

**GHANA INSTITUTE OF JOURNALISM
(SCHOOL OF GRADUATE STUDIES AND RESEARCH)**



**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY(CSR) IN COMMUNITY
DEVELOPMENT: A STUDY OF KASAPREKO COMPANY LIMITED**

BY

WILLIAM TWUMASI NKANSAH

(MAPR20158)

**A THESIS SUBMITTED TO THE GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
MASTERS OF ARTS DEGREE IN PUBLIC RELATIONS**

DECEMBER, 2021

DECLARATION

I, William Twumasi Nkansah, hereby declare that this thesis is my own work towards the award of the Master of Art degree in Public Relations and that, to the best of my knowledge it contains no materials previously published by another person nor material which has been accepted for the award of any other degree of the institution, except where due acknowledgment has been made in the text.

William Twumasi Nkansah

(MAPR20158)

Signed

Date 15th Dec-2021

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision as laid down by the Ghana Institute of Journalism.

Dr. Rosemary Obeng Hinneh

(Supervisor)

Signed

Date 15th Dec-2021

DEDICATION

I dedicate this work to my family for the love and support, more especially my mother Mrs. Vera Owusua. God bless you so much. I dedicate this work to you for the sacrifices made for my academic pursuit.

ACKNOWLEDGEMENTS

I thank the Almighty God for his Grace, Mercies and Favor for making this project a success.

I sincerely appreciate my supervisor, Dr. Rosemary Obeng-Hinneh for her support, expertise, knowledge, and constructive feedback offered throughout this thesis preparation.

To management of Kasapreko Company Limited, I am thankful for your time and willingness to partake in this research.

And finally, to all our friends and course mates, I say thank you for the good time we shared together during our studies.

TABLE OF CONTENTS

CONTENTS	PAGE
Declaration.....	i
Dedication	ii
Acknowledgements	iii
Abstract.....	vii
Chapter One	1
Overview Of The Study	1
1.0 Introduction	1
1.1 Background Of Study.....	1
1.2 Research Problem.....	4
1.3 Research Objectives	5
1.4 Research Questions	5
1.5 Significance Of The Research.....	6
1.6 Scope Of Study.....	6
1.7 Organization Of The Study	6
1.8 Chapter Conclusion.....	7
Chapter Two.....	8
Literature Review	8
2.0 Introduction	8
2.1 History Of Corporate Social Responsibility.....	8
2.2 The Concept Of Corporate Social Responsibility (Csr).....	10
2.3 Benefits Of Corporate Social Responsibility	14

2.4 Theories Of Csr	15
2.5 Background Of Csr In Ghana.....	19
2.6 The Concept Of Community Development (Cd)	20
2.7 Empirical Studies On Csr And Community Development (Cd).....	22
2.8 Chapter Conclusion.....	24
Chapter Three	25
Methodology	25
3.0 Introduction	25
3.1 Research Method.....	25
3.2 Target Population	26
3.3 Sampling Size And Sampling Technique.....	27
3.4 Data Collection.....	28
3.5 Data Analysis And Presentation.....	29
3.6 Brief Profile Of Kasapreko Company Limited	29
3.7 Ethical Issues.....	30
3.8 Chapter Conclusion.....	31
Chapter Four.....	32
Data Analysis And Findings.....	32
4.0 Introduction	32
4.1 The Impact Of Kasapreko’s Csrs On Community Development.....	33
4.1a. Csr Projects Undertaken By Kasapreko Over The Years	33
4.1b Reasons For Csr Projects By Kasapreko	35
4.1c Selection Of Communities For Csr Projects	36
4.1d Impacts Of Csr Projects Implemented On Communities	38
4.2 The Role Of Practicing Good Csr In Improving Public Relationships.....	39

4.2a How Kasapreko Perceive Its Social Responsibility.....	39
4.2b Role Csr Play In Improving Customer Relationships	42
4.2c Csr Activities That Has Had Impact On The Company’s Public Relationships	44
4.3 The Challenges Faced By Kasapreko In Practicing Its Csr	47
4.3a Challenges Faced By Kasapreko In Executing Its Corporate Responsibilities To Communities.....	47
4.3b How Kasapreko Company Resolve These Challenges.....	50
4.4 Chapter Conclusion	52
Chapter Five	54
Summary, Conclusion And Recommendation	54
5.0 Introduction	54
5.1 Summary Of Findings	54
5.1.1 The Impact Of Kasapreko’s Csrs On Community Development	54
5.1.2 The Role Of Practicing Good Csr In Improving Public Relationships	56
5.1.3 The Challenges Faced By Kasapreko In Practicing Its Csr	58
5.2 Limitations	59
5.3 Recommendations/ Suggestions.....	60
5.4 Conclusion.....	60
5.5 Chapter Summary.....	61
References	62
Appendix.....	69

ABSTRACT

Corporate Social Responsibility (CSR) in Ghana has, to a large extent, been campaigned by civil society as focused on how companies could contribute to solving pressing social and environmental problems by acting on a voluntary basis through partnerships with other stakeholders. This study set out to examine the role of Corporate Social Responsibility (CSR) in community development using Kasapreko Company Limited as a case. This is qualitative research that used purposive sampling method to select from management of Kasapreko, five (5) research participants from the marketing department. Data for this study was collected through in-depth interviews with the management staff of the company. The study reveals that CSR projects form the core mandate of operations of Kasapreko Company Limited. And so, the company over the years has executed projects like the “One for life project”. The Easter orphan projects, construction of the Wassa Amenfi hospital etc. as a means of giving back to the community as well as supporting national development. These CSR projects have contributed to the goodwill of the company, increased customer base, contributed to customer retention as well as making the brand a house hold name in Ghana. Though there have been challenges like inadequate funds, economic instability, inability to reach very remote communities among others, the company has intended to continue with its CSR activities. And so, CSR is very relevant in an industry like the manufacturing industry because implementing it gives a company a competitive advantage over others.

CHAPTER ONE

OVERVIEW OF THE STUDY

1.0 INTRODUCTION

This chapter gives explanations to the background of the study, statement of the research problem, objectives of the study, research questions, significance of the study, scope of the study and organization of the study.

1.1 BACKGROUND OF STUDY

Community Development involves strengthening the capacity of individuals within the community to accomplish the community's set goals. Community development provides the opportunity of involving and motivating people of a community to define, identify, analyze and solve problems that they feel are important. In the 1950s and 1960s, community development was actively promoted throughout the developing world as part of the state building process and as a means of raising standards of living by governments and by the United Nations through its affiliated institutions as part of independence and decolonization movements in Africa (Briggs and Mueller 1997). Community Development programs received substantial support from governments and donor agencies. Many governments promoted development projects that aimed at environmental security, social renewal, and income generation (Cohen, 1996).

In the Ghanaian context, community development is usually described in terms of the well-being of the individual and the community or opportunities for improving livelihoods. This is usually carried out by both the state and non-state actors such as parastatals, NGOs, multinationals, manufacturing companies which includes Kasapreko Company Limited. The development agenda of the state are carried out through the decentralization system of governance where most

of the developments initiatives have to emanate from the grassroots while those from the non-state actors are carried through their corporate social responsibility (CSR).

Corporate Social Responsibility (CSR) as a concept involves the practice by which corporate organizations willingly integrate both social and environment upliftment into their business philosophy and operations (Nyame-Asiamah and Ghulam, 2019). It also involves how organizations make business decisions, the products and services they offer, their efforts to achieve an open and honest culture, the way they manage the social, environmental and economic impact of their business activities and their relationships with their employees, customers and other key stakeholders having an interest in the businesses and its operations (Ocran, 2011). Corporate Social Responsibility is further considered as an essential part of business language and practice because it is vital to many of the theorists and is continually consistent with what the public expects of the business community today (Deb Roy, n.d).

Organizations exist in an environment and their operations can cause both positive and negative implications for the society and the environment in which they operate. As businesses perform their day-to-day activities, they relate with people and communities in their environment, hence the need to be responsible for their actions. In particular, customers collectively get attracted to socially and environmentally conscious businesses (Marin & Ruiz, 2007). Thus, Corporate Social Responsibility (CSR) has become an important part of business practice over the last decade and this has led many corporations to dedicate a section of their annual reports and corporate websites to CSR activities, illustrating the importance they attach to such activities (Servaes & Tamayo, 2013).

Corporate Social Responsibility simply refers to the obligations of companies to society, more specifically, obligations to stakeholders and those who influence corporate policies and practices (Khanifar, Nazari, Emami & Soltani, 2012). Presently, organizations have realized that the environment in which they operate should be provided for because their intermediate and macro environments have a direct bearing on the attainment of their corporate goals, objectives and mission statement (Ocran, 2011). Organizations over the world have come to the realization that creating a strong relationship with surrounding communities is vital for the growth, success and survival of their organisations. (Celik, Abdul-Kareem, & Yilmaz, 2019). Hence, corporate social responsibility (CSR) has become a need of the modern business. It connects the organization with its social environment. According to Ismail (2009), the issue of corporate social responsibility (CSR) has been deliberated since the 1950s. Recent analyses by Secchi (2007) and Lee (2008) stated that the definition of CSR has been changing in meaning and practice. The traditional view of CSR was limited to philanthropy and then shifted to the emphasis on business-society relations mainly referring to the contribution that a company provided for solving social problems. The present-day corporate social responsibility (CSR) has seen business organizations consider the interest of society, by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders as well as their environment. This responsibility shows that the organizations have to comply with legislation and voluntarily take initiatives to improve the well-being of their employees and their families as well as for the local community and society at large (Ismail, 2009).

1.2 RESEARCH PROBLEM

CSR refers to strategies by which companies conduct their business, in a way that is ethical and society friendly. CSR can involve a variety of activities such as working in partnership with local communities, socially sensitive investment, developing relationships with employees, customers and their families, and involving in activities for environmental conservation and sustainability (Ismail, 2009). Community development (CD) on the other hand involves the coming together of a group of people in a community planning and acting together to bring about the satisfaction of their needs with a view to bringing about desirable change in the lives of the people through their cooperative efforts and by actively taking part in measures designed to improve their conditions of living (Adedokun, 2008). In Ghana, large-scale companies spearhead Corporate Social Responsibility (CSR) activities and have been instrumental in the social development of the country. The notion of corporate social responsibility is one of ethical and moral issues surrounding corporate decision making and behavior, thus if a company should undertake certain activities or refrain from doing so because they are beneficial or harmful to society is a central question. Meanwhile, manufacturing has had significant impacts on the environment, especially on biodiversity, air and water quality, pollution levels as well as land degradation and health (Boocock, 2002). There is no doubt that it is the local people who bear the brunt of all the environmental degradation that accompanies manufacturing operations.

The benefits of CSR to the firm and to the society cannot be overemphasized. Porter and Kramer (2006) posits that both the firm and society stand to benefit when a company is socially responsible. Arnold (2017) holds the view that the first benefit that flows from CSR is to improve the relationship between companies and communities.

However, there've been little literature and studies done focusing specifically on the role of corporate social responsibility (CSR) on community development (CD) as well as providing an all-inclusive picture between these two variables.

Therefore, the purpose of this research paper was to examine the role of Corporate Social Responsibility (CSR) in community development. Corporate social responsibility (CSR) is an issue that has to be faced by every organization especially in instances where their day-to-day activities can be detrimental to the communities in which they operate.

Hence, this study contributes to literature on the effect and role of corporate social responsibility on community development, which will help in appropriate decision making by stakeholders, who need the information for their respective purpose.

1.3 RESEARCH OBJECTIVES

The main objective of the study was to examine the role of Kasapreko's Corporate Social Responsibility (CSR) in community development. In order to achieve this aim, the study addressed the following specific objectives which includes;

- i. To assess the impact of Kasapreko's CSRs on community development
- ii. To identify the role of good CSR practicing in improving public relationships.
- iii. To identify the challenges of Kasapreko in practicing its CSR.

1.4 RESEARCH QUESTIONS

- i. What are the impacts of Kasapreko's CSR activities on community development?
- ii. What role does practicing good CSR play in improving public relationships?
- iii. What are the challenges of Kasapreko in practicing its CSR?

1.5 SIGNIFICANCE OF THE RESEARCH

Many organizations voluntarily include social and environmental concerns in their operations and interaction with stakeholders. Thus, corporate social responsibility is an issue that has to be faced by every organization since their day-to-day activities can be detrimental to the communities in which they operate. Hence, this study will contribute to literature on the effect and role of corporate social responsibility on community development, which will help in appropriate decision making by stakeholders, who need the information for their respective purposes.

1.6 SCOPE OF STUDY

The study covers management staff of Kasapreko Company limited across the various departments. However, since it is an exploratory study and was done qualitatively. The focus of the study was limited to five (5) management staff of Kasapreko Company Limited, a key player in the Ghanaian manufacturing industry.

1.7 ORGANIZATION OF THE STUDY

This section of the study deals with how the work is organized. The study is divided into five (5) chapters. The first chapter provides information on the background of the study, the statement of the problem, the research objectives, the research questions, the significance and organization of the study. The second chapter reviews literature for the study and discusses the theoretical framework within which the study is done. The third chapter discusses what research methodology is used for the study which involves research design, research population, sample size and sampling technique and data collection methods. The fourth involves data analyses and findings. Lastly, the fifth chapter presents the discussions, makes recommendations and draws conclusion on the study

1.8 CHAPTER CONCLUSION

This chapter gives explanations to the background of the study, statement of the research problem, objectives of the study, research questions, significance of the study which provides a brief overview of the rationale for undertaking the research, scope of the study and organization of the study. The next chapter focuses more on reviewing empirical studies done on corporate social responsibility and community development.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter covers the literature review of the study; discusses the overview of the main concept (corporate social responsibility), the theory that serve as theoretical framework for the study, and reviews of related studies, and definitions of operational terms and concept.

2.1 HISTORY OF CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility as a managerial practice originated in the 19th century during the era when people became critical of and begun to question the role of businesses in society (Visser, 2010). This was when industrial activities had increased extremely and imperialism was at the root of the fast-developing global economic system. The negative impacts of industrialisation on the environment and societal wellbeing became apparent and steered disgust toward industrial activities (Husted, 2015). It is of no surprise that industrialists such as John A. Patterson (originator of the industrial welfare movement), Sir Titus Salt and philanthropist John D. Rockefeller are credited with initiating managerial Corporate Social Responsibility practices (Visser, 2010). Nonetheless, records prove that various concepts and features of Corporate Social Responsibility existed as far back as 1700 BC (Amin-Chaudhry, 2016; Gond and Moon, 2011).

In Japan and Mesopotamia, businesses were mandated to contribute to societal development and minimise the negative impacts of their activities on society to gain recognition, ascend the social hierarchy and avoid sanctions (Husted, 2015). Furthermore, practices such as *zakat* (almsgiving within the Islamic religion) ensured that the affluent and rich contributed to the welfare of the poor in society (Visser, 2010).

Amin-Chaudhry (2016), Gond and Moon (2011), Marens (2008), Carroll (2015) and Visser (2010) assert that Corporate Social Responsibility became an academic discourse in 1950/1960 and was popularized by Howard R. Bowen who is attributed as being the founder of modern Corporate Social Responsibility. Contrary to the argument of Friedman (1970) that the social responsibility of businesses is to make profit and be accountable to its shareholders, Bowen (1953) held the view that corporate businesses and their executives should undertake policies and actions that communities saw as desirable (in Carroll 2015).

In his book titled 'Social Responsibility of a Businessman' written in 1953, Bowen provides a social as well as a business case for Corporate Social Responsibility. He indicates that the voluntary assumption of social responsibility by businessmen is, or might be, a practicable means toward ameliorating economic problems and attaining more fully the economic goals we seek (Bowen, 1953 in Acquier et al, 2011). With this, Bowen established a positive link between social responsibility and corporate profit. This is reinforced by empirical evidence of companies recording increases in profit and corporate reputation by engaging in substantial Corporate Social Responsibility initiatives (Amin-Chaudhry 2016; Wilburn and Wilburn, 2011).

Bowen further provides a normative ethical justification for Corporate Social Responsibility by linking power and affluence with responsibility. He thus states that as the power and affluence businesses possess increases, their responsibility should not only be to shareholders, but also to stakeholders (Bowen, 1953 in Acquier et al, 2011). Davis (1960) makes a similar assertion when he indicates that the social power of businesses should correspond with their social responsibility. Hence, the more efficient and profitable a business is, the more it is expected to significantly contribute to societal development.

With increasing social awareness and the rise of social movements, together with the realization that engaging in Corporate Social Responsibility was in the interest of their business objectives, corporations formalized and institutionalized Corporate Social Responsibility into their operations in the 1970s (Lin-Hi, 2010). In the 1990s, Corporate Social Responsibility initiatives spread further as globalization and capitalism expanded (Carroll, 2015).

Gond and Moon (2011) notes that Corporate Social Responsibility was promoted as a self-regulatory and voluntary initiative that businesses engage in beyond their legal responsibilities to create shared wealth with host communities. However, the multiple conceptualization and application of Corporate Social Responsibility over the years which allow flexibility in the application of the concept at different times and in different social, political and economic contexts, have resulted in the lack of an agreed-upon definition of Corporate Social Responsibility and reduced its contribution to development (Okoye, 2009).

2.2 THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

The concept of Corporate Social Responsibility (CSR) has been defined from varied perspectives. These definitions come from economists, organizations, researchers, governmental agencies and other international bodies across the world. According to Ofori, Darko & Nyuur (2014), these diverse definitions could be as a result of different interchangeable terminologies assigned to CSR. Bassen, Holz and Schlange (2006) documented such interchangeable concepts as corporate responsibility, corporate citizenship, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics, as well as, corporate governance in some cases (Ofori, Darko & Nyuur 2014).

According to Margolis and Walsh (2003), the various definitions given to the concept of CSR have created a lot of confusion. Moon (2007) also mentions that, corporations are likely to define their CSR initiatives to match their practical orientations towards their stakeholders. Other researchers are of the view that, the spread of the definition of CSR reveals the prevalent attention given to CSR, not only by organizations, but also governments and international institutions and other stakeholders (Ofori, et al., 2014).

For example, Friedman (1970) argues that the only social responsibility of a company is to increase its profits while staying within the rules of the game. Contrary to that, Davis (1973) argues that Corporate Social Responsibility involves consideration of issues beyond the economic, technical, and legal requirements of the company (Davis, 1973 cited in Crane, 2008). These two definitions sit on opposite sides. The first suggests that a company is responsible solely to its shareholders, while the second argues that the interests of its stakeholders, apart from the shareholders, should also be considered.

Bowen (1953), in an attempt to define Corporate Social Responsibility, explores the ‘protestant’ and ‘businessman’ perspectives and finds differences in how the two theorised social responsibility. According to the ‘protestants’, social responsibility should be pursued out of genuine interest in society’s well-being while the ‘businessman’ mostly pursues initiatives which are in line with their company’s long-term vision (Bowen 1953 cited in Acquier, 2011). The ‘businessman’ argument equates to ongoing claims that Corporate Social Responsibility is purposely to enable businesses to purchase their social legitimacy to continue with their activities unopposed and unchallenged (Bowen 1953 cited in Acquier, 2011).

According to the European Commission (EC), which is the highest legislative body in the European Union also explains Corporate Social Responsibility as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (EC, 2010).

Similarly, the Corporate Social Responsibility Newswire Service (2003) perceives Corporate Social Responsibility as the incorporation of business operations and values in which the interest of all stakeholders, including customers, employees, investors and the environment, is reflected in the company's policies and activities.

Corporate social responsibility (CSR) refers to how an organization gives back to its stakeholders in an acceptable and sustainable manner. It involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. It is a commitment to improve the wellbeing of a community through discretionary business practices and contributions of corporate resources. Thus, CSR is about how companies manage their business operations to produce an overall positive impact on society (Baker, 2011). CSR also describes the principles applicable to consumer protection, improvement of employment opportunities and working conditions, obligations to shareholders and other stakeholders, work ethics, sensitivity to ecological structure and prevention of environmental pollution, society protection and all humanity (Simsek, Celik & Akgemci, 2018). CSR can be viewed as a 'contract' between community and business firm wherein the former accords the latter a license to function and in return expects the firm to make commitments and act in an appropriate way (Woodward-Clyde, 1999). CSR can be described as practices employed by an organization that surpass societal or shareholder expectations, spelt out in regulation or corporate governance (Johnson and Scholes, 2002).

In addition, some Ghanaian researchers also offer their insights on CSR by employing both local and global perspectives. CSR according to Atuguba and Dowuona-Hammond (2006) refers to a company's responsibility to be responsive to the needs of its stakeholders in its operation and to take into consideration not only the financial aspect in decision making but also the social and environmental impacts. Amponsah-Tawiah and Dartey-Baah (2011) also adds that, CSR is an avenue used by business firms to manage and maintain a balance in economic, environmental and social responsibilities they owe the community. From their viewpoint, CSR can be used as a strategic way of dealing with social forces that have the tendency of hindering the accomplishment of organizational goals (Celik, Abdul-Kareem & Yilmaz, 2019).

The aforementioned definitions of CSR share certain similarities. These definitions implore businesses to take responsibility for their total effect on the communities in which they conduct their operations and align business values with societal needs in order to obtain a good corporate image and achieve sustainable competitive advantage and growth. In the same vein it can be said that, business practices and stakeholder concerns are put together which means that, organizations should be held accountable for any of their actions that affect their stakeholders (customers, owners, employers, community, suppliers and the government). Also, a company's CSR activities should be driven by the organization's vision and purpose. When organizations practice CSR that goes in line with their goals, vision and mission, it makes them to be strategic and hence are able to get economic benefits from such practice (Porter & Kramer, 2006).

2.3 BENEFITS OF CORPORATE SOCIAL RESPONSIBILITY

Companies engage in Corporate Social Responsibility activities for several reasons. These reasons range from pure philanthropy (actions taken for a better world and society without any direct payback) to conformity with institutional pressures from the external environment and explicit return benefits such as financial gains and stronger reputation (Lee and Shin, 2010).

Barnett and Salomon (2006) summarised the following benefits for a company that is socially responsible: (1) Corporate Social Responsibility makes it easier to attract resources; (2) it can obtain quality employees; (3) Corporate Social Responsibility makes it easier to market products and services; (4) Corporate Social Responsibility can create unforeseen opportunities; and (5) Corporate Social Responsibility can be an important source of competitive advantage.

In a similar way, Weber (2008) also identified five potential benefits of Corporate Social Responsibility for companies: (1) Corporate Social Responsibility gives positive effects to a company's image and reputation; (2) a positive effect on employees' motivation, retention and recruitment; (3) Corporate Social Responsibility saves cost; (4) increased revenue from higher sales and market share; and (5) a reduction of Corporate Social Responsibility related risk.

Also, according to Deb Roy A. (n.d), the crucial benefits attached to Corporate Social Responsibility apart from the Philanthropic part include; (1) strengthened brand positioning; (2) increase sales and market share; (3) enhanced corporate image and clout; (4) increased appeal to investors and financial analysts; and (5) increased ability to attract, motivate and retain employees.

2.4 THEORIES OF CSR

Since there is a great heterogeneity of approaches of CSR, there are different types of theories underpinning CSR. However, this study looks at the utilitarian, managerial and relational theories based on a comprehensive analysis by Secchi (2007). These three theories are chosen due to the fact that the proponent (Secchi, 2007) made critical analyses, comparisons and critiques of existing CSR theories, as well as considering their weaknesses and strengths before arriving at those integrative theories

i. The Utilitarian Theory

In utilitarian theory, the company is viewed as a segment of a broader mechanism, thus, the economic system in which the function is traditionally known as in profit maximization. CSR ideas emerged after a realization that there is a need for an economics of responsibility, embedded in the business ethics of a corporation. Hence, the old idea of laissez faire business gives way to determinism, individualism to public control, and personal responsibility to social responsibility (Ismail M, 2009). The utilitarian theory suggests that the corporation needs to accept social duties and rights to participate in social co-operation. According to Secchi (2007), the term utilitarian primarily touches on a traditional economic approach to a business entity – largely witnessed in the first part of the last century and the immediate years after the Second World War. To better appreciate the fundamentals of a utilitarian approach to social responsibility, Secchi (2007) further divides the utilitarian group of theories into two, namely, the social costs of the corporation and the idea of functionalism.

The social cost of corporation has a basis for CSR in which the socio-economic system in the community is said to be influenced by the corporate non-economic forces. It is also called instrumental theory (Garriga and Mele, 2004) because it is understood that CSR as a mere means

to the end, which leads to the fact that the social power of the corporation is materialized specifically in its political relationship with society.

The functionalism idea advocates that the company is seen as a part of the economic system, which one of the goals is profit making. The firm is viewed as an investment, and investment should be profitable to the investors and stakeholders. Putting it from the internal point of view of the firm, CSR was coined as a defense tactic of the industrial system against external attacks because there needs a balance between profit making and social objectives for the economic system's equilibrium.

ii. The Managerial Theory

This category of theories characterized the emphasis scholars put on corporate management. This group of theories adopts an internal approach to social responsibility problems. As stated by Secchi (2007), the most important distinction between the managerial and utilitarian theories is on the fact that the latter approaches begin with a consideration of social responsibility starting from within the organization. Managerialists make use of a business-centered approach. Hence, all other things from the external environment of the firm are primarily tackled through organizational decision-making

The managerial theory emphasizes corporate management in which CSR are approached by the corporation internally (Secchi, 2007). This suggests that everything external to the corporation is taken into account for organizational decision making. Managerial theories stress that social responsibilities of businesses arise from the amount of social power a corporation has and the corporation is understood as being like a citizen with certain involvement in the community. The managerial theory has been divided into three sub-groups namely corporate social performance

(CSP), social accountability, auditing and reporting (SAAR), and social responsibility for multinationals.

Social performance (CSP) aims to measure the contribution the social variable makes to economic performance. Thus, the problem is that of managing the firm considering social and economic factors together. It is based on the assumption that business depends on society for its growth and sustainability. As conclusion, the managerial theory generates interests in the sense that CSR considers socio-economic variables to measure firms' socio-economic performance, as well as to link social responsibility ideology to business strategy.

Social accountability, auditing and reporting (SAAR) as elaborated by Secchi (2005) are strictly related to social performance contributions through accounting, auditing and reporting procedures. SAAR means a company accounts for its action. By doing so, firms are controlled and regulated in their actions towards performing their core business while responsible to the relevant community. Firms are involved in SAAR activities for communication needs, to have better stakeholder involvement and for disclosure concerns.

CSR for multinationals (MNCs) grows as a result of global competitions and challenges they faced. This aspect of managerial theory comes into being as a result of the responsibility the managers have to shoulder by defining useful tools about the CSR for the MNCs to survive in foreign countries. Donaldson (1989, cited in Secchi, 2007: 359) refers to the MNCs as 'moral agents', analyzed on the basis of the moral values when managers make decision in the firms, going beyond profit maximization.

The three activities are separate managerial activities but they are interrelated to each other. All these contribute to the socially responsible behavior of a firm, which finally measures the corporations' activities that have social impact.

iii. The Relational Theory

Relational theory has a root from the complex firm-environment relationships. As the term implies, interrelations between the two are the focus of the analysis of CSR. The relational theory is further divided into four sub-groups of theories namely corporate citizenship, social contract, business and society and stakeholder approach

Corporate citizenship depends on the type of community to which it is referred. It is a path that a corporation may take to behave responsibly. Fundamentally, it is about the relationship that a corporation develops with its stakeholders, and therefore, the former has to continuously search for engagement and commitment with the latter.

Social contract refers to the fundamental issue of justifying the morality of economic activities in order to have a theoretical basis for analyzing social relations between corporation and society. This approach of CSR is based on human rights, labor rights and respect for the environment. Hence, CSR is derived from the moral legitimacy the corporation achieves in the society and understanding about CSR is contained in the justification of social actions that legitimize the behavior of the corporation.

Business and society, is proposed to mean 'business in society' in which CSR emerges as a matter of interaction between the two entities. One of the measures of CSR is the development of economic values in a society. Another is a person's obligation to consider the effects of his decision and action on a society. Stated in the form of a general relationship, social responsibilities of businessmen need to reflect the amount of social power they have.

Finally, **stakeholder approach** has been developed as one of the strategies in improving the management of the firm. It is also said as a way to understand reality in order to manage the socially responsible behavior of a firm. The stakeholder approach further considers a firm as an

interconnected web of different interests where self-creation and community creation happen interdependently; and individuals behave altruistically. These are supported by the work of Mitchel, Agle and Wood (1997) where balances among the interests of the stakeholders are the emphases; and the work of Freeman and Phillips (2002) that considers fiduciary duties towards stakeholders of the firms, respectively.

To conclude, utilitarian is simplified in its views by the individuals and mechanical from the corporation perspective, managerial is very organizational oriented and measurable; and relational is values-based as well as interdependent between the corporation and society. The allocation of responsibility according to the order of the theories is economic system, the corporation and the type of the relationship. (Celik, Abdul-Kareem & Yilmaz, 2019).

2.5 BACKGROUND OF CSR IN GHANA

In Ghana, the socialist orientation the first president Dr Kwame Nkrumah gave the impression that State Owned Enterprises (SOEs) were able to solve societal problems. (Amponsah-Tawiah and Dartey-Baah, 2011). This, in a way limited corporate organization' social obligations to the payment of taxes. However, in recent times there has been a clarion call on organizations to undertake social programs, as government alone cannot handle societal problems.

This has affected the implementation of the concept in the country. CSR activities in Ghana are spearheaded by large scale multi-national companies (Ocran, 2011). The multi-faceted problems of the country- low per capita income, weak currency, capital flight, low productivity, low savings etc. make it almost impossible for indigenous companies, most of which are engaged in the retail and in the production of primary commodities, to undertake social actions (Amponsah-Tawiah and Dartey-Baah, 2011). Large scale manufacturing, telecommunication and mining companies such as MTN, Valco, Goldfields, and AngloGold etc. have been instrumental in the

social development of the country. Examples of socially responsible actions undertaken by organizations include investments in pollution reduction, employee benefits packages, donations and sponsorships to the community, etc.

However, just as it is globally, extractive industries whose operations have direct impact on the environment and local communities are always in the news for either breaching some of the tenets of the CSR agenda or fulfilling them in earnest (Amponsah-Tawiah, K. & Dartey-Baah, K. 2011)

There were no set norms to guide the conduct of business and acceptable standards with regards to the environment and anti-corruption among businesses in Ghana until the year 2006 when the Ghana Business Code (GHBC) was launched. GHBC was launched in collaboration with the Ghana National Chamber of Commerce and Industry (GNCCI), Ghana Employers Association (GEA), and the Association of Ghana Industries (AGI) to introduce and deepen the practices of CSR among business organizations (Amponsah-Tawiah, K. & Dartey-Baah, K., 2011).

2.6 THE CONCEPT OF COMMUNITY DEVELOPMENT (CD)

Communities are made up of those with whom we share similar values, beliefs and worldviews; outside of these consists of those who are dissimilar, not like us. The community provides a sense of belonging, interdependence, guidance and association as well as sustains us in our social transformation efforts (Bettez, 2013). Community is a group of people sharing a common purpose, who are interdependent for the fulfilment of certain needs, who live in close proximity and interact on a regular basis (Ismail, 2009). Development involves change, improvement and vitality – a directed attempt to improve participation, flexibility, equity, attitudes, the function of institutions and the quality of life. It is the creation of wealth – wealth meaning the things people value, not just dollars.

Community development (CD) combines the idea of 'community' and 'development' to denote a means for mobilizing communities to join states or institutional initiatives that target poverty reduction, providing solutions to societal problems, promoting democracy, strengthening families, and attaining modernization and socio-economic development (Campfens, 1997). Hence, CD describes the creation, strengthening and maintenance of community as a social feature of a local population. It is a common avenue of ameliorating the standard of living of a group of people residing in a community. Thus, CD captures improvement in the economic, social and quality of life of residents of a society (Theodori, 2005).

The widely used meaning of CD is the one given by the United Nations (United Nations, 1971) in which CD is an organized effort of individuals in a community conducted in such a way to help solve community problems with a minimum help from external organizations. External organizations include government and non-government organizations, and corporations of various types and sizes such as small and medium enterprises (SMEs) and multinational corporations (MNCs). The implication of UN's definition of CD is, therefore, emphasizing creativity and self-reliance in the community for short- and long-term goals, but not to defy the CSR roles of the various types of business firms. In relation to the people, the definition of CD is essentially both an educational and organizational process.

CD is a form of social, economic and environmental transformation which improves the lives of the community dwellers. CD is more effective if the people of the community are allowed to participate in the development processes including seeking their involvement in problem identification, analysis and implementation of the best possible solution. It is also worthy to state that the process is demanding and not trouble-free. Its success is never certain and may be accompanied by frustration, disappointment and pain.

2.7 EMPIRICAL STUDIES ON CSR AND COMMUNITY DEVELOPMENT (CD)

Currently, in most developed countries, the debate is no longer whether it is important for corporate bodies to assimilate the concept of CSR or not, but the extent to which CSR principles can influence corporate decisions and practices and how business can best address its social responsibilities (Idemuia, 2007).

In a survey of CSR reporting in Asia, Chapple and Moon (2005) found that nearly three quarters of large companies in India present themselves as having CSR policies and practices. Verma and Chauhan (2007) found that roads, pollution and power are the major concern of corporate CSR activities as compared to least concern area, which is communication and education. Similarly, a survey conducted by CSM (2001), the perception of companies towards various parameters of CSR has been brought forward. The various dimensions of CSR valued by companies are national wealth, employment, environment and social program including health and literacy. Another study by Dutta and Durgamohan (2009) found that education takes the first place followed by health and social cause.

Asumah (2015) carried out research to determine the effect of CSR activities of AngloGold Ashanti on Obuasi community and found that the executed CSR activities of the company have an influence on the lives of the people in the community.

In an attempt to examine how CSR contributes to CD and conflict prevention, Issifu (2017) carried out research in that regard. The findings of the study depicted that the strategically developed CSR model transferred from Newmont mines in Minera Yanacocha in South Africa, Peru and Bolivia has positively contributed to peace and CD in mining areas in Ghana. It was also revealed that the CD foundation fund set up by the Newmont Ghana Gold Limited has

helped to improve the economic self-sufficiency of the host communities relevant for peace and development.

In research conducted by Amoako (2016), on how the CSR contributions of five Multi-National Companies in Ghana affect local communities. The findings of the study revealed the CSR activities of the examined companies play a major part in CD. Ansah (2013) in his study relating to CSR in Ghana: A Comparative Analysis and Business Imperative, found CSR programs to be community focus initiatives, mainly programs on education and programs on CD.

A study conducted by Wopara (2016) focused on how the Corporate Social Responsibility (CSR) of a gas company that can be a factor in the development of the local community in the Niger Delta. It tried to understand the perceptions of the Bank and the community about how CSR can be a vehicle for community development. the research employed various qualitative research methods such as interviews, focus group interviews, semi- structured questionnaires and document analysis. The research argued that CSR as a mechanism of community development is like the 'icing on a cake': It is supposed to be an added advantage to complement government and community efforts towards development, rather than the overall answer to community development.

It is evident from the empirical findings that CSR plays an instrumental function in CD and also provides value to firms that involve in it resulting to their long-term success and survival. It must also be emphasized that companies' participation in CD initiatives leads to a friendly relationship between companies and their host communities. Communities expect business organizations operating in their territories to partake in social development projects, being mindful of the negative consequences of their operations on the communities and act in a socially responsible way. As evident from the above review that some companies respond to these demands by

engaging in several CSR activities that have the potential of projecting the companies to be socially responsible and showing commitment to CD (Celik, A., Abdul-Kareem, A. & Yilmaz, H. U., 2019). In conclusion CSR can be a potential avenue to fulfilling or promoting certain community development project as well as create a lasting working environment for companies.

2.8 CHAPTER CONCLUSION

This chapter covered the literature review of the study, discussed the theories that serve as theoretical framework for the study, and review related studies whiles exploring the various concepts in the study. The next chapter explores the methodology used in the study by giving details on the research design, population and sample used, method of data collection and data collection instrument.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the methodology used in the study. It provides details on the research design, population and sample used, method of data collection and data collection instrument. The study was designed as a qualitative study. This section also discusses the data analysis approaches for this study

3.1 RESEARCH METHOD

A research design outlines the various procedures the researcher adopted to answer the various research questions posed in the introductory chapter. This study is an exploration into the role of CSR in community development. Exploration is the attempt to develop an initial, rough understanding of some phenomenon (Babbie, 1975).

According to Babbie (1992), exploratory research designs are best used when the researcher is examining an area of interest. Therefore, considering the nature of the research problem, the case study method was the specific technique employed for the study. Case study method (CSM) according to Wimmer and Dominick (2010), is a common qualitative research technique which uses varied sources as possible to systematically investigate individuals, groups, organizations, or events.

According to Kumekpor (2002), the Case Study Approach is a systematic way of in-depth collection of information for investigating the circumstances of a person, a group, a commodity, an institution, or an incident. This necessarily implies a comprehensive examination, a critical

analysis and interpretation of available data or information on real situation of a particular issue, event, occurrence or problem.

The case study approach was chosen because it gives precise knowledge about the phenomenon and helps study the subject matter qualitatively and covers all aspects of it. Yin (2003) also mentions that case studies are ideal when there is little control over events and also when the focus is on a contemporary phenomenon within some real-life situation.

Yin (2003) goes on to identify two types of case studies;

- i. Multiple case study: research that focuses on more than one instance of a phenomenon.
- ii. Single case study: a research study that focuses on an aspect of a phenomenon.

Thus, a single case study technique is found suitable for the study as it enables for an in depth understanding of the how Kasapreko Company Limited executes CSR and its role in community development. It was also used because the case study method allows for an intensive study of an individual unit.

3.2 TARGET POPULATION

Population refers to a specific group relevant for a particular study. Mugenda et al (2003) explain that, a population is a group of individuals or objects that have the same form of characteristics. They are the totality of cases that conform to certain specification which defines the elements that are included or excluded in the target group. And so, it usually refers to all possible elements that could be included in the research because they possess the common features the researcher needs for consideration.

The target population of this study is composed of management staff members of the management staff of Kasapreko Company Limited. This is because the phenomenon under study is on the role of CSR on host communities and so it will be in best interest to have that coming from the management who see to the implementation of these CSR projects.

3.3 SAMPLING SIZE AND SAMPLING TECHNIQUE

Moshin Alvi, (2016) defines sampling as the process where relatively smaller number of people are selected from a population for investigation purpose. Sampling is the systematic process of selecting a number of individuals for a study to represent the large group from which they are selected. In this study, a sample size of five (5) respondents were selected from the management team of management staff of Kasapreko Company Limited. The answers of the managers and participating staff of the manufacturing company, Kasapreko, were used to represent the company.

Sampling technique is simply the process where a researcher uses a set of techniques to select a sub-group from a target population. In this study, non-probability sampling technique was used. Non-probability sampling is when every unit of population does not get an equal chance of participation in the investigation (Babbie, 2004). In a bid to pursue the objectives of the study, the type of non-probability sampling technique used is the purposive sampling. Purposive sampling starts with a purpose in mind and the sample is thus selected to include people of interest and exclude those who do not suit the purpose (Moshin Alvi, 2016). This is a technique which includes respondents, subjects or elements selected for specific characteristics or qualities, and which eliminates those who fail to meet these requirements (Wimmer & Dominick, 2010). That is to say the respondents are chosen deliberately because of their knowledge of the

phenomenon being studied. Purposive sampling was used in this study to select the participating management staff of Kasapreko because of their knowledge of the operations of the company.

3.4 DATA COLLECTION

Bryman, (2008) defines data collection as the techniques for gathering or collecting information or data for a study. Data collection allows to answer relevant questions, evaluate outcomes and make predictions about future probabilities. For the purpose of this study, research participants comprised of management of the manufacturing company. However, in order to get experienced and knowledgeable people whose inputs would be beneficial to the research questions (Lindlof & Taylor, 2002), the number of years research participants have worked at the company was used. For this study, interview was employed as a data collection method.

According to Wimmer and Dominick (2010), an interview is an extensive one-on-one personal interaction which can produce much information. In-depth interviews were used because the study seeks to understand the concept of CSR and Community Development so an in-depth interview allowed for follow up questions and also it enabled to get detailed data. According to Berger (2000), the method is an effective way of information gathering where detailed information is required and most appropriate where a small sample of informants is involved which is usually obtained by means of purposive sampling. The main data collection tool used for this study was interview guide.

It was arranged in three (3) main categories corresponding to the research objectives. All the interviews were conducted in English. These interviews were recorded with a digital recorder as well as notes taken while recording them. Also, some had their answers documented while they gave their answers to the questions asked. Interviews were played back over and over before it

was manually transcribed. After transcribing, a close reading of the text paying attention to issues that border on the research questions and objectives were outlined.

3.5 DATA ANALYSIS AND PRESENTATION

Le Compte and Schensul (1999) define analysis as the process whereby a researcher reduces data to a story and its interpretation. After the data obtained from the in-depth interviews were manually transcribed, the thematic analysis was used for interpretation. A thematic analysis was conducted on the completed interviews so as to extract the meanings inherent in the participants' experience.

The thematic analysis is done by using aspects of the approach proposed by Braun and Clark (2006) that says patterns are identified through data familiarization, data coding and theme development and revision. This method was chosen because it provides the basis for an insightful analysis to answer the research questions. Finally, in presenting the analysis, the choice of tables and charts may be used to make it easy to communicate the summarized data.

3.6 BRIEF PROFILE OF KASAPREKO COMPANY LIMITED

Kasapreko Company Limited (KCL) was founded in 1989 by Dr. Kwabena Adjei in Nungua and is one of the leading and successful alcoholic and non- alcoholic beverages producing companies in Ghana. First set up in the garage of the owner in response to the growing demand for quality alcoholic drinks. The company has since grown into a multi-national company with state-of-the-art automated factory located off the Spintex Road in Accra. Kasapreko's vision differed from that of other alcoholic drink manufacturers in the country as it identified the increasing sophistication in the consumer, i.e., consistency in product taste, quality and packaging. This meant the consumer was spending more on foreign imports and aspired for quality products. This

was the mass niche that Kasapreko set out to serve, ensuring that it produced quality drinks at affordable prices for the ordinary Ghanaian. Kasapreko Company Limited (Kasapreko) is the leading herbal drink manufacturer in Ghana. As a member of the Ghana Club 100, Kasapreko is a true representation of an authentically Ghanaian corporate brand. The business was birthed out of a goal to provide quality drinks at affordable prices for the Ghanaian; a vision that has now expanded to a global focus.

Today Kasapreko has products sold worldwide under a variety of brands in the bitters, whisky, gin, liqueur, brandy and wine drink categories. Our brands are celebrated in Africa and across the world. Kasapreko has established brands in more than 10 different drink categories and continues to expand the range while expanding each brand's offerings. They include; Kasapreko Alomo Bitters, Kasapreko London Dry Gin, Kalahari Bitters, Opeimu Herbal Bitters, Airforce Bitters, K20 Whisky, K20 Dry Gin, Kasapreko Barman Herbal Gin, Carnival Strawberry, VIP Irish Cream, Kasapreko Brandy, Tonic Wine, Kasavino Vermouth, Lime Cordial, Classic Margarita Lime and inclusive is the recent addition of soft drinks.

(Source: <http://kasapreko.com/index.php/brand/>).

3.7 ETHICAL ISSUES

Research ethics provide researchers with a code of moral guidelines on how to conduct research in a morally acceptable way (Struwing & Stead, 2001). According to Creswell (2005), in research, it is unethical to enter into an organization to collect data without permission from the gate-keepers of the organization hence an introductory letter was sent to the Kasapreko Company Limited by the researcher seeking the approval of the authorities. The consent of respondents was sought for their participation in the interview. The researcher explained the purpose of the study to the respondents to let them understand the requirements of the study so they could

withdraw to participate if they did not want to. Also, before the interview, respondents were informed about the researcher's intention to record the interviews, and so the recordings were done upon the consent of respondents. Finally, respondents were assured of their anonymity and confidentiality. Most of the ethical issues were also indicated on the interview guide for respondent as well which is attached as the appendix in this document.

3.8 CHAPTER CONCLUSION

The study was designed as a qualitative study. This chapter discussed the research design employed, population and sample used, method of data collection and data collection instrument. Issues of ethics in data collection were discussed as well background information of the company under study, Kasapreko Company Limited was also discussed. The next chapter presents the data analysis and interpretation of findings on data collected during the study from the interview conducted with the management staff of Kasapreko.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 INTRODUCTION

The main aim of this study was to examine the role of Corporate Social Responsibility (CSR) in community development using Kasapreko Company Limited as a case study. This chapter presents the data analysis and interpretation of findings on data collected during the study from the interview conducted with the management staff of Kasapreko from the marketing department. The findings of the research are analyzed using a thematic analysis based on the research objectives. The following are the research objectives that guided the discussions:

1. To assess the impact of Kasapreko's CSRs on community development
2. Identifying the role of good CSR practicing in improving public relationships
3. To identify the challenges of Kasapreko in practicing its CSR.

Research Participants Background

The research participants for this study were from the management staff of the marketing department of the Kasapreko Ghana Limited. They include the brands manager for water and soft drinks, trade marketing manager, marketing manager, creative executive and digital Analyst who have been working with the company for the past three (3), six (6), three (3), five (5), and two (2) years respectively.

4.1 THE IMPACT OF KASAPREKO'S CSRs ON COMMUNITY DEVELOPMENT

One of the objectives of this study was to assess the impact of Kasapreko's CSR activities on community development. These include exploring the CSR projects that Kasapreko has undertaken over the years, understanding the main reasons for these CSR projects by Kasapreko, how are communities selected for these projects, and how these projects have affected the communities in which they are implemented

4.1a. CSR Projects Undertaken by Kasapreko Over the Years

As observed by Otubanjo et al. (2008), the core idea behind CSR is the promotion of business orientation that considers stakeholder interest. In this current study it was found that construction of health facilities, educational facilities, assisting of government agencies and individuals in dire need. were the most commonly practices CSR activities which showed a relatively high mean values compared to other CSR activities.

The brand manager for water and soft drinks mentioned that, CSR projects by Kasapreko are countless which includes construction of health facilities, educational facilities and assisting of government agencies and individuals in dire need.

For Kasapreko we are a socially responsible company, so its countless. I will just give a brief of what we do, we support hospitals, state institutions like the library authority, NADMO, Ghana national fire service, Ghana education service, among other communities works. The list is countless, it basically implies that Kasapreko is there for agencies and people who are in dying need and if a particular need falls within our main objectives or falls under our CSR activity, we've plan for the year, we look at it and go support them. (B.M; October 2021)

According to the research participants, a donation was done supporting the Korle Bu Teaching Hospital in support of the cardiothoracic one for life project of a surgery as well as construction of a community health facility, an ultra-modern polyclinic in the central region.

Kasapreko company limited has donated GH 21,780 cedis to the heart foundation in support of two 2 cardio patients to enable them undergo surgery. We have also built an ultra-modern polyclinic for the people of Wassa Amenfi central district to support them with quality health care. (T.M.M; October 2021)

As part of their CSR projects is donations made to health personnel during the surge of the novel corona virus. This was their way of supporting and encouraging the frontliners during the pandemic.

During the Covid era, Kasapreko donated awake mineral water and assorted drinks to doctors and nurses of the University of Ghana Medical Centre (UGMC) and Ghana Infectious Disease Centre, Ga East Municipal Hospital. Also, we donated 100 boxes of bottle water and soft drinks to support the Easter Orphan Project. Some of the few I can recall. (M.M; October 2021)

Other CSR project as noted by research participants include a fire service station for the people of Spintex, a scholarship fund and embarking on sanitation programs.

4.1b Reasons for CSR Projects By Kasapreko

On the main reasons for the CSR projects by Kasapreko, the study findings below support (Baker, 2011) notion that CSR is about how companies manage their business operations to produce an overall positive impact on society. The brand manager noted that, CSR projects by Kasapreko are a way of giving back to the society which resonates with the background story of the group chairman.

We are a socially responsible company. By that I mean the vision or the story of our group chairman, who came from nothing, and through hard work, he has built a company over 30 years and gotten to where it is now, he feels it only prudent he gives back to society. So as part of our existence as a company, CSR or giving back to society is part of our core of being. (B.M; October 2021)

Another reason for CSR projects by Kasapreko is to contribute their quota to national development.

We embark on some CSR activities to contribute our quota to the development of the country, since the government cannot do all the developmental project alone. We support the government with our little developments like providing some social amenities to depriving communities like boreholes, stocking libraries and financial support to some individual through the one for life project. (T.M.M; October 2021)

The marketing manager added that undertaking some of these CSR projects was a means to show appreciation to their customers.

Basically, to appreciate customers for their continues work with us in supporting and purchasing our product from the last thirty years of operation, it is only expedient that we

also give back to society when the need arises, and also fulfil our company policy of being supportive that is being socially responsible, I think that is our purpose. (M.M; October 2021)

It is one of the core values of Kasapreko to be socially responsible company as stated by the group chairman and CEO of the Kasapreko company that giving back to society should be core mandate of the existence of the company. Also, supporting community projects and subsidizing some government projects are the general reasons for CSR by Kasapreko. These findings corroborate notion by Halme, Roome and Dobers (2009) that CSR is a voluntary action that a corporation implements as it pursues its mission and fulfils its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole

4.1c Selection of Communities for CSR Projects

According to the brand manager, selection of communities has no particular structure. However, what they sometimes do is to monitor the various news portal to identify community in need. Also, they have research teams who undertake researches in various part of the country considering social issues. This helps to identify communities in need.

Community selection has no particular structure. For example, if we want to support a community or village with access to potable drinking water, we check the news, we go online. We also have our sales managers or reps in respective regions to do the necessary research and base on the data we get, we choose base on the ones that have their needs pressing, so there is no particular laid down rules. (B.M; October 2021)

He added that there is always field research done before CSR projects are executed in communities.

Then again before we come up with the name, we do research, we don't just go to a neighborhood because we want to. For example, when we built the fire service station for the people of Spintex, we built it because Kasapreko as a company was situated in Spintex and if we want to provide a fire station for a particular community, why not start with the region in which we are in or the place in which we work, so yes these are examples of the works that we do. Last year or two, we supported two villages with mechanized borehole. Why did we choose them? A reporter from GTV approach us and gave us the story of what she has done, in the two villages, we did our background research and realize that yes, they needed potable drinking water. So, we went there to support these communities. (B.M; October 2021)

The trade marketing manager added that, selection criteria is not planned as there are sometimes issues of emergency. This is also because they dela with agencies like the NADMO.

The selection criteria is not a definite planned thing because sometimes, some emergency can pop up of which they need our support. what I can say is because we deal with agency more especially for our CSR project the selection most times comes from them. Other times we also pick up some needy communities in the news and publications. For example, if we plan to build schools for a community and unfortunately water destroys the home of some people definitely our target will change to suit the recent pressing needs, we usually do this kind with NADMO. (T.M.M; October 2021)

In sum, communities are selected based on those who are in need of a particular support when the need arise, some other communities are identified through research and through news publications as well as people also seek help personally.

4.1d Impacts of CSR Projects Implemented on Communities

Manufacturing activities have had consequences on the environment and society and have negatively influenced the social and economic character of communities. However, it is also assumed that Corporate Social Responsibilities (CSR) of a company are related to the development of the community in which they operate. This study found that, CSR projects by Kasapreko has brought positive impacts to the host communities with examples like the fire station, water projects, health projects etc.

It has had a big impact on the communities like the water project for instance, water is life and providing people with potable drinking water for instance is not something that they took it lightly. This is because the communities that share same source of drinking water with animals that breed a lot of sickness to them were thankful and appreciative of our water project. (B.M; October 2021)

Also, the existence of the fire station in Spintex has helped because in case there is a fire outbreak whether through natural disaster or human error, that fire station is there to support and combat the fire, of which we recently realized how impactful it has become to the community. But for the timely intervention of the fire service personnel a house nearly burnt down to ashes recently. (B.M; October 2021)

To add, the marketing manager noted:

The ultra-modern polyclinic at Wassa Amenfi central district for instance has contributed positively to their healthcare delivery to augment government efforts in improving quality health care delivery in the community. (M.M; October 2021)

In sum, providing potable drinking water for a community that is deprived of clean and hygienic water has positive impact on the community. Also, the Spintex community feels safe in a way due to the provision of a fire station for any emergencies of fire outbreak. As well as the ultra-modern hospital project at Wassa Amenfi has helped with quality health care.

These results correlate with assertions from several other researchers (Chapple and Moon, 2005; Verma and Chauhan, 2007; Dutta and Durgamohan, 2009). Verma and Chauhan (2007), for instance, posited that the CSR of companies have an influence in the development of communities. They found construction of roads, pollution and power as the major concern of corporate CSR activities as compared to least concern area, which is communication and education. Similarly, a survey conducted by CSM (2001) indicated that CSR activities such as environmental and social programme including health have an impact on community development.

4.2 THE ROLE OF PRACTICING GOOD CSR IN IMPROVING PUBLIC RELATIONSHIPS

The study was to identify the role of practicing good CSR in improving public relationships. Accordingly, questions on this were posed which include how Kasapreko Company Limited perceives its social responsibility, the role CSR play in improving customer relationships, and the kind of CSR activities that have an impact on the company's public relationships.

4.2a How Kasapreko Perceive Its Social Responsibility

Votaw (1973) identified that, diverse stakeholders attach different meaning to CSR (in Lin-Hi 2010) and thus, there's the need to find agreed upon criteria for CSR. And this is because, of the issue of lack of common conceptualization of CSR among relevant stakeholders dated back to the 1970's.

As such, management of Kasapreko were asked how the company perceives its social responsibility. The trade marketing manager mentioned that the company perceives social responsibilities as a mandate and as an opportunity to appreciate the community they serve and their customers.

As the trade marketing manager, and the years I have worked with Kasapreko, I believe the company perceives its social responsibility as a good avenue to be appreciative for the opportunity given to even operate on the soil of Ghana and beyond. We do not wait for us to calculate our end of year profit before CSR activities are embarked on, we see it as a mandate to give back to people who directly or indirectly contributes to our sales that in a way, holds for the continuity in doing business. (T.M.M; October 2021)

The digital analyst from the department added to the above notion

Kasapreko as a company does not joke with its social responsibilities for the past thirty years. We believe we have to support the community or the nation on which soil we are operating and come to their aid which is necessary. It is very paramount in our management meetings and it's highly valued. (D.A; October 2021)

The brands manager added that CSR activities builds equity and also serves as a way of the company being socially responsible.

It builds equity, obviously when you do something for someone that sees you in a positive light and we don't do this just to get applause or gain anything from people, as I said we are socially responsible company so then we feel proud when we help people, as it builds equity. (B.M; October 2021)

The marketing manager and creative executive mentions that Kasapreko perceives its social responsibility as a necessary good which is rewarded in form of customer loyalty and promotion as well as in sales.

We give a very particular attention to being socially responsible because the world is a give and take affair. If someone is in need and Kasapreko is able to support, it kind of build a lasting relation with the customer who then becomes an agent of promotion for us, so we do our best to support in whatever capacity we can. (M.M; October 2021)

Good deeds will surely be rewarded, and we feel the positive effect in our sales because if a company is supporting people with finance to have surgeries both in Ghana and abroad then it's an important avenue to educate the general public that Kasapreko is not only interested in the profit of the company but to also give back to needful communities. (C.E; October 2021)

Clearly from the above findings, CSR is perceived differently by the various management team which confirms stipulations by Moon (2007) which suggest that, corporations are likely to define their CSR initiatives to match their practical orientations towards their stakeholders.

On the other hand, and as suggested in the work of Ofori et al. (2014), these different perceptions could be as a result of different interchangeable terminologies assigned to CSR documented by Bassen, Holz and Schlange (2006) as corporate responsibility, corporate citizenship, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics, as well as, corporate governance in some cases (cited in Ofori et al., 2014).

4.2b Role CSR Play in Improving Customer Relationships

With regard to the role of CSR in improving good customer relationship, various researches have confirmed that CSR is key in the quality of products and services offered (Battaglia et al., 2014). Also, Nicholls (2002) who laid emphasis on the relevance of a growing market for fair trade products in the United Kingdom showed a positive relationship between customer satisfaction and CSR. Again, evidence of a positive relationship has been shown by Manaktola and Jauhari (2007), who highlighted the significance of increasing awareness among consumers concerning corporate engagement in CSR activities.

Similarly, findings from this study confirms a positive relationship between CRS activities and customer satisfaction and brand ewuity. For the brand manager, embarking on CSR projects contributes to creating awareness of the Kasapreko brand as well as educate the public on the company's operations.

The people (customers) get to know who we are, as people still think we only produce alcohol that is Alomo bitters since it's our flagship brand. It has help to build a strong equity for us with regards to our public relation, and brand affirmation, people have come to know awake purified water, we get response from consumers that they actually drink awake because they want to help people but on their own cannot afford but instead, they can do so by purchasing a bottle of awake to be part of the bigger family. It sorts of give them the surety that they are contributing to one common fund to help people. So yes, it has created a bigger family perception on the minds of consumers which translates into our sales in a way. (B.M; October 2021)

The trade marketing manager added that, in improving customer relationship, Kasapreko's CSR projects actually contributes to customer retention and expands their customer base.

CSR in a way contribute to good customer relationship in the sense that it helps in what marketing call the broaden and retention of customers. When Kasapreko started this **one for life project**, although there is other bottled water on the market, we are able to make sale for our brand. This is because if the customer feels that he/she is contributing to saving someone's life through purchasing a bottle of awake then, the person will prefer to buy awake to that of others which in reflection, builds a strong customer base and patronage for similar products that might come up. (T.M.M; October 2021)

The marketing manager added;

Anytime we embark on any corporate social responsibility projects in a community for instance, it creates the opportunity for us to build a strong customer base with the community benefitting from us being socially responsible. The people understand the fact that part of their monies is channeled into developmental projects and always want to do business with us. Also showcase our range of product that we have to them. (M.M; October 2021)

For the creative executive, being socially responsible creates some sense of ownership for customers of Kasapreko.

When a company is socially responsible like Kasapreko, it creates a mutual benefit for both the company and their publics. The customers feel part of the company because if a pesewa of an awake bottle purchased, translates in generating huge sums of money for

community development then, there is a long-lasting relationship built as a result of performing your CSR. It contributes to customer retention. (C.E; October 2021)

From the digital analyst perspective;

CSR contribute immensely to good customer relation in the light that, sometimes we do public polls on customers' perspectives of our products, and sometimes from the survey it shows that most comment and remarks are positive because the people can relate with every product we come up and they patronize our products as well. Although there are similar soft drinks on the market space yet every traditional occasion one of our products is permanent especially the Kasapreko gin. (D.A; October 2021)

In sum, in improving the customer relationship. CSR projects creates brand awareness, contributes to customer retention, increase customer base and also creates sense of belonging and ownership for customers

4.2c CSR Activities That Has Had Impact on The Company's Public Relationships

There has been much research on how strategic adoption of CSR could lead to financial rewards in the long run (Lee, 2008). According to Lee (2008), Valor (2008) and Vogel (2005), there has been empirical evidence to show that the market outcomes of CSR are still inconclusive. And so, for the kind of CSR activities that has had an impact on the company's public relationships, research participants mentioned the "one for life project" which supports the Korle Bu National Cardiothoracic Centre. Which has earned the company public support and recognition.

The "one for life project" among others which includes contributing some fund to the national cardiothoracic center to help support people that need to undergo heart surgery but are not financial able to embark on this venture, has impacted the company's public

relationship. As the brand manager earlier recounted that, the Ghanaian community is blessed with the heart of giving but most people cannot afford some huge amount. Therefore, if there is that avenue to join one big family to help these dreams come through then, that affiliation will continue to be there. There are awards to that effect that shows how the public has appreciated our good deeds done. (M.M; October 2021)

Notable among the CSR activities is also the donation of sanitizers and other brand items during the recent surge of the corona virus. This simple action of the company is widened the company's customer base.

During the Covid era, we collaborated with some celebrities to share hand sanitizers for free to the public for safety and precautions. Through this project, we also had the opportunity to showcase our range of products that we are not only into producing alcoholic beverage but also have different range of product. Until the "one for life project" to support the cardiothoracic center, some customer and even retailers never knew **awake** is a brand under Kasapreko, and this one for life we do as a CSR activity has widen our customer base. (T.M.M; October 2021)

From the creative executive, CSR activities has contributed to the company's goodwill.

The one for life campaign through purchasing a bottle of awake drinking water, which has translated into supporting people with cardio problem, has positioned Kasapreko company as one of the few companies that is not just maximizing profit but also concern about the general Ghanaian community. (C.E; October 2021)

Another respondent adds to the above;

Also, the one for life project has affected our public relation massively due to the support to the cardiothoracic center and awake has become a house hold name in the Ghanaian community. (B.M; October 2021)

The digital analyst added that the various CSR activities has impacted the company international relations with the international market as well as created a positive image for the brand.

You know, Kasapreko is on the international market as well, especially our alcoholic beverages. And when the international communities realize that a huge percentage of the company's income is channeled back into community development, it creates a permeable market for us, and every product we come up with is welcomed by the consuming public. The people of Wassa Amenfi benefited from our CSR activities and it has since created a positive image in the mind of the people and the general public get to know through news reports that Kasapreko is not in for just their profit but also serve the people. (D.A; October 2021)

The above findings confirm notions by Smith (2005) that, CSR activities enhance long-term shareholder value, with a positive impact on cost and structures. And so, Du, Bhattacharya and Sen (2010) noted that CSR activities are very crucial for businesses to maximise their returns. Thus, if consumers cannot perceive the CSR activities of firms, then firms on the other hand cannot expect any positive consequences from engaging in CSR activities.

4.3 THE CHALLENGES FACED BY KASAPREKO IN PRACTICING ITS CSR

One of the objectives of this study was to identify the challenges of Kasapreko in practicing its CSR activities. Accordingly, question was posed to the management staff on what challenges are faced by Kasapreko in executing its corporate responsibilities to communities and how the company resolve these challenges.

4.3a Challenges Faced by Kasapreko in Executing Its Corporate Responsibilities to Communities

Results from the study found numerous factors that impeded the company's effective implementation of corporate social responsibly to communities. Notable of the challenges include financial challenge and economic instability which affects customer purchasing power. For funding, the brand manager and trade marketing manager notes;

Challenges with funding. We cannot solely as a company in Ghana curb all the burdens in Ghana. The burdens of society are so many issues that needs to be supported but funding is a problem. (B.M; October 2021)

Definitely there are challenges in the financing all these projects because sometimes Kasapreko might not hit the target profit or revenue for the year under operation, yet there is the need to obey your commitment stated in relation to our CSR, so there is a challenge in terms of monetary aspect. (T.M.M; October 2021)

The marketing manager adds;

Since all these projects entails huge sums of money to embark on to support the needing communities, sometimes funding these projects becomes a huge challenge. Although, we

most times want to do more, our capacity is lessened when sales go down because we source our fund from our proceeds made from the sales. (M.M; October 2021)

The digital analyst of the department was quick to add;

The financial burden involved is a challenge. An example is the huge sums of money slated to support the cardiothoracic centre. In June 2016 for instance, Kasapreko Company Limited presented a cheque of GH 36,000 and 24 cartons of mineral water to the national cardio centre at Korle Bu Teaching Hospital. You can imagine the financial inputs and it has even increase with time, and it's consistently done. (D.A; October 2021)

Another challenge that affects Kasapreko in executing its CSR activities is economic hardship and instability. This is because, when there is hardship, customers are unable to purchase their products. These affects sales which means no money for social responsibilities.

The economic standing of the country, if not doing well, people will not have money to buy our products. And if they do not buy our product, we will not get money to also perform our corporate social responsibility to needing communities. (B.M; October 2021)

The marketing manager adds;

The state of our economy also becomes a challenge. This is because when taxes are high, it has effect of the living standards of the people and sometimes it affects the purchasing power of customers which also affect our sales from which we source of funds for our projects. (M.M; October 2021)

There were other challenges noted by the research participants which includes difficulties in identification of needy communities, inability to reach very remote communities due to proximity and sometimes bad road network.

Reaching out to everyone is another challenge. There might be someone in a remote village somewhere who really needs our help yet the person is not able to come to Accra to visit the cardiothoracic center. It very difficult to help such person, so we always encourage people to come out with their issues and also advice people to go for the necessary check-up because we do not directly give funds to consumers or individuals. We support the national cardiothoracic center and for them, they also have a long queue an awaiting list for that matter. They also have criteria for selection that is if they realise that you are a middle-income person and that you can afford some bills but not all, they can support you in that regard but in an instance where some people can't afford at all then, our support scheme comes to help them 100%. (B.M; October 2021)

The digital analyst added;

Sometimes poor roads affect us in a way because, some deprived communities that we want to help are having very bad roads and accessing them becomes a big problem. (D.A; October 2021)

Lastly, the challenge of weather unfavourability that affect seasonal sales of some products and in turn, affect implementation of some CSR projects like the “one for life project” which is financed by the sales of the awake drinking water.

For the awake project for instants that gets it revenue from the sales made from the awake drinking water, it becomes very difficult to raise this huge amount of money specially

during the rainy season. The consumption of water goes down naturally and the promise is every bottle you purchase goes into the one for life project. When you produce more and people are not buying, how do you then serve people in need? (B.M; October 2021)

The above findings corroborate findings from Simchi-Levi and Kaminsky (2002), Topalian (1984) and Zsolnai (2002) who have cited in their different works that the aforementioned factors impede companies in implementation of their various CSR activities.

4.3b How Kasapreko Company Resolve These Challenges

The study further asked management staff of Kasapreko to indicate how the company resolve some of the aforementioned challenges in carrying out its CSR successfully. The brand manager mentioned that to avoid financial constraint, the company has adopted pre-financing projects quarterly.

The main strategy we have adapted is pre-finances. We've realized that if we have to wait for consumers or people to purchase our brand before we contribute to the national cardiothoracic center, it is going to be difficult. So, we've set out a catch amount even if we make it or not, every quarter we donate seventy- five thousand Ghana cedis (GH75,000) to the Cardiothoracic Centre. Sometimes we end up not having that much but because we have set it out as a company, we make sure we selling other product so that in such incidences, it's easy to support the one for life project since, it's a commitment we've vowed to help people as part of our corporate social responsibility. (B.M; October 2021)

The trade marketing manager added that because, the various CSR projects by Kasapreko is a commitment, the company devise other means of raising the needed funds through products segmentation and variation.

We have strategically decided that since giving or being socially responsible is part of our core as a business, we will have other means to raise funds to ensure that such CSR activities are not cut short due to finances therefore we are pushing all angels from selling soft drinks, bottle water and our blue print, quality alcoholic beverages to achieve some sort of funds for such projects. (T.M.M; October 2021)

The digital analyst of the marketing department added;

We do not solely depend on one product to generate resources to fund our CSR projects that is the reason we always want to come up with innovative means to satisfy the market with all kinds of products, quality product for that matter. (D.A; October 2021)

Another way of resolving challenges with funding is formulation of strategic support scheme and also implementing management policies that makes raising such funds feasible.

We have setup a support fund that we resort to in case we do not hit the set amount we anticipated for a particular project. Also, making our product affordable so we can generate funds for our projects. This I think is also a form of corporate social responsibility as well. (B.M; October 2021)

4.4 CHAPTER CONCLUSION

The main aim of this study was to examine the role of Corporate Social Responsibility (CSR) in community development using Kasapreko Company Limited as a case study. This chapter presents the data analysis and interpretation of findings on data collected from the interview conducted with the management staff of Kasapreko which was done in accordance with the objectives of this study. After discussing the findings, the next chapter focuses on summary of findings, conclusion, recommendation and limitations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

The study sought to examine the role of the role of Corporate Social Responsibility (CSR) in community development using Kasapreko Company Limited as a case study. Members of the management team specifically from the marketing department were purposively selected and interviewed for the study. This chapter presents discussions of findings, limitations, recommendations and conclusions.

5.1 SUMMARY OF FINDINGS

5.1.1 THE IMPACT OF KASAPREKO'S CSRs ON COMMUNITY DEVELOPMENT

One of the objectives of this study was to assess the impact of Kasapreko's CSR activities on community development. To assess the impact of Kasapreko's CSR activities on community development, it was key to explore some CSR projects undertaken by Kasapreko over the years. The study found out that, some of the CSR activities implemented include the construction of health facilities for communities. An example of which is the ultra-modern polyclinic constructed for the people of Wassa Amenfi central district to support them with quality health care. Another CSR activity is the supporting of government institutions like the NADMO, in reaching out to victims of natural disaster. Again, the is one key commitment by Kasapreko in its CSR which is the "one for life project". This CSR activity has become part of the core values of the company. That is regular donation to the National Cardiothoracic Center of the Korle Bu Teaching Hospital in support of patients who need heart surgery. The construction of the Spintex fire station is also a CSR project by Kasapreko. This is in support of the Ghana National Fire Service and the community in which the company is situated. Other CSR projects include

construction of portable water for some communities in Ghana, organizing regular sanitation programs, scholarship programs, the yearly Easter Orphan Project and the very recent donations made to frontliners (University of Ghana Medical Centre (UGMC), Ghana Infectious Disease Centre, Ga East Municipal Hospital etc.) during the insurgence of the novel Covid-19 virus.

Further, on the reason for undertaking some of these projects, the study found that, Kasapreko Company Limited see socially responsible projects as a way of giving back to the society, something that resonates with the core values of the company and background story of the group chairman. As such, it is their duty and core mandate of the existence of the company to be socially responsible as a manufacturing company. Also, Kasapreko embark on CSR projects as a way of contributing their quota to national development and subsidizing some government projects. This is because, management believes development cannot come from the government alone, and as national stakeholders, it is prudent to take up some responsibilities of the government burden like providing social amenities to depriving communities, construction of boreholes, stocking libraries and financial support to some individual through the one for life project. Again, undertaking CSR project was a means of the company appreciating their customers for their continuous support and purchase of the company's products over the years of operation.

On how beneficiary communities are selected for these projects, the study shows that, selection of communities has no particular structure. However, the company monitors news outlets and publication both online and offline to identify communities in need. Also, there is a research team (inclusive of sales managers and reps) that undertake field researches in various parts of the country, identifying communities with social issues. After which more pressing issues are attended to by the data provide by the research team. In some cases, individuals or organizations

reach out to them for help, which the company do render but after thorough verification and confirmation. Again, selections are not based on specific criteria because there are sometimes cases of emergency where they render CSR help. In sum, communities are selected based on those who are in need of a particular support when the need arise, some other communities are identified through research and through news publications as well as people also seek help personally.

The study in assessing the impact of Kasapreko's CSR Activities on community development, found out the various CSR projects have brought positive impact to the host communities and individuals like the like the fire station, water projects, health projects, education projects, etc. In sum, providing potable drinking water for a community that is deprived of clean and hygienic water has positive impact on the community. Also, the Spintex community feels safe in a way due to the provision of a fire station for any emergencies of fire outbreak. As well as the ultra-modern hospital project at Wassa Amenfi has helped with quality health care.

5.1.2 THE ROLE OF PRACTICING GOOD CSR IN IMPROVING PUBLIC RELATIONSHIPS

Another objective of the study was to identify the role of practicing good CSR in improving public relationships. Accordingly, the study explored how Kasapreko Company Limited perceive its social responsibility. The study found that, the company perceives social responsibilities as a mandate to give back and as an opportunity to appreciate the community they serve and their customers who directly or indirectly contributes to the company's sales which in turn holds for the continuity of operations. Also, Kasapreko perceives CSR activities as part of the company's policy, as it is necessary to support the community or the nation on which soil the company is operating. And this is very paramount in management meetings as it's highly valued. In addition,

the study shows. that Kasapreko perceive social responsibility as a necessary good which is rewarded in form of customer loyalty and promotion as well as sales.

Further, on the role that CSR activities on the customer relationships with the company, the study found that, embarking on CSR projects contributes to creating awareness of the Kasapreko brand, educates the public on the company's operations as well as builds equity for the brand. And so, customers have come to know about other products of the Kasapreko brand like the Awake Purified Water which finances one of the major company's CSR. Also, findings from Kasapreko shows that, CSR activities give surety to customers on the end usage of their money. And this has in turn created a bigger family perception on the minds of customers which translates into sales for the company. These, as a result have contributed to customer retention and customer base expansion for Kasapreko, the study shows. Lastly, CSR activities creates some sense of ownership and belongingness for customers of Kasapreko.

In identifying the kind of CSR activities that has had an impact on the company's public relationships, the study found out the major of such project is the "One for Life Project" which provide funds to support the Korle Bu National Cardiothoracic Centre to help people undergo heart surgery. This project has earned Kasapreko Company Limited, public support and recognition like awards which shows how the public has appreciated the company's good deeds. Lastly, the "One for Life Project" has contributed to the company's goodwill thereby making Awake Purified Water a house hold name in the Ghanaian community. In addition, the donation of sanitizers and other brand items during the recent surge of the corona virus. has widened the company's customer base. This is because, it has created an opportunity for Kasapreko to showcase its range of products since they were mostly known for producing alcoholic beverage. Also, projects like the hospital constructed at the Wassa Amenfi centra district, including other

projects, has contributed to creating a permeable market for Kasapreko, and so every product launched is welcomed by the consuming public. This has also impacted the company's international relations with the international market as well as created a positive image for the brand.

5.1.3 THE CHALLENGES FACED BY KASAPREKO IN PRACTICING ITS CSR

The last objective of this study was to identify the challenges faced by Kasapreko Company Limited in executing its CSR activities. The study found that the major challenge faced by the company is financial constraint. According to the study, the societal issues that are covered by these CSR projects are huge and burdensome. However, funding is a problem. This is because, the company is unable to hit its target profit sometimes, yet there is the need to obey the company's CSR commitment. And this is a great challenge to the company.

The study also shows that, another challenge that affects Kasapreko in executing its CSR activities is economic hardship and instability which affects customer purchasing power. This is because, when there is hardship, customers are unable to purchase their products. These affects sales which means no money for social responsibilities. And so, the frequent tax inflation by the government, affects the living standards of the people and also in turn affects the purchasing power of customers. This means, when there are low sales, it affects the company's profit revenue and the company does not make enough money to fund some of these projects.

Another major challenge noted by the findings of the study is difficulty in identifying needy communities and the inability to reach very remote communities due to proximity and sometimes bad road network. This means reaching out to almost all individuals or communities is a challenge.

Lastly, the study shows the challenge of weather unfavorability which affect seasonal sales of products like the Awake Purified Water and in turn, affect implementation of CSR projects like the “*one for life project*”.

On how management of Kasapreko Company Limited resolves some of the challenges mentioned above, the study shows that, the company has adopted pre-financing projects quarterly. This is to avoid financial constraint since waiting for consumers to purchase products from the brand before contribution is made to the national cardiothoracic center for instance, is going to be difficult.

Another way of dealing with the financial challenge according to the study findings is by devising other means of raising the needed funds through products segmentation and variation. This is to ensure that the various CSR activities are not cut short due to unavailability of funds.

Lastly the study shows that, another way of resolving challenges with funding is formulation of strategic support scheme and also implementing management policies that makes raising such funds feasible by the company.

5.2 LIMITATIONS

- i. The conclusion of this study is based on just Kasapreko Company Limited and so findings cannot be generalized to the other companies. However, this study will offer an approach on implementation of CSR to the benefit of community development. Therefore, the result can serve as an example.
- ii. Also, a small population of just five (5) which forms the management team was used for the interview. Therefore, views collected may not be fully representative of the exhaustive evidence on the subject.

- iii. Another limitation is that, data collection was difficult and time consuming.

5.3 RECOMMENDATIONS/ SUGGESTIONS

Based on the findings, the researcher recommends the following;

- i. Future research can increase the sample population to include the consumers and customers of Kasapreko company to understand their perspectives on the concept of CSR and community development
- ii. Further study can be conducted on whether there are stated laws in the practise of CSR and how effective it has been enforced to promoted community development.
- iii. A broader scope and wider range of manufacturing companies need to be considered to capture a more dynamic situation as this would provide evidence that is reflective of an extensive ground in the topic.

5.4 CONCLUSION

Corporate Social Responsibility (CSR) refers to strategies by which corporations or firms conduct their business in a way that is ethical, society friendly and beneficial to community in terms of development. This study sets out to examine the role of Corporate Social Responsibility (CSR) in community development (CD) using Kasapreko Company Limited as a case. Roles of CSR in CD refer to the ways the responsible behavior is perceived by community of stakeholders and how impacts are felt by them. The study shows that CSR proved to have many roles and the impact brought to the communities which include quality health care, sustainable water supply, and quality education, among others. The Easter orphan projects, construction of the Wassa Amenfi hospital etc. as a means of giving back to the community as well as supporting national development. These CSR projects have contributed to the goodwill of the company, increased

customer base, contributed to customer retention as well as making the brand a house hold name in Ghana. It is plausible to note that aside being a core mandate to give back to the society, Kasapreko Company Limited via its CSR projects gives keen attention to education, health and people empowerment. This is because development in these areas will not only help uplift the economic indicators of Ghana but also ensure a steady level of customers who are healthy, educated and economically empowered to patronize the products of companies devoted to CSR activities. It can be concluded that, CSR looks at three basic things: concern for people, the environment, and profit. As corporations take into consideration the interest of the community, they end up achieving their profits in the long run for sustainability.

5.5 CHAPTER SUMMARY

This chapter discussed the summary of findings from interviews conducted with members of the management team of Kasapreko, limitations of the study, recommendations and conclusions.

REFERENCES

- Acquier, A., Gond, J. P., and Pasquero, J. (2011). Rediscovering Howard R. Bowen's legacy: The unachieved agenda and continuing relevance of social responsibilities of the businessman. *Business and Society*, 50(4), 607-646.
- Amoako, G. K. (2016). CSR practices of multinational companies (MNCs) and community needs in Africa: evidence of selected MNCs from Ghana. In S. Vertigans, S. Idowu & R. Schmidpeter (Eds.), *Corporate social responsibility in Sub-Saharan Africa. CSR, sustainability, ethics & governance*. Springer, Cham.
- Amin-Chaudhry, A. (2016). Corporate social responsibility—from a mere concept to an expected business practice. *Social Responsibility Journal*, 12(1), 190-207.
- Amponsah-Tawiah, K. & Dartey-Baah, K. (2011). Corporate social responsibility in Ghana. *International Journal of Business and Social Science*, 2(17), 107–112.
- Arnold, M. F. (2017). Competitive advantage from CSR programmes. In *Innovative CSR*. Routledge. 102–130
- Asumah, A. (2015). Effect of corporate social responsibility on community – A case study of AngloGold Ashanti, Obuasi Mine (MBA Thesis). Nkwame Nkrumah University of Science and Technology, Kumasi, Ghana.
- Atuguba, R. & Dowuona-Hammond, C. (2006). Corporate social responsibility in Ghana. A report to Friedrich Ebert foundation (FES), Ghana.

- Barnett, M. L., and Salomon, R. M. (2006). Beyond dichotomy: The curvilinear relationship between social responsibility and financial performance. *Strategic Management Journal*, 27, 1101–1122. doi:10.1002/smj.557
- Bettez, S. C. (2013). Community building in social justice work: a critical approach. *Educational Studies*, 49(1), 45–66.
- Bowen, H. R. (1953). *Social Responsibilities of the Businessman*. New York: Harper and Row.
- Boocock, C. N. (2002). Environmental impacts of foreign direct investment in the mining sector in sub-Saharan Africa
- Briggs, X and Mueller, E. (1997), *From Neighborhood to Community: Evidence on the Social Effects of Community Development Corporation*. Community Development Research Center.
- Campfens, H. (1997). *Community development around the world: practice, theory, research, training*. Toronto Buffalo, London, UK: University of Toronto Press.
- Carroll, A. B. (2015). Corporate social responsibility: The centrepiece of competing and complementary frameworks. *Organisational Dynamics*, 44(2), 87-96.
- Celik, A., Abdul-Kareem, A. & Yilmaz, H. U. (2019). The impact of corporate social responsibility on community development: Evidence from Ghana. *Global Journal of Business, Economics and Management: Current Issues*. 9(3), 122-133.
- Cohen, S., (1996), Mobilizing communities for participation and empowerment. In Servos, J., Jacobson, T.L. and White, S.A., eds, *Participation for Social Change*. New Delhi: Sage

Deb Roy A. (n.d) CSR as a tool of sales promotion, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668 PP 07-13 www.iosrjournals.org

European Commission. (2010). Corporate social responsibility. Retrieved from: <http://mhcinternational.com/articles/definition-of-csr>

Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. The New York Times Magazine.

Garriga, E. & Mele, D. (2004) Corporate social responsibility theories: Mapping and territory. Journal of Business Ethics, 53, 51-74.

Gond, J. P., and Moon, J. (2011). Corporate social responsibility in retrospect and prospect: Exploring the life-cycle of an essentially contested concept. ICCSR Research Paper Series, 59, 1-40.

Husted, B. W. (2015). Corporate social responsibility practice from 1800–1914: Past initiatives and current debates. Business Ethics Quarterly, 25(1), 125-141.

Ismail, M. (2009). Corporate social responsibility and its role in community development: an international perspective. The Journal of International Social Research, 2(9), 199–209.

Johnson, G. & Scholes, K. (2002). Exploring corporate strategy (6th edition). Essex, UK: Pearson Education Ltd.

Khanifar, H., Nazari, K., Emami, M., & Soltani, H. A. (2012). Impacts corporate social responsibility activities on company financial performance. Interdisciplinary Journal of Contemporary Research in Business, 3(9), 583-592.

- Kumekpor, K. B. T. (2002). *Research Methods and Techniques of Social Research*, Sections 1-3, Accra, Ghana, Son life Press and Services.
- Lee, M. P. (2008). Review of the theories of corporate social responsibility: Its evolutionary path and the road ahead. *International Journal of Management Reviews*, 10,1, 53-73.
- Lee, K.-H., and Shin, D. (2010). Consumers' responses to CSR activities: The linkage between increased awareness and purchase intention. *Public Relations Review*, 36, 193–195.
- Le Compte, M.D. & Schensul, J.J. (1999). *Analysing and Interpreting Ethnographic Data*. California, AltaMira Press.
- Lindlof, T.R. & Taylor, B.C. (2002). *Qualitative Communication Research Methods*. 2nd Ed. Thousand Oaks, CA, Sage Publications.
- Lin-Hi, N. (2010). The problem with a narrow-minded interpretation of CSR: Why CSR has nothing to do with philanthropy. *Ramon Llull Journal of Applied Ethics*, 1(1), 79-79.
- Margolis, J. D., & Walsh, J. P. (2003). Misery loves companies: Rethinking social initiatives by business. *Administrative Science Quarterly*, 48(2), 268–305.
- Marin, L., & Ruiz, S. (2007). I need you too! Corporate identity attractiveness for consumers and the role of social responsibility. *Journal of Business Ethics*, 71(3), 245–260
- Moon, J. (2007). The contribution of Corporate Social Responsibility to sustainable development. *Sustainable Development*, 15, 296–306.
- Nyame-Asiamah, F. and Ghulam, S. (2019) "The relationship between CSR activity and sales growth in the UK retailing sector", *Social Responsibility Journal*, <https://doi.org/10.1108/SRJ-09-2018-0245>

- Ofori, D. F. & Hinson, R. E. (2007). Corporate social responsibility (CSR) perspectives of leading firms in Ghana. *Corporate Governance: The International Journal of Business in Society*, 7(2), 178–193.
- Ofori, D. F., Nyuur R.B., & S-Darko, M.D. (2014). ‘Corporate social responsibility and financial performance: Fact or fiction? A look at Ghanaian banks’, *Acta Commercii* 14(1), Art. #180, 11 pages. <http://dx.doi.org/10.4102/ac.v14i1.180>
- Okoye, A. (2009). Theorising corporate social responsibility as an essentially contested concept: is a definition necessary? *Journal of Business Ethics*, 89(4), 613-627.
- Porter, M. E., & Kramer, M. (2006). Strategy and society. The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84, 78–92.
- Secchi, D. (2005). The Italian experience in social reporting: An empirical analysis. *Corporate Social Responsibility and Environmental Management*, 13, 135-149.
- Secchi, D. (2007). Utilitarian, managerial and relational theories of corporate social responsibility. *International Journal of Management Reviews*, 9(4), 347–373. doi:10.1111/j.1468-2370.2007.00215.x
- Selcuk, E. A. & Kiyamaz, H. (2017). Corporate social responsibility and firm performance: evidence from an emerging market. *Accounting and Finance Research*, 6(4), 42.
- Servaes, H., & Tamayo, A. (2013). The Impact of Corporate Social Responsibility on Firm Value: The Role of Customer Awareness. *Management science*, 59(5), 1045–1061.
- Simsek, M. S., Celik, A. and Akgemci, T. (2018). Introduction to behavioural sciences and behaviour in organisations (9th Edition), Egitim Publication, Konya, Turkey.

- Theodori, G. L. (2005). Community and community development in resource-based areas: operational definitions rooted in an interactional perspective. *Society & Natural Resources*, 18(7), 661–669.
- Visser, W. (2010). CSR 2.0: The evolution and revolution of corporate social responsibility. In Pohl, M., and Tolhurst, N. (Eds.). (2010). *Responsible business: how to manage a CSR strategy successfully*. New York, NY: John Wiley and Sons.
- Weber, M. (2008). The business case for corporate social responsibility: A company level measurement approach for CSR. *European Management Journal*, 26, 247–261. doi:10.1016/j.emj.2008.01.006
- Wilburn, K. M., and Wilburn, R. (2011). Achieving social license to operate using stakeholder theory. *Journal of International Business Ethics*, 4(2), 3.
- Wimmer, R. D & Dominick, J. R. (2010). *Mass Media Research: An introduction 9th Ed.* California, Wadsworth
- Woodward-Clyde. (1999). Key opportunities and risks to New Zealand’s export trade from green market signals, final paper, Sustainable Management Fund Project 6117. Auckland: New Zealand Trade and Development Board.
- Wopara, G. (2016). Corporate Social Responsibility as a Mechanism of Community Development: A Study of the Nigeria Liquefied Natural Gas Limited’s CSR for the Bonny Kingdom, Niger Delta, Nigeria. *Journal of Corporate Responsibility and Leadership*.

Yin R. K., (2003). Case study Researcher: Design and Methods. 3rd Ed. Thousand Oaks, Sage
Publication

APPENDIX

INTERVIEW GUIDE FOR THE STAFF OF KASAPREKO

I am a student of the Ghana Institute of Journalism. This interview guide is based on the topic: “The Role of Corporate Social Responsibility (CSR) In Community Development: A Study Of Kasapreko Company Limited.”

I would like to record this interview so that no valuable information is lost. You may, if you so wish, refuse to answer any of the questions asked. However, I would be glad if you can answer these questions. Your responses would be kept confidential as it is only for academic purpose. I also assure you of outmost anonymity. Thank you for your time and for agreeing to participate in this very important exercise.

Introduction (Respondent’s Background)

1. In which department do you work in?
2. What’s your position at Kasapreko?
3. How long have you worked with Kasapreko?

Part 1 – To assess the impact of Kasapreko’s CSRs on community development

4. What are the CSR projects that Kasapreko has undertaken over the years?
5. What are the main reasons for (purpose of) these CSR projects by Kasapreko?
6. How are communities selected for these projects?
7. How has these projects affected the communities in which they are implemented?

Part 2 – Identifying the role of good CSR practicing in improving public relationships

8. How does Kasapreko perceive its social responsibility?
9. What role does CSR play in improving customer relationships?
10. What kind of CSR activities have an impact on the company's public relationships?

Part 3 – To identify the challenges of Kasapreko in practicing its CSR

11. What are the challenges faced by Kasapreko in executing its corporate responsibilities to communities?
12. How does the company resolve these challenges?