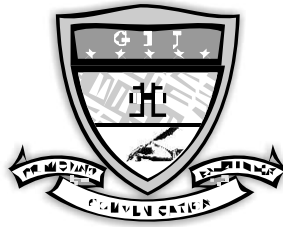


**COVID-19 AND CORPORATE SOCIAL RESPONSIBILITY: A CASE OF VIVO
ENERGY GHANA.**

BY:

SANDRA EMEFA DZIWORNU

MAPR20094



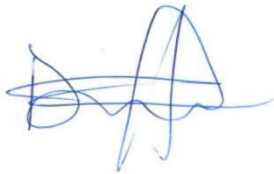
**SCHOOL OF GRADUATE STUDIES AND RESEARCH
(SoGSaR)**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH, GHANA INSTITUTE OF JOURNALISM IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR A MASTER OF ART DEGREE IN PUBLIC RELATIONS.**

November 2021

DECLARATION AND CERTIFICATION

I, Sandra Emefa Dziwornu hereby declare that this thesis is my own work and has not been presented for a degree in any other university, and all materials used in this thesis have been duly acknowledged.



13th December 2021

.....

SANDRA EMEFA DZIWORNU

STUDENT

(MAPR20094)

.....

DATE

SUPERVISORS DECLARATION

I hereby certify that this project work was done under my supervision. I thereby approve that the work is adequate in scope and quality for the partial fulfilment of their requirements for the award of a Master of Art in Public Relations.



13th December 2021

.....
DR. MODESTUS FOSU

.....
DATE

SUPERVISOR

DEDICATION

I dedicate this academic work to Jehovah, first and foremost, without whom I would not have been able to accomplish this. Also, to my parents, Mr. Henry Dziwornu & Mrs. Doreen Dziwornu for their prayers, support, and motivation. I cannot forget my siblings Lawrencia, Helen and Benjamin for their support and my friends for being there all through this program.

ACKNOWLEDGEMENT

I will first of all want to express my deepest appreciation to Dr. Modestus Fosu, whose advice, insightful criticisms and patient encouragement helped me shape this work to its current stage. Your contribution to this work has been outstanding and it will be an error on my part to forget your immense contribution to this work. I really appreciate you.

To the lecturers who have in one way or the other impacted on my life positively throughout the duration of the course, you have been very instrumental to this study, and for that I am grateful.

To all the respondents who made time to participate in this survey, I say thank you. And to all friends and colleagues who have urged me on, been pillars of motivation and encouragement, I cannot forget you too.

TABLE OF CONTENTS

DECLARATION AND CERTIFICATION	i
SUPERVISORS DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background of the study	1
1.1 History and Evolution of Corporate Social Responsibility	2
1.1.1 Covid-19 and its general impact	4
1.1.2 Relevance and Perks of Corporate Social Responsibility	6
1.2 Overview of Vivo Energy Ghana and its CSR efforts	7
1.3 Statement of the Problem	9
1.4 Research Objectives	10
1.5 Research Questions	10
1.6 Significance of the Study	11
1.7 Scope of the Study	11
1.8 Organization of the Study	11
CHAPTER 2	13

REVIEW OF LITERATURE	13
2.0 Introduction	13
2.1 Corporate Social Responsibility.....	13
2.1.1 Philanthropic responsibility.....	15
2.1.2 Ethical Responsibility.....	16
2.1.3 Legal Responsibility.....	16
2.1.4 Economic Responsibility	17
2.2 Strategic Corporate Social Responsibility.....	18
2.3 Corporate Social Responsibility in Ghana	19
2.4 THEORETICAL FRAMEWORK	22
2.4.1 Systems Theory	22
2.4.2 Stakeholder Theory.....	25
2.5 Triple Bottom Line.....	26
2.5.1 People (Social Responsibility).....	26
2.5.2 Planet (Environmental Responsibility).....	27
2.5.3 Profit (Economic Responsibility)	27
CHAPTER THREE	29
METHODOLOGY	29
3.0 Introduction.....	29
3.1 Research Approach	29

3.2 Research Design.....	30
3.3 Sampling Strategy	30
3.4 Sample Size.....	31
3.5 Data Collection Method	31
3.5.1 Interviews	32
3.6 Data Collection procedure.....	32
3.6.1 Data collection procedure: Interview data.....	32
3.6.2 Document data.....	33
3.7 Analytical framework.....	33
3.8 Ethical Issues.....	34
3.9 Conclusion.....	34
CHAPTER FOUR.....	35
FINDINGS AND DISCUSSIONS	35
4.0 Introduction.....	35
4.1 Demographics.....	35
4.1.1 Pandemic opportunity.....	36
4.1.2 New era CSR.....	41
4.1.3 Internal CSR	46
4.1.4 External CSR	47
4.1.5 Organizational culture	48

4.2 Conclusion.....	50
CHAPTER FIVE	52
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	52
5.0 Introduction.....	52
5.1 Summary of key findings.....	52
5.2 Recommendations.....	53
5.3 Limitations of the study.....	54
5.4 Conclusion.....	55
5.5 Suggestions for study.....	55
APPENDIX.....	57
INTERVIEW GUIDE.....	57
COVID-19 AND CORPORATE SOCIAL RESPONSIBILITY: A CASE OF VIVO ENERGY GHANA.	57
REFERNCES.....	59

TABLE OF FIGURES

Figure 1 CSR Pyramid (Carroll, 1999).....	17
---	----

LIST OF ABBREVIATIONS

AGI	Association of Ghana Industries
CSR	Corporate Social Responsibility
GEA	Ghana Employers Association
GHBC	The Ghana Business Code
GNCCI	Ghana National commerce of Chamber & Industry
ILO	International Labor Organization
ISO	International Standards Organization
UNCTAD	United Nations Conference on Trade and Development
VE	Vivo Energy
WBCSD	World Business Council for Sustainable Development
WHO	World Health Organization

ABSTRACT

This study examined the corporate social responsibility of Vivo Energy Ghana during the Covid-19 pandemic in Ghana. The study was particularly interested to find out the focus of the organization's corporate social responsibility and how it undertook CSR with its internal and external stakeholders during the pandemic. The study was guided by the Stakeholders Theory (1984) Systems Theory (1968) and the Triple Bottom Line Concept (1994). It adopted a case study design within a qualitative research approach, with data sourced from semi-structured interviews and documents. The interview was purposively gathered from selected key Vivo Energy Ghana staff of the Communication, Legal and Customer Service departments. The document analyzed were also CSR related. The analysis discovered that even though the pandemic presented difficult times it also opened partnerships and collaborations between Vivo Energy and other government agencies. These collaborations were nouvelle. The analysis also found that Vivo demonstrated ethical responsibility as some internal activities of the were halted due to the pandemic. In addition, the analysis indicated that Vivo Energy was a successful organization based on Freeman's (1944) assertions. Based on these findings, the study recommended that that Vivo Energy maintains its relationship with its new partners and create opportunities for future alliances.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The significance of Corporate Social Responsibility (hereinafter referred to as CSR) initiatives or practices for an organization and its stakeholder is no longer contentious. The concept of corporate social responsibility (CSR) is an evolving one. The concept currently does not have an internationally recognized definition. Corporate social responsibility is also known by some other names including corporate responsibility, corporate accountability, corporate ethics, corporate citizenship, or stewardship, etc. (Hohnen, 2007). Some attempts have been made on arriving at a definition for the concept. The World Business Council for Sustainable Development report (2019) posit that CSR is an on-going commitment by an organization to conduct itself ethically in relation to improving the quality of life of their workforce, their families, their community, and society whilst contributing to the development of the society it operates (WBCSD, 2019). A working group on social responsibility met in Sydney, 2007, and came up with a working definition of CSR. In their opinion, CSR “is the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization” (ISO 2600, 2014). Others also opine that concept of CSR is representative of a system whereby companies integrate

social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (EuropeanUnion, 2002).

From the Ghanaian perspective, CSR is seen as “building capacity for sustainable livelihoods, respecting cultural differences and finding business opportunities in building the skills of employees, the community and government” (WBCSD, 2019). Amponsah-Tawiah and Dartey-Baah (2011) are also of the view that CSR is the strategic decision of an organization to act upon the social factors that have the potential of impeding the attainment of organizational goals.

Deducing from the diverse views of what CSR is, it appears that the common idea is that an organization owes an ethical and moral responsibility to its society to conduct its activities safely to maintain and/or protect the safety of the people and community it exists whilst contributing to their development as well. In light of this, this researcher argues that CSR can contribute to building organizational image, maximize profit, create sustainability and enhance organizational-stakeholder relationship.

With regards to energy-focused organizations, like Vivo Energy Ghana, the United Nations Guidelines for Consumer Protection suggests that organizations in this category are to carry out their activities bearing in mind to promote access to clean energy, engage in community awareness-raising programs and to also participate in community projects (UNCTAD, 2016).

1.1 History and Evolution of Corporate Social Responsibility

Corporate Social Responsibility was often referred to as Social Responsibility (SR) in its early days. This can probably be attributed to the fact that the age of the modern organization’s prominence and dominance in the business sector had not yet occurred or been noted.

The current belief that organizations have a responsibility towards society is not new. In fact, it is possible to trace the business' concern for society several centuries back (Carroll, 2008) . However, it was not until the 1930's and 40's when the role of executives and the social performance of corporations begun appearing in the literature (Carroll, 1999) and authors begun discussing what were the specific social responsibilities of companies.

In the following decades, the social expectations towards corporate behavior changed and so did the concept of Corporate Social Responsibility (CSR). Some of the earliest traces of the implementation of socially responsible practices can be found in the middle 1800s with the advent of the Industrial Revolution, when companies were first realizing the social impacts that their everyday business activities would have on minors, workers' household spending, female work, and working conditions in general. During these years, welfare policies were implemented by companies for their internal stakeholders (mainly in the United Kingdom), and philanthropy, as a practice towards external stakeholders in need, was undertaken by wealthy entrepreneurs. (Carroll & Visser, 2008).

The 1960s marked an important period in the evolution of Corporate Social Responsibility. The first environmental movements were borne out of political and social public fronts fighting against the exploitation of natural resources. For Chaffee (2017), the origins of the social component in corporate behavior can be traced back to the ancient Roman Laws and can be seen in entities such as asylums, homes for the poor and old, hospitals and orphanages. In 1960, Keith Davis introduced the "iron law of responsibility" which refers to the general rule that corporate power must always be backed by social responsibility in order to maintain it. This concept came on the back of Davis' observation that organizations were only concerned about immediate

economic benefits than any other thing. He was of the view that they should take responsibility of the results of their practices. Eventually, shareholder theory (Friedman, 1970) and stakeholder theory (Freeman, 1984) counter-posed “shares” to “stakes” as forms of responsibility, supporting two opposite views. Balancing the interests of various categories of stakeholders (from customers to suppliers) is the theoretical root from which contemporary CSR logics then evolved.

1.1.1 Covid-19 and its general impact

The first case of Corona Virus (Covid-19) was recorded in Wuhan, China on 31st December 2019 (WHO, 2020). According to the World Health Organization, the virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes (WHO, 2019). The virus quickly spread into neighboring provinces of China and subsequently outside the Asian continent into every other continent. Between its first recorded cases in China till now, an approximated global total of 228,807,631 cases have been recorded with 4,697,099 deaths and about 5,776,127,976 vaccinated (WHO, 2020). On March 11, 2020, the World Health Organization (WHO) declared the Corona Virus a global pandemic, and several countries have since taken steps to contain and fight it.

According to the International Labor Organization, 114 million jobs were lost in 2020 due to Covid-19 (ILO, 2020). The impact of Covid-19 on the Ghanaian and global economy is arguably unmatched. Consequently, it is likely that Covid-19 pandemic could signify one of the most noteworthy changes in modern organizational activities which could potentially have a profound impact on CSR activities in Ghana. This study therefore aims to explore and discuss how this

pandemic has influenced CSR initiatives in the Ghanaian context through the lens of Vivo Energy Ghana.

Corporate social responsibility is a relatively new concept in the Ghanaian business space. Amponsah-Tawiah and Dartey-Baah (2011) have observed that the concept of CSR is historically alien to many developing countries including Ghana. The authors argue that whilst some organizations had carried out CSR without necessarily being aware of it, others engage in philanthropy and call it CSR. Furthermore, the authors noted that some organizations had given out donations just to show off or to stay in competition with other organizations but did not undertake these activities as CSR. Simply put, corporate social responsibility has not been part of the general organizational agenda in Ghana until some ten years ago (Amponsah-Tawiah and Dartey-Baah, 2011). Some studies have attributed the general absence (until recently) of CSR culture in Ghana to be as a result of the socialist orientation of Ghana's earliest government.

In recent times, organizations in Ghana have been entreated to include CSR in their organizational plans since government cannot shoulder all the needs of society. This has therefore affected the implementation of CSR in the country, i.e., more organizations are becoming aware and including CSR in their organizational strategies. It has been observed that CSR in Ghana is typically undertaken by large scale multinational organizations like Vivo Energy Ghana, MTN, Vodafone, Goldfields and AngloGold. Indigenous organizations however struggle to undertake CSR due to the problems relating to weak currency, low per capita income, low productivity, low savings, just to mention a few.

Until 2006, there were no set norms to guide acceptable organizational conduct of environmental safety and anti-corruption. The Ghana Business Code (GHBC) was then set by the Association of Ghana Industries (AGI), Ghana Employers Association (GEA) and the Ghana

National Chamber of Commerce & Industry (GNCCI) to introduce and intensify CSR practice in Ghana and also set norms for acceptable organizational behavior. The GBHC was modelled along the triple bottom line concept (Elkington, 1994) i.e., the responsibility to the environment (planet), society (people) and profit (economy) as operating measures to guide CSR activities in the country. Interestingly, there is no requirement yet for organizations to oblige to the GBHC guidelines except in a few areas including human rights, labor standards, environment, and anti-corruption.

From the discussions above, it is quite clear that organizations in Ghana are, for the sake of this argument, taking baby steps in CSR. It is also seen that CSR is usually undertaken by multinational organizations like Vivo Energy Ghana. Amponsah-Tawiah and Dartey-Baah (2011) observed that most CSR in Ghana has been centered on environmental issues and philanthropy. This has therefore created a gap in legal and ethical CSR practices. More so, the authors note that research on CSR has also been low.

1.1.2 Relevance and Perks of Corporate Social Responsibility

The realization of the relevance of CSR is seen to be growing in recent years, making it necessary for organizations to include in their plans if they aim to sustain their businesses (Welford, Frost & Engle, 2006). Studies have observed that the benefit that CSR brings to any organization is significant (Bhatia & Makkar, 2019; Rodriguez-Bolivar & Hernandez, 2014). Through CSR, an organization could create a good brand image and increase its (the organization) appeal in the eyes of its target market. This could be done when an organization partakes in a tree planting exercises, for instance, to show its concern and respect for the environment. CSR can also foster a harmonious relationship between customers and the organization. CSR activities can bring numerous benefits to the firms beyond the reputation-

building and good relationships. CSR activities can promote the development of valuable organizational capabilities in an organization, maximize profits, whilst doing good the society. This could in turn build long term customer relationships such as customer loyalty, brand equity and trust from the customers (Piercy & Lane, 2009) and social bonds as well.

Studies (Brown & Dacin, 1997; Creyer & Ross, 1997) have indicated that there are positive relationships between an organization's CSR initiatives and customer behavior towards the organization's goods and services. There is also a significant positive impact of international listing, industry, board size and board independence on CSR disclosure (Dramani, 2019). CSR also pacifies various stakeholder groups, such as pressure groups and civil society organizations and helps to retain employees and customers. CSR also promotes a sense of care for the community therefore creating trust between the organization and its various stakeholders.

CSR ensures organizational compliance to statutory rules and regulations as well as protects the organization from suits and fines that may come as a result of non-compliance. Additionally, organizations that include CSR in their strategic management processes often enjoy good reputation and that translates to goodwill and impact business positively. Any organization that engages in CSR also enjoys good relationship with investors and other relevant partners.

1.2 Overview of Vivo Energy Ghana and its CSR efforts

Vivo Energy Ghana is an oil company that distributes and markets Shell-branded products and services in Ghana. The company was established in Ghana in August 2013 however, the Shell brand has been in Ghana for over 85 years. Vivo Energy Ghana has a staff population of one

hundred and thirty-eight (138) though it has indirectly employed over one thousand (1,000) people. The company prides itself in being the leader in the oil industry and a pacesetter in setting high standards for safety both in sales and distribution.

The organization has deliberately included CSR in its strategic management processes. For example, Vivo Energy Ghana continues to be at the forefront of various road safety interventions across Ghana. Vivo Energy Ghana is widely recognized as energy industry leaders when it comes to championing and setting standards for road safety. Many of Vivo Energy Ghana's programs are aimed at creating a cultural shift in perception and encouraging the adoption of safe behaviors among all road users - pedestrians, cyclists, and drivers. The organization has for several years, partnered with the National Road Safety Commission, and other agencies to promote road safety campaigns throughout the country (Vivo Energy, 2016).

As part of its CSR efforts, Vivo Energy Ghana constructed a borehole and donated educational materials to school children in the Hiamankyene community in the Ashanti Mampong Municipality. The organization also renovated a five-unit classroom block for the Brengo Presbyterian School also in the Ashanti Mampong Municipality. In addition, the organization provided classroom furniture, white boards, markers, a hand washing facility and gallons of hand sanitizers to the school (Business24.com, 2020). Vivo Energy Ghana also donated solar lamps to school children in a number of rural communities to help with them after schoolwork, and providing energy-efficient cooking stoves to reduce unhealthy indoor air pollution. (Vivo Energy, 2019).

These key social responsibility efforts have earned the organization a reputation within the oil and gas industry. In March 2020, its flagship sustainability project, '*Energy for Water and Education*' was adjudged the best community relations program of the year at the 8th National

Public Relations and Communications Excellence Awards (Vivo Energy, 2019). In a recently published interview with the Managing Director of Vivo Energy Ghana, it was indicated that despite the challenges posed by the pandemic, the organization has strived to continue its social responsibilities. Some of which include providing clean and safe drive at all Shell sites, donating personal protective equipment to the national Covid-19 case management team and implementing the Shell retailer sustainability program. These efforts were to complement the Ghana government's efforts to combat the Covid-19 pandemic across the country (Graphic, 2020). Vivo Energy Ghana also partnered the African Business Centre for Development Education (ABCDE) and funded the roll-out of an alternative e-learning platform accessible to all senior high school students, especially females, during the pandemic to ensure continuous learning (Ouattara, 2021).

1.3 Statement of the Problem

Several studies have interrogated the concept of corporate social responsibility from divergent perspective. For instance Blowfield & Frynas (2005) looked at CSR and how it is practiced in the global south. Jones, et al., (2014) also investigated CSR issues of ten top pub operators in the United Kingdom whilst (Kok, et al. 2001) focused their attention on CSR audit. More so, Ofori & Hinson (2007) have also contributed to knowledge by exploring CSR activities in top organizations in Ghana. Fifka, et al. (2017) assert that CSR is undoubtedly important and can be applied by organizations to reduce direct costs, increase labor productivity, manage risk, enhance image and improve environmental management. In effect, organizations stand to enjoy numerous benefits through its CSR practices.

The impact of COVID-19 on CSR is considered noteworthy (Antwi, et al., 2013). Some studies have been carried out on the impact of Covid-19 on some sectors of the Ghanaian economy.

For instance, Fenny & Otioku (2020) study revealed that between March and April 2020, the price of food increased by 6.0% as a result of supply shortages owing to general stocking before the partial lockdown in the Greater Accra and Ashanti regions. In the education sector, it was observed that constrains were experienced with regards to assessing learner understanding and acquisition in the classroom since there was an absence of direct interaction and limited visible cues that normally aid teachers in their work. This limitation was encountered because classroom teachers are trained to have daily face-to-face interactions with students and are not necessarily sufficiently trained or skilled at teaching remotely through on-line platforms (UN, 2020).

There is however a dearth regarding the impact Covid-19 has had on the oil and gas sector in Ghana, more so on Vivo Energy Ghana and their overall CSR efforts. Consequently, this qualitative study sought to fill this knowledge gap while simultaneously contributing to the body of knowledge in terms of CSR practice in Ghana.

1.4 Research Objectives

The specific objectives for the study were:

1. To explore the focus of Vivo Energy Ghana's CSR since Covid-19.
2. To ascertain how Vivo Energy Ghana's CSR practices with internal and external stakeholders have been affected by the pandemic.

1.5 Research Questions

The study aimed to answer the following questions:

1. What has been the focus of Vivo Energy Ghana's CSR since Covid-19?
2. How has Vivo Energy Ghana's CSR practices with internal and external stakeholders been affected by the pandemic?

1.6 Significance of the Study

Covid-19 has changed the world in an unprecedented way. It has taken governments worldwide to implement policies and roll out interventions to lessen its impact. Organizations on the other hand have used CSR to contribute to the total growth of the economy, the social environment, and the individuals within it. Although scant, existing literature is largely focused on the effect of Covid-19 in other sectors while there is a deficit in research on how it has affected CSR practice in the oil and gas industry. Thus, it is the goal that the findings of this study will contribute to the existing body of knowledge on Covid-19 on CSR efforts in Ghana, particularly in the oil and gas sector. The study will also provide information on the effect of COVID-19 on CSR activities in Ghana thus, setting a pace for similar works in this direction.

1.7 Scope of the Study

The study was conducted at Vivo Energy Ghana, in Accra. It was hinged on corporate social responsibility in relation to Covid-19. The purpose of the study was to make an inquisition into the CSR practices of an oil and gas organization in the Ghanaian context in the face of a global pandemic.

1.8 Organization of the Study

This study is organized into five main chapters. Chapter one sets the introductory stage to the study. It captures the background of the study, statement of the problem, research objectives and questions, significance of the study and the summary of the chapter.

The second chapter which preceded the first chapter is dedicated to the review of related literature and theoretical underpinnings of the study.

Chapter three deals with the processes and procedures used in collecting and analyzing data for the study. This chapter also deals with the research approach, its design, sample and sampling technique, data collection methods, data collection procedure and method of data analysis and ethical considerations. The fourth chapter contains results and discussions of the study. The data generated was thematically analyzed in this chapter with the theories provided in chapter two of this study. Chapter five provides a summary of the study, conclusions, and offers recommendations based on the findings of this study.

CHAPTER 2

REVIEW OF LITERATURE

2.0 Introduction

This Chapter is in two parts. The first part examines related literature in the study area, review of related works and summarizes what other researchers have performed. The second part examines the theoretical underpinnings of the study.

2.1 Corporate Social Responsibility

There continues to be a growing understanding of the concept of corporate social responsibility (CSR). Hence, it does not have a universally accepted definition (Martinez & Del Bosque, 2013). Among the several definitions of CSR, the earliest definition to be given to CSR was by Edward Bowen, whom Carroll (1999) referred to as the father of CSR. To Bowen, CSR is “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (Bowen, 1953 p.6). The World Business Council for Sustainable Development also views “CSR as the commitment of businesses to contribute to sustainable economic development while working with employees, their families, the local community and society at large to improve the quality of life” (WBCSD, 2000. p. 6). This view of CSR mimics that of Wheeler, Colbert and Freeman (2003) assertion that organizations have responsibilities not only to their shareholders but to a broader group of stakeholders. Woodward, Edwards, and Birkin, (1996) also described CSR as a social contract in which a community grants organizations license (invisible) to operate whilst the organization in response performs some social obligations including operating in a socially acceptable way. Carroll (1979) similarly observes that CSR includes “the economic, legal, discretionary, and

ethical expectations that society has of organizations at a given period” (p. 499). The author takes a multidimensional view of CSR as it considers the social, economic, and environmental dimensions of CSR. Ultimately, the main idea behind the concept of CSR from varying authors is that organizations have a responsibility to positively contribute to its environment whilst maximizing profits (Cerneć, 2014).

Frederick and Davis (1960) disregarded the earlier held thought that businesses only have philanthropy as its responsibility to society. Bowen (1953) however opined that CSR was a series of philanthropic activities which were in the interest of society. The concept has since evolved with many scholars expanding the understanding of CSR beyond social responsibility or corporate philanthropy (Ismail, 2009). Today, CSR is generally seen among other things as a responsibility towards government, economic responsibility as well as responsibility towards the planet or the environment. Even though the nature for CSR differs from industry to industry, the idea behind it remains the same (Atubuga & Dowuona-Hammond, 2006). From the studies reviewed, it appears that the different views of the CSR concept is rooted in two vital orientations. One orientation is that organizations have a responsibility that goes beyond profit making alone whilst the second idea is that organizations must contribute to the development of their society in which they operate (Godfrey & Hatch, 2007).

Several terminologies have been associated with CSR. A 2003 survey of CSR education in Europe revealed that, fifty expressions were assigned to CSR modules and forty expressions were assigned to CSR programs, some of which include: corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible

entrepreneurship, and triple bottom line. (Hohnen, 2007). The World Business Council for Sustainable Development described CSR as the business contribution to sustainable economic development (WBCSD, 2000). It is observed that the difference in terminology is mostly based on the role CSR plays in different industries and what it is perceived to be (Bill, 2012; Kalisch, 2002). Corporate Social Responsibility which is the commonly used expression is defined as “encompassing the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time” (Carroll, 2016. p.2). This definition comprises four responsibilities which, according to Carroll (2016), helps to describe the nature of an industry’s responsibilities.

Carroll (1999) developed a pyramid to explain an organization’s responsibility to the environment within which it operates. He outlined four main points or responsibilities that organizations owed to society. They are:

2.1.1 Philanthropic responsibility

At the pinnacle of the pyramid, Carroll (1999) identified philanthropy as a responsibility organization owed to the society. By this, he meant that organizations needed to be good global corporate citizens, perform actions perceived as desirable by key stakeholders. Usually, these activities are not mandated but are backed by the organization’s desire to positively impact society. In modern day, organizations express this responsibility through donations, providing infrastructure among others. This creates a reservoir of goodwill and ensures social welfare, and it enables the organization build relationships with those in the society within which it operates.

2.1.2 Ethical Responsibility

An organization owes an ethical responsibility towards society (Carroll, 1999). Organizations must be guided by ethics in their operations and are to conduct their activities to the expectation of their society. These expectations may not necessarily be laws including fairness, avoiding harm, doing what is right at all times and following moral and ethical values at all times. Carroll (1999) espouses the following ethical responsibilities to be adopted by organizations. They include:

- perform in a manner consistent with expectations of societal mores and ethical norms
- recognize and respect new or evolving ethical/moral norms adopted by society
- prevent ethical norms from being compromised in order to achieve business goals
- be a good corporate citizen by doing what is expected morally or ethically
- Recognize that business integrity and ethical behaviour go beyond mere compliance with laws and regulations.

2.1.3 Legal Responsibility

This responsibility largely looks at how organizations need to obey all statutory and regulatory laws. In essence, doing what is required by the stakeholders. Conducting themselves as law abiding citizens or organization. Producing goods and services that meet all regulatory and statutory requirements. For an organization to be socially responsible, it among other things needs to adhere to the laws that govern the society within which it operates, and according to Carroll, this legal responsibility cannot be underemphasized.

2.1.4 Economic Responsibility

The aforementioned responsibilities on the pyramid rest on the economic responsibility (Carroll, 1999). Organizations need to be profitable and do what is required by global capitalism. For sustainability's sake, businesses owe an economic responsibility to themselves and to their society. They need profits in order to satisfy their various stakeholders. This can be achieved through investments, marketing strategies, cost effective operations among others.



Figure 1 CSR Pyramid (Carroll, 1999)

In addition to the above, CSR typically includes other commitments and activities pertaining to: corporate governance and ethics, health and safety, environmental stewardship, human rights (including core labor rights), sustainable development, conditions of work (including safety and

health, hours of work, wages), industrial relations, community involvement, development and investment, involvement of and respect for diverse cultures and disadvantaged peoples, corporate philanthropy and employee volunteering, customer satisfaction and adherence to principles of fair competition, anti-bribery and anti-corruption measures, accountability, transparency and performance reporting; and supplier relations for both domestic and international supply chains.

2.2 Strategic Corporate Social Responsibility

Even though organizations are realizing their effect on their environment, organizations need to plan carefully and identify the social effects the organization may have to sacrifice for its survival (Porter & Kramer, 2006). The authors clarified that an organization that tries to satisfy every need of its stakeholder may not be successful but there must be a mutual dependence between businesses and societies. For this reason, organizations must learn to integrate social strategies into their operations to follow the principle of shared value in order for both the company and society to benefit from CSR projects.

Porter and Kramer (2006) stated that an organization cannot solve all the problems in society and so it must focus on issues that are aligned with their businesses. Organizations are important active members of society that are rewarded with profit by the society (Bernstein, 2000). Thus, if organizations neglect its society, society will in turn be intolerant which will then threaten the organization's existence since there is interdependence between organizations and societies (Eraqi, 2010). Whilst organizations provide products, pay taxes, and offer jobs, society consumes, provide workforce and policies (Eraqi, 2010).

The results of a study conducted by Garay and Font (2012) indicated that cutting operation costs and minimizing resource consumption used to be the most common CSR practice as it led to increased profits. However, CSR has evolved to include meaningful economic and social practices such as identity promotion, heritage conservation, local development, and consumption of local products, fair wages, gender equality and recruitment of local labor (Garay and Font, 2012). Similarly, Battaglia et al. (2014) studied the relationship between competitiveness variables and the CSR practices used by Small and Medium Sized Enterprises (SMEs) in the fashion industry. A total number of two hundred and thirteen SME situated in France and Italy were sampled. Battaglia et al. (2014) observed that avoiding risks for employees' health and safety and assisting employees with insurance tariffs is how organizations benefit from CSR.

Smith (2005) noted that in pursuing environmental and social goals, CSR activities aimed at managing natural resources saves cost. It appears that since natural resources supports the sustenance for organizations thus it is ranked high above others. Nicholls (2002) examined the operational implications of fair trade for retail businesses in the U.K using in depth interviews. The study indicated that CSR played a role in the quality of products and service offered by means of customer satisfaction.

2.3 Corporate Social Responsibility in Ghana

The issue of Corporate Social Responsibility (CSR) has recently received considerable critical attention due to its slow start in Ghana. Many researchers argued that it is due to the orientation of Ghana's first president Dr. Kwame Nkrumah. According to Amponsah-Tawiah and Dartey-Baah (2011) in Ghana, the socialist orientation of the first president Dr. Kwame Nkrumah gave the

impression perhaps rightly or wrongly that State-Owned Enterprises (SOEs) were able to solve societal problems. This, they aver that in a way, limited corporate organisations' social obligations to the payment of taxes. However, in recent times there has been a clarion call on organisations to undertake social programs, as government alone cannot handle societal problems. This has affected the implementation of the concept in the country. This view is supported by Ofori (2007) who referred to CSR as “the engagement of haphazard indulgence of corporate good works” in Ghana. To Abugre and Nyuur (2015), the managerial role in the practice of CSR is limited and ineffective in Ghana. Abugre (2014) discovered that difficulties of effective CSR implementation in Ghana can be attributed to leadership weak spots in the form of mismanagement and corruption, lack of leadership commitment, and unwillingness to allocate monies due for CSR activities. The authors claims that organisations in Ghana can do better in the practice of CSR if management's attitude to CSR, corruption, and work behaviours are positive.

Again, Amponsah-Tawiah and Dartey-Baah (2011) study of CSR in Ghana reveal that until the year 2006 when the Ghana Business Code (GHBC) was launched through the collaboration of the Association of Ghana Industries (AGI), Ghana Employers Association (GEA), and the Ghana National Chamber of Commerce & Industry (GNCCI) to introduce and deepen the practice of CSR in business operations, there were no set norms or framework to guide the conduct of business and acceptable standards with regards to the environment and anti-corruption in business. The GHBC, which is modeled along the lines of the United Nations (UN) Global Compact, focuses on the triple bottom line (profit, planet, and people) as performance measures of businesses operating in the country.

Similarly, Atuguba and Hammond (2008) observe “there is no comprehensive CSR policy or law in Ghana. Yet, there are a variety of policies, laws, practices, and initiatives that together provide

the CSR framework in Ghana”. This is particularly the case because of the lack of government engagement in CSR matters in Ghana, a country whose position as a developing country makes governmental commitment a key driver of legal and institutional change.

Although there is no law on CSR in Ghana, it has commonly been assumed that CSR activities in Ghana are mostly dominated by large-scale multi-national companies. This according to Amponsah-Tawiah and Dartey-Baah (2011) is a result of 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 CSR activities. Large scale manufacturing, telecommunication and mining companies such as MTN, Valco, Goldfields, and AngloGold have been instrumental in the corporate social responsibility of the country. Taken together, the importance of corporate social responsibility Anku-Tsede & Deffor (2014) suggested that even though CSR is to a large extent influenced by various regulatory regimes in Ghana, its efficiency is often adversely affected by deficiencies in the enforcement of the relevant laws and thus suggested that enforcement agencies should be empowered to ensure compliance with the laws to enable effective delivery of CSR in Ghana. Rockson (2016) in his study on CSR, unions, and labour practices in AngloGold Ashanti Ghana, however explained that stakeholder’s appreciation of CSR was only limited to certain aspects of the concept.

2.4 THEORETICAL FRAMEWORK

This research study sought to investigate Covid-19 and CSR practices at Vivo Energy Ghana. This section sheds light on the systems theory and the stakeholder theory which were used to guide the data analysis of the study.

2.4.1 Systems Theory

It is clear that organizations cannot thrive in isolation. They need to be connected to society in order to be successful. Consequently, organizations are affected by society and their actions in turn affects the society in which they operate. One of the theories used by public relations researchers (Grunig and Hunt 1984; Cutlip et al. 2000) to explain this situation is the systems theory. Systems theory (1968) was propounded by an Austrian biologist named Karl Ludwig von Bertalanffy. Systems theory (1968) is explained as a set of interacting units that endures through time within an established boundary by responding and adjusting to change pressures from the environment to achieve and maintain goal state (Cutlip, et al., 2000). The theory works on the premise that everything in the social world is part of a system that interacts with other systems in that the whole equals more than the sum of its parts (Von Bertalanffy, 1969). Linking this explanation to organizations, Systems theory (1968) describes organizations as a part of a system that affect each other and mutually interact with the external environment. According to the theory, an organization, its environment and goal (these three parts are known as the system) are interdependent. And the internal and external operations of the organization must create and maintain mutually beneficial relationships between these parts.

Grunig et al. (2000) assert that Public Relations (PR) practitioners must evaluate and respond to the environment continuously, in order to move the organization towards consensus and away from crisis. To do this, Grunig and Hunt (1984) aver that the PR managers must negotiate

between the demands of the environment and the needs of the organization in order for the organisation to survive. This means that it is the responsibility of the PR practitioner to evaluate and respond to the environment in order to move an organization from crises to consensus.

The success of an organization, typically depends on the individual and collective performances of five subsystems (Grunig & Hunt, 1984) including:

- *Production sub-systems* produces goods and services of an organization.
- *Maintenance sub-systems* encourages and boosts the efficiency of employees to the benefit of the organization. For example, human resource department
- *Disposal sub-system* markets and distributes goods and services to customers
- *Adaptive sub-system* helps the organization to adjust to environmental changes.
- *Management sub-system* manages all other sub-systems and deals with any conflict(s) that may arise out of them. Usually, the board or members of the dominant coalition perform this function of management.

Regardless of the size or complexity of an organization, there are existing subsystems that enhance organizational success and growth (Tench & Yeomans., 2006).

The systems theory can either be closed or open. Whereas the open system adopts a two-way symmetrical model which allows for two-way communication and enables feedback, the closed system however, adopts the closed system, public information, press agency in communicating with its publics. The open systems are systems that take their environments into account and try to develop or change their business activities to suit these environments whereas closed systems do not adapt to external environments or conditioning. An organization cannot survive unless it perceives itself as an open system requiring resources from consumers, goods

from suppliers, feedback from customers and a host of other “materials” from its outside environment.

A point where any organization should yearn to get to is the state of homeostasis. This is where there is stability and communication is acted upon. This is the point that is also made possible by a Public Relations Practitioner carrying out his/her boundary spanning role effectively. This theory similarly depicts the concept of the boundary spanning/ environmental scanning role of the Public Relations Practitioner. The boundary spanning role also looks at Public Relations Practitioners, gathering information about segments of the public, their reactions to the organization, and their opinions about issues important to the organization), decision making, and roles. It also includes scanning newspapers or other relevant publication, periodically engaging with community leaders, and all other relevant publics of the organization in order to find out their most pressing needs and deal with them as an organization.

For an organization to be successful and to have a meaningful relationship with its publics, it needs to ensure that it adapts to suit the environment or changes the environment to suit the organization. This is common of both systems theory and the boundary spanning role of the Public Relations practitioner. The boundary spanning role also helps the practitioner and the organization by extension, to determine their strengths, weaknesses, opportunities and threats all within the environment in which they operate.

The Open System when employed, any organization greatly benefits in performing its responsibility towards the society. Because two-way symmetrical mode of communication is in use, it helps the organization reach the external environment widely and since the open system allows for feedback, it enables the organization to execute its duties freely and makes it an effective

socially responsible organization while strengthening the existing relationship between the organization and its publics.

Some of the tools that can aid an organization in boundary spanning is social media, the internal public relations structures, public affairs or government relations as well as corporate social responsibility. Any organization by so doing, also sets itself apart from others and enhances overall success.

Systems theory is regarded as relevant to the study because it will help in assessing the interactions between Vivo Energy Ghana and their environments, interactions between Vivo Energy Ghana and interactions within the organization in relation to corporate social responsibility and Covid-19.

2.4.2 Stakeholder Theory

Robert Edward Freeman an American philosopher and professor of business administration is largely responsible for propounding the stakeholder theory. Freeman (1984) acknowledges that ‘the term (stakeholder) means different things to different people’ (Phillips et al., 2003 p. 479), but goes on to say that it encompasses a particular and close relationship between an organization. Freeman (1994) argues that stakeholder is any group or individual who can affect or is affected by the achievement of organizational objectives.

Researchers Phillips et al. (2003) have identified two distinctive stakeholders. They are normative stakeholders and derivative stakeholders. Normative stakeholders are those individual(s) or group(s) to whom an organization has a direct moral obligation to cater for their welfare; for example: financiers, employees and customers. Those (competitors, activists and the media) who can harm or benefit the organization, but to whom there is no direct moral obligation are the derivative stakeholders. Bearing in mind the impact these stakeholders could have on an

organization; it is important for an organization to consider the interests of these individuals and groups in its decision-making processes. As a matter of fact, Deegan and Kin (2009) aver that all stakeholders have the same right to be treated equally and fairly by an organization. Fernando and Lawrence (2014) posit that, in line with stakeholder theory, an organization CSR activities could be an ethical approach for it to discharge its accountability towards all its stakeholders.

The idea behind stakeholder theory is building relationships with stakeholders to get a better understanding of their ideas and concerns in order to integrate it into organizational strategy. This theory will therefore be relevant as a guide in assessing the data gathered on Vivo Energy Ghana in this regard.

2.5 The Triple Bottom Line Concept

The triple bottom line is a business concept argues that an organization must commit to measuring their social and environmental impact in addition to their financial performance. The concept recognizes that an organization can only be deemed profitable if it takes into cognizance people, the planet and the profit. Which translates to economic, social and environmental responsibility. The triple bottom line was first written by John Elkington in 1994. His aim was to change the financial approach that organizations used to measure success or performance. This concept has quickly become a guide for modern businesses and their long-term sustainability.

2.5.1 People (Social Responsibility)

This part deals with improving the living conditions of employees, because the organization is incomplete without people. It considers all internal and external stakeholders, including shareholders, clients/customers as well as all other persons along the supply chain. It among other things include safety training for employees at work,

paying employment benefits, inclusion of women and other minorities at work and employee development.

2.5.2 Planet (Environmental Responsibility)

This is a very important part in organizational sustainability because the environment invariably has either a direct or an indirect influence on the business operations and vice versa. The environment often is affected by some human actions, which include but not limited to deforestation, pollution of water bodies, harmful fumes from production sites and some of these activities may be carried out in the interest of certain organizations. To remediate these and lessen the impact of human activities on the environment and ensure sustainability, some organizations have resorted to reducing their environmental footprint; reducing or halting their activities that are injurious to the environment.

2.5.3 Profit (Economic Responsibility)

This sustainability focuses on monetary outcomes and how the society and its people including its shareholders, can benefit from the existence of the organization and how the organization itself can continue to operate. The advantages of this to society could be in form of investments, tax flows, and proper wages for staff among others.

The studies reviewed in this section throws more light on corporate social responsibilities around the world. This section has provided a clear insight of what CSR involves and the beneficial impacts of incorporating strategic CSR into organizational operations. The section also highlights

the theories and the concept which will guide in the data analysis section. The next chapter will focus on the research approach and the means through which data will be gathered.

2.6 Conclusion

This chapter focused on review of relevant literature as well as making bare the theoretical basis that will undergird this study. CSR in covid-19 has become very necessary to explore in academia as CSR in itself has been widely written on by several scholars especially in Ghana. There are different positions however, when it comes to the effectiveness of CSR in organizations and the effect covid has had on organizations' CSR practice. The next chapter is dedicated to highlighting the research methodology for the study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the processes and methods employed in collecting and analyzing data for the study. The study adopted a qualitative approach involving interview and document analysis within a case study design. In terms of outline, the chapter continues with the research approach and design, sampling issues, specific data collection activities, the analytical framework, ethical considerations and then ends with a conclusion that sums up and connects the chapter to the next one.

3.1 Research Approach

Three research approaches namely qualitative, quantitative, and mixed methods are available to undertake academic investigations (Creswell, 2008). According to Creswell (2008) qualitative research is interpretive and supported by a need to search for and understand the meaning of a phenomena involving individuals or groups, while quantitative research is deductive and aims at testing objective theories by statistically presenting the relationship among variables (p. 4). Mixed methods, as a research approach, combines both qualitative and quantitative methodologies in an enquiry (Creswell, 2008).

This focus of this study was to investigate the effect of COVID-19 on Vivo Energy's (Ghana) CSR practice by eliciting views from participants connected to the organization. For this reason, qualitative approach was best suited for the study since through a qualitative approach, an in-depth account of a phenomenon can be achieved.

Opinions or views of people are vital sources of producing data within the qualitative convention. Thus, I employed interviews as a data collection method within a case study design to

gain a deep insight of the opinions and viewpoints of the participants in the study. Additionally, Vivo Energy's official website was analyzed to supplement and make robust the data collection and analysis processes.

3.2 Research Design

Research design is the logical link of collected data and the conclusions to be drawn to the initial questions of the study (Yin, 2009). Macmillan & Schumacher (2001) have suggested that a research design is a plan for selecting subjects, research sites and data collection procedures to answer the research question(s). In a qualitative study, several research designs are available for the researcher to select. They include narrative research, case study, ethnography, phenomenology and grounded theory studies (Creswell, 2008). However, the researcher must make a suitable choice depending on the demands of the research questions.

For the purpose of this study, the researcher selected the qualitative case study design approach. A case study is a research approach in which the researcher explores in-depth a program, process, activities or one or more individuals (Stake, 1995). It also investigates an ongoing phenomenon within a real-life context (Yin, 2009). Since the focus of this study was on an organization (Vivo Energy), its corporate social responsibility practice as well as issues surrounding the practice, qualitative case study was appropriate. The idea was to find out how beneficial or otherwise their corporate social responsibility practice had been in relation to the arrival of global pandemic in Ghana.

3.3 Sampling Strategy

A sample is a part of a population or universe (Taylor, 2005). Due to time and resource limitations, the possibility of the researcher to collect data from an entire population to answer research questions is often unrealistic, thus the need for a selection of a sample. Qualitative researchers

therefore use a sampling strategy which guides their choices of whom or where to source data from. Creswell (2014) posits that the idea behind qualitative research is to deliberately select participants who will best aid the researcher in gaining insight into the phenomenon under investigation. This is known as purposive sampling and was thus adopted for this study.

3.4 Sample Size

Qualitative researchers are interested in gaining an in-depth understanding about a phenomenon in order to get rich, comprehensive and well-rounded descriptions, in that vein, Daymon & Holloway (2001) argue that small samples are normally to be used. Arguably, choosing a large sample in qualitative research may harm the study as the management of the data will be challenging. Walcott & Creswell (1994) observe that in recruiting participants the best approach is to select people who will share their reservoir of information. Based on these arguments together with the focus of this study as explained earlier, four (4) participants were selected as the sample size for the study. Concerning the issue of document for analysis, there was no need for sampling because I made use of Vivo Energy's CSR documents available.

3.5 Data Collection Method

It is argued that the quality of a study can be enhanced when more than one data collection method is adopted (Yin, 2014). This argument has been reinforced by Riemer (2008) that for valid and trustworthy findings, the use of multiple methods of data collection is important in a qualitative study. This study therefore employed interview and document analysis as the data collection tools.

3.5.1 Interviews

Lambert & Louiselle (2007) aver that interviews allow a researcher to collect information about participants' experiences, views and beliefs concerning a specific research question or phenomenon of interest. Interview is often a one-to-one conversation between the researchers and a participant and is often aimed at acquiring a deeper understanding about a phenomenon from an informant (Chew, et al., 2008). Interviews are usually categorized into three: structured, semi structured, and unstructured (Braun & Clarke, 2011). Since the interest of this study was to gain a deeper understanding of the phenomenon under investigation, a semi-structured interview was employed. Semi-structured interviews generate detailed insights of participants' view on the subject under study in an orderly manner. It also supports a professional conversation Kvale (2007) between the researcher and the participant(s).

3.6 Data Collection procedure

This section is made up of two parts. The first part focuses on the procedures used to collect interview data, while the second part looks at the steps used to gain documents for analysis.

3.6.1 Data collection procedure: Interview data

Data collection procedure looks at the steps the researcher used to collect data for the study (Asiamah, 2017). The preparatory stages for the collection of interview data included getting an introductory letter from the Faculty of Communication and Social Sciences, GIJ to facilitate access to participants, documents and other materials necessary for the study. An interview guide was designed for participants to generate data for the analysis. Some of the questions on the interview guide for the participants from Vivo Energy included: How important is CSR to Vivo Energy?

How does Vivo Energy measure its CSR performance? What internal CSR efforts were in place before COVID-19? A copy of the interview guide is attached at Appendix A. The researcher applied the permission protocols where necessary and booked appointments with the participants. The interviews were undertaken in October 2021 and the interviews sessions were carried out in the respective offices of the participants involved. The interviews were recorded whilst the researcher took notes concurrently. The interview data acquired were stored on a memory stick and preserved by the researcher. The average duration of the interviews was thirty-five minutes.

3.6.2 Document data

Daymon & Holloway (2011) observe that documents can be a rich source of comprehensive data. In view of this assertion, Vivo Energy's CSR documents including written documents on CSR as well as the organization's official webpage were analyzed to supplement and complement the interview data. The researcher considered documents as an important source of data owing to the fact that interview participants could leave out salient information that could be of importance to this study.

3.7 Analytical framework

Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within data (Braun & Clarke, 2006). It also involves the researcher interpreting and commenting on the accumulated data (Creswell, 2013). In embarking on the interpretative process, the researcher identified key issues raised in the transcribed data and the documents, how these issues are related to one another and to other literature and then meanings were drawn based on the theoretical framework of this study. Direct quotations were also used to support the interpretations and discussions.

3.8 Ethical Issues

Braun & Clarke (2013) observe that ethics are to be seen as a fundamental part of the entire research activity. The authors propose a list of essential requirements of an ethical study involving obtaining informed consent and avoiding deception, maintaining confidentiality and privacy, ensuring participants' right to withdraw (without explanation or negative impact), not subjecting participants to (unnecessary) risks, and being honest and accurate in reporting research results (p.63). These requirements were applied in this study accordingly.

At the beginning of the data collection, I introduced myself and the purpose for the meeting. I then proceeded to seek their (participants) consent by providing options to either choose or decline the interview session. A rigorous study is one that morally and ethically ensures that the study's results does not jeopardize the safety of its participants (Halai, 2006). For this reason, the identities of all participants were also protected by assigning them pseudonyms and also keeping the recorded interview on a flash drive and in a locked drawer.

3.9 Conclusion

This chapter was focused on discussing the procedures and processes that were employed in generating data for the study. Qualitative research approach was adopted within a case study design to get in-depth insight on CSR practices at Vivo Energy, Ghana. Data was collected through semi-structured interviews and documents. In addition, this chapter discusses the research approach, research design, sampling strategy and sample size, data collection methods, data collection processes, the method of data analysis and ethical considerations. The next chapter is dedicated to the study's findings, analysis, and discussions.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents and discusses findings from the data collected through interviews and analyzing documents. The interview data were collected from four (4) management staff from Vivo Energy Ghana. Document data was sourced from Vivo Energy Ghana's Retailer Sustainability Program document, the organization's official website and its social media pages as well. The data collected from these sources helped the researcher to answer the study's research questions. The study sought to address the following specific research questions:

1. What has been the focus of Vivo Energy Ghana's CSR since Covid-19?
2. How has Vivo Energy Ghana's CSR practices with internal and external stakeholders been affected by the pandemic?

Both sets of data (document analysis and interview data) are blended in the discussion for each research question to produce a rational and clear analysis and presentation.

4.1 Demographics

The research participants selected for interviews in the data collection process were all top managers at Vivo Energy. At the time of this research, they were, in no particular order head of Communications and PR, assistant manager of communications, an employee and company lawyer. To ensure confidentiality, research participants purposively selected to provide data have been ascribed pseudonyms to ensure anonymity. The participants' mix of individual and collective backgrounds accentuate how relevant the information they provided is to the research, thereby making a strong case for the credibility of the study's data and conclusions.

RQ.1 What has been the focus of Vivo Energy Ghana’s CSR since Covid-19?

This research question sought to investigate how Vivo Energy CSR activities had been shaped or re-shaped by the pandemic. Several specific questions were used to elicit data to address this research question, and the information was analyzed using reviewed literature and theoretical underpinnings in Chapter Two of this study. Two themes namely pandemic opportunities and new era CSR guided the discussion of the findings.

4.1.1 Pandemic opportunity

The theme pandemic opportunity in this study was operationalized to mean the chances or prospects which emerged from the pandemic for Vivo Energy Ghana to actively engage in various CSR initiatives amongst others. He & Harris (2020) have observed that the pandemic presents great opportunities for organizations to embark on several CSR activities and the possibility of more opportunities for CSR focus in new areas. In the case of Vivo Energy Ghana, the management staff acknowledged that amidst the general undesirable impact of Covid-19, the pandemic also presented great opportunities for the organization’s CSR strategy. This was indicated by Participant B:

“of course, it came with its own negative side, but I mean as a leader and as a manager, you look at uhm a challenge, you see how best...when there’s a crisis, you see how best you can make something...great opportunities out of it” (Participant C)

Participant A echoed that:

when covid came, uhm, it rather gave us the opportunity to veer into uhm, something around health because you could find us giving out PPE's, supporting other communities with PPE's and uhm, supporting the Ghana Health Service with some equipment that they need to reach out to more people in the various communities that they find themselves.

Furthermore, Participant B also added that:

“It rather gave us an opportunity to venture into another part of the CSR, which is not our main focus area, which is the health sector”

These findings resonate with the systems theory von Bertalanffy (1968) which argues that an organization is a part of an entire social system that has an impact on the society. In like manner, the society also impacts organizations through day-to-day interactions. Even though Vivo Energy's traditional CSR interest has not been in the health sector, the pandemic required that it moved into a new scope. Cutlip et al. (2000) refer to this phenomenon as set of interacting units which are sustained over a specific timeframe by responding and adjusting to change pressures from the environment (Covid-19) to achieve and maintain sustainability. This new venture consequently became beneficial to the organization.

The data found that the Covid-19 pandemic beside its deleterious effects, opened collaborations and partnership opportunities for Vivo Energy. It worthy to note that these types of collaborations were not in existence until the emergence of the virus. Participant C put it this way:

“So it has really made me intensify our partnership and collaborative efforts with other interested parties which ordinarily wouldn't have been and uhm. It has also made me very

innovative in terms of the projects that I implement and also it has really spread my tentacles because I realized that no, there's much to be done" (Participant C)

For the first time in Ghana, Vivo Energy collaborated with the Ghana government to donate personal protective equipment and to several health facilities. Document data showed that, Vivo Energy partnered with the National Commission for Civic Education to help intensify the sensitization campaign of washing hands, maintaining social distance, wearing of face masks, just to mention a few. The organizations also made donations to the Ministry of Health, the National Covid-19 Case Management Team, Shell fuel stations, pedestrians, traders, among others. Participant recalled that:

Donations of Personal Protective Equipment (PPE's) to the National Covid-19 case management team, including examination and surgical gloves, N95 respirators, goggles, and coveralls. Similar donations were made to the retail centers, bus stations and major bus terminals, market centers, lorry parks. (Participant D)

Vivo Energy Ghana also rolled out a retailer sustainability project. The project places the retailers of Shell branded products and services at the center. Shell retailers are all staff at the various Shell filling stations across the country. The project brought on board all Vivo Energy Ghana's retailers who were then categorized into groups. Each group of retailers was assigned to identify areas in need of support in their various communities. From this assignment, *a water closet facility was built for the Ahensan prison camp* (Participant B)

Additionally Participant A mentioned that:

one project that we did was at the Koforidua market center, where we constructed an ultramodern hand-washing facility for the whole market, and it was well received by the market women

The various community needs were identified and supported to enhance the organization's Covid-19 influenced CSR. These initiatives corroborate with the triple bottom line approach Elkington (1994) which is grounded in the assumption that organizations are to be committed to positively impacting their society.

The triple bottom line concept Elkington (1994) also acknowledges that organizations may derive many potential benefits such as improving efficiency and cost savings, improving market position, improving relationships with stakeholders, improving the strategic decision-making process within the firm and providing wider benefits for the destination (Dwyer, 2005). The data showed that whilst the pandemic provided the organization an opportunity to appreciate new CSR perspective, it also helped in creating a good corporate image for Vivo Energy. This finding is in line with Dwyer's (2005) assertion. Participant A and D mentioned that:

The positive aspect of it was that helps us to position the company as a very caring brand and then it enhances the reputation of the company because, of course in crisis is when you will ...or tend to see the true colors of the organization you buy from, and our customers saw what truly Vivo energy was made of and its focus as an organization. Of course, I said not only about making profits but serving the communities where we operate and it helped us to, you know...align with what people think about us and also it helps people to appreciate what the company is made of. (Participant A)

And the pandemic actually presented a positive or the perfect environment ambience for us to do such a project because then everyone began to see Vivo energy Ghana as a company not only interested in selling and making profits but also touching the hearts and minds of the people

(Participant D)

Reputation is the most important asset to Vivo Energy Vivo Energy (2019). Vivo Energy Ghana ensures that its reputation is kept at the highest standard by conducting business with integrity and with respect. To Vivo Energy, success denotes acting with the highest standards of corporate behavior towards employees, customers, and various stakeholders. This stance by the organization demonstrates Elkington's view (1994) that success of an organization is not measured by the profit it makes but by how it participates in the development of its society. Then again, from the findings, it is evident that organizations cannot thrive in isolation. Organizations need to be connected to their society von Bertalanffy (1969) and regard the interest(s) of their stakeholders Freeman (1984) as significant for the organization to be relevant in its society.

Lastly, once an organization acquires its license to operates from a society (social contract), it automatically owes the society a responsibility to perform social responsibilities or social obligations (Woodward, Edwards& Birkin, 1996). This assertion once again fits well with von Betalanffy's (1969) view of an organization being a part of a whole society as a means to ensuring its sustenance.

4.1.2 New era CSR

New era CSR as used in this research was operationalized to mean the shift from traditional Vivo Energy CSR initiatives to pandemic influenced CSR. The data indicated that the pandemic pushed Vivo Energy Ghana towards carrying out CSR in new areas or beyond the organization's traditional or conventional scope. The shift in their CSR focus was mirrored by the needs of the society at the time. From a one-on-one interview with a management staff who in this study has been ascribed a pseudonym Participant A, mentioned that:

“Initially, you wouldn't have found Vivo energy going straight into ...unless in extreme cases...you won't find Vivo energy going into a strict health community investment or community initiative, but because of covid, covid gave us the opportunity to venture into that side as well, right”

This finding was also reiterated by *Participant D*, another management staff. She echoed that:

“Covid obviously has taught us a new way of working, you know? It has also created maybe some... like an added shift, or an added you know...how do I put it.... you know, opportunities for us to look at other areas, you know to expand our CSR initiatives.”
(Participant D)

This finding is line with He and Harris (2020) assertion that CSR initiatives during the crisis, can potentially catalyze a new era of CSR development in the long run. These fundamental changes in the organization's CSR then begs the question if this scope of CSR the organization has veered

into as a result of Covid-19 will now be part of Vivo Energy's organizational strategies. Even though the data gathered was beyond the scope of prospects of Covid-19 influenced CSR, the researcher however forecasts that it is possible that the ways the organization does its CSR will never be same.

The U.S Energy Information Administration reports that global fuel consumption has been low due to the emergence of the Covid-19 pandemic. Responses to the COVID-19 pandemic were the main drivers of the decline in petroleum consumption, particularly for transportation fuels (Sanchez, 2021). The data indicates that Vivo Energy Ghana has also felt the harsh effects of Covid-19.

“My CSR plan I need to implement it ...I did it with the transporters because I felt that the budget was huge and I mean, we're all now recouping from covid last year so I can't just put every burden on my company, so I looked at my transporters, sold the idea to them and they came on board in terms of giving financial commitment” (Participant A)

Participant B also simply stated that:

“So, when covid came, uh then there was lockdown, and it had an impact on business.”

Participant A again stated that:

“At that time there wasn't money okay, and I still needed to run my business and my projects, my plan, my CSR plan I need to implement it.”

Vivo Energy Ghana like many other organizations have in one way or another had been affected by the corona virus pandemic. Since the core business of Vivo Energy as an Oil and Gas registered organization, depends on the supply of fuel and other vehicular and machinery lubricants, it was

affected by this nosedive in global fuel consumption. The reduction in fuel consumption and its related products was apparent at Vivo Energy Ghana like many other places around the world. Regardless of these challenges, the organization had to keep afloat and continue with its CSR engagements, especially in areas which reflected the times.

To get around the situation, the organization rolled out a retailer sustainability project. The project created partnerships with retailers of Vivo Energy Ghana to financially meet the organization half-way in order to carry out its CSR.

“On the CSR front what we did was that we found innovative ways of going into partnerships with our retailers so that’s when we launched the uh retailer sustainability project, so the retailers of the company bring something and uh the company also tops it up. So, we find a project within a community or their project area then we implement”

This finding is in line with the system theory von Bertalanffy (1969) which argues that organizations cannot be successful when they do not operate alongside or cooperate with its society. It is important for organizations to stay connected to their society in order to thrive. Thus, organizations are affected by society and their actions in turn affects the society in which they operate. In the case of Vivo Energy Ghana, the relationship that had been built between the organization and its society (retailers) served as a springboard for the organization during hard times. In addition, these initiatives were possible because Vivo Energy practices an open system Grunig & Hunt (1994) of interacting with its society thus providing a platform for its stakeholders to partake in the implementation process of their CSR initiatives.

In addition to the retailer sustainability project as explained above, the data also indicated that Vivo Energy Ghana partnered with one of its major stakeholders, the Ghana government in the fight against the Covid-19 pandemics. Participant C stated that:

'Uhm, covid affected everything so as a responsible company we decided that we'd also...we align with the you know, purpose of government. Because government called on stakeholders to come and support them to fight the pandemic {breaks} so our normal focus on CSR had to change'

Speaking of stakeholders, this finding also recalls the stakeholder theory Freeman (1984). which forwards the relevance of building relationships with stakeholders to get a better understanding of their ideas and concerns in order to integrate it into organizational strategy; just like Vivo Energy Ghana did.

The above findings both corroborate also with the triple bottom line concept Elkington (1994). The theory's view of a profitable organization is one that considers and acts on its responsibility to its people but not just maximizing financial profits. Evaluating Vivo Energy Ghana's posture during the pandemic in Ghana through the lens of Elkington's (1994) triple bottom line, it appears that the organization has been profitable to since it took responsibility of supporting its society when the people needed it most.

The data also found that retailers contributed to CSR in more ways than finances in the retailer sustainability project. The data showed that Vivo Energy Ghana presented an opportunity

to retailer to pool their skills in performing needs assessment tasks to identify project worth undertaking in their respective communities.

“so basically what we did was that we made them identify in their own communities the things we could do, to support during the covid era...it was called “retailer sustainability project”. Yeah. So basically, we did that, and we partnered with our retailers to do that so...that was something for CSR which was directly in line with covid.” (Participant C)

These finding resonates with WBCSD’s (2000) view of CSR as the commitment of businesses working employees, their families, the local community and society at large to improve the quality of life. It also sees Vivo Energy Ghana contributing improving the quality of life of the local community and the environment (UNWTO, 2010). The UNWTO’s (2010) presents CSR as a broad concept embraces social, economic and environmental responsibilities that society expect organizations to be mindful of.

RQ.2 How has Vivo Energy Ghana’s CSR practices with internal and external stakeholders been affected by the pandemic?

This research question sought to investigate how the abovementioned organization undertook CSR initiatives with its internal and external stakeholders during the pandemic. The data analyzed provided an understanding of three major motivating factors that influenced the organization to adapt and implement CSR initiatives during the pandemic. These motivating factors were categorized into three themes; those that generated from within the Vivo Energy (internal CSR), and those that were from the external environment (external CSR) and then organizational culture. The themes were couched from the responses of the participants that reflected the covid influenced CSR in the oil and gas sector.

4.1.3 Internal CSR

The theme internal CSR as used in this study was operationalized to mean CSR activities undertaken within the organization in relation to the pandemic. The data showed that CSR initiatives were mostly influenced by the organization's values and interests. Analyzing the organization's webpage and social media pages, it could be seen that Vivo Energy Ghana has code of conduct that represents their core values. These core values underpin all their operations and serve as the foundation of their business. Vivo Energy believes that these core values must be always upheld, irrespective of any situation. Some of these core values included putting the health and safety of its staff first. Thus, during the pandemic: *we had an internal house program, we had a vaccination for our employees and not our employees alone but this time we invited their spouses, their children to all come in-house to take the jab which we believe is a CSR activity in that regard. (Participant B)*. This action taken by the organization resonates with Ofori (2010) assertion that the major factors determining organizational behavior towards CSR in Ghana is their ethical values. This finding is also in line with Carroll (1999) philanthropic responsibility concept which assumes that organizations are to perform activities which are important to stakeholders even though the organization is not obliged to do them.

Papasolomou-Doukadis et al. (2005) assert that businesses engage in CSR because they are only concerned with the commercial need to achieve financial targets. The data found from this study proved contrary to this assertion since some internal activities were interrupted as a result of the pandemic.

Okay so CSR, before covid we had this program called employee CSR challenge.

During covid we decided not to do that one" (Participant B)

This finding is in line with the ethical responsibility owed by organizations to their society which Carrol (1999) proposes for organizations to imbibe. Even though there are no legal laws preventing the organization to practice some of internal activity, nonetheless Vivo Energy avoided undertaking those internal activities. Thus, Vivo Energy acted as good corporate citizens by recognising that business integrity and ethical behaviour go beyond mere compliance with laws and regulations but includes ethical behaviour as well (Carroll, 1999). This finding also harmonizes with Lorenc's (2016) observation that organizations undertake CSR because of moral contributions besides economic motivations.

4.1.4 External CSR

Like internal CSR, external CSR pertains to Vivo Energy Ghana's CSR with external stakeholders during the pandemic. Wheeler, Colbert and Freeman (2003) posit that organizations have responsibilities not only to their shareholders but also to a broader group of stakeholders. In other words, organizations have a responsibility to both its normative and derivative stakeholders (Phillips et al.,2003). Woodward, Edwards, and Birkin, (1996) also observe that once there is a social contract between organizations and their society, the organization owes the society a responsibility of performing some social obligations. Participant C's, a management staff of Vivo Energy Ghana is in line with scholars' opinion as she admits that: *"on a normal day we will not buy PPE's and go and give to government, you know, and things like that. SO that's why I'm saying that obviously the pandemic created other uhm...platforms for us to be able to support, which may not necessarily be what we usually would do, you know, but as a responsible business we had to align it with our CSR...yeah, that's what I mean."* (Participant C)

Document data found that some of Vivo Energy's CSR initiatives during the pandemic included: donations to the National COVID Case Management Team, e-learning to support children, construction of water storage facilities for markets and lorry parks, construction of a ten-seater water closet toilet facility for Ahinsan Camp Prison, Vivo Energy Ghana retailer sustainability programme on Covid, presentation of hand sanitizers and detergents to lorry parks and customers and provision of handwashing facilities and sanitizers at Shell retail stations for use by customers.

“Ordinarily there were some donations and things that we'd have not done you know, because it's not in line with our CSR initiative as a business, but because of the pandemic, all those things had to be put on hold and then the focus was on how we were going to support in fighting the pandemic” (Participant C). This finding is in line Carroll's (1999) ethical responsibility concept that organizations must be guided by ethics in their operations and are to conduct their activities to the expectation of their society. By these donations Vivo Energy exemplified performances which was consistent with the expectations of societal mores and ethical norms at the time. The organizations also recognized and respected new or evolving ethical norms (wearing of face masks, applying hand sanitizer and a general improvement of personal hygiene) adopted by society.

4.1.5 Organizational culture

Hofstede (1984) avows that organizational culture involves the existing culture that guides the way activities are distinctively carried out in an organization. In other words, organizational culture entails the prevailing philosophy of a business establishing a structure which provides guidance on issues such as how work gets done, the way in which people think and the standards for interactions (Ghobadian & O'Regan, 2006). Interview data found that Vivo Energy Ghana has a

culture of undertaking elaborate stakeholder mapping before undertaking its external CSR projects. This strategy was especially helpful during the pandemic because the unusual times presented a lot of challenges as well as opportunities to Vivo Energy and therefore needed to be tactical in their CSR approach. Hence, the organization pursued projects that it deemed to be most impactful. Therefore, Participant D recalled that:

“And we also run a community digital literacy project which uhm, we believe is also an opportunity that covid gave us, so we launched our community digital literacy project in Tamale, and we believe that because schools were closed for a particular time during covid uhm, these children had some gaps in ...especially when it comes to reading, they had some gaps. So, we identified these gaps and uhm, we partnered with world reader, to provide some tablets for these students” (Participant D)

It appears that Vivo Energy Ghana have been acting on the principle of Freeman’s (1984) stakeholder theory which appreciates relationship building. To Freeman (1984), building relationships with stakeholders helps to acquire a clearer and deeper insight of their (stakeholders) ideas and concerns in order to integrate it into organizational strategy.

Additionally, from analyzing document data, it is observed that Vivo Energy recognizes its environmental responsibility (Carroll, 1999) to the society. Vivo Energy’s is aware that its business operations affect (and are affected by) society and the environment. Thus, Vivo Energy has made significant efforts to improve the environmental performance of their operations. Their objective is to influence changes in behavior and to get communities to start being mindful about and caring for the environment. This they have done by being actively involved in several environmental

projects across Ghana. For instance, the construction of boreholes, donation of educational materials to school children in the Hiamankyene community, renovation of a classroom block for the among others (Vivo Energy, 2019).

The preceding analyses have shown that CSR is vital to the core values of the Vivo Energy Ghana, particularly its agenda of being the most respected oil and gas company in Africa. Vivo Energy Ghana appears to be aware of the crucial role of corporate social responsibility in achieving this organizational objective which it has proved in realigning its traditional CSR to fit its society needs.

4.2 Conclusion

This fourth chapter presented and discussed data collected from interviews and documents to address this study's research questions. The findings of this study were discussed guided by literature reviewed in Chapter Two of this study as well as the Systems Theory (von Bertalanffy (1969), Stakeholders Theory Freeman (1984) and the Triple Bottom Line Concept (Elkington, 1994). The first research question sought to investigate the focus of Vivo Energy's CSR activities during the pandemic. The study found that the organization derived some great opportunities from the pandemic. The study also found that the pandemic presented a new era of CSR at Vivo Energy as the organization ventured into new dimensions for the first time ever. The second research question investigated the internal and external CSR practices of Vivo Energy Ghana during the pandemic and discovered that Vivo Energy demonstrated philanthropic and ethical responsibility with its internal and external stakeholders as expected of a contemporary and well-meaning organization. The major external CSR relating to the organizational strategy of Vivo Energy were

donation of personal protective equipment, the construction of toilet and hand washing facilities and partnership with government agencies in embarking on public education and sensitization campaign on fighting Covid-19 within the country.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents the summary of the findings and conclusions from the study and makes relevant recommendations based on the study's findings. Regarding structure, the next sections first provide a summary of the study, emphasising major findings from the analysis, then conclude the whole study, present the study's limitations, and then end with recommendations for further research.

5.1 Summary of key findings

This study concerns the corporate social responsibility of Vivo Energy in relations to Covid-19. The study had recognised CSR as a responsibility owed by organizations to their host communities. After a thorough literature review, the study identified a gap in CSR research in Ghana especially Covid-19 related CSR. Data was gathered through semi-structure interviews of four purposively selected participants. In addition, the organization's corporate social responsibility documents, the organization's official website and social media pages. The overall data gathered was analysed with the Systems Theory von Bertalanffy (1969), Stakeholder theory Freeman (1984) and the triple bottom line concept (Elkington, 1994) to produce answers to the research questions posed.

One of the major findings of this study was that Vivo Energy Ghana had to discontinue its pre-planned activities to make way for covid-19 related CSR. The organization also restructure its CSR activities to fit the pandemic times; for instance, partnering with government agencies. It is therefore recommended that contemporary organizations must be in touch with the needs

and concerns of their internal and external environment. In doing so, organization could then adjust their CSR strategies to match the feedback of their stakeholders accordingly. A CSR strategy which is based on the expectation of stakeholders' communication then becomes very thoughtful, modern and useful.

The study also found that notwithstanding the unfortunate repercussions of the Covid-19 pandemic had on the oil and gas industries around the world including Vivo Energy, the organization still managed to undertake CSR activities. It is recommended that organization emulate this philanthropic and selfless posture of Vivo Energy.

The study again found that collaborations and partnerships were created amidst the pandemic. Through these alliances, the organization successfully undertook CSR in areas that were out of the organization's conventional scope. It is therefore recommended that organizations create strategies that can transform crises into consensus.

5.2 Recommendations

From the findings and discussions of this study, the following recommendation are being offered. One of the major findings of this study was that the pandemic provided opportunities for Vivo Energy to undertake new CSR. The pandemic created a learning curve for the organization to spread its tentacles in collaborations and partnerships with organizations and agencies Vivo Energy had never been aligned with. It is therefore recommended that Vivo Energy maintains its relationship with already aligned organizations and have prospects for future alliances.

The study also found that the pandemic created an opportunity which contributed to creating a good corporate image of Vivo Energy. It is therefore recommended that the organization continue to pursue CSR initiatives which are not relevant to needs to the needs of the society for the image gained to be sustained. This researcher also admonishes that Vivo Energy refrain from lacing image branding in its CSR endeavors.

The study also found that Vivo Energy classified both its internal and external stakeholders as equally important. This finding was in line with Deegan and Kin (2009) assertion that all stakeholders have the same right to be treated equally and fairly by an organization. Lastly, the study found that the organizational culture of being thorough in identifying the needs of its society served as an effective tool during the Covid -19 period.

5.3 Limitations of the study

The study set out to investigate corporate social responsibility and Covid-19 from the viewpoint of Vivo Energy Ghana. Whereas the main aim of the study has been achieved, a few limitations emerged which are indicated below.

First, the data used for this study was sampled from a small section of the Vivo Energy. The sample was restricted to Vivo Energy Ghana's management staff of the organization. This may not be a true representation of the entire organization and its numerous staff across the country. The findings could be altered if subordinate staff or retailers were included in the sample. Even so, this limitation did not overly weaken the findings since much of the information gathered was specialised and could have been almost the same if more participants were spoken to and could possibly lead to information saturation. The important point is that the views of this study's participants assisted in addressing the study's research questions.

5.4 Conclusion

This study brings to the fore Vivo Energy Ghana and its corporate social responsibilities undertaken during the Covid-19 pandemic period. The study provides an insight into the nexus between the organization's CSR and its organizational goals and how these concept fuse to guide Vivo Energy in the discharge of its duties. The central idea of this study is that CSR has been a contributor in creating a desirable and reputable organizational image of Vivo Energy Ghana.

It appears that Vivo Energy seems to be sure that it practices good corporate social responsibility to support the development of its society. The study showed that Vivo Energy halted its pre-planned activities in order to attend to needs of its society; collaborated with government and government agencies, donated personal protective equipment and constructed facilities. These activities were nouvelle to Vivo Energy's status quo. Thus, these findings could set a pace for other organization to emulate the posture of Vivo Energy Ghana. This also has implication for the overall relevance of CSR activities especially towards the development of Ghana.

The relevance of this study lies with CSR without the intention of maximizing profit thus contributing to the welfare of society. The fact that this study has discovered that Vivo Energy Ghana partnered with retailers, transporters, government agencies shows that the organization in concerned with the welfare of its society. This study therefore assert that organizations should partner with other organizations to find ways to strengthen the organization's CSR in order to advance its overall effectiveness in the development of Ghana.

5.5 Suggestions for study

Based on the results of the study, the following suggestions are made for future studies to increase the knowledge of CSR in Ghana. A comparative study can be conducted to investigate the CSR performance of multinational organizations and indigenous organizations. Also,

studies could be done to investigate the views of recipients of CSR initiatives in Ghana. A study of such nature would provide a better understanding of CSR issues in Ghana.

APPENDIX

INTERVIEW GUIDE

COVID-19 AND CORPORATE SOCIAL RESPONSIBILITY: A CASE OF VIVO ENERGY GHANA.

Dear respondent, my name is Sandra Emefa Dziwornu, I am an MA student at the Ghana Institute of Journalism, undertaking a study on the “**Covid-19 and Corporate Social Responsibility: A Case of Vivo Energy Ghana**”. The study is purely academic-oriented, and as such I would like to assure you that your responses will not be used for any other purpose other than those stated before. To complete the study, I humbly request that you complete this questionnaire.

INTERVIEW GUIDE

RESPONDENT’S PROFILE

1. How long have you worked at Vivo Energy?
2. In what capacity/(ies) have you served during this period?

What has been the focus of Vivo Energy Ghana’s CSR since Covid-19?

- To what extent did the pandemic shift your CSR focus?
- Were some already planned CSR activities undermined by Covid-19?
- What is/are the organization’s Covid-19 related CSR?

How has Vivo Energy Ghana’s CSR practices with internal and external stakeholders been affected by the pandemic?

- Who are your stakeholders (internal/external)?
- What CSR initiatives are directed towards your stakeholders
- What was Covid-19 impact on this/these initiatives?

How has the pandemic affected Vivo Energy Ghana's CSR?

- What challenges has Covid-19 pose to your CSR activities
- What are some of the opportunities Covid-19 presented to the organization CSR activities?

REFERNCES

Abugre, J. B., 2014, *Managerial role in organizational CSR: empirical lessons from Ghana*. Corporate Governance International Journal of Business in Society, Volume 14(1).

Abugre, J. B. & Nyuur, R, 2015, *Organizations' commitment to and communication of CSR activities: insights from Ghana*. Social Responsibility Journal, Volume 11(1), pp. 161-178.

Agbleze, S, 2013, *Investigating stakeholder perception and response to corporate social responsibility of firms in Ghana*, Legon: thesis, University of Ghana.

Amponsah-Tawiah, K & Dartey-Baah, K, 2011, *Corporate social responsibility in Ghana*. International of Business and Social Science, 2(17), p. 109.

Amponsah-Tawiah, K. & Dartey-Baah, K, 2011, *Corporate social responsibility in Ghana*. International Journal of Business and Social Science, 2(17), p. 109.

Anku-Tsedede, O. & Deffor E. W, 2014, *Corporate responsibility in Ghana: An overview of aspects of the regulatory regime*. Business and Management Research, Volume 3, p. 39.

Anku-Tsedede, O. & Deffor, E. W, 2014, *Corporate responsibility in Ghana: An overview of aspects of the regulatory regime*. Business and Management Research, Volume 3, p. 12.

Asiamah, E. O, 2017, *An ethnographic study of audience viewing of the telenovela*. Accra

Atuguba, R. & Hammond, C. D, 2008, *Corporate social responsibility in Ghana*. The New Legon Observer, 12 June, p. 15.

Barnieh, Y, 2015, *Mining sector CSR stakeholder: A case study of chirano gold mines limited*, Ghana, Legon: thesis, University of Ghana.

Bhatia, A., & Makkar, B. (2019), *CSR disclosure in developing and developed countries: a comparative study*. Journal of Global Responsibility.

Bill, D. A, 2012, *Corporate social responsibility (CSR): an exploration of chained and non-chained hotels in Ghana*. Wageningen: Wageningen University and Research Centre Department of Environmental Sciences Cultural Geography Group.

Blowfield, M., & Frynas, J. (2005), *Setting new agendas: critical perspectives on corporate social responsibility in the developing world*. International Affairs, 81, 499-513.

Bowen, H, 1953, *Social Responsibilities of the Businessman*. Ethics and Economics of Society. Harper, New York.

Braun, V. & Clarke. V, 2006, *Using thematic analysis in psychology*. Qualitative Research in Psychology. Volume 3(2), pp. 77 - 101.

Braun, V. & Clarke. V, 2011, *Successful qualitative research: A practical guide for beginners*. London: Sage Publications.

Braun, V. & Clarke, V, 2013, *successful qualitative research: A practical guide for beginners*. London: Sage Publications.

Brown, T. J., & Dacin, P. A., (1997), *The company and the product: corporate associations and consumer product responses*. *Journal of Marketing*, 61(1), 68–84.

Carroll, A. B, 2008, *A history of corporate social responsibility: concepts and practices*. *The Oxford Handbook of Corporate Social Responsibility*, pp. 19-46.

Carroll, A. & Visser, 2008, *A History of Corporate Social Responsibility, Concepts and Practices*. *The Oxford Handbook of Corporate Social Responsibility*, pp. 19-46.

Carroll, A. B, 1999, *Corporate social responsibility: evolution of a definitional construct*. *The Oxford Handbook of Corporate Social responsibility*.

Chaffee, E. C, 2017, *The origins of corporate social responsibility*. *University of Cincinnati Law review*.

Chew, L. D. et al., 2008, *Validation of screening questions for limited health literacy in a large VA outpatient population*. *Journal of general internal medicine*, Volume 23(5), p. 561.

Creswell, J. W, 2008, *Research design qualitative and mixed methods approach*. 3rd edition ed. Sage Publications Inc.

Creswell, J. W, 2013, *Qualitative inquiry and research design: Choosing among approaches*. 4th ed. Los Angeles, CA: Sage Publications.

Creswell, J. W, 2014, *Research design qualitative, quantitative and mixed methods approaches*. 4th edition ed.

Cutlip, H. C. A. & Broom, G. M., 2000, *Effective public relations*. (8th ed) Upper Saddle River, N.J.

Davis, K., 1960, *Can Business Afford to Ignore Corporate Social Responsibilities?* California Management Review, 2.

Daymon, C. & Holloway, I., 2001, *Qualitative research methods in public relations and marketing communications*. Routledge.

Daymon, C. & Holloway, I., 2011, *The nature and usefulness of qualitative research for public relations and marketing communications* *Qualitative research methods in public relations and marketing communication*. 2 ed.

Deegan, C. & Kin, S., 2009, *New Zealand financial accounting*. McGraw-Hill, Sydney

Fernando, S. & Lawrence, S., 2014, *A theoretical framework for CSR practices: integrating legitimacy theory, stakeholder theory*. The Journal of Theoretical Accounting 10.1 (Fall 2014): 149-178

Frederick, W. C., 1960, *The growing concern over business responsibility*. California Management Review, Vol. 2, pp. 54–61.

Freeman, E., 1994, *The politics of stakeholder theory: some future directions*. The Politics of Stakeholder Theory: Some Future Directions. *Business Ethics Quarterly*, 4(4), 409–421.

Freeman, E. R., 1984, *Strategic Management: A Stakeholder Approach*. Pitman, Boston

Friedman, M., 1970, *The social responsibility of firms is to increase its profits*. New York Times.

Ghobadian, A., & O'Regan, N. (2006), *Perceptions of generic strategies of small and medium sized engineering and electronics manufacturers in the U.K.* Journal of Manufacturing technology Management, Vol. 17, 603-620.

Halai, A, 2006, *Ethics in qualitative research: Issues and challenges*. EdQual Working Paper, No.4

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

ISO 2600, <http://www.iso.org/iso/en/commcentre/pressrelease/archives/2005/Ref972.html/>

Hofstede, G. (1984), *Cultural dimensions in management and planning*. Asia Pacific Journal of Management, 1, 81- 99.

Hohnen, P., 2007, *Corporate Social responsibility: an implementation guide for business*. International Institute for Sustainable Development.

Jones, P., Hillier, D., & Comfort, D, (2014), *Sustainability in the global hotel industry*. International Journal of Contemporary Hospitality Management, Vol. 26, No. 1, pp.5- 1

Kalisch, A, (2002), *Corporate futures: social responsibility in the tourism industry*. London: Tourism Concern.

Kok, P., Van der Wiele, T., Mckenna, R., & Brown, A. (2001), *A corporate social responsibility audit within a quality management framework*. Journal of Business Ethics, Vol. 31, 285-297.

Kvale, S, 2007, *Doing interviews*. Qualitative Research Kit. Los Angeles: SAGE.

Lambert, S. D. & Louiselle, C. G, 2000, *Combining individual interviews and focus groups to enhance data richness*. Journal of Advanced Nursing, Volume 62(2), pp. 228 - 237.

Lorenc, M. (2016), *Corporate social responsibility in the hospitality industry a qualitative study on the perception of CSR and its activities*. Denmark: Aalborg University.

Macmillan, J. H. & Schumacher, S, 2001, *Research in education. A conceptual introduction*. 5th edition ed. Boston: Longman.

Martínez, P., & del Bosque, I. R, (2013), *Perspective and practices of CSR in the hospitality industry: analyzing a case study*. International Multi-Disciplinary Journal of Tourism, 1-19.

Phillips, R.A., R.E. Freeman and A.C. Wicks (2003), *What stakeholder theory is not*. Business Ethics Quarterly 13(4): 479–502.

Marquina, Percy, (2010), *The influence of corporate social responsibility on Peruvian consumers' purchasing behavior*. Journal of Leadership, Accountability and Ethics.

Ofori, D, 2007, *Corporate social responsibility, myth, reality, or empty rhetoric: Perspectives from the Ghana stock exchange*. The African Finance Journal., Volume 9, pp. 53-68.

Ofori, D. F., & Hinson, R. (2007), *Corporate social responsibility (CSR) perspectives of leading firms in Ghana*. Corporate Governance: The international journal of business in society, 178-193.

Papasolomou-Doukakis, I., Krambia-Kapardis, M., & Katsioloudes, M. (2005), *Corporate social responsibility: the way forward? maybe not! a preliminary study in Cyprus*. *European business review*.

Piercy, N., & Lane, N., (2009), *Corporate social responsibility: impacts on strategic marketing and customer value*. *The Marketing Review*. 9.

O'Regan, N., Ghobadian, A. & Sims, M., (2005), *The link between leadership, strategy and performance in manufacturing SMEs*. *Journal of Small Business Strategy*. 15. 45-57.

Riemer, F. J, (2008), *Ethnography research*. Volume Vol.1, pp. 203-220.

Rockson, K, (2016), *Corporate social responsibility policies and labour practices in Ghana: A case study of AngloGold Ashanti and the international framework agreement*. Centre for Labour Market studies.

Rodríguez, B., Manuel, P., Garde S., Raquel & López-Hernández, A., (2013). *Online disclosure of corporate social responsibility information in leading Anglo-American universities*. *Journal of Environmental Policy and Planning*. 15. 551-575. 10.1080/1523908X.2013.817945.

Stake, R. E, 1995, *The art of case study research*: Sage Publications Inc.

Taylor, G. R, 2005, *Integrating quantitative and qualitative methods in research*. Maryland: University Press of America Inc.

Tench, R. & Yeomans., L, 2006, *Exploring public relations*. First Edition. Financial Times/Prentice Hall.

Von Bertalanffy, L, (1969), *General Systems Theory: foundations, development, applications*. 2nd edition. New York: Brazil

Walcott, H. F. & Creswell, J, 1994, *Transforming qualitative data: description, analysis and interpretation*. CA: Sage Publications.

Welford, Richard & Frost, Stephen, (2006), *Corporate social responsibility in Asian supply chains*. Corporate Social Responsibility and Environmental Management. 13. 166 - 176.
10.1002/csr.121.

Wheeler, D., Colbert, B., & Freeman, R. E. (2003), *Focusing on value: reconciling corporate social responsibility, sustainability, and a stakeholder approach in a network world*. Journal of General Management, 28 (3), 1-28.

Woodward, D., Edwards, P., & Birkin, F. (1996), *Organizational legitimacy and stakeholder information provision*. British Journal of Management, Vol. 7, 329-347.

Yin, R. K, 2009, *Case study research; Design and methods*. 4th ed. Ed: Sage Publications inc.

Yin, R. K, 2014, *Case study research design and methods*. 5th edition ed. Thousand Oaks

