALISM**

**ANALYSING CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE  
PERFORMANCE: A CASE STUDY OF GCB BANK PLC.**

**BY**

**RENEL PEASAH ASANTE**

**MASPRM23006**

**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF MEDIA, ARTS AND  
COMMUNICATION (UniMAC), IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF A MASTER OF ARTS DEGREE IN  
STRATEGIC PUBLIC RELATIONS MANAGEMENT**

**FEBRUARY, 2025**

**CANDIDATE’S DECLARATION**

I hereby declare that this research is a result of my own original research and that, no part of it has been presented for another degree in this university or any other higher education institute. I further declare that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

RENEL PEASAH ASANTE	MASPRM23006	.....	.....
Student Name	Index Number	Signature	Date

**SUPERVISOR’S CERTIFICATION**

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

DR. MAVIS ESSANDOH	.....	.....
Supervisor	Signature	Date

## **DEDICATION**

I dedicate this dissertation to Mr Tijani and my family who have been my source of inspiration, support and guidance. I also dedicate this dissertation to my children and friends and all loved ones, who have supported me throughout my academic journey.

## **ACKNOWLEDGEMENTS**

I would like to express my deepest gratitude to my supervisor, Dr. Mavis Essandoh for her unwavering support and guidance throughout my dissertation journey. Her invaluable expertise, constructive criticism, and encouragement played a pivotal role in shaping my research and facilitating its successful completion. I also extend my sincere appreciation to Mr. Tijani, whose enriching teaching and mentorship sparked my interest in pursuing this program. His influence has had a lasting impact on my academic and professional pursuits. Furthermore, I would like to extend my gratitude to all MAPR lecturers at UniMAC-IJ for being exemplary role models and inspiration to young women like me. Their dedication, expertise, and passion have set a high standard for me to emulate. Thank you all for your contributions to my academic growth and success.

## **LIST OF ABBREVIATIONS**

CSR- Corporate Social Responsibility

CPP- Convention People’s Party  
CFI - Confederation of Finnish Industries  
EC - European Commission  
GRI- Global Reporting Index  
GEA - Ghana Employers Association  
GHBC - Ghana Business Code  
GNCCI - Ghana National Chamber of Commerce and Industry  
I-CSR-Internal Corporate Social Responsibility  
IABC - International Association of Business Communication  
KPI- key Performance Index  
MNCs - Multi-National Corporations  
PLC- Public Limited Company  
SRS- Simple Random Sampling  
SPSS- Statistical Package for the Social Sciences  
SOEs - State-Owned Companies  
UK- United Kingdom  
USA- United State of America  
UniMAC – University of Media, Arts and Communication  
WAAS-CASS - West-Asian and African Studies at the Chinese Academy of Social Sciences

## **ABSTRACT**

The study investigated the relationship between Corporate Social Responsibility (CSR) and employee performance at GCB Bank PLC in Ghana. Grounded in Excellence theory and Stakeholder theory, this mixed-methods study aims to contribute to the existing body of

knowledge on CSR and employee performance. The study's objectives are threefold: (1) To ascertain the relationship between CSR and employee performance in Ghana, (2) To determine employees experience and perceived impact of CSR on their performance, and (3) To find out the specific challenges associated with GCB Bank PLC CSR practices on employee performance in Ghana. The quantitative findings, based on a survey of 100 employees, showed a positive correlation between CSR initiatives and employee job satisfaction (mean score: 4.05), motivation (mean score: 3.68), and perception of organizational values and work performance (mean score: 3.43). The qualitative findings, based on 10 in-depth interviews with employees, provided further insights into the impact of CSR on employee performance and the challenges associated with CSR practices. The study's findings contribute to the existing literature on CSR and employee performance, highlighting the importance of CSR initiatives in enhancing employee job satisfaction, motivation, and perception of organizational values and work performance. The study's recommendations, which include the establishment of an internal policy framework aligned with global CSR standards, have implications for organizational practice and policy.

**Keywords:** Corporate Social Responsibility (CSR), Employee Performance, GCB Bank PLC, Ghana, Mixed-Methods Study, Excellence theory, Stakeholder theory.

## TABLE OF CONTENTS

<b>CONTENTS</b>	<b>PAGE</b>
CANDIDATE’S DECLARATION .....	i
SUPERVISOR’S CERTIFICATION .....	i
DEDICATION .....	ii
ACKNOWLEDGEMENTS .....	iii
LIST OF ABBREVIATIONS .....	iii

ABSTRACT.....	iv
TABLE OF CONTENT .....	v
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
CHAPTER ONE.....	10
INTRODUCTION .....	10
1.1 Background and context of the study.....	10
1.2 Problem statement.....	4
1.2.1 Research Objectives .....	5
1.2.2 Research questions .....	5
1.3 Scope of the study .....	5
1.4 The Justification and Significance of the Study.....	5
1.5 Organization of the Study .....	6
1.6 Chapter Summary .....	7
CHAPTER TWO .....	8
LITERATURE REVIEW AND THEORETICAL FRAMEWORK .....	8
2.0 Introduction.....	8
2.1 Theoretical Framework .....	8
2.1.1 Excellence Theory of Public Relations .....	8
2.1.2 Stakeholder Theory .....	10
2.1.3 Relevance of applicable theories .....	11
2.2 Empirical review and related works .....	12
2.2.1 CSR impact on employee performance in organizations.....	12
2.2.2 Impact of internal CSR on employee engagement .....	13
2.2.3 Organizational management impact on CSR .....	14
2.2.4 Gaps in literature .....	15
2.3 Conceptualization of Corporate Social Responsibility (CSR).....	16
2.4 Four Components of Corporate Social Responsibility (CSR) in Organization .....	17
2.4.1 Economic Responsibility .....	18
2.4.2 Legal Responsibility .....	18
2.4.3 Ethical Responsibility .....	19
2.4.4 Philanthropic Responsibility .....	19
2.5 Corporate social responsibility in Africa .....	19
2.6 Corporate social responsibility in Ghana .....	20
CHAPTER THREE.....	21

RESEARCH METHODOLOGY.....	21
3.0 Introduction.....	21
3.1 Research approach .....	22
3.2 Research design .....	22
3.3 Study population .....	22
3.4 Sample and Sampling Techniques .....	23
3.5 Data collection instruments.....	24
3.6 Data collection procedures.....	24
3.7 Data analysis .....	24
3.8 Ethical Issues .....	25
3.9 Chapter summary .....	26
CHAPTER FOUR.....	27
DATA ANALYSIS AND DISCUSSION OF QUANTITATIVE DATA .....	27
4.0 Introduction.....	27
4.1 Demographic characteristics of respondents .....	28
4.2 Gender of the Respondents .....	29
4.3 Discussion of demographic factors influencing CSR practice among GCB Bank PLC staff.....	31
4.4 Findings and Discussion On Qualitative Data .....	36
4.1.1 Introduction.....	36
4.5 RQ. 3 What specific challenges are associated with GCB CSR on Employee Performance in Ghana? .....	38
4.5.1 Internal Corporate Social Responsibility (I-CSR) challenges .....	39
4.5.2 External corporate social responsibility challenges .....	39
4.5.3 Lack of environmental CSR policy implementation .....	40
4.5.4 Unequal expectations from stakeholders .....	42
4.6 Philanthropic CSR initiative .....	42
4.6.1 Lack of budget for CSR .....	43
4.6.2 Internal bureaucracy.....	44
4.7 Cultural Competence .....	45
4.8 Effective communication at workplace.....	46
4.8.1 Language barriers.....	47
4.8.2 Cultural sensitivity .....	47
4.8.3 Active listening .....	47
4.9 Alignment with global CSR report standards .....	49

4.9.1 Conformity to global CSR report.....	49
4.9.2 Implications on employee performance.....	50
4.10 Discussion of findings.....	50
4.11 Correlation of findings of quantitative and qualitative data .....	51
CHAPTER FIVE .....	52
SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSION .....	52
5.0 Introduction.....	52
5.1 Summary of findings.....	52
5.2 Conclusions.....	54
5.3 Limitations of the study .....	55
5.4 Recommendations.....	55
5.5 Suggestions for future research studies.....	56
BIBLIOGRAPHY.....	57
APPENDIX: A.....	62
APPENDIX: B.....	64

### **LIST OF TABLES**

Table 4.1: Age of the Respondents .....	28
Table 4.2: Highest Level of Education.....	29
Table 4.3: Gender of the Respondents .....	29
Table 4.4: Position of the Respondents.....	30
Table 4.5: Years in GCB Bank PLC Membership .....	30
Table 4.6: Relationship between CSR and employee performance .....	32
Table 4.7: Employees experience and perceived impact of CSR on their working performance. ....	34
Table 4.8 Demographic Characteristics of Participants .....	37

**LIST OF FIGURES**

Figure 2.1 illustrating the four main components of CSR practises in organization. .... 17

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter gives the introduction and background of the research study. It examines the problem statement based on the literature gaps that have been identified, general objectives, specific objectives, research questions, justification and significance of the study, scope of the study, limitations of the study, organization of the study, and a chapter summary.

#### **1.1 Background and context of the study**

Corporate Social Responsibility (CSR) has evolved significantly since its inception, transforming from a marginal concept to a central component of modern business strategy (Crane, 2018; Carroll, 1999). As globalization intensifies, organizations face increasing pressure from stakeholders to demonstrate their commitment to CSR sustainability (Li, Luo, & Wang, 2020; Gond, Cabantous & Wright, 2017; Matten & Moon, 2008). CSR literatures has

responded with a surge of research exploring the CSR-employee performance nexus (Slawinski, Pinkse & Busch (2017; Aguilera, Rupp, Williams, & Ganapathi, 2007; Brammer, Millington & Rayton. This CSR-employee performance has emerged from the triple-bottom-line approach, first introduced by Elkington (1997), which emphasizes the need for organizations to balance economic, social, and environmental performance (Savitz & Weber, 2006; Hartmann et al., 2016; Whiteman et al., 2019). This framework recognizes that corporate success is inextricably linked to social and environmental sustainability (Crane, 2018; Gond et al., 2017). Recent studies have highlighted the importance of CSR in achieving global environmental sustainability and improving employee engagement and performance (Whiteman et al., 2019; Li et al., 2020; Slawinski et al., 2017). The social dimension of CSR encompasses stakeholder engagement, human rights, labor practices, and community development (Crane, 2018; Gond et al., 2017). The environmental dimension involves minimizing ecological footprint, reducing greenhouse gas emissions, and promoting sustainable resource management (Whiteman et al., 2019; Hartmann et al., 2016). Carroll (1999) and Delmas (2011), states that, the legal dimension of CSR involves compliance with regulations, laws, and industry specific standards. According to Whiteman, Walker and Perego (2019); Hartmann, Moeller and Eisend (2016), Carroll (1999); and Delmas (2011) studies, the successful implementation of Corporate Social Responsibility (CSR) initiatives hinges on a complex array of internal and external factors, collectively known as the operational context. This context encompasses various elements that shape an organization's approach to CSR, including its culture, leadership commitment, stakeholder engagement, resource allocation, regulatory environment, and industry-specific challenges. An organization's culture plays a pivotal role in fostering a positive attitude towards CSR among employees, which in turn can lead to increased engagement and commitment (Gond et al., 2017). Leadership commitment is equally crucial, as top management's support and championing of CSR initiatives can significantly impact their success (Aguilera et al., 2007). The global context of effective stakeholder engagement is also vital, as it enables

organizations to understand and respond to the needs and expectations of various stakeholder groups both within the organization and without. (Freeman, Harrison, Wicks, Parmar & de Colle, 2010). Moreover, resource allocation has been defined as a critical consideration, as the availability and allocation of financial, human, and technological resources can significantly impact the implementation and sustainability of CSR initiatives (Brammer et al., 2007). The regulatory environment also exerts a significant influence on an organization's approach to CSR, with compliance with laws, regulations, and industry standards being essential for maintaining social and environmental sustainability (Delmas & Montes-Sancho, 2011). Furthermore, globalization and internationalization have introduced new CSR challenges and opportunities, particularly in the context of global supply chains (Matten & Moon, 2008); recognizing the industry and sector-specific challenges which takes into account that different industries and sectors face unique CSR challenges and opportunities (Hartmann et al., 2016). Given this assertions, corporate social responsibility (CSR) has become a crucial aspect of business operations in recent years (Schrempf-Stirling et al., 2016; Porter & Kramer, 2011; Kotler & Lee, 2005). Organizations are increasingly recognizing the importance of giving back to society and promoting sustainability (Nalband & Al-Amari, 2020). The concept of CSR has evolved over the years, from a focus on philanthropy to a more strategic approach that integrates social and environmental considerations into business operations (Porter & Kramer, 2011; Carroll, 1991). Organizations are now expected to go beyond mere compliance with regulations and to demonstrate their commitment to social responsibility (Schrempf-Stirling et al., 2016).

In Ghana, the banking sector is a significant contributor to the country's economy, and GCB Bank PLC is one of the leading banks in the country (GCB Bank PLC, n.d.). The banking sector has been at the forefront of CSR initiatives (Amoako, Anku-Tsede, & Agyemang, 2020). GCB Bank PLC as one of the leading banks in Ghana, has a strong commitment to CSR (GCB Bank PLC, n.d.). The bank has implemented various CSR initiatives, including education and

healthcare programs, community development projects, and environmental sustainability programs (GCB BankPLC, n.d.). However, the impact of CSR on employee performance has not been extensively explored in the Ghanaian context.

## **1.2 Problem statement**

Despite GCB's significant contributions to Corporate Social Responsibility (CSR), the impact of these efforts on employee performance remains unclear. This knowledge gap is substantial, as employee performance is crucial to organizational success (Huselid, 2019). The relationship between CSR and employee performance is complex, influenced by various factors, including the type of CSR initiative, employee perceptions, and alignment with the organization's core business (Barnett & Salomon, 2012; Aguilera et al., 2007). If employees perceive CSR initiatives as misaligned with the organization's core business, they may view them as a waste of resources, leading to decreased motivation and performance (Barnett & Salomon, 2012; Huselid, 2019). Moreover, the impact of CSR on employee performance may vary depending on the type of initiative, with some programs, such as environmental sustainability, potentially being perceived as more important than others, like philanthropic initiatives (Aguilera et al., 2007).

In the Ghanaian context, research on the relationship between CSR and employee performance is limited (Amoako, Anku-Tsede & Agyemang, 2020). While some studies have explored the impact of CSR on financial performance, few have examined the relationship between CSR and employee performance. The lack of research on the impact of CSR on employee performance in the Ghanaian context is a significant knowledge gap. The researcher argues that, there are limited research on CSR and employee performance in Ghana. While previous research studies focused on CSR in Corporate organisations, CSR on employee performance has not received the attention it deserves in public institution by CSR researchers. This study aims to address this gap by exploring the relationship between CSR and employee performance

at GCB, examining the factors that influence the relationship, and identifying the types of CSR initiatives that have the most significant impact on employee performance.

### **1.2.1 Research Objectives**

1. To ascertain the relationship between CSR and employee performance in Ghana
2. To determine employees experience and perceived impact of CSR on their performance.
3. To find out the specific challenges associated with GCB Bank PLC CSR practices on employee performance in Ghana.

### **1.2.2 Research questions**

1. What is the relationship between CSR and employee performance?
2. How do employees experience and perceive the impact of CSR on their performance?
3. What are the specific challenges with GCB Bank PLC CSR practices on employee performance?

### **1.3 Scope of the study**

The study focused on CSR and employees' performance at the GCB Bank PLC in the Greater Accra Region of Ghana. The study is limited to the head office of the GCB in Accra. The study, however, does not focus on other GCB Bank PLC branches in Accra and other regions of Ghana.

### **1.4 The Justification and Significance of the Study**

The study on the relationship between Corporate Social Responsibility (CSR) and employee performance at GCB Bank PLC is a crucial endeavor that holds significant importance for various stakeholders. Firstly, the study will contribute to the existing body of knowledge on CSR and employee performance, providing new insights and perspectives on the topic. The findings will serve as a valuable resource for students, lecturers, and practitioners seeking secondary information and literature for future studies. This contribution will enhance the

understanding of CSR's impact on employee performance, enabling scholars and professionals to develop more effective CSR strategies.

Secondly, the study's findings will be of great help to the management and Public Relations department of GCB Bank PLC, enabling them to better appreciate the existing challenges related to CSR practice and its impact on employee performance. This will inform the development of effective CSR strategies that align with the organization's core business and enhance employee performance. By understanding the relationship between CSR and employee performance, GCB Bank PLC can optimize its CSR initiatives to improve employee motivation, productivity, and overall performance.

Furthermore, the study's focus on the banking industry in Ghana will provide industry-specific insights and recommendations, making it relevant to other organizations operating in the same sector. This industry relevance will enable organizations to learn from GCB Bank PLC experiences and adapt CSR strategies to suit their specific needs.

Also, the study will address the knowledge gap in the Ghanaian context regarding the relationship between CSR and employee performance. the study's focus on CSR and employee performance will contribute to the achievement of sustainable development goals, particularly in the areas of economic growth, social responsibility, and environmental sustainability. The findings that come with this research will help GCB Bank PLC to develop CSR strategies that promote sustainable development and improve their overall performance of it employees.

### **1.5 Organization of the Study**

The study is structured into five chapters. Chapter One provides an overview of the background, problem statement, research objectives, research questions, significance of the study, scope, and organization of the study. In Chapter Two, applicable theories are examined through positive inquiry and analysis, along with perspectives on related empirical works. Chapter Three focuses on the research design, the study population, sampling techniques, data collection methods, and data analysis. Chapter Four presents the results and discusses the

findings of the study in light of applicable theories. Lastly, Chapter Five draws' conclusions and makes recommendations based on the research findings.

### **1.6 Chapter Summary**

This chapter provided background information for the research study by examining the problem statement in relation to the study gap identified from the review of literature on CSR practice and employee performance. It presented the study objectives and research questions that guided the research study. The scope of the study was defined to focus on the population of the GCB Bank PLC The chapter justified the significance of conducting the research. Finally, it outlined the organization of all five chapters and provided a chapter summary. The next chapter discusses the concepts and theories applicable to CSR practice and employees the GCB Bank PLC. It further reviews the empirical data that has been validated in previous studies on CSR and employee performance.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.0 Introduction**

This chapter delves into an examination of the notion of corporate social responsibility (CSR) from a worldwide standpoint, with particular focus on its implementation in Africa, particularly in Ghana. A comprehensive review of empirical research on CSR is then carried out. The chapter also explores the study's theoretical foundations, including the Stakeholders theory and the Excellence theory of public relations and examines the theories application in the context of CSR relationship with employee performance at the GCB Bank PLC.

#### **2.1 Theoretical Framework**

##### **2.1.1 Excellence Theory of Public Relations**

James Grunig (1992) developed the Excellence theory of public relations to further the idea of two-way asymmetrical communication. Grunig developed this notion through a survey-based analysis. Grunig (1992) explored the range of excellence attained in organizational practices through a survey and interviews with 327 organizations, including corporations, government agencies, nonprofit organizations, and associations, across the United States of America (USA), the United Kingdom (UK), and Canada.

The study examined the various degrees of perfection attained by statistically analyzing survey data that was gathered from 25 chief executive officers from various organizations and public relations practitioners, specifically heads of PR. The core claim of the Excellence theory was that decisions made by organizations and the caliber of their public interactions required a

problem-solving strategy that was in line with the goals of stakeholders. Additionally, public relations was positioned within organizations as a critical managerial function. According to Grunig (1992), high-ranking public relations executives and chief executive officers both stressed the need of building strong relationships because doing so not only helped practitioners create a positive image but also made environmental scanning easier.

Grunig (1992) asserts that it is possible to prevent the negative effects of having poor public relations, including legal problems, legislative obstacles, litigation costs, and unfavorable press. This viewpoint holds that public relations professionals in organizations have strategic and administrative management responsibilities, which include making sure the organization's communication efforts are in line with its goals and the demands of its stakeholders. According to the Excellence theory, managerial choices and the caliber of public relations contacts are important factors. It states that public relations (PR) should take on a managerial role inside the organizational framework and that organizations should act in a way that solves issues and supports stakeholder objectives. Grunig (1992) emphasized that senior public relations officers and chief executive officers understand the importance of building positive relationships because they help practitioners maintain a positive image and effectively monitor their surroundings.

Grunig (1992) asserts that unfavorable consequences, including legal troubles, legislative opposition, litigation costs, and negative publicity resulting from strained public relations, can all be proactively avoided. In order to integrate communication activities with company goals, the theory encourages public relations practitioners within organizations to take on strategic and administrative management positions. In keeping with this theory, an effective public relations department also works in tandem with other management divisions to build relationships with key stakeholders. The implementation of a two-way asymmetrical internal and external communication system has been found to have a substantial positive impact on employee job satisfaction. With assistance from the International Association of Business

Communication (IABC), Grunig (1992) spent fifteen years researching the best practices in communication management before developing this idea. In addition to writing three books on the topic, J.E. Grunig founded a research foundation (Dozier et al., 1995; L.A. Grunig et al., 2002).

### **2.1.2 Stakeholder Theory**

The Stakeholder theory, which was first presented by Edward Freeman in 1984, offers a management philosophy that goes beyond shareholders. This principle reflects a wider moral and ethical perspective in corporate management by defining an organization's stakeholders as more than just its shareholders (Freeman, 1984). Stakeholder theory emphasizes how important it is to respect business ethics and principles when interacting with stakeholders. Moreover, the idea emphasizes how important it is to foster relationships with stakeholders in order to improve operational efficiency, which benefits the organization as well as its stakeholders. "When all stakeholders align their efforts towards a common goal, a company gains not only a guiding principle but also true influence," (Freeman 1984). This idea emphasizes how treating employees poorly will always result in an organization's demise and low productivity.

In a similar vein, forcing initiatives on communities that have unfavorable results would mean disaster for the organization. The theory posits that while there may be immediate financial rewards, stakeholders who are not satisfied with the company's performance would feel abandoned. This idea draws attention to the complex network of connections that an organization upholds, as well as the ripple impact these connections have on the organization and its stakeholders. The concept's proponents define organizational stakeholders as a wide variety of people and organizations. Employees, clients, neighbors, rival businesses, suppliers, contractors, and shareholders are all included in this collection, along with organizations like banks, oversight committees, and government agencies. This theory states that everyone who has an interest in, interacts with, or is affected by the organization is a part of the organizational ecosystem.

This thesis's primary claim is that an organization's true success depends on satisfying all of its internal and external stakeholders not just those who are interested in gaining financial gain through stock ownership. Consequently, the stakeholder idea is in sharp opposition to Milton Friedman's long-standing shareholder theory.

### **2.1.3 Relevance of applicable theories**

The applicability of the Stakeholder and the Excellence theories is demonstrated by their relationship to GCB Bank PLC and its CSR relationship with employee performance. The field of public relations has a strong relationship with the excellence notion. By presenting public relations as a strategic management function that may direct and impact managerial decisions within an organization, this notion improves the practise of public relations. While the excellence theory was developed in the United States, which is known for its unique democratic cultures, it is applied to a wide range of commercial and governmental organizations. These organizations recognize the importance of public relations in enhancing their reputation and developing their business image and mutually beneficial relationships. The symbiotic relationship between an organization and its employees is central to the theory.

This theory provides a useful framework for understanding how CSR is being implemented at Ghana Commercial Bank and the resulting impact of CSR with employee's performance. It emphasizes the interdependence and difficulties arising from the ethical, legal, philosophical, and financial obligations of GCB Bank PLC to its internal stakeholders (employees performance). In addition to the Excellence theory, the Stakeholder theory provides a thorough understanding of the GCB Bank PLC as a sub-system and an integrated system within the larger context of Ghanaian government institutions. According to the theory relevance, the contributions made by different organizational departments to GCB, Bank PLC internal-CSR budget and efforts made to improve employees satisfaction will be examined.

Through the lens of stakeholders theory, the researcher can assess the organisational structures of CSR practises and measure GCB Bank PLC commitment to internal sustainability for it employees. This theory facilitates the identification of the variables under scrutiny and their

interconnectedness within the internal-CSR concepts, taking into account GCB Bank PLC internal sustainability values for its employees.

The application of these theories compliment each other and to help the researcher create a sense of interdependence between the GCB Bank PLC and its employees performance through CSR practises. Moreover, these theories are considered as the most important instruments in the social sciences for examining issues pertaining to corporate social responsibility (CSR).

## **2.2 Empirical review and related works**

### **2.2.1 CSR impact on employee performance in organizations**

The significant influence that corporate social responsibility (CSR) has on employee performance has made it an essential part of corporate strategy in today's business environment.

An innovative study by Adu-Gyamfi, Kankam-Kwarteng, and Agyemang (2021) clarified the mediating function of CSR in improving social performance by exploring the complex relationship between CSR and social performance from the viewpoint of the employee. 300 employees participated in this ground-breaking study, which was carried out in Ghana. The data was analysed using structural equation modeling (SEM). The results indicate that CSR programs create a strong sense of commitment and belonging among employees, which leads to improved social performance. These findings clearly corroborate the theories of social identity and organizational commitment to CSR

The study's findings demonstrated a strong relationship between improved social performance and corporate social responsibility (CSR), which is fueled by higher organizational commitment and employee engagement. Notably, CSR has a beneficial effect on employee outcomes and accelerates the performance of organizations. Organizations can gain a lot by incorporating CSR into their strategy, including increased job satisfaction, productivity, and well-being of their workforce. The survey advises managers to give CSR projects top priority in order to foster an environment at work where people want to work. By doing this, businesses may fully realize the benefits of corporate social responsibility (CSR) and achieve both business and social objectives. The study has broad ramifications since it emphasizes how

important corporate social responsibility (CSR) is in determining worker productivity and organizational success.

Embracing CSR can be a potent differentiator for organizations as they continue to negotiate the complexity of the modern economy. Adu-Gyamfi, Kankam-Kwarteng, and Agyemang (2021), studies demonstrate How CSR can be used by organizations to enhance reputation, build a devoted workforce, and help make the world a better place. Their research highlights the transformative potential of corporate social responsibility (CSR), showcasing how it may improve social performance, employee engagement, and organizational commitment. Organizations can foster a productive and positive work environment that benefits society and employees alike by adopting CSR, which will ultimately lead to long-term success.

### **2.2.2 Impact of internal CSR on employee engagement**

Ranjan and Khare's (2018) study examined the connection between organizational attractiveness and internal corporate social responsibility (CSR), highlighting the need to give internal CSR activities top priority. Their study, which involved surveying 200 workers in India, was based on the theories of organizational attractiveness and social identity. The results clearly showed that internal CSR increases organizational appeal, cultivates a happy workplace, and increases employee engagement. The study's findings are significant. Prioritizing internal CSR projects is essential for organizations to increase their appeal to both current and potential workers. Businesses can gain a lot from internal CSR, such as increased productivity, job happiness, and staff retention. Organizational culture is greatly influenced by internal CSR initiatives, such as professional development opportunities, diversity and inclusion policies, and staff wellness programs. These programs help to foster a healthy social identity among employees in addition to making the organization more appealing. Qudsia and Zaman (2016) conducted more research on internal corporate social responsibility (CSR) and looked at how it affected employee engagement. This study highlighted the importance of CSR in improving organizational performance. Their study, which was carried

out in Pakistan and involved 150 employees, was based on the theories of organizational commitment and social exchange. The results showed that internal CSR programs increase worker involvement, improving workplace morale and fortifying corporate commitment. The study's findings indicated that companies must acknowledge the vital role internal corporate social responsibility (CSR) plays in fostering employee engagement.

According to research, companies can gain a lot by giving internal CSR projects top priority. These benefits include increased productivity, job satisfaction, and retention rates. Organizational culture is greatly influenced by internal CSR initiatives, such as professional development opportunities, diversity and inclusion policies, and staff wellness programs. These programs not only increase worker involvement but also help workers develop a feeling of social duty and community. The knowledge of the connection between internal CSR and employee engagement served as the foundation for the social exchange theory and organizational commitment theory. These theories place a strong emphasis on the reciprocal nature of connections between employers and employees as well as the role that organizational commitment plays in fostering employee engagement.

### **2.2.3 Organizational management impact on CSR**

Successful organizations now depend heavily on transformational leadership, especially small and medium-sized enterprises (SMEs). The relationship between transformational leadership and job performance in SMEs was examined in a recent study by Mohsin, Rasool, and Rashid (2019), which also affirm the crucial role that CSR plays in moderating this relationship. The results of the study show that transformational leaders encourage and inspire their workforce, creating a productive workplace that promotes corporate success. The researchers contended that through CSR initiatives, leaders can improve the relationship between themselves and their staff, which will improve work output and organizational success. This is in line with the theories of transformational leadership and social exchange, which place a strong emphasis on the value of social responsibility and relationships between leaders and employees.

Significant ramifications stem from this research. It is no longer possible for leaders to downplay the role that CSR plays in improving employee performance. Additionally, CSR programs can promote a positive corporate culture, which will increase business success and make the world a better place. Organizations should create focused leadership development programs that integrate CSR in order to fully realize the promise of transformational leadership. This will enable executives to promote a socially conscious culture that will drive business success and have a significant positive social impact. Leaders should also give CSR projects top priority since they understand how important they are to improving employee performance

#### **2.2.4 Gaps in literature**

This study has significant implications. It demonstrates that management in organizations no longer afford to ignore the role that CSR plays in improving employee performance. Furthermore, CSR programs can promote a positive company culture, which will increase revenue and improve the world. Establishing focused leadership development programs with a CSR component can help firms realize the full potential of transformational leadership. This will enable management to cultivate a socially conscious culture, resulting in increased corporate success and a significant positive social impact. Leaders ought to give priority to CSR activities as well, given their vital role in improving employees performance.

On the other hand, Qudsia and Zaman (2016) and Ranjan and Khare (2018) only address a portion of the qualitative research gap while ignoring other issues. These studies highlight the necessity for a variety of research methodologies by illuminating the intricacy of the relationship between CSR and employee performance. In order to improve our understanding of the relationship between CSR and employee performance, these research gaps highlight topics that need further investigated. This will help with the present examination into the relationship between CSR impact and employees performance at the GCB Bank PLC.

### **2.3 Conceptualization of Corporate Social Responsibility (CSR)**

In the past thirty years, academics and organizations have offered a wide range of interpretations regarding the concept of corporate social responsibility (CSR). The Confederation of Finnish Industries (CFI) describes CSR as an active commitment that arises from a company's goals, values, and actions and that also complies with the expectations of its main stakeholders (Lantos, 2011). American economist Howard Bowen coined the term "corporate social responsibility" in his 1953 work "Social Responsibility of the Businessman." Consequently, Bowen is acknowledged by many as the originator of CSR. Since 1991, corporate social responsibility (CSR) has become increasingly prevalent in commercial organizations. This growth has coincided with the development of frameworks and methodologies aimed at analyzing the results of CSR efforts. Value management, public behavior, charitable endeavors, corporate governance, regulatory compliance, business ethics, social compacts, corporate philanthropy, corporate citizenship, corporate social performance, sustainability, social reporting, and the triple bottom line are all included in the broad interpretation of CSR that academics adopt. According to Lantos (2011), there are a variety of applications for this term that result from different viewpoints and guiding ideas that affect corporate social responsibility behavior.

Within the confines of social standards, spiritual ideals and a strategic historical social obligation form the basis of corporate social responsibility (CSR). Therefore, the growth of massive firms and the opposition put up by industrial organizations can be linked to the disdain that shareholders and society exhibit (McWilliam & Siegel, 2011). The European Commission (EC) affirms that different conceptions of corporate social responsibility (CSR) originate from historical, social, and religious convictions. According to the European Commission, Corporate Social Responsibility (CSR) "is the process by which businesses, as part of their operations, voluntarily interact with the public and the environment and with their shareholders". Lantos (2001) defines corporate social responsibility (CSR) "as an organization's pledge to maximize

its good contributions while minimizing its negative effects on society and placing a high priority on long-term sustainability.” In addition, CSR establishes guidelines for business sustainability, including requirements for improving the local community and quality of life through steadfast management commitment (WBSCSD, 2000).

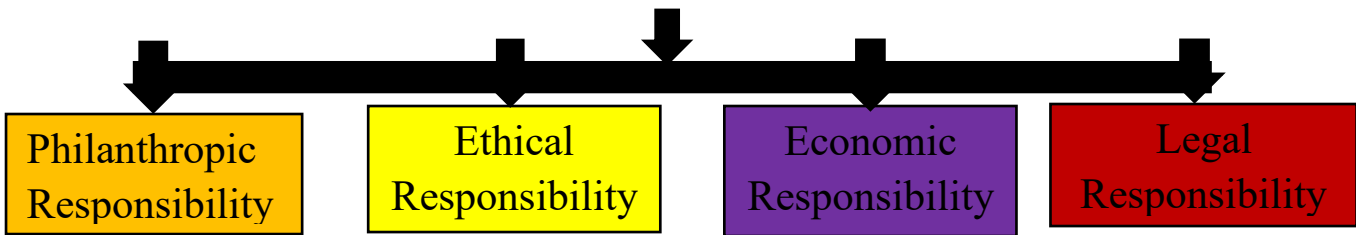
Kotler and Lee (2004) assert that corporate social responsibility (CSR) has become a strategic tool that businesses use to gain a competitive edge, improve their reputation, and forge a unique brand identity among their clientele. They expound on the notion that this strategic approach helps companies accomplish their long-term objectives, akin to a "social license," which subsequently upholds and legitimizes their business undertakings. This strategic view of CSR becomes a powerful force for social advancement when businesses allocate their funds, draw on their knowledge, and use their insights to projects that benefit society as a whole. Linton (2011), further argued that organisations have a social duty to maximize revenues for the good of the community, which they may do by being philanthropic and strategically enacting CSR duties. Linton (2011) elaborated on the complex meaning of corporate social responsibility (CSR), which has four separate dimensions: financial, legal, ethical, and charitable duties. The majority of these elements are adopted by commercial organisations.

The four main aspects of social responsibility were identified by Carrol (1991) in his study on organizational CSR practises: philanthropic, legal, ethical, and economic. Notably, in the field of CSR literature, ethical and philanthropic responsibilities have received a great deal of attention.

#### **2.4 Four Components of Corporate Social Responsibility (CSR) in Organization**

**Figure 2.1 illustrating the four main components of CSR practises in organization.**





*Source: Researcher's construct (2023), adopted from Carroll (1991) CSR components.*

#### **2.4.1 Economic Responsibility**

Economic obligations include the expectations of society to abide by the laws and rules that are set out by the authorities, governing organizations, and regulators that oversee the activities of the firm. The proposition suggests that corporations must operate legally within the parameters set forth by law in order to generate profits. According to Carroll (1991), this expectation requires that economic goals be pursued in a way that is consistent with existing legal structures. In terms of hierarchy, the legal aspect appears as the next necessary, and then the ethical aspect of CSR.

#### **2.4.2 Legal Responsibility**

According to the legal perspective, corporate entities have to make sure that their behavior and core principles comply with the legal guidelines. In accordance with legal requirements, a successful company must follow these basic guidelines. Providing goods and services that meet the fundamental legal requirements is essential to the operation of the business, as is adhering to rules and regulations.

### **2.4.3 Ethical Responsibility**

The values and conventions that change as societies and cultures do are closely related to ethics. Ethical obligations include actions that receive social approval or disapproval, even when there are no formal legal requirements. Companies should be guided by this ethical aspect of CSR not just in preventing harm but also in actively seeking what is morally correct. As a result, the definitions of these ethical demands and norms may vary throughout societies.

Carroll argues that these moral obligations are frequently more ambiguous than legal mandates, making it harder for businesses to anticipate and comply with them because they are not as formalized as laws made by governments. This emphasizes even more the connection that exists between moral and legal obligations since moral standards may predict the creation of new laws and rules (Carroll, 1991).

### **2.4.4 Philanthropic Responsibility**

Activities aimed at fulfilling the public expectation that firms operate as responsible corporate citizens are referred to as philanthropic obligations. These activities could include contributing to public and nonprofit organizations, sponsoring neighborhood projects, volunteering to improve human welfare, and other similar activities. Philanthropy has more discretion than ethical requirements, and not making a voluntary gift is not usually seen as irresponsible or unethical. However, there is a persistent expectation in the community for businesses to take part in these charitable endeavors. Some have argued that although philanthropy is highly esteemed and recognized, it is not as important as the other three qualities (Carroll, 1991).

## **2.5 Corporate social responsibility in Africa**

Africa has made significant socioeconomic strides in recent years, according to the Institute of West-Asian and African Studies at the Chinese Academy of Social Sciences (WAAS-CASS, 2010). This has given rise to hope over the growth of corporate social responsibility (CSR) across the continent. The main way that rising African countries have implemented CSR has

been through grants or donations from philanthropists. According to Visser (2005), competitive constraints frequently lead to the adoption of CSR activities by a large proportion of multinational businesses doing business in Africa as a means of demonstrating their organizational strength in local and worldwide markets.

However, the increasing amount of charitable donations has also resulted in cases of resource exploitation in African nations, raising ethical and environmental concerns as well as raising questions about economics (Deegan, 2009). It's also important to note that some multinational corporations that operate in Africa have pursued corporate social responsibility (CSR) efforts simply to capitalize on the region's natural resources for financial gain, failing to strike a balance between gaining social advantages and ensuring the welfare of the local community. Due to their desire to maximize profits, this has resulted in manipulative techniques that have an effect on African economies.

## **2.6 Corporate social responsibility in Ghana**

The concept of CSR practice in Ghana, where it is practiced by a variety of cultures based on old spiritual beliefs (Sarpong, 2017). Deeply ingrained in Ghana's ancient religious and cultural legacy is this belief system. After that, both Islam and Christianity increased their religious charity by using corporate social responsibility (CSR) to build missionary schools and hospitals for their followers. During the Nationalist battle for political independence, CSR gained a new significance when Nkrumah's CPP administration declared that the stewardship of state-owned companies (SOEs) was the country's primary goal. According to Arugula and Dowson (2006), the CPP presented itself as a governing organization that was dedicated to fixing societal problems. This dedication was reinforced by the political contract and the party's natural social duty to the people.

Multi-National Corporations (MNCs) associated with the mining, industrial, and telecommunications sectors have made significant foreign investments in Ghana's expanding

economy in recent years. Through their corporate social responsibility (CSR) initiatives, these MNCs significantly contribute to the communities of interest (Sarpong, 2017).

According to Ofori (2007), organizational responsibility includes both external and internal corporate social responsibilities. To provide an example, the Ghana Employers Association (GEA), the Ghana Business Code (GHBC, 2006), and the Ghana National Chamber of Commerce and Industry (GNCCI) worked together to create the legislation. The objective of this program is to advance corporate social responsibility (CSR) initiatives and practises among Ghanaian businesses.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This research methodology was used to analyse corporate social responsibility and employee performance at the GCB Bank PLC. Although most research tends to favour either qualitative or quantitative approaches, this dissertation emphasizes the importance of using mixed methods, combining quantitative and qualitative methods to obtain a more thorough grasp of the study phenomenon. This methodology helped to provide a more nuanced understanding of the study objectives, and an analysis of the qualitative approaches utilized to investigate the strategies used by the GCB Bank PLC for CSR implementations impact on employee performance.

### **3.1 Research approach**

Diverse viewpoints, or paradigms, influence how researchers approach comprehending reality (Tracy, 2013). Creswell (2009) posits that there are four primary worldviews: constructivism, advocacy or participatory, pragmatism, and positivism. This study takes a pragmatic approach to gain a comprehensive understanding of the study phenomenon. The pragmatic worldview permits both quantitative and qualitative methodologies to be used with flexibility in research design (Creswell, 2009). This method aids in the acceptance of several viewpoints by researchers, leading to a more thorough comprehension of the subject under study.

### **3.2 Research design**

In order to obtain a thorough understanding of the research issue, this study used a mixed-methods strategy that integrated quantitative and qualitative methods (Creswell & Poth, 2018). An explanatory sequential mixed-methods design was employed in this study, starting with quantitative analysis and moving on to qualitative interviews with participants who had been carefully chosen (Creswell, 2014). According to Onwuegbuzie and Frels (2016), this method made it possible to comprehend the correlation between CSR and employee performance at the GCB Bank PLC.

### **3.3 Study population**

The population of the study is the group to which the research findings will be applied, according to Fraenkel and Wallen (2003). The population of the study consisted of staff members of the head office of the GCB Bank PLC, Accra. In order to enable the researcher to extrapolate findings to the greater banking community, this population acts as the bigger group from which a sample will be taken (Neuman, 2007). In this instance, the study's findings are intended to offer insightful information about the attitudes, experiences, and actions of the staff

members of the GCB Bank PLC with respect to CSR implementations and their impact on employee performance.

### **3.4 Sample and Sampling Techniques**

Random sampling methods like simple random sampling (SRS) and stratified random sampling (StRS) are frequently used in quantitative studies when conducting research with a large population (Zikmund et al., 2020). SRS selects participants at random from a population, guaranteeing that every person has an equal chance of getting chosen. This method guarantees representation of the whole study population and aids in the elimination of bias. Stratified sampling chooses individuals from each stratum by splitting the population into subgroups or strata (Bryman, 2020). This strategy guarantees that many demographic groupings are represented in the population, as well as different age groups and genders from which the researcher can select. In order to do this, the population was initially split into age groups (18-30, 31-50, and 51+ years) across the 10 departments of the GCB Bank PLC head office based on age factors. The use of the age also helped to determine their gender and years of service at the GCB Bank PLC. In order to ensure equitable representation, 10 respondents from each age group and department were chosen using SRS. A sample, according to Haynes (2019), is a subset of examples taken from a population from which conclusions are extrapolated to the entire population. Here, each staff member had an equal chance of being selected. The sample size for the study was a total of 100 respondents for quantitative data.

For qualitative data, purposive sampling was employed to choose participants who possess particular qualities or experiences that are pertinent to the investigation on CSR impact on employee performance. Flick (2018) states that purposeful sampling helps qualitative researchers in the selection of people with particular experiences or traits based on their knowledge and participation in linked CSR initiatives and lived experiences with CSR impact on employees at the GCB Bank PLC. Using the purposive technique made it possible to choose individuals who could offer extensive, detailed data and insights into the research subject. In

all, a total of 20 participants made up of two (2) senior staff members across the 10 departments were chosen as a sample for the qualitative investigation.

### **3.5 Data collection instruments**

A standardized questionnaire with closed-ended questions intended to elicit particular answers in line with the study objectives was developed to collect data from respondents. In order to gather the main data, a field survey was conducted with staff members of the GCB Bank PLC, the GCB Bank PLC head office, who were given questionnaires to fill out and responses collated through the use of Google Forms.

For qualitative data, responses from participants were collected through a semi-structured interview guide. Face-to-face interviews enabled in-depth discussion and flexibility in addressing the significant difficulties and insights into CSR strategies and implementation and their impact on employee performance.

### **3.6 Data collection procedures**

Questionnaires designed for quantitative data were made up of closed-ended questions, which allowed for consistency in the answers to be guaranteed, enabling precise analysis. To ensure understanding and reduce potential biases, the researcher gave chosen respondents thorough explanations of the questionnaire. After that, respondents filled out the questionnaires, which the researcher gathered, guaranteeing the accuracy of the information and its applicability to the study's objectives. For qualitative data, field data was conducted with twenty (20) participants, comprising heads and assistant heads of departments of the 10 departments at the GCB head office. who were interviewed in a semi-structured manner.

### **3.7 Data analysis**

Descriptive statistics were used to analyse the data for the quantitative portion of the study because they provided a clear summary and description of the numerical data, which allowed for a deeper comprehension of the information gathered (Field, 2018). Statistical Package for

the Social Sciences (SPSS) software was used to create basic descriptive statistics, such as frequency tables, graphs, and percentages, to illustrate CSR relationships with employee performance (IBM Corp., 2020). With the use of this strategy, the researchers are able to communicate and analyse complex data in a way that is easy to understand (Creswell & Creswell, 2018). Pallant (2020) contended that by employing SPSS, researchers can apply descriptive statistics to analyse the results in relation to the study goals, guaranteeing a thorough comprehension of the data.

The researcher used a thematic analysis in this qualitative investigation. Manual analysis was carried out using Braun and Clarke's (2019) recommendations as a guide. A thematic approach was used, concentrating on recurring and common themes that emerged from the data. This made it possible for the researcher to guarantee a thorough comprehension of the field data. The researcher transcribed the audio recordings verbatim after listening to them three times. Following the thematic procedures by Braun and Clarke, 2019; Vaismoradi, Turunen, and Bondas, (2016), this two-step method made it possible to transcribe and recognize with the data, which aided in preliminary analysis. Throughout the listening and transcription process, specific notes on developing themes were made. Rereading the transcripts revealed consistent themes and sub-themes, and interesting patterns were found. Less prevalent themes were left out in favour of those that were more frequent themes.

### **3.8 Ethical Issues**

This study followed the guidelines and procedures for dissertations as laid down by the school of graduate studies of the University of Media Arts and Communication (UniMAC-IJ). Research appendices containing informed consent and information sheets outlining the goals and scope of the academic research were included in the study. The researcher stressed the ethical principles that guided the research and made sure that participants understood the nature of the research topic and the data collection instrument prior to face-to-face interviews. Participants were invited to share their perspectives on CSR impact on their job satisfaction

and performance. Participants were allowed to select a convenient time and place for the interviews and questionnaire responses. Participation was completely voluntary, and they could withdraw at any point before or during the interview process.

The researcher used a mix of direct and indirect methods to choose participants and respondents in order to protect confidentiality. Some participants were contacted directly, while others were given the choice to make contact with the researcher. This strategy ensured that participants were not pressured into participating owing to voluntary participation in the study. Real names were replaced with pseudonyms in order to protect participant anonymity, and protocols for handling and utilizing audio recordings were made explicit. Participants received guarantees that the information gathered would only be utilized for scholarly endeavors for academic research.

### **3.9 Chapter summary**

The chapter gave an introduction, proceeded by delving into the research area, further explained the paradigms of the research from different world views, and adopted a position for this study. The study focused on explaining the research strategies and design that were used for both quantitative and qualitative approaches. The chapter also discussed the use of the triangulation method in exploring research objectives.

The study's population was identified, and sampling strategies that made it possible to identify research participants and respondents were described, along with the appropriate sample sizes that were employed. Additionally, techniques for gathering and analysing data were described, and ethical measures were taken to guarantee that respondents and participants would not suffer any harm throughout the data collection process. A chapter summary of the fundamental concepts of research methodology was also discussed. The next chapter discusses the mixed method study findings from field data gathered from respondents and the study participants in both quantitative and qualitative data. The chapter also discussed the findings in relation to the research objectives and the correlation of the study findings.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND DISCUSSION OF QUANTITATIVE DATA**

#### **4.0 Introduction**

This chapter presents the analysis and discussion of the data collected from the field of study. These quantitative findings reflect the wider views of the diverse staff members of GCB Bank PLC in understanding CSR programs and their fledging impact on employee performance. The chapter also sought to establish the first two objectives of the study using quantitative approach. First, the study sought to find the relationship between CSR and employee performance at GCB Bank PLC. Second, the study sought to find employee experience and perceived impact of CSR on their working performance. The chapter argues that having these broad perspectives from GCB Bank PLC staff members will help to understand CSR impact in this growing competitive business environment. The chapter further argues that when employees understand the impact of CSR programs, they will own these CSR programs and help to break I-CSR challenges with the GCB Bank PLC. Specifically, the findings of this study relate to the CSR programs, its impact on employee performance and the challenges experienced with CSR sustainability. The quantitative data provides the context in analysing staff member views statistically, where such large numbers could not be examined by qualitative data alone. For this quantitative part of the data, out of the 100 questionnaires distributed, 96 questionnaires were successfully returned,

resulting in a response rate of 96%. The responses collected were tabulated, coded, and processed using Statistical Package for the Social Sciences (SPSS) version 25 for data analysis. Findings were presented using frequency tables, percentages, and means. To analyse the descriptive statistics, the mean response for each questionnaire item was assessed using a traditional mean score analysis, with the following scale: 0.01 to 1.00 indicating strong disagreement, 1.01 to 2.00 indicating disagreement, 2.01 to 3.00 indicating neutrality, 3.01 to 4.00 indicating agreement, and 4.01 to 5.00 indicating strong agreement or very great extent.

#### 4.1 Demographic characteristics of respondents

**Table 4.1: Age of the Respondents**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid 18- 24 years	7	7.3	7.3	7.3
25-34 years	30	31.3	31.3	38.5
35-44 years	20	20.8	20.8	59.4
45-54 years	24	25.0	25.0	84.4
55 years and above	15	15.6	15.6	100.0
<b>Total</b>	<b>96</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher's Field Data (2024)*

Table 4.1 displays the age distribution of the respondents. The majority of the sample respondents, 30 constituting (31.3%), were between the ages of 25 and 34, with 24 of the study respondents constituting (25.0%) aged 45 to 54 and 20 of them representing (20.8%) aged 35 to 44. In addition, 15 of the sampled respondents representing (15.6%) were 55 years or older, while 7 of the sampled respondents constituting (7.3%) were between the ages of 18 and 24. This distribution shows a balance between younger and more experienced respondents, offering a variety of opinions and experience with CSR impact. The age demographic also illustrates the current growth with employment recruitment with GCB Bank PLC.

**Table 4.2: Highest Level of Education**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid Masters' degree	21	21.9	21.9	21.9
Diploma	42	43.8	43.8	65.6
Others	33	34.4	34.4	100.0
<b>Total</b>	<b>96</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher's Field Data (2024)*

According to Table 4.2, the highest level of education among respondents was diversified, with 42 of the sampled respondents constituting (43.8%) possessing a diploma, 33 of the sampled respondents representing (34.4%) having other credentials, and 21 of them constituting (21.9%) holding a master's degree. This version emphasizes a wide range of educational experiences, ensuring a thorough grasp of the concept of CSR large proportion of diploma holders indicates CSR impact on mid-level educational level employee of GCB Bank PLC.

#### **4.2 Gender of the Respondents**

**Table 4.3: Gender of the Respondents**

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid Male	56	58.3	58.3	58.3
Female	40	41.7	41.7	100.0
<b>Total</b>	<b>96</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Field Data (2024)**

Table 4.3 shows that 56 of the sampled respondents representing (58.3%) of respondents were men and 40 of the sampled respondents representing (41.7%) were women. This gender pattern indicates roughly balanced engagement, with slightly more males engaging. The representation of both genders enables for obtaining varied viewpoints on CSR programs and their impact on employees working performance at the GCB Bank PLC.

**Table 4.4: Position of the Respondents**

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior management	18	18.8	18.8	18.8
	Middle management	38	39.6	39.6	58.3
	Junior Staff	40	41.7	41.7	100.0
	<b>Total</b>	<b>96</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Researcher's Field Data (2024)**

Table 4.4 indicates that 40 of the study sample representing (41.7%) of respondents were junior staff, 38 of the sampled respondents representing (39.6%) were in middle management, and 18 representing (18.8%) were in senior management roles. This distribution guarantees that observations from multiple organizational levels are taken into account, improving our understanding of CSR impact from varied professional viewpoints. The higher share of junior and middle management answers indicates significant grassroots representation compared with previous studies.

**Table 4.5: Years in GCB Bank PLC Membership**

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	20	20.8	20.8	20.8
	5-10 years	28	29.2	29.2	50.0
	10-15 years	32	33.3	33.3	83.3

20 years and above	16	16.7	16.7	100.0
<b>Total</b>	<b>96</b>	<b>100.0</b>	<b>100.0</b>	

*Source: Researcher's Field Data (2024)*

According to Table 4.5, 32 of the sampled respondents constituting one-third (33.3%) had been staff members of GCB Bank PLC for 10-15 years, 28 constituting a little more than one-quarter (29.2%) for 5-10 years, 20 one-fifth (20.8%) for 1-5 years, and 16 of the study sample representing a few (16.7%) for 20 years or more. This variance in membership duration gives perspectives from both new and long-standing members, adding to a thorough knowledge and involvement with CSR throughout time.

#### **4.3 Discussion of demographic factors influencing CSR practice among GCB Bank PLC staff**

The demographic characteristics of the respondents provide valuable insights into the perspectives captured in this study. The age distribution reveals a predominance of younger adults, particularly those in their twenties and early thirties. This finding is consistent with existing literature, which suggests that younger adults are more engaging in employee (Katz, 2010). The balance between younger and more experienced participants ensures a diverse range of opinions on CSR impact on employee performance at the GCB Bank PLC. In terms of educational background, the majority of respondents possess advanced formal education. This finding may influence the overall perspectives captured in the study, as individuals with higher education levels may have different expectations and experiences with CSR programs at the GCB Bank PLC as posited by (Visser, 2019; 2011). The representation of a wide range of educational experiences ensures a comprehensive understanding of employees' experience and perceived impact of CSR on their working performance. The distribution further reveals a significant disparity, with male perspectives dominating the data. This finding highlights the need for future studies to prioritize gender balance, ensuring that female perspectives are

equally represented, this finding aligns with the study of Gill (2011). In contrast, the representation of both genders in the study enables the collection of varied viewpoints on CSR relationship with employees work performance. The position distribution indicates significant grassroots representation in the management structure of the GCB Bank PLC, reflecting the principles of CSR. The variance in membership duration provides perspectives from both new and long-standing members, adding depth to the study of these demographic findings corroborate the recent study studies of Muhammad (2023); Ringle, Wende and Becker (2022) and Barber (2014) in which their studies ascertained the importance of demographic factors in quantitative research as they help understand the study population's characteristics, identify trends and patterns, and enhance the validity and generalizability of research findings.

**Table 4.6: Relationship between CSR and employee performance**

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
GCB Bank PLC CSR initiatives positively impacted my job satisfaction	96	4.05	1.348
GCB Bank PLC's CSR activities influence my motivation to work harder	96	3.68	1.504
CSR initiatives have improved my perception of the GCB Bank PLC values	96	3.43	1.442
GCB Bank PLC CSR initiatives have improved my working relationships with colleagues	96	2.60	1.440
GCB Bank PLC CSR initiatives have positively impacted my overall performance	96	2.44	1.420
I feel more committed to achieving the GCB'S goals due to CSR efforts	96	2.21	1.376
Valid N (listwise)	96		

***Source: Researcher's Field Data (2024)***

The findings in Table 4.6 highlight the relationship between CSR and employee performance. The statement "GCB Bank PLC CSR initiatives positively impacted my job satisfaction" had the highest mean score of 4.05 (strongly agree). This suggests that respondents strongly agreed that GCB Bank PLC CSR initiatives have a positive correlation with employee performance. The statement, "GCB Bank PLC's CSR activities impact my motivation to work harder," with a mean score of 3.68 (agree) and a standard deviation of 1.504, is another noteworthy issue in understanding the influence of CSR programs on employee motivation to work harder, especially when employees are satisfied and CSR aligned to their welfare and organizational goals. With a mean score of 3.43 (agree) and a standard deviation of 1.442, the item "CSR initiatives have improved my perception of the GCB Bank PLC values" indicated that money is a major obstacle. This illustrates how the vision, mission and core values of the organisation are understood by the employees through CSR initiatives, and long-term viability of the public financial institution constrained by their reliance on outside assistance or meager funding sources. "GCB Bank PLC CSR initiatives have improved my working relationships with colleagues" (2.60, neutral), "GCB Bank PLC CSR initiatives have positively impacted my overall performance" (2.44, neutral), and "I feel more committed to achieving the GCB'S goals due to CSR efforts" (2.21, neutral) all had lower mean scores, with corresponding standard deviations of 1.440, 1.420, and 1.376. The highest ratings show that most respondents identify the positive impact CSR has on GCB Bank PLC employees performance. A strong positive correlation was found between CSR initiatives and employee job satisfaction (mean score: 4.05). Positive correlations were also observed between CSR initiatives and employee motivation (mean score: 3.68) and perception of organizational values (mean score: 3.43). The significant positive correlations between CSR initiatives and employee job satisfaction, motivation, and perception of organizational values suggest that CSR initiatives have a positive

impact on employee performance. This finding supports the study's objective of investigating the relationship between CSR and employee performance at the GCB Bank PLC.

The evaluation of the impact of CSR on employee performance also demonstrate a lower ratings in the study findings. The relatively low mean ratings in contrast, the study found neutral or weak correlations between CSR initiatives and other aspects of employee performance, including: Working relationships with colleagues (mean score: 2.60), Overall performance (mean score: 2.44) and employees commitment to achieving GCB Bank PLC goals (mean score: 2.21). These contrasting findings highlight areas where CSR initiatives may have a limited impact on employee performance. These contrasting findings suggest that, while CSR initiatives may improve employee job satisfaction and motivation, CSR may not necessarily translate to improved working relationships, overall performance, or commitment to achieving organizational goals. All things considered, these observations offer a thorough grasp of the practical implications of CSR on employee work performance and satisfaction at the workplace that requires a compelling PR effort by CSR managers at the GCB Bank PLC.

**Table 4.7: Employees experience and perceived impact of CSR on their working performance.**

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
To what extent do CSR initiatives positively influence your overall performance	96	3.81	1.190
How strongly do you feel that CSR initiatives help you understand your role in achieving GCB Bank PLC mission	96	3.79	1.376
Do you feel recognized and valued for your contributions through CSR initiatives	96	3.73	1.341
Do you find that CSR initiatives enhance your professional skills and abilities	96	3.60	1.235

How would you rate the impact of CSR initiatives on your collaboration with colleagues	96	3.41	1.411
How strongly do you feel committed to GCB Bank PLC long-term goals due to CSR initiatives.	96	3.38	1.438
Valid N (listwise)	96		

***Source: Researcher's Field Data (2024)***

The data presented in Table 4.7 provides valuable insights into employee experience and perceived impact on the working performance. The table presents the mean scores and standard deviations for six statements related to CSR initiatives. The statement "To what extent do CSR initiatives positively influence your overall performance" had the highest mean score of 3.81, indicating that respondents reported a Great extent of positive influence. The standard deviation of 1.190 suggests that there is considerable response variability, indicating that while most respondents reported a Great extent of positive influence, there are some who may have reported a Moderate or Little extent.

The statement "How strongly do you feel that CSR initiatives help you understand your role in achieving GCB Bank PLC mission" received a mean score of 3.79, indicating that respondents reported a Great extent of understanding. The standard deviation of 1.376 suggests that there is some response variability, indicating that while most respondents reported a Great extent of understanding, there are some who may have reported a Moderate extent. The statement "Do you feel recognized and valued for your contributions through CSR initiatives" received a mean score of 3.73, indicating that respondents reported a Moderate to Great extent of feeling recognized and valued. The standard deviation of 1.341 suggests that there is some response variability, indicating that while most respondents reported a Moderate to Great extent of feeling recognized and valued, there are some who may have reported a Little or No extent.

The statement "Do you find that CSR initiatives enhance your professional skills and abilities" received a mean score of 3.60, indicating that respondents reported a Great extent of

enhancement. The standard deviation of 1.235 suggests that there is some response variability, indicating that while most respondents reported a Great extent of enhancement, there are some who may have reported a Moderate extent. The statements "How would you rate the impact of CSR initiatives on your collaboration with colleagues" and "How strongly do you feel committed to GCB Bank PLC long-term goals due to CSR initiatives" received lower mean scores of 3.41 and 3.38, respectively. The standard deviations of 1.411 and 1.438, respectively, suggest that there is considerable response variability, indicating that while some respondents reported a Great extent of impact, others may have reported a Moderate or Little extent., The findings suggest that CSR initiatives have a positive impact on employee performance.

#### **4.4 Findings and Discussion On Qualitative Data**

##### **4.1.1 Introduction**

The purpose of the research was to determine “Analysing Corporate Social Responsibility and Employee Performance: A case study of GCB Bank PLC”. The findings that have been deduced from the collected data are presented in this chapter in relation to the third research objective. This chapter presents and discusses the analyzed data collected from the GCB Bank PLC. This qualitative part investigate the third objective aimed at specific challenges associated with GCB Bank PLC CSR practices on employee performance. For the period under investigation, the researcher found that only five (5) staff members were available at the head office of GCB Bank PLC in Accra for the conduct of the interview. The limited number was due to the schedules of management members coordinating the annual budgeting and accounting for the 2025 fiscal year. The participants represent GCB Bank PLC management staff on their categorisation as management staff (senior and middle staff). Qualitative data which was collected and analysed based on the study objective and findings were discussed under themes. In further instances, the chapter provided a synergy of qualitative findings in relation to the quantitative data and discussed with relevance to the study literatures.

**Table 4.8 Demographic Characteristics of Participants**

AGE	GENDER	LEVEL OF EDUCATION	POSITION	YEARS OF WORK AT GCB BANK PLC
38	Female	Degree	Finance Officer Monitoring and	8 Years
32	Male	Degree	Evaluation Officer	17 Years
29	Female	Masters	CSR manager Community	9 Years
41	Male	Degree	Development Officer	15 Years
34	Male	Degree	Marketing officer	21 Years

***Source: Researcher's Field data, 2024***

The analysis portrays a wider reflection of the Participant's knowledge and understanding of the corporate social responsibility and employee performance. It also indicates both academic and professional disciplines through the integration of diverse background of the research participants. This means the participant have the capability of understanding the integration of different programs and activities of in coordinating CSR activities on GCB Bank PLC. The study also determined the professional membership status of the research participant in determining whether or not the participant is a member of any professional associations.

The researcher further explored the knowledge of the participant on account of the main principles in CSR and employee performance at the GCB Bank PLC. The researcher probed further to understand the existence of the CSR within the banking sector of the GCB Bank PLC in examining whether the principles of CSR has been adhered to by the bank. The demographic factors demonstrate a clear understanding of the values of CSR in the corporate believes of the GCB Bank PLC across the various departments of the organisation.

This findings affirms earlier research by Hammer (2011), who found that demographic analysis in qualitative research aids in gaining a deeper understanding of the diverse traits of research participants, as participants' perceptions of the phenomenon being studied and the research variables are often influenced by demographic factors. The research presents a more comprehensive picture of the participant's expertise in and comprehension of the GCB Bank PLC members indicating that the participants are capable of comprehending the CSR challenges with employee performance at GCB Bank PLC.

This demographic finding indicates that the participant is capable of comprehending the concept of CSR practices relative to employee performance at the GCB Bank PLC. These results confirm that in order for PR professionals to be a part of GCB Bank PLC management structure, the practioners must be part of the dominant coalition, their demographic traits must show that the participants have a thorough awareness of the organization's communication procedures. As a public body, the research participants exhibit a varied range of knowledge and comprehension regarding corporate social responsibility (CSR) and the associated problems.

#### **4.5 RQ. 3 What specific challenges are associated with GCB CSR on Employee Performance in Ghana?**

The researcher aimed to determine the CSR challenges that are faced at the GCB Bank PLC. The participant's opinions suggest that corporate social responsibility (CSR) is based on the organization's core values, which prioritize responding to internal issues that arise—whether they involve employees or external circumstances resulting from operations. Based on this discussions two (2) main themes emerged from the data collection on the challenges with CSR practice at the GCB Bank PLC.

- Internal CSR (I-CSR) challenges
- External CSR challenges

#### **4.5.1 Internal Corporate Social Responsibility (I-CSR) challenges**

The Ghana Commercial Bank PLC CSR initiatives, which are intended to address internal requirements and employee welfare, are the first theme that came to light. The participants expressed the opinion that internal CSR is important to an organization's internal sustainability since it addresses the social, economic, and professional well-being of its employees. Triple bottom line thinking, or CSR, considers an organization's performance in terms of the economy, society, and environment. The GCB Bank PLC internal CSR (I-CSR) policies are explicit internal guidelines that appear to define employees' duties in the workplace and their interactions with co-workers, superiors, and subordinates. I-CSR is regarded as a comprehensive strategy for addressing internal politics in organizational structure, transfers, and promotions, as well as career development and workplace communication hurdles. Findings shows that I-CSR challenges emerge with employees differing opinions which are potential causes of conflict, and institutional issues are often associated with I-CSR from employee's perspective. Based on their observations, it can be inferred that I-CSR has a mixed effect on GCB Bank PLC financial performance and productivity. The participants confirmed that the GCB Bank PLC contributes to internal stakeholders' occupational issues among employees. The study participant's summative expressions are listed below:

#### **4.5.2 External corporate social responsibility challenges**

The researcher also tried to find alternative external CSR challenges for environmental sustainability in light of GCB Bank PLC CSR initiatives. The researcher investigated the participants' opinions on what defines their external CSR activity in light of the increasing issues of environmental concerns arguing from the debates on sustainability and responsibility in CSR practice. Results indicate that GBC offers several programs that align with different types of corporate social responsibility activities. Two (2) sub-themes arose from the findings on GCB Bank PLC external CSR practice, and they are detailed below:

- Lack of environmental CSR policy implementation

- Unequal expectations from stakeholders

Environmental CSR policy emerged as the first theme from the external CSR conversation. The participant holds the opinion that GCB Bank PLC status as a public entity necessitates environmental sustainability measures that meet international and national standards to replenish natural resources for sustainability. The participants indicated that GCB Bank PLC as state financial institutions may not have much external activities with regards to external sustainability. However, Findings show that GCB Bank PLC responds to external issues that affect national sustainability. The participants also reaffirm that environmental concerns, if ignored, can lead to difficulties stemming from environmental neglect and that sustainability is crucial as it can affect the entire well-being of the nation.

As a responsible corporate citizen, it is imperative that our environmental sustainability measures adhere to the highest international and national standards. This not only ensures the replenishment of natural resources for future generations but also reinforces our commitment to being a trusted and sustainable business partner (Management 1 interview, 2024).

Ignoring environmental concerns is a recipe for disaster, posing significant risks to our business, the community, and the nation as a whole. Therefore, embracing sustainability is not only a moral imperative but also a strategic necessity, enabling us to maintain the well-being of our nation, mitigate environmental risks, and ensure long-term business success (Management 3 interview, 2024).

#### **4.5.3 Lack of environmental CSR policy implementation**

In contrast to these claims, some management staff contended that there are stark inconsistencies between policy documents and the management's actual proactive approach to policy implementation, as well as a lack of funding for a successful campaign on environmental issues and the sustainability of the GCB Bank PLC. The interviewees confirmed the impact of administrative politics in the GCB Bank PLC management structure, recalling the lack of motivation to put policies into action. This influence mostly affects decision-making that is based on external CSR practices.

In addition, the researcher observed that GCB Bank PLC lack a well-defined framework for CSR policies to be implemented and evaluated. From their points of view, because CSR initiatives are time-consuming and expensive, determining their impact, tactics, and KPIs frequently results in their restriction. Participants stated that it is difficult to evaluate the success of CSR programs because they are often long-term and hard to quantify. Demonstrating immediate advantages and returns from CSR investments is difficult due to the lack of internal indicators for monitoring CSR impact. Participants emphasized that although GCB Bank PLC can readily demonstrate how their Internal CSR (I-CSR) improves employee productivity and well-being, it is still difficult to measure the environmental effects of CSR. The opinions of the participants are summed up in the following.

There are no clear policy framework for CSR aside the UN (1999), policy on environmental CSR on transparency and accountability in addressing global environmental concerns. Here, in our part, every organization decides on what its environmental policy should be (Management 4 interview, 2024).

The participants' opinions suggest that GCB Bank PLC CSR efforts are often geared towards internal sustainability with limited efforts on environmental sustainability. The participants argued that, over politicization of management structure of GCB Bank PLC hence, CSR is not seen as a holistic approach to environmental sustainability. The views expressed by the participants are given as follows:

GCB Bank PLC offers several programs that align with different types of corporate social responsibility activities, demonstrating our commitment to internal sustainability rather than external CSR activities. Let me say that there are no defined policy towards environmental CSR practice but we focus more on building partnerships and engaging with local communities, stakeholders or shareholders in addressing their social issues and drive positive change (Management 3 interview, 2024).

I can say that, there is over politicization within the internal structures of management which makes it difficult as a public agency to focus our CSR efforts to environmental sustainability. So we do well with I-CSR but externally, we are not proactive (Management 1 interview, 2024).

#### **4.5.4 Unequal expectations from stakeholders**

The researcher looked further into the Ghana Commercial Bank PLC external implementation issues for CSR based on the internal challenges. The results showed a significant implementation issue with CSR. CSR is rife with uneven stakeholder expectations given GCB Bank PLC diversified stakeholder and shareholder base. The participants stated that diverse host shareholders, communities, government regulatory agencies, employees, customers, and the media all have varied expectations and perspectives about corporate social responsibility (CSR) and how it is implemented in at the GCB Bank PLC. The participants stated that it is challenging to balance the needs of these stakeholders because of the complexity of the stakeholders and their own expectations. The following is a summary of the participants' opinions:

We have a wider stakeholders with different expectations and balancing out these expectations are very challenging. Our CSR must be incorporated to benefit all stakeholders and shareholders and this has led to various complaints with service delivery. Our stakeholders understand CSR differently (Management 5 interview, 2024).

#### **4.6 Philanthropic CSR initiative**

The researcher probed further to ascertain whether GCB Bank PLC has any form of CSR implementation that support external community relations in managing stakeholders and shareholders expectations for sustainability. Another sub-theme that surfaced from the conversation was Ghana Commercial Bank PLC has done charitable CSR initiatives. This is characterized as the business culture of charitable giving back to society, with GCB Bank PLC typically lending support to neighbourhood projects. Philanthropic CSR is considered an ad hoc management endeavour to assist with a range of activities and crises that may emerge as a result of GCB Bank PLC operations. The participants affirmed that the organization intentionally employs this tactic in support of national emergencies and community relations. The most prevalent external CSR activity of the GCB Bank PLC, according to the findings, is

philanthropic CSR. This type of CSR includes funding for host community education, supporting traditional and religious events as a way to support social development, and showcasing the GCB Bank PLC corporate identity. An overview of the participants' reactions to philanthropic CSR is provided below:

Okay like I did say....., we belief in effective community relations that is reason philanthropic CSR is our foremost considerations in external CSR, using CSR to build external relationship with communities (Management 3 interview, 2024).

So in all the communities, regional, municipal or district offices and all that, we try to do something for the community. Mostly what we do is to support education. Okay. Now where they have schools already, we try to, let's say, support them with learning materials which are often not public light for discussion (Management 5 interview, 2024).

The researcher also sought to determine whether participants experienced any resource constraints time, budget, personnel while participating in GCB Bank PLC CSR initiatives, and how have they impacted on their work performance.

The main themes of obstacles that were derived from the research data shows that CSR practice is fraught with challenges which are both internal and external CSR practices. They believe that internal and external CSR policy and implementation provide the biggest obstacles to CSR practice with its adverse effect on employee productivity. The following is a description of the three (3) themes that came up during the difficulties in debate:

- lack of budget for CSR
- Internal bureaucracy
- Transparency and Accountability

#### **4.6.1 Lack of budget for CSR**

Participating in CSR initiatives inside GCB Bank PLC corporate environment incites disputes and arguments within departments. The corporation has recently placed less emphasis on

internal CSR for employee welfare as a result of financial pressures. Since GCB Bank's PLC management views the company as non-profit, direct funding for CSR initiatives is lacking. Participants think that businesses engaging in unsustainable CSR run the danger of failing and losing their good name in a market that favors the strongest. Legal battles with stakeholders and possible corporate takeovers are examples of long-term repercussions, particularly for public agencies. The participant expressed concern about the lack of funding for corporate social responsibility (CSR) operations, which is further highlighted by the financial burden.

Let me be honest, there are financial consequences with CSR implementations here at GCB Bank PLC. Sometimes, we find it hard to show our human face but we have to, you know so as to save our reputation and trust with stakeholders (Management 1 interview, 2024).

#### **4.6.2 Internal bureaucracy**

Internal bureaucracy emerged as the second sub-theme from the GCB Bank PLC CSR internal difficulties debate. This relates to the GCB Bank PLC administrative hierarchy, which imposes statutory restrictions that cause delays in decision-making and the allocation of funding for PR initiatives, such as the implementation of corporate social responsibility (CSR). The GCB Bank structural organogram, according to the participants, is essential to CSR initiatives. The department of public relations bemoaned the complete incredulity of certain members of management who believe that corporate social responsibility (CSR) is unnecessary due to internal politics and business structure. The research findings indicate that PR is a vital component of the GCB'S Bank PLC decision-making body and a member of the ruling coalition. On the other hand, there is little control over how much PR can affect government organizations. The following statements were made by the participants:

Within the public sector, it is sometimes difficult to influence decision-making because of the structure and to some extent, political interference.... There are limitations on what you can do with public funds as a public officer. We are not autonomous and so most PR decisions faces internal challenges (Management 5 interview, 2024).

As PR, we are part of the dominant coalition, yet, most of the decisions made PR activities such as CSR must go through other internal structures and approval from finance. CSR activities requires a lot of financial attention so many times, these CSR activities are not given priority. I think people at times do not believe in CSR (Management 1 interview, 2024).

Against the preceding views, a different participant emphasized the importance of evidence based on research. They emphasized the significance of using empirical data to support PR's participation in particular CSR initiatives and ascertain how the business might benefit financially from those initiatives:

I can say..., we have issues sometimes with our internal management on CSR funding but I also think PR here is not proactive. We should be able to counsel management on the need for a particular activities. We should not just say it ..., so research should be an essential part of CSR to influence management decisions (Management 1 interview, 2024).

#### **4.7 Cultural Competence**

The researcher further explored the cultural or social barriers in participating corporate social responsibility (CSR) initiatives at GCB Bank PLC. However, the success of these initiatives is heavily dependent on the performance of the employees who implement them. Findings from this study on GCB Bank PLC CSR initiatives in Ghana revealed that employees face significant challenges in navigating cultural and social complexities, which can hinder the effectiveness of CSR programs. According to the participants, cultural differences are a major obstacle that employees encounter when implementing CSR initiatives. The success of CSR initiatives is heavily dependent on the performance of the employees who implement them. Understanding the cultural and social barriers that employees encounter, GCB Bank PLC can take steps to provide the necessary training and support to ensure the success of their CSR initiatives. As the study's findings suggest, cultural competence, effective communication, adaptability, and flexibility are essential skills for CSR employees. The participants emphasized as follows:

Cultural differences can make or break our initiatives. We must be sensitive to local customs and adapt our approach to avoid unintended offense. This finding highlights the importance of cultural competence in CSR work, where employees must be able to adapt to diverse cultural contexts (Management 3 interview, 2024)

The participants also emphasized the need for effective communication in overcoming language barriers. This finding underscores the importance of language training and effective communication in CSR initiatives.

Language barriers can hinder our progress, but with patience, flexibility, and the right training, we can overcome them. This quote highlights the importance of language skills and effective communication in building trust and collaboration with local communities ( Management 4 interview, 2024).

#### **4.8 Effective communication at workplace**

The implementation of corporate social responsibility (CSR) initiatives is a complex process that requires careful consideration of various factors. The researcher further examined how GCB Bank PLC could better address cultural and social issues to improve CSR effectiveness and employee performance. Findings from the study revealed two themes that are crucial for addressing cultural and social issues in CSR implementation. The participants aver that understanding and addressing these themes, GCB Bank PLC can enhance the effectiveness of their CSR initiatives and contribute to the well-being of stakeholders and its shareholders. In the context of GCB Bank PLC's CSR endeavors, effective communication plays a pivotal role in navigating Ghana's complex cultural and social landscape. To achieve successful CSR outcomes, it is essential to address language barriers, cultural sensitivities, and active listening. The data revealed three (3) sub-themes perceived by the participants that could aid the GCB Bank PLC to mitigate the effects of cultural and social complexities in CSR implementation. These sub- themes were given below:

- Language barriers
- Cultural sensitivity
- Active listening

#### **4.8.1 Language barriers**

The participants indicated that the use of language barriers can significantly impede communication, leading to misunderstandings between GCB Bank PLC's employees and internal and external stakeholder or shareholders of the state financial institution. In overcoming this challenge, findings support the need for GCB Bank PLC's to invest in comprehensive language training programs, enabling employees to communicate effectively with local stakeholders. The participants argued that management should hire employees fluent in local languages can facilitate seamless communication to support both internal and external CSR practices by the corporate affairs communion.

#### **4.8.2 Cultural sensitivity**

Another sub-theme indicated cultural sensitivity as a vital aspect of effective communication in CSR implementation. GCB Bank PLC's employees must be well-versed in local customs and cultural understanding to avoid unintended offense. Providing cultural sensitivity training, the bank can empower employees to navigate cultural differences and foster meaningful relationships that can improve employees productivity at the workplace.

#### **4.8.3 Active listening**

Active listening is also crucial for effective communication in CSR implementation. GCB Bank PLC's employees must listen attentively to local communities' needs and concerns, rather than imposing predetermined solutions. Findings shows a need for adopting a responsive and participatory approach, that the bank can use to build trust and credibility with local o improve stakeholder views on CSR and employee performance at GCB Bank PLC, ensuring CSR initiatives that are tailored to their needs. The summative views of the participants are given below:

The language barrier is a significant challenge for us. We had to rely on interpreters, which sometimes led to miscommunication. Let me say that, we nerd to have internal language training programs and other work activities and effective communication strategies to overcome these barriers (Management 3 interview, 2024).

Another participant hinged on the complex dynamics of cultural and social factors that impede CSR implementation and work performance:

We need to provide our employees with the necessary training and capacity building to implement CSR initiatives effectively... Investing in employee development can enhance their CSR skills and knowledge to improve work productivity (Management 1 interview, 2024).

Furthermore, employee development was another major theme that was found to curb the cultural and social issues in CSR implementation at the GCB Bank PLC. Employee development is a critical component of successful corporate social responsibility (CSR) implementation. In the context of GCB Bank PLC's CSR initiatives, employee development plays a vital role in addressing social and cultural issues that arise during implementation. Findings support management effort to investing in employee development programs, GCB Bank PLC can equip its employees with the necessary skills and knowledge to improve productivity. This in turn, can enhance productivity and address social and cultural issues that arise during CSR implementation. Findings also revealed that employee development programs can help employees develop the necessary skills and knowledge to enhance the complex nature of cultural and social landscapes in GCB Bank PLC CSR implementation.

Their collective responses were give as follows:

I believe that employee development enables employees to acquire the necessary skills and knowledge to implement CSR initiatives effectively. This includes developing cultural competence, language skills, and capacity building, all of which are essential for successful CSR implementation and enhanced work productivity (Management 5 interview, 2024).

I think its time for management to invest more in employee development programs here at the GCB Bank PLC. For me, this is essential for improving productivity and addressing social and cultural issues in CSR implementation.... we are doing our best in response to this dynamic culture and social challenges but we can do more (Management 5 interview, 2024).

#### **4.9 Alignment with global CSR report standards**

Recounting on the GCB Bank PLC CSR initiatives alignment to global CSR report standards and how it conform to the global CSR report, the researcher also established the global CSR report implication on employee performance. The following themes emerged:

- Conformity to global CSR report
- Implications on employee performance

Findings demonstrates the importance of global CSR on transparency and accountability in corporate social responsibility (CSR) efforts. The participants affirmed that GCB Bank PLC CSR initiatives meet global best practices, aligning reporting with the Global Reporting Initiative (GRI) standards. In the views of the participants the GRI framework provides a comprehensive and widely accepted approach to reporting on sustainability performance, enabling GCB Bank PLC to provide stakeholders with a clear and comparable picture of our CSR progress annually.

The Global Reporting Initiative (GRI) framework has been a total guideline for us. It has given us a clear roadmap for reporting on our sustainability performance, and we are already seeing the benefits in transparency and accountability in our CSR initiatives. It is helping us to focus on the things that really matter, like environmental sustainability and social responsibility to stakeholders (Management 1 interview, 2024).

##### **4.9.1 Conformity to global CSR report**

The researcher further examined the extent to which GCB Bank PLC conform to the GRI standards. It was found that GCB Bank PLC has implemented a robust reporting system that tracks progress on various CSR metrics, including I-CSR and external CSR approach to sustainability ethics, transparency, and accountability. Findings reveal GCB Bank PLC CSR report is structured around the GRI framework, which enables us to provide stakeholders with a comprehensive and comparable picture of our sustainability performance.

Our CSR report is more than just a document – it is a story about GCB Bank PLC values and commitment to internal and external sustainability. The GRI framework has given employees the freedom to take ownership of our sustainability efforts. Management is able to come up with

innovative solutions and leading projects in CSR initiatives (Management 5 interview, 2024).

#### **4.9.2 Implications on employee performance**

The last theme that emerged on the alignment of CSR initiatives with global report standards was the significant implications for employee performance. The alignment of our CSR initiatives with global report standards has also empowered employees to take ownership of our sustainability efforts. Findings shows employees are encouraged to take initiative and lead CSR projects, promoting a sense of autonomy and accountability. Findings demonstrate a Cross-functional collaboration between employees from different departments collaborate on CSR projects, fostering a sense of teamwork and shared purpose. Through this reporting format employees are encouraged to think creatively and develop innovative solutions to CSR challenges. Aligning GCB Bank's PLC CSR initiatives with global report standards has helped management to create a more engaged, motivated, and responsible workforce.

I feel like the GRI framework has helped us to break down silos and encourage collaboration across departments. It is been incredible to see employees working together towards a common goal in GCB Bank PLC (Management 5 interview, 2024).

#### **4.10 Discussion of findings**

The results of this study on CSR are consistent with those of Celix, Abdul-Kareem, and Yilmaz (2019) and Visser (2011), who discovered that CSR programs present numerous difficulties when put into practice in local communities. According to GBC Bank PLC, philanthropic corporate social responsibility (CSR) is a responsible practice for internal sustainability, which aligns with the CSR argument on sustainability and responsibility argument (McWilliam & Siegel, 2011).

The results of GBC Bank PLC CSR validated the global CSR reporting index as reported by the United Nations Conference on Trade and Development on "Corporate Responsibility Indicators in Annual Reports" (2008), despite the fact that various organizations employ different frameworks for CSR activity. Grunig (1992) asserts that organizations can establish mutually beneficial partnerships for environmental sustainability using the excellence theory

of PR practice. This validates the theory's findings from a 15-year International Association of Business Communication (IABC)-funded study of excellence theory and best practices in communication management (Grunig et al., 2002; Grunig, 1992). This supports GBC Bank PLC CSR's findings, which show how the organization manages a range of stakeholder expectations when implementing CSR.

The results also supported the conclusions of the stakeholder theory, which emphasizes how important it is to foster relationships with stakeholders in order to improve operational efficiency and benefit the organization as well as its stakeholders. "When all stakeholders align their efforts towards a common goal, a company gains not only a guiding principle but also true influence," says Freeman (1984), succinctly illustrating this idea. Stakeholder management is essential to fostering a strong bond between stakeholders and the company, according to Freeman (1984). Kotler and Lee (2004), findings compliment GBC Bank PLC as a business institutions that engage in CSR strengthen their internal social ties in support of employee performance.

#### **4.11 Correlation of findings of quantitative and qualitative data**

This study's mixed-methods approach yielded a cohesive narrative, blending quantitative and qualitative findings to illuminate the dynamic relationship between corporate social responsibility and employee performance. The quantitative data profiled the demographics views of respondents in responding to the first and second research questions on the relationship between CSR and employee performance and the perceived experience of GCB Bank PLC staff members while the qualitative findings provided insights into the workings of CSR challenges with the GCB Bank PLC. These findings from quantitative data reinforced by qualitative data, which underscored the pivotal impact of CSR programs in fostering employee performance.

The study's examination of CSR uncovered a significant positive correlation, with CSR relationship with employee performance, enhancing transparency and accountability in CSR

initiatives at the GCB Bank PLC. Qualitative findings corroborated quantitative findings in this study conclusion, highlighting GCB Bank PLC capacity to leverage CSR for internal sustainability. The analysis of CSR challenges facing GCB Bank PLC revealed lack of environmental CSR implementation internal bureaucracy and unequal expectations from stakeholders that affect the implementation of CSR. Ultimately, this study's integrated findings contribute meaningfully to the discourse on CSR impact on employee performance at GCB Bank PLC.

## **CHAPTER FIVE**

### **SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 Introduction**

This chapter provides a summary of the discussion of findings, draws conclusions, makes recommendations, and makes suggestions in areas of future studies for future research. The structure of the research interview guide was designed based on the research questions, which helped in answering the research objectives.

#### **5.1 Summary of findings**

Initially, the study aimed to explore the demographic attributes of the research subjects. The results show that the management team of GCB Bank PLC has a wide range of professional and academic backgrounds in communication and other related knowledges. The researcher investigated GCB Bank PLC CSR relationship with employee performance. The results show that GCB Bank PLC participates in both internal and external CSR activities. The summary of findings has been discussed in relation to the study objectives as follows:

- 1. To ascertain the relationship between CSR and employee performance in Ghana**

Findings on the first objective which sought to establish the relationship between CSR and employee performance. For this quantitative data, findings shows that CSR initiatives have a positive impact on employee job satisfaction (mean score: 4.05). The study found a positive correlation between CSR and employee motivation with employee motivation (mean score: 3.68). CSR are positively correlated with employees' perception of organizational values and work performance (mean score: 3.43). Findings also indicate limited impact of CSR on working relationships, overall performance, and commitment to achieving organizational goals.

**2. To determine employees experience and perceived impact of CSR on their performance.**

On the second objective, findings from employee experience and perceived impact of CSR initiative at the GCB Bank PLC. Findings reveal that CSR initiatives enhance employees' understanding of their role in achieving the organizational mission (mean score: 3.79). Findings indicates that CSR initiatives promote feelings of recognition and value among employees

**3. To find out the specific challenges associated with GCB Bank PLC CSR practices on employee performance in Ghana.**

On the third objective on the challenges of CSR implementation at the GCB Bank PLC, it was discovered that GCB Bank PLC primary business practice was internal CSR while philanthropic CSR was found to be a major external CSR practices.

Findings show that GCB Bank PLC faces both internal and external CSR problems. Additional research on internal obstacles reveals that the main obstacles to the implementation of CSR include a lack of funding for CSR, internal bureaucracy, a lack of environmental policy on CSR, openness, and accountability. Based on their opinions on environmental issues and stakeholder interests, the study discovered that different stakeholder expectations exist for the external difficulties. Additionally, research indicates that CSR improves stakeholder

connections. Additional research reveals that the CSR aspect of sustainability at GBC Bank PLC is an internal framework that enables stakeholders' future advantages.

## **5.2 Conclusions**

Public relations (PR) continues to be a major channel of communication for public and business entities with both internal and external stakeholders. PR provides a more comprehensive view of communication practices in public institutions by fusing organizational and marketing strategies. It also defines organizational image as the comprehensive and striking perception that a person or group has of public organizations. Results also demonstrate that CSR improves stakeholder connections. Additional research reveals that the GBC Bank PLC CSR aspect of sustainability is an internal framework that supports stakeholders' future gains.

Public relations (PR) is still a major channel of communication used by public and corporate entities to interact with stakeholders both inside and outside the organization. The concept of CSR provides a broader view through which organization shows its human face in the light of internal and external challenges to sustainability by conceptualizing organizational image as a comprehensive and striking impression that a person or group has of public organizations. It also merges marketing and organizational techniques. The researcher concludes that little is known about GCB Bank PLC CSR initiatives. The study's researcher contends that while GCB Bank PLC management has a broad grasp of corporate social responsibility, there are not many external CSR initiatives for environmental sustainability. The study comes to the conclusion that welfare policy for internal sustainability is still a key component of internal CSR. The majority of GCB Bank PLC external CSR initiatives, the researcher found, are reactive measures meant to allay stakeholders. The study concludes that CSR initiatives at GCB Bank PLC have not captured the holistic approach to CSR concept to effectively solve CSR challenges as a fundamental component of management policy framework. According to the study's findings, CSR practices ought to be investigated in order to improve stakeholders' comprehension of

social responsibility. The results show that GCB Bank PLC still has difficulties in maintaining sustainability in the face of internal and external issues with CSR.

### **5.3 Limitations of the study**

During the research project, the investigator faced a number of obstacles, including issues related to managing time, controlling expenses, and recruiting research subjects.

1. Getting participant answers, tracking down costs, and managing time all presented serious difficulties. The researcher used callbacks and several inputs to management to obtain the data needed to understand the issue under study.
2. Due to internal restructuring and transfers, the and 2024 general election, GCB Bank PLC experienced staffing shortages during the research period, which hindered access to management staff members. As such, the research was limited to five (5) individuals working in the across different departments.
3. In addition, this inquiry was limited to the GCB Bank PLC headquarters and focused on issues with CSR practices. As a result, the results cannot be generalized to other Ghanaian governmental institutions.

### **5.4 Recommendations**

1. Given the researcher's methodological flaws and the budgetary difficulties encountered during the study, future researchers may want to look into obtaining funding or research grants from Aids sources in order to broaden the study's reach. This will enable the GCB Bank PLC to conduct research in the future, covering multiple geographic areas where it operates.
2. Based on the study, GCB Bank's PLC should create an internal policy framework that aligns with the global CSR framework for external sustainability reporting. Such a strategy ought to include comprehensive details about the accountability and transparency framework that permits input from stakeholders—such as workers, shareholders, investors, and clients—and to request information about how CSR efforts are being carried out.

3. In order to educate the host community about environmental issues, this study also suggests that GCB Bank PLC participate in stakeholder engagement and community sensitization programs.
4. Based on the study's recommendations, GCB Bank PLC should take aggressive steps to implement CSR practices in order to enhance stakeholders' and shareholder perceptions of the external and strengthen its standing as a public financial Institution.

### **5.5 Suggestions for future research studies**

1. Future research might look into how employee performance is affected by internal CSR initiatives, such as a study of a few Ghanaian governmental agencies.
2. Future research should look at the role that CSR activities play in Ghanaian public institutions, given the conclusions on I-CSR and the constraints of the study.
3. An empirical analysis of CSR implementation in Ghana is conducted to examine the difficulties associated with public relations practice in business organizations.

## BIBLIOGRAPHY

- Aguilera, R. V, Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S Back in Corporate Social Responsibility: A Multilevel Theory of Social Change in Organizations. In *Source: The Academy of Management Review* (Vol. 32, Issue
- Amoako, G. K., Anku-Tsedde, O., & Agyemang, S. O. (2020). Corporate social responsibility and financial performance of banks in Ghana. *Journal of African Business*, 21(1), 34-47.
- Barnett, M. L., & Salomon, R. M. (2012). Does it pay to be really good? Addressing the shape of the relationship between social and financial performance. *Strategic Management Journal*, 33(11), 1304-1320.
- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *International Journal of Human Resource Management*, 18(10), 1701-1719.
- Biernacki, P., & Waldorf, D. (1981). Snowball sampling: Problems and techniques of chain referral sampling. *Sociological Methods & Research*, 10(2), 141-163.
- Bryman, A. (2019). *Social research methods*. Oxford University Press.
- Campbell, I., & Chalmers, J. (2017). Job quality and part-time work in the retail industry. *Journal of Industrial Relations*, 59(4), 531-548.

- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches*. Sage Publications.
- Dawson, C. (2002). *Practical research methods: A user-friendly guide to mastering research techniques and projects*. How To Books.
- DeWalt, K. M., & DeWalt, B. R. (2020). *Participant observation: A guide for fieldworkers*. Rowman & Littlefield.
- Dawson, C. (2019). *Introduction to research methods: A practical guide for anyone undertaking a research project*. How To Books.
- Eurofound. (2012). *Job quality in Europe*. Publications Office of the European Union.
- Flick, U. (2007). *Designing qualitative research*. Sage Publications.
- Flick, U. (2018). *An introduction to qualitative research*. Sage Publications.
- Fraenkel, J. R., & Wallen, N. E. (2003). *How to design and evaluate research in education*. McGraw-Hill.
- Golafshani, N. (2020). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 25(1), 1-15.
- Hsieh, H. F., & Shannon, S. E. (2020). Three approaches to qualitative content analysis. *Qualitative Health Research*, 30(1), 3-15.
- Hesse-Biber, S. (2016). *Mixed methods research: A guide to combining qualitative and quantitative approaches*. Sage Publications.
- Gray, D. E. (2018). *Doing research in the real world*. Sage Publications.

- Knox, S., Burkard, A., Edwards, L., & Hill, M. (2015). Conducting semi-structured interviews. *The Counselling Psychologist*, 43(10), 1553-1564.
- Krueger, R. A., & Casey, M. A. (2020). *Focus groups: A practical guide for applied research*. Sage Publications.
- Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners*. Sage Publications.
- King, N., & Horrocks, C. (2017). *Interviews in qualitative research*. Sage Publications.
- Kvale, S., & Brinkmann, S. (2019). *InterViews: Learning the craft of qualitative research interviewing*. Sage Publications.
- Merriam, S. B., & Tisdell, E. J. (2016). *Qualitative research: A guide to design and implementation*. Jossey-Bass.
- Marshall, M. N. (1996). Sampling for qualitative research. *Family Practice*, 13(6), 522-525.
- Neuman, W. L. (2007). *Social research methods: Qualitative and quantitative approaches*. Allyn & Bacon.
- Onwuegbuzie, A. J., & Frels, R. K. (2016). Seven steps to a comprehensive mixed-methods research design. *International Journal of Multiple Research Approaches*, 10(1), 1-18.
- Patton, M. Q. (2015). *Qualitative research and evaluation methods*. Sage Publications
- Smith, J. A. (2018). *Qualitative research: A practical guide*. Sage Publications.
- Smith, P., Smith, J., & Williams, J. (2020). *Mixed-methods research: A guide to combining qualitative and quantitative approaches*. Sage Publications.
- Teddlie, C., & Tashakkori, A. (2016). *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioral sciences*. Sage Publications.

- Yin, R. K. (2018). *Case study research and applications: Design and methods*. Sage Publications.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2020). *Business research methods*. Cengage Learning.
- Delmas, M., & Montes-Sancho, M. J. (2011). An institutional perspective on the diffusion of international management system standards. *Business Ethics Quarterly*, 21(1), 103-132.
- Carroll, A. B. (1999). *Corporate social responsibility: Evolution of a definitional construct*. *Business & Society*, 38(3), 268-295.
- Crane, A. (2018). *Corporate social responsibility: Readings and cases in a global context*. Routledge.
- Delmas, M., & Montes-Sancho, M. J. (2011). An institutional perspective on the diffusion of international management system standards. *Business Ethics Quarterly*, 21(1), 103-132.
- Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century business*. Capstone Publishing.
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Gond, J., Cabantous, L., & Wright, P. (2017). From CSR to CSV: A critical perspective on the evolution of corporate sustainability. *Business & Society*, 56(6), 851-876.
- Hartmann, J., Moeller, S., & Eisend, M. (2016). Exploring the relationship between corporate social responsibility and employee engagement. *Journal of Business Research*, 69(11), 5237-5244.

- Li, Q., Luo, W., & Wang, Y. (2020). Corporate social responsibility and employee performance: A systematic review and meta-analysis. *Journal of Business Ethics*, 161(3), 537-553.
- Matten, D., & Moon, J. (2008). "Implicit" and "explicit" CSR: A conceptual framework for understanding CSR in Europe. *Academy of Management Review*, 33(2), 404-424.
- Kotler, P., & Lee, N. (2005). Corporate social responsibility: Doing well by doing good. *Journal of Marketing*, 69(4), 16-18.
- Nalband, S., & Al-Amari, R. (2020). Corporate social responsibility and organizational performance: A systematic review. *Journal of Business Ethics*, 211(2), 347-361.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value: How to reinvent capitalism—and unleash a wave of innovation and growth. Harvar
- Savitz, A. W., & Weber, K. (2006). *The triple bottom line: How today's best-run companies are achieving economic, social, and environmental success*. Jossey-Bass.
- Slawinski, N., Pinkse, J., & Busch, T. (2017). The role of corporate social responsibility in organizational change: A systematic review. *Journal of Management Studies*, 54(5), 673-697.
- Whiteman, G., Walker, B., & Perego, P. (2019). The relationship between corporate social responsibility and organizational resilience.

**APPENDIX: A**  
**QUESTIONNAIRE**

**UNIVERSITY OF MEDIA ARTS AND COMMUNICATION- INSTITUTE OF**  
**JOURNALISM (UNIMAC-IJ) - ACCRA**  
**RESEARCH QUESTIONNAIRE**

Dear Respondents,

I am Renel Asante, a student of MA in Public Relations in Strategic Management UNIMAC-IJ. I am currently conducting my dissertation on the topic “Analysing Corporate Social Responsibility and Employee Performance: A case study of GCB BANK PLC”.

The purpose of this research is purely for academic use and it is being done as part of the requirements for the award of Master of Arts Degree in Strategic Public Relations. You will be contributing resourcefully to the success of this research by providing objective answers to this questionnaire.

**Confidentiality and Anonymity**

Please note that the response(s) you will provide are completely anonymous and confidential. The research outcomes and reports will not include reference to any individual. The conductor of the research will take sole ownership of the completed questionnaires and destroy them after the completion of work.

**SECTION A- Demographic characteristics of respondents**

- 1.Age: a. 18-24 [ ] b. 25-34 [ ] c. 35-44 [ ] d. 45-54 [ ] e. 55 and above [ ] GENDER
2. Highest level of education: a. Master’s degree [ ] Bachelor’s Degrees [ ] b. Diploma [ ] c. Others (please specify) .....
- 3.Gender: a. Male [ ] b. Female [ ] c. Others (please specify) .....
4. Position: A. Senior management [ ] b. Middle management [ ] c. Junior staff [ ]
5. Years in GCB Bank PLC a. 1-5 years [ ] b. 5-10 years [ ] c. 10-15 years [ ]  
d. 20 years above [ ]

**SECTION B: Relationship between CSR and Employee Performance**

Kindly use the 5- point scale provided at the right-hand side of this section to provide responses on the respective statements. Please note that values ranging from the lowest point (1) to the highest point (5) of each scale indicate an increasing level of intensity with respect to the descriptions of the upper anchors (5) of the scales. **Thus, (1=Strongly Agree 2=Agree, 3=Neutral,4= Disagree, 5=Strongly Disagree).**

Statements	U	SA	A	N	D	SD
GCB Bank PLC CSR initiatives positively impact my job satisfaction						
GCB Bank PLC CSR activities influence my motivation to work harder						
CSR initiatives have improved my perception of the GCB Bank PLC values						
GCB Bank PLC CSR initiatives have improved my working relationships with colleagues						
GCB Bank PLC CSR initiatives have positively impacted my overall performance						
I feel more committed to achieving the GCB Bank PLC goals due to CSR efforts						

Kindly use the 5- point scale provided at the right hand-side of this section to provide responses on the respective statements. Please note that values ranging from the lowest point (1) to the highest point (5) of each scale indicate increasing level of intensity with respect to the

descriptions of the upper anchors (5) of the scales. Thus, (1= Very Great Extent, 2= Great Extent, 3= Moderate Extent, 4= Little Extent, 5= No Extent).

**SECTION D C: Descriptive Statistics on Employees’ experience and perceived impact of CSR on their performance.**

<b>Statements</b>	<b>U</b>	<b>Very Great Extent</b>	<b>Great Extent</b>	<b>Moderate Extent</b>	<b>Little Extent</b>	<b>No Extent</b>
To what extent do CSR initiatives positively influence your overall performance?						
How strongly do you feel that CSR initiatives help you understand your role in achieving GCB Bank PLC mission?						
Do you feel recognized and valued for your contributions through CSR initiatives?						
Do you find that CSR initiatives enhance your professional skills and abilities?						
How would you rate the impact of CSR initiatives on your collaboration with colleagues?						
How strongly do you feel committed to GCB Bank PLC long-term goals due to CSR initiatives?						

**Thank you for your cooperation**

**APPENDIX: B**

**INTERVIEW GUIDE**

**UNIVERSITY OF MEDIA ARTS AND COMMUNICATION- INSTITUTE OF**

**JOURNALISM (UNiMAC-IJ) - ACCRA**

## **RESEARCH INTERVIEW GUIDE**

Dear Participants,

I am Renel Asante, a student of the University of Media Arts and Communication-Institute of Journalism (UNiMAC-IJ) - Accra, pursuing a Master of Arts Degree in Programme. I am currently conducting my thesis on the topic “Analysing Corporate Social Responsibility and Employee Performance: A case study of GCB Bank PLC ”

The purpose of this research is purely for academic use and it is being done as part of the requirements for the award of Master of Arts Degree in Strategic Public Relations. You will be contributing resourcefully to the success of this research by providing objective answers to this interview guide.

### **Confidentiality and Anonymity**

Please note that the response(s) you will provide are completely anonymous and confidential. The research outcomes and reports will not include reference to any individual. The conductor of the research will take sole ownership of the completed interview guide and destroy them after the completion of work.

### **SECTION A: Demographic characteristics of research participants**

1 Age: \_\_\_\_\_

2 Gender: \_\_\_\_\_

3 Highest level of education completed: \_\_\_\_\_

4 position: \_\_\_\_\_

5 Years of work in the GCB: \_\_\_\_\_

### **SECTION D: Challenges with GCB Bank PLC CSR on Employee Performance in Ghana**

1. How do you think GCB Bank PLC CSR initiatives could be better aligned with employee roles and responsibilities to improve performance?

2. Have you experienced any resource constraints (time, budget, personnel) while participating in GCB's CSR initiatives, and how have they impacted your work?
3. How do you think GCB Bank PLC could better allocate resources to support CSR initiatives and employee performance?
4. Have you encountered any cultural or social barriers while participating in GCB Bank PLC CSR initiatives in Ghana, and how have they affected your performance?
5. How do you think GCB Bank PLC could better address cultural and social issues to improve CSR effectiveness and employee performance?
6. Have you experienced any communication gaps or lack of clarity regarding GCB Bank PLC CSR initiatives, and how have they impacted your work?
7. How do you think GCB Bank PLC could improve communication to ensure employees are informed and engaged with CSR initiatives?
8. How do you think GCB Bank PLC CSR initiatives could be better linked to employee performance metrics and incentives to improve motivation and engagement?
9. What challenges have you faced while implementing GCB Bank PLC CSR initiatives in your work, and how have they affected your performance?
10. What role does leadership play in mediating CSR for internal sustainability ?

**Thank you for you cooperation**