

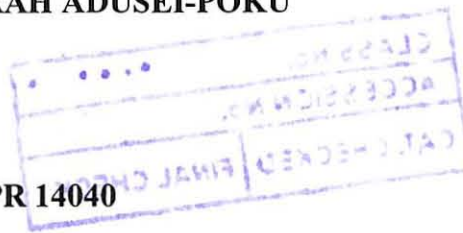
GHANA INSTITUTE OF JOURNALISM

**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN SHAPING
COMMUNITY PERCEPTION ABOUT AN ORGANIZATION**

(A CASE OF THE SRAFA IMMUNA COMMUNITY SCHOOL PROJECT BY MTN)

MAAME FOSUAAH ADUSEI-POKU

MAPR 14040



**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH, GHANA INSTITUTE OF JOURNALISM ACCRA IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF
ARTS IN PUBLIC RELATIONS.**

OCTOBER, 2015

DECLARATION

I, Maame Fosuaah Adusei-Poku, hereby declare that this study is my original research conducted under the supervision of Ms. Monica K. Bleboo at the School of Graduate Studies and Research (SOGSAR) of the Ghana Institute of Journalism (GIJ). Acknowledgements have also been duly given for other works and studies cited in this research.



.....

Maame Fosuaah Adusei-Poku

(Student)



.....

Ms. Monica K. Bleboo

(Supervisor)

Date. 29th October, 2015

Date. 29th October 2015

DEDICATION

I dedicate this work to the Almighty God for always being the source of my strength, wisdom and inspiration. I again dedicate it to my mum, Margret Samaah. I love you mum.

ACKNOWLEDGEMENT

My sincerest appreciation goes to the Almighty God for giving me the grace, strength and knowledge in writing this project.

This project could not have been completed without the support, advice and constructive guidelines of my supervisor Ms. Monica K. Bleboo. Thank you so much for making me a better student.

I would like to thank the people of Srafa Immuna community who helped in the provision of information during the data collection aspect of the work.

ABSTRACT

Organizations have invested substantially in initiatives that do not generate revenue or profit in the short-term, but rather with the potential to shape the public perception about them, all in a bid to secure a significant market share and enhanced financial position in the medium to long-term. A very potent strategy employed by organizations to shape the perception of the public is Corporate Social Responsibility (CSR). The concept of CSR is now firmly rooted on the global business agenda but in order to move from theory to concrete action, many obstacles need to be overcome including the challenges inherent in the use of CSR communication. It is against this backdrop that this research seeks to examine the role of CSR in shaping the perception of a community about an organization. The study also among others, aims at identifying effective strategies that organizations could employ to communicate CSR to shape community perception. To achieve these objectives, the researcher used quantitative research approach and surveyed 200 residents of Srafa Immuna community through the use of simple random sampling method. The research revealed that Corporate Social Responsibility has the potential of enhancing an organization's corporate image, reputation and credibility culminating in rise in sales, customer loyalty gains, attainment of competitive advantage and improvement in the overall organizational performance. As the need for organizations to undertake CSR initiatives gain momentum, communication of CSR has been cited as being one of the crucial elements of shaping public perception. It is therefore recommended that, MTN integrates CSR communication into its CSR programs in order to effectively shape public perception.

TABLE OF CONTENTS

Contents	Pages
DECLARATION	i
DEDICATION.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT.....	v
LIST OF TABLES	vi
LIST OF FIGURES.....	vii
ABBREVIATIONS.....	xi
 CHAPTER ONE: GENERAL INTRODUCTION	
1.1 Background to the Study.....	1
1.2 Statement of Problem.....	3
1.3 Objectives of Study.....	4
1.4 Research Questions.....	5
1.5 Significance of Study.....	5
1.6 Scope of Study.....	5
1.7 Limitation.....	5

1.8 Organization of the Study.....6

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction.....7

2.2 The Concept of Corporate Social Responsibility.....9

2.3 The Theory of Perception12

2.4 Consumer Perception of Organization’s CSR13

2.5 CSR versus Profit14

2.6 CSR Communication16

2.7 The Principles of Corporate Social Responsibility.....19

2.8 Importance of Corporate Social Responsibility22

CHAPTER THREE: METHODOLOGY

3.0 Introduction.....25

3.1 Research Design.....25

3.2 Population.....26

3.3 Sampling Size.....26

3.4 Sampling Techniques27

3.5 Source of Data.....27

3.6 Data Collection Tools27

3.7 Data Analysis Techniques28

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF RESULTS

4.0 Introduction.....29

4.1 Sex Distribution29

4.2 Age Distribution of Respondents.....30

4.3 Years of Residence.....31

4.4 Level of Education.....32

4.5 Pre-CSR Project Perception about MTN.....33

4.6 Corporate Image, Reputation and Credibility.....34

4.7 People’s Perception about the Intentions behind MTN CSR Initiatives.....35

4.8 People’s perception about the nature and quality of the project.....36

4.9 Whether the People perceive MTN as Opportunistic.....37

4.10 MTN Dominating the Market in the next 20 Years Due to it CSR Initiatives.....38

4.11 Level of Purchase of MTN Products Post CSR Initiative.....39

4.12 Premium Price Payment for MTN Products.....40

4.13 Remaining With MTN Amid Poor Customer Service.....41

4.14 Recommendation of MTN to Others Because of it CSR Initiatives.....42

4.15 Rise in Sales.....43

4.16	Customer Loyalty.....	44
4.17	Enhancement of Brand Image.....	45
4.18	Attainment of Competitive Advantage through CSR Initiatives.....	46
4.19	Shaping Perception through Effective CSR communication.....	47
4.20	Effective Medium(s) to Communicate CSR Initiative to Shape Perception.....	48
4.21	Frequency of CSR Communication to Shape Perception.....	49
4.22	Form of CSR Communication.....	50

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0	Introduction.....	51
5.1	Discussion.....	51
5.2	Conclusion.....	55
5.3	Recommendations.....	55
	REFERENCE.....	56

	APPENDDDIX : Questionnaire	61
--	----------------------------------	----

LIST OF TABLES

Tables		Pages
Table 4.1	Age Distribution of Respondents.....	33
Table 4.2	MTN Dominating the Market in the next 20 Years Due to it CSR	41
Table 4.3	Rise in Sales	46
Table 4.4	Customer Loyalty	47
Table 4.5	Enhancement of Brand Image	48
Table4. 6	Attainment of Competitive Advantage through CSR Initiatives.....	49

LIST OF FIGURES

Figures		Pages
Figure 4.1	Sex Distribution.....	29
Figure 4.2	Years of Residence.....	31
Figure 4.3	Level of Education.....	32
Figure 4.4	Pre-CSR Project Perception about MTN.....	33
Figure 4.5	CSR Enhances MTN Corporate Image, Reputation and Credibility.....	34
Figure 4.6	Perception about the Intentions behind MTN CSR Initiatives.....	35
Figure 4.7	Perception about the nature and quality of the project.....	36
Figure 4.8	Whether the People perceive MTN as Opportunistic.....	37
Figure 4.9	Level of Purchase of MTN Products Post CSR Initiative.....	39
Figure 4.10	Premium Price Payment for MTN Products.....	40
Figure 4.11	Will You Still Remain With MTN Even if their Customer Service Gets Bad?....	41
Figure 4.12	Recommendation of MTN to Others Because of it CSR Initiatives.....	42
Figure 4.13	Shaping Perception through Effective CSR communication.....	48
Figure 4.14	Effective Medium(s) Used to Communicate CSR Initiative.....	48
Figure 4.15	Effective Periodic CSR Communication to Shape Perception.....	48

ABBREVIATIONS/ACRONYMS

Association of Ghana Industries	AGI
Chief Executive Officer	CEO
Corporate Social Responsibility	CSR
Ghana Employers Association	GEA
Ghana National Chamber of Commerce & Industry	GNCCI
Information Communication Technology	ICT
Junior High School	JHS
Kwame Nkrumah University of Science and Technology	KNUST
Public Relations	PR
Senior High School	SHS
Statistical Programme for the Social Sciences	SPSS
Triple Bottom Line	TBL
United Nations	UN
United Nations Global Compact	UNGC

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The survival growth and sustainability of every organization is significantly dependent on the nature of its brand image. Developing quality brand perception is imperative to every organization today, as a customer's decision to purchase a product or service is significantly influenced by how he/she perceives the organization.

Organizations have invested substantially in initiatives that do not generate revenue or profit in the short-term, but rather with the potential to shape the public perception about them, all in a bid to secure a significant market share and enhanced financial position in the medium to long-term. A very potent strategy employed by organizations to shape the perception of the public is Corporate Social Responsibility (CSR).

There is ample evidence to show how Corporate Social Responsibility initiatives have secured the relevance of organizations over decades and improve market value culminating in the realization of organizational goals. A classic example is the business story of Tom Shoes; Blake Mycoskie commenced Tom Shoes premised on the notion that for every pair of shoe sold, one pair would be donated to a needy child as his CSR. In just five years, Tom Shoes donated a little below a million shoes which presupposed that he sold the same number of shoes for cash.

According to USAID, Corporate Social Responsibility refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. The concept of CSR predominately emanates from morality

other than legality. However, USAID emphasis on legal requirement has to do with peculiar organizations. By the nature of operations of organizations like mining companies, they are required by regulations to provide certain infrastructure that will ameliorate the negative impact their operations have on the society. Organizations are morally responsible for helping to solve important social problems; especially those they have helped create.

Contextually, Corporate Social Responsibility (CSR) is the way an organization balances its economic, social, and environmental responsibilities in its operations, so as to meet share-holder and other stakeholder interests and expectations. Corporations have a broader constituency than stockholders alone. The operation of business transcends the primary objective of making profit to promoting the general welfare of the society through the provision of basic necessities. Globally, CSR has gained momentum as a way of enhancing the image of an organization and creating corporate partnerships that can help expand, enhance, and sustain society development.

According to Wood, the “basic idea of corporate social responsibility is that business and society are interwoven rather than distinct entities” and that expectations are placed on business due to its three roles: as an institution in society, as a particular corporation or organization in society, and as individual managers who are moral actors within the corporation. These roles result in three levels of analysis - institutional, organizational, and individual - and can be expressed in terms of three principles of corporate social responsibility: legitimacy, public responsibility, and managerial discretion (Donna J. Wood, 1991).

Ghana’s mobile telecommunication industry is perhaps one of the fastest growing sectors of the economy and there is fierce competition within the industry making it imperative for industry players to adopt effective strategies that engenders growth. Industry players have adopted different

forms of public relations strategies including CSR but the question is, how has it influenced the perception of the public about such organizations and how does this perception affect the organization? Another dilemma lies in the effective ways organizations can use CSR communication to shape public perception. CSR communication is gaining prominence amid growing concerns relative to benefits inherent in CSR initiatives.

MTN has a foundation called MTN Ghana Foundation which was established in 2007 as a single purpose vehicle to drive all MTN's Corporate Social Responsibility initiatives in the country. In 2013, the MTN Ghana Foundation constructed a six-unit classroom block, an office, store and an Information Communication Technology (ICT) Centre at the Srafa Immuna Basic School, in the Central Region. The project which cost GH¢180,006.65 is located in Srafa Immuna, a twin community in the Ekumfi Traditional Area of the Ekumfi District of the Central Region and serves a community of about 10,000 inhabitants (Ghana News Agency, 2014).

The study seeks to determine whether the emergence of the project has any bearing on shaping the perception of the community about MTN and whether such perception, if any, translate into influencing the purchase behavior of the community relative to MTN products. The study also considers how MTN can use CSR communication to leverage the potentials inherent in CSR initiatives.

1.2 STATEMENT OF PROBLEM

The relevance of CSR to the survival of businesses has been confirmed by enormous scientific research. Yasmin et al, 2014 have argued that the concept of corporate social responsibility is now firmly rooted on the global business agenda but in order to move from theory to concrete action, many obstacles need to be overcome. He asserts that a key challenge facing business is the need

for more reliable indicators of progress in the field of CSR, along with the dissemination of CSR strategies. Transparency and dialogue can help to make a business appear more trustworthy, and push up the standards of other organizations at the same time (Yasmin et al, 2014).

CSR has been criticized by civil society as a strategy employed by powerful multi-national organizations to pre-empt the role of governments as a watchdog and regulator over their activities. A survey done by “The Times” (2012) also found the lack of community participation in CSR activities; the need to build local capacities: issues of transparency: narrow perception towards CSR initiatives: non-availability of clear CSR guidelines: and the lack of consensus on implementing CSR issues as factors that deny organizations from commanding positive public perception. It is against this background that this research seeks to investigate the role of Corporate Social Responsibility in shaping the perception of the people of Srafa Immuna community about MTN.

1.3 OBJECTIVE OF STUDY

1. To determine the level of influence the Srafa Immuna School project has on the community about MTN.
2. To determine the extent to which the project has influenced the purchasing behaviour of MTN customers in the community.
3. To determine the benefits MTN Ghana gets from undertaking CSR programs.
4. To identify effective strategies that MTN could employ to communicate CSR to shape community perception.

1.4 RESEARCH QUESTIONS/ HYPOTHESIS

1. How has the Srafa Immuna School project shaped community perception about MTN?
2. What is the extent to which the project has influenced the purchasing behaviour of MTN customers in the community?
3. What are the benefits MTN Ghana gets from undertaking CSR programs?
4. What are the effective strategies that MTN could employ to communicate CSR to shape community perception?

1.5 SIGNIFICANCE OF STUDY

This study will help MTN Ghana to measure the impact of their CSR in Srafa Immuna community. The findings and recommendations from this research will help MTN to make an informed decision in their subsequent CSR activities in other communities. The research will add to the existing knowledge and literature in the field of Corporate Social Responsibility.

1.6 SCOPE OF STUDY

The research generally sought to investigate the role of corporate social responsibility in shaping community perception about an organization. Therefore, the research is limited to Srafa Immuna Community.

1.7. LIMITATIONS

The research is limited to Srafa Immuna community although MTN has done a lot of CSR projects across the country. Time and resources were also a limitation to the study focus. The data for this research is limited to the extent to which those interviewed were willing to disclose information which they deemed to be less sensitive.

1.8 ORGANIZATION OF RESEARCH REPORT

The research report is organized as follows:

Chapter One consists of introduction, problem statement, objectives of the research, research questions, significance of the research, scope of the research, limitation and organization of the research report.

Chapter Two, presents the Literature Review. It reviews existing relevant literature on theoretical and empirical bases.

Chapter Three covers the Research Methodology. This includes brief information on the setting of the research, research design, population and sample, data sources, data collection tools and procedures, data presentation and analysis and discussion of findings.

Chapter Four presents an analyses the raw data collected from the respondents, with the help of tables, figures, absolute and percentages.

Chapter Five consists of discussions of the main findings, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

So many definitions, concepts and theories have been used to explain Corporate Social Responsibility. In addition, a number of researchers have done various works on Corporate Social Responsibility and other closely related subjects. This chapter reviews relevant literature on the subject matter.

Competition in the telecommunication industry of Ghana has become intense since the liberation of the sector. This is mainly due to the attractive nature of the industry which has led to six main operators namely, MTN, Vodafone, Tigo, Airtel, Glo and Expresso. All these companies are involved in a variety of CSR activities and projects in communities throughout the country. However, our prime focus is on MTN Ghana.

MTN Ghana, the largest telecom firm operating in the country conducts its CSR activities through the MTN Foundation established in 2007 with the mandate to enhance socio-economic development in their operating areas. The MTN foundation in Ghana has three focus areas; Health, Education and Economic Empowerment. The Foundation is set up as a separate legal entity with its own independent Board of Directors and Patrons who oversee the operations of the Foundation. Its commitment is centered on the socio-economic development of the country through the roll out of appropriate and sustainable social interventions in communities all over the country. Through its flagship project, MTN foundation refurbished the second floor of the labour ward of the Korle-Bu Teaching Hospital's Maternity Block at the cost of \$6000.00, donated an infant incubator to the Kwahu Government Hospital and KNUST hospital, constructed a new 15-bed children's ward

for Twifo Praso Government Hospital Project. MTN Ghana has also been engaged in building schools for basic education including the project under study and implemented a scholarship scheme from which 1000 people have benefited (<http://www.mtn.com.gh/about-mtn/community/projects>).

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 was no set of standards 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 (Amponsah -Tawiah & Dartey-Baah, 2011). However, in recent times, the Ghana Business Code (2007) has strived to provide a rather refreshing perspective on the CSR phenomenon, based on a 10 point format, originating from the UN Global Compact (UNGC). This ensures that, CSR activities of organization focuses on human rights, labor standards, the environment, anti-corruption and general ethical business practices.

CSR activities in Ghana are mostly fronted by large scale multi-national companies. The multi-faceted problems of the country which are mainly low per capita income, weak currency, capital flight, low productivity, low savings and many more make it almost impossible for indigenous companies, most of which are engaged in the retail and in the production of primary commodities, to undertake social actions (Amponsah -Tawiah & Dartey-Baah, 2011).

2.2 THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

The concept of corporate social responsibility backdates the twenty-first century. In fact it has been debated as far as 1959, however it gained prominence in terms of practice in the 1960s, a time when businesses were expanding internationally and growing rapidly in size and power (Lantos, 2001). History has it that Henry Ford is the father of CSR on the business arena when he announced that the aim of Ford Motor company is “To do as much as possible for everybody concerned, to make money and use it, give employment, and send out the car where the people can use it; and incidentally to make money” (Lee 2008, p. 54).

There is no universally agreed definition of CSR. A lot of writers and experts have defined it in several contexts. However, the various definitions assigned to it by scholars can be categorized into three contexts - relationship between global corporations, governments of countries and individual citizens, the relationship between a corporation and the local society in which it operates, and the relationship between a corporation and its stakeholders which includes employees.

Keith Davis described CSR as ‘the firm’s consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm’ (Davis, 1973). This definition is narrow in terms of the nature of responsibility and beneficiaries. Archie Carroll in his definition opened the tentacles to include exactly those elements that Davis excluded. He asserts that ‘the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. His definition was to some extent an upgrade of the view of Elkington relative to CSR. Elkington premised his definition of CSR on three pillars which he deems to be the “responsibilities of a company”: social, economic

and environmental (John Elkington, 1998). Carroll's definition although comparatively broad has been criticized by a lot of writers and practitioners. These include Brown and Dacin who define CSR as a company's 'status and activities with respect to its perceived societal or, at least, stakeholder obligations' (Brown and Dacin 1997). Matten and Moon also argue that CSR 'empirically consists of clearly articulated and communicated policies and practices of corporations that reflect business responsibility for some of the wider societal wellbeing (Matten and Moon, 2008).

According to Wood, the "basic idea of corporate social responsibility is that business and society are interwoven rather than distinct entities" and that expectations are placed on business due to its three roles: as an institution in society, as a particular corporation or organization in society, and as individual managers who are moral actors within the corporation. These roles result in three levels of analysis - institutional, organizational, and individual (Wood, 1991).

At the institutional level of analysis, Davis argued that the laws of responsibility manifests as firms exercising power are held accountable by society. At this level, CSR can be best comprehended as a struggle for organizational legitimacy. Organizations are obliged not to abuse the power vested in them by society or they risk losing society's implicit endorsement (Davis 1973). A lot of authors have argued that the activities of an organization sometimes have negative impact upon the external environment and have suggested that one of the ways to ameliorate such negativity is through CSR. Such a suggestion first arose in the 1970's where Dahl (1972: 18) stated that "...every large corporation should be thought of as a social enterprise; that is an entity whose existence and decisions can be justified insofar as they serve public or social purposes".

At the individual level, Ackermann asserts that CSR is managerial discretion. According to this view managerial actions are not fully defined and stipulated by corporate policies and procedures in terms of CSR activities. So although managers are restricted by the nuances of their work environment, they however have to weigh the moral consequences of the choices they make (Ackermann, 1975). A lot of studies have delineated the effects of personal characteristics of managers on CSR activities. Managers' personal values also shape managerial discretion through their interpretation of external information, and is reflected in a firm's strategy, and thus in overall corporate performance (Hambrick and Mason 1984). There is also a school of thought that suggests that managerial discretion relative to CSR can be shaped by tying managers' salaries and job security to the quality of their CSR activities. For instance, Deckop et al. (2006) found out that some corporations used a long-term focus in CEO payment; the higher the firm's CSR is ranked, the higher bonus the CEO gets. Thus putting check on the activities of CEO's that solely seek to increase the worth of the organization in the short-term even to the detriment of the development and health of the society. Currently, the job security and salaries of managers of organizations are tied to generating profit and maximizing shareholders worth in the short-term. This motivates managers to focus their interest on only activities that will generate short-term benefit. In essence, the discretionary power of managers to undertake CSR is gagged by the salary and job security policies of organizations.

At the organizational level, Freeman's (1984) moves the argument from legitimacy and morals towards a new theory of the firm. CSR considerations are thus no longer outside an organization but are part of its purpose of being. CSR thus becomes a question of stakeholder identification, involvement, and communication.

The concept of CSR has been criticized by a couple of writers who premise their criticism on the fact that the main or prime objective of a business is to make profit and maximize shareholders' worth hence any activity that adds no value to the financial capacity of an organization is a misplacement of priority and deviation from the core mandate of managers of corporations. Milton Friedman a critique of the concept of CSR, stated in 1970 that:

“there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud”.

Drucker another critique had a very cynical view that sought to question the integrity of organizations that engage in CSR. He opined that: “business turns a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth” (Drucker 1984).

2.3 THE THEORY OF PERCEPTION

According to Stephen P. Robbins “Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment”. Stephen asserts that individuals may look at a particular thing yet perceive it differently and this can be attributed to factors that operate to shape and sometimes distort perception (Stephen, 2011).

This is evident in the kind of interpretation or inferences that individuals draw from CSR – sections of the public see it as a selfless endeavor geared towards promoting the welfare of the society, whiles critiques argue that benefits advanced to the society by organizations on the platform of CSR in the long-term is paid by a few who patronize the services or products of the entity engaging in CSR. These factors can reside in the perceiver, or target being perceived. He argues that the

interpretation of a perceiver is influenced by his personal characteristics such as attitudes, motives, interest, past experience, and expectation (Stephen, 2011).

2.4 CONSUMER PERCEPTION OF ORGANIZATION'S CSR

Corporate Social Responsibility activities have proven to shape the perception of well established companies (Dilling, 2011). For instance, Gupta (2012) provided evidence to support the popular view that when there is parity in price and quality, consumers would prefer the company which actively engages in CSR initiatives. According to Lindgreen, Swaen and Johnston (2009), CSR is perceived to have a positive impact on corporate image as well as customers' and other stakeholder's perception about an organization.

In addition, Mohr, Webb and Harris (2011) found that, consumers are positive to business in general and expect firms to be socially responsible. They explained that, the attitudes of consumers toward socially responsible firms are more positive than toward irresponsible firms. This is because consumers are aware that socially responsible firms are helping themselves by practicing CSR. The study of Mohr et al. (2011) agrees with Becker-Olsen, Cudmore and Hill (2006) who assumed that consumers will always reward firms for their socially responsible initiatives unselectively.

Becker-Olsen et al. (2006) introduced a two-way consumer perception about CSR activities. They opined that, CSR activities of an organization can be perceived as "good" only when such CSR activities addresses selected CSR initiatives. However, CSR activities with low fitness with a firm are perceived as "doing CSR business" by consumers, and this leads to non-positive consumer evaluations. If consumers believe CSR initiatives are profit-driven rather than social-driven, then they will assess a firm and its credibility negatively. Proactive CSR activities help firms get

positive evaluations from consumers. In contrast, consumers regard reactive CSR activities as doing - CSR business. And this has non-positive contribution to a firm's image (Becker-Olsen et al., 2006).

2.5 CSR VERSUS PROFIT

Milton Friedman, an astute economist was one of the writers who wrote extensively on profit contra social responsibility. His contribution to CSR gained prominence when he published an article entitled "The Social Responsibility of Business is to Increase its Profits" (Friedman, 1970). Friedman argues that organizations should only undertake projects and initiatives that maximize shareholder returns. He asserts that "the corporate executive would be spending someone else's money for a general social interest" when he/she undertakes initiatives that do not directly yield shareholder returns (Friedman, 1970).

Generally, Friedman viewed CSR as a way to increase profit, but he argued that there are instances where companies or organisations have other motives than profit. Friedman also claims that the quest to maximize profit should be premised upon ethical behaviour (Friedman, 1970) i.e. keep ethics and environmental rules and regulations. Friedman was concerned about the ability of organizations to prudently appropriate finances on CSR activities that will maximize profit and improve the worth of shareholders. In general, Friedman questions companies' responsibility to engage in CSR activities and argues that there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits (Friedman, 1970). With this statement Friedman points out that CSR is about the health and well-being of the company and not about the society, which contradicts Carroll's discretionary activities.

Friedman's view is also inconsistent with that of Professor Michael Porter and Managing Director Mark R. Kramer's (Porter & Kramer). In their article "The Competitive Advantage of Corporate Philanthropy" (Porter & Kramer, 2002), Porter & Kramer criticized Friedman's view that companies should not employ corporate responsible activities, but solely engage in activities that maximize corporate profit and shareholders value. Porter and Kramer stated that "using philanthropy brings social and economic goals into alignment and improves a company's long-term business prospects" (Porter & Kramer, 2002).

However, Porter & Kramer admit that it is not every CSR activity that leads to improvement of competitiveness: It is only where corporate expenditures translate into social and economic gains where corporate philanthropy and shareholder interests converge (Porter & Kramer, 2002). In furtherance to their argument they assert that "Philanthropy can often be the most cost effective way and sometimes the only way to improve competitive context" (Porter & Kramer, 2002). Thus Porter & Kramer stress that the company's behaviour must be truly strategically philanthropic. It is against this premise that they argue that CSR, or corporate philanthropy, is not only about being corporately responsible, but also a question of profit. For this reason Porter & Kramer can be placed in the middle of the profit contra social responsibility scale" with their view of CSR. After all, Porter's & Kramer's position on CSR is not very different from Friedman's as they also acknowledge the aspect of profit.

The Danish businessman and professor of CSR, Mads Ovlisen (Ovlisen), also presents a different perspective to CSR. Ovlisen, who served as the chairman of the Danish committee on Social Responsibility", stated "that CSR is the only right way to run a business, and also an excellent way" (Magasinet Penge, 2010). Ovlisen was a strong advocate of CSR and rarely engages in the argument of whether CSR is a good idea or not; to him CSR should be at the core

of the operations of an Organization; simply put, it is the only right thing for companies to do. With respect to whether CSR is about responsibility or profit, Ovlisen opines that, “it is a way to run a business with great decency and responsibility” (Ovlisen, 2010). According to Ovlisen, any organization that perceives CSR as a way to market itself has got it all wrong which is in sharp contradiction to the view that CSR is only about profit.

Furthermore, Ovlisen makes a very profound statement that CSR cannot change a bad product. CSR should be recognized as an extension of a product, an element that perfects the overall values of the company; to be decent and responsible (Ovlisen, 2010). Consequently, Ovlisen has a different approach to CSR than that of Friedman and Porter & Kramer, as he believes that the proper understanding of CSR is about being responsible, because it should be understood as an integral part of the whole company and its corporate values. Ovlisen’s opinions are also different from Friedman’s and Porter & Kramer’s as he takes the notion of CSR a step further and considers the consumers in the discussion.

2.6 CSR COMMUNICATION

According to Mette, there are moments that communication seems even more important than the CSR effort itself (Mette Morsing, 2003). Undertaking corporate social responsibility is one challenge, communicating it is also another challenge in its entirety. Mette argues that the communication aspect of CSR is just as important as the CSR itself and should in no way be accidental (Morsing, 2003). CSR communication must be approached with circumspection, because the priorities of stakeholders vary hence needs to be addressed differently. In general, CSR communication must be subjective, and visible, as the communication primarily seeks to persuade stakeholders in relation to the company’s responsible activities. It is also important that

a company is consistent in its communication and in all ways considers and align the corporate identity in order to create corporate unity.

CSR communication must not only be consistent with corporate reputation, a company must also consider whether its CSR communication is ethical. Grunig and Hunt consider this aspect in their Four Models of Public Relations. From their model, public relation is the communication that takes place between a company and its stakeholders. They defined public relation as “the management of communication between an organization and its publics (Grunig and Hunt, 1984). The models move from one-way persuasion to dialogue between the sender and the receiver, and consist of four elements: Press agency/publicity, Public information, Two-way asymmetric and Two-way symmetric (Tench & Yeomans, 2006).

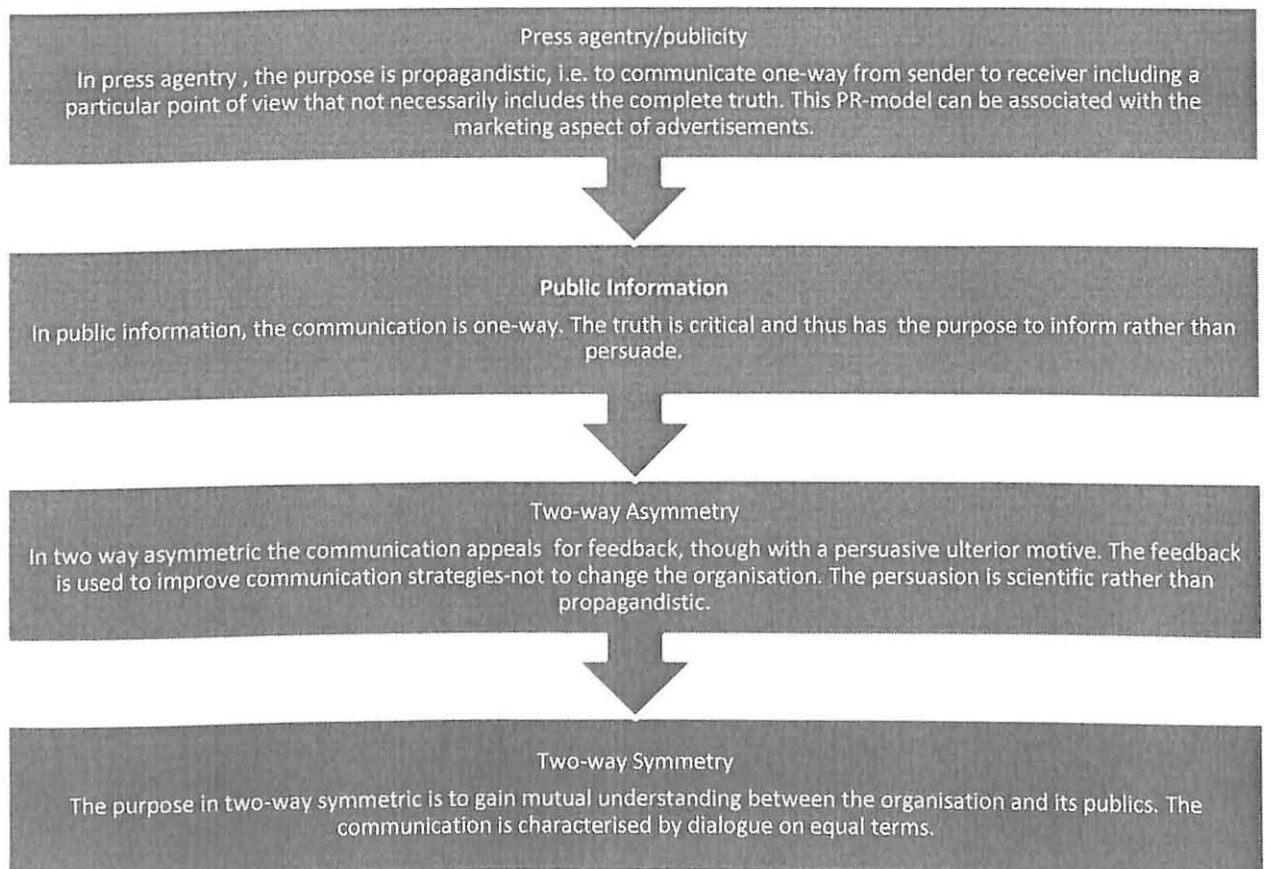


Figure 2.1: Grunig & Hunt's Four Models of Public Relation (Tench & Yeomans 2006)

Grunig and Hunt subsequently introduced a fifth model called the mixed-motive model. This model integrates the two-way asymmetric and the two-way symmetric models; an alignment between the company and its publics, and hence a balanced communication process with negotiation, persuasion and compromise (Tench & Yeomans, 2006). Tench and Teomans asserts that the two-way asymmetric model, the two-way symmetric model, and the mixed-motive model are the most relevant for a company to employ because CSR communication will be most effective through dialogue, i.e. a relationship between a company and its stakeholders. Organizations can be said to be more ethical when they use dialogue, the two-way symmetric model in its CSR communication. However, they argue that the unification of organization's profit and CSR can be achieved through the use of the mixed-motive model (Tench & Yeomans, 2006).

The upsurge in the demand on organizations to be socially responsible has translated into an increased CSR communication. The modern and skeptical consumer has appeared uncomprehending towards companies' intentions behind CSR commitment. CSR communication does no longer automatically create trust and respect, thus companies need to legitimize their CSR initiatives to reach credibility among their stakeholders (Baker, 2007). CSR needs to be an integral part of a company's strategy in order for CSR activities to be in conformity with corporate values and mission (Porter and Kramer, 2002:66). Therefore, organizations undertaking CSR activities must be persuasive and credible in all their communication.

According to Lisbeth et al, 2010 a company should apply a two-way communication approach, as the dialogic aspect benefits both the company (as sender) as well as its receivers in practice.

In a communication context, it is important for a sender to be aware of the persuasive tool of rhetoric (Lisbeth et al, 2010). Aristotle considers persuasion on three rhetorical proofs- thus ethos, pathos, and logos - which has to do with the sender's establishment of credibility. To be persuaded successfully, a receiver needs to trust, not only the message communicated, but also the background of the sender. Consequently, the final persuasive tool considers the unity of a sender and his background, which is based on Elisabeth Hoff-Clausen's theory concerning corporate consistency (Lisbeth et al, 2010).

2.7 THE PRINCIPLES OF CORPORATE SOCIAL RESPONSIBILITY

The 'triple bottom line' model of CSR was developed by Elkington and has become one of the best-known models as far as discourse on the core principles of CSR is concerned. This model, unequivocally asserts that the concept of CSR is premised on three responsibilities of a company: social, economic and environmental (John Elkington, 1998). According to Henriques, 2005, a bottom line ideally refers to profit, but a triple bottom line is the integration of profit, social and environmental justice. In reality, the Triple Bottom Line (TBL) presupposes that a company integrate environmental and social performance into traditional economic reporting on financial performance (Henriques, 2005:29). Elkington in his quest to make the TBL concept easy to comprehend, introduced the 3P concept; thus People, Planet, and Profit. In other words, the TBL consider the social (people), environmental (planet), and economic (profit) factors in a company's commitment to make profit (Elkington, 2005).

According to Elkington, the three bottom lines are not independent but rather interdependent, and therefore must be equally given prominence in an organization's economic decisions and reporting. Inherently the TBL concept states that the measurement of an organization's success

and health should transcend the use of the traditional financial bottom line to the consideration of social and environmental performance. The strategy has gained great success, because the concept has managed to reflect a sustainable philosophy for both companies and their stakeholders, who used to focus on the bottom line (Quinn and Baltes, 2007).

The concept of TBL has been criticized by a couple of writers who often premised their argument or criticism on the fact that issues of societal nature cannot be measured unlike profit. Critics claim that you cannot calculate or measure social and environmental issues as you can with profit, leading to the saying: *“If you can’t measure it, you can’t manage it.* Consequently, the TBL is said to create more confusion than good (Adams et al., 2005).

Carroll, another astute writer on CSR also developed four responsibilities which he believes a company should recognize in order to become socially responsible while not losing sight of its primary objective of profit making. According to him, a socially responsible company ‘entails the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time (Archie Carroll, 1979). This literally means that for a company to be profitable, it must obey the rules and regulations governing the space within which it operates, it must be ethically concerned in its operations, and it must be a good corporate citizen.

The fundamental in his four pillars of organizations’ responsibility is the economic responsibility, which aims to maximize share-holder value and enhance the long-term financial position of the company. The second level is the legal responsibility, referring to national and international legal framework and regulatory bodies which the company recognizes and operate with parameters set by same. The ethical and philanthropic responsibilities are the third and fourth levels in the pyramid. The ethical responsibility is the obligation to do what is right, just and fair, and treat

stakeholders with respect and decency. The philanthropic responsibility expects the company to be a good corporate citizen and to contribute to the community and its quality of life (Carroll & Buchholtz, 2003).

Another writer who has also contributed to the development of the concept of CSR is David Crowther. He asserts that CSR has three core principles, namely; sustainability, accountability and transparency.

According to David Crowther, business sustainability has a bearing on CSR. He argues that socially responsible behaviour is good for organizations, not just in terms of ethics but also in financial terms – in other words, corporate social responsibility is good for business as well as all its stakeholders. The relevance of CSR transcends the shaping of corporate image of an organization to consolidating its market value. Thus ethical behaviour and the prioritization of people and the environment have proven to have a positive correlation with corporate performance over decades. Indeed evidence abounds relative to the benefit to business from socially responsible behaviour in that the magnitude of the benefits leaves managers of organization no choice than to undertake CSR initiatives (David, 2008).

According to David Crowther, the activities of businesses have impact on the external environment, and therefore organizations must assume responsibility for the effects of their actions. He opines that the consequences of the actions of organizations must be disclosed to all stakeholders including the society. The disclosure must be followed by practical strategies that will ameliorate or avert any unfortunate occurrences as a result of the actions of the organization (Crowther, 2008). Organizations must invest in facilities that will protect the society in which they operate but not only those that will advance the course of profit maximization. The principle of

accountability implies recognition that the organisation is part of a wider societal network and has responsibilities to advance the interest of all stakeholders of the network (Crowther, 2008).

Transparency, as a principle takes inspiration according to Crowther from the fact that the impact of the actions of the organisation must be published in its periodic reports and pertinent facts should not be disguised within that report. Thus all the effects of the actions of the organisation, including external impacts, should be apparent to all. Transparency is of particular relevance to the society or external users of such information since these users are not privy to background details and knowledge available to internal users of such information. Transparency therefore can be seen to follow from the other two principles and equally can be seen to be a part of the process of recognition of responsibility on the part of an organisation for the external effects of its actions and equally part of the process of transferring power to external stakeholders (Crowther, 2008).

2.8 IMPORTANCE OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The relevance of Corporate Social Responsibility can be looked at from two perspectives-the institution initiating the activity and the community receiving the initiative. The organization initiating the program stands to gain as well as the community or society targeted for the program.

According to Pina, et al. (2006) organizations which implement socially responsible projects or activities enhance their corporate image which can translate to a rise in sales, customer loyalty, attraction of new investors and employees as well as sound financial position. Lantos (2002) posits that when a company or institution becomes socially responsible, it achieves positive publicity, improves its corporate image and receives other benefits. Pomeroy, Johnson (2009) also affirms the stance of Lantos (2009) that companies engage in socially responsible activities, in their own

favour since it helps a company's publics (internal and external) form positive corporate image of the company.

Galleogo (2009) says a company, institution or organisation that is socially responsible by undertaking Corporate Social Responsibility usually enjoys a competitive advantage over others that do not. One main advantage of engaging in Corporate Social Responsibility is enjoyment of long term profitability.

Jean-Pascal et al, (2012) in a research paper on, "Corporate Social Responsibility Influence on Employees", found that any action or activity undertaken by an organization or institution for an identifiable society has a way of influencing employees' perceptions of their organization. Social identity theory holds that people normally boost about their self-image and uphold their self-esteem through identifying with organizations, institutions and business who are recognized by society as being socially responsible, due to their social engagements. This association is also similar on the part of an organization's consumers, audiences and employees (Cropanzano & Mitchell, 2005).

Looking at the community or society where the projects are usually executed, Corporate Social Responsibility helps to protect the environment. Teng Fatt, et al. (2000) asserts that for a company which takes into consideration the well-being of society, environmental protection is seen favorably in comparison with a company which does not. For instance, the School and ICT center built by MTN for the people of Srafa Immuna community will reduce the rate of illiterates and drop outs that most often become deviants and dependents in the society. A lot of multinational companies associated with Corporate Social Responsibility activities; aim at reducing their environmental footprint. Such companies like AngloGold and Coca Cola, take the position that

financial and environmental performance can work together to drive organizational growth and social reputation.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter deals with the methodology underpinning the research into the role of corporate social responsibility in shaping community perception about an organization. It entails the research design, population, sample size and sampling technique, sources of data, data collection tools used and procedures, and data analysis techniques employed.

3.2 RESEARCH DESIGN

This is the arrangement of conditions for collecting and analyzing data which will be relevant to the study in the most efficient and economic manner. It serves as a guide to the researcher in the process of collecting, analyzing and interpreting observation. It also defines the domain of generalization; that is, it indicates the extent to which the obtained interpretation could be generalized to different situations or not (Amoani, 2005).

In this research, the quantitative research approach was adopted. As a result, a survey was conducted to gather the views of the selected respondents on issues regarding MTN's Corporate Social Responsibility activities and its ability to shape community perception. Ellen Taylor-Powell and Carol Hermann, (2011) indicated that "a survey is a way of collecting information directly from people in a systematic, standardized way. They noted that surveys use questionnaires that pose the same question in the same way, to all respondents. Data collected this way can then be used to make inferences about the population of interest and information can be collected about people's opinions, knowledge, attitudes, beliefs, behaviors, plans and backgrounds. Surveys are

used in needs assessments and opinion polls, as well as to evaluate the process, outcomes and impacts of programs, policies or initiatives”.

3.3 POPULATION

Population is the entire aggregation of items from which samples can be drawn for a study. It is the entire group the researcher is interested in, which he wishes to draw conclusions about. Cooper and Emory (2005) defined population as the total collection of elements about which the researcher wishes to make some inferences.

The population of this study was made up of all inhabitants of the Srafa-Immuna community, a twin community in the Ekumfi Traditional Area of Ekumfi District of the Central region. It is estimated that there are about 10,000 inhabitants and all these people formed the population of the study.

3.4 SAMPLE SIZE

Sample is a group of units selected from a large group (the population). By studying the sample, it is deemed accurate to draw valid conclusions about the large group. Sampling an entire population as part of a research experiment is impossible, due to the time, expense and sheer number of subjects. This is where statistical sampling comes in, the idea of trying to take a representative section of the population, perform the experiment and extrapolate it back to the population as a whole.

Considering the objectives of this work and circumstances of investigations as well as availability of resources, manpower, budget, and the Level of Precision (sampling error), the Confidence Level (confidence interval) and Degree of Variability, the research sample size was 200.

3.5 SAMPLING TECHNIQUES

The researcher used the simple random sampling without replacement which is a Probability Sampling technique. Simple random sampling is when the process, through which we choose the sample, guarantees that all the possible samples that we can take from the population have the same probability of being chosen- all the elements of the population have the same probability of being chosen to belong to the sample. Every individual or item from the targeted population had equal chance of being selected as every individual or item.

3.6 SOURCE OF DATA

Both primary and secondary sources of data were used for the study. Primary data refers to data observed or collected directly from first-hand experience. The researcher thus contacted the constituents of Srafa Immuna community to obtain primary data.

Secondary data refers to published data and data collected from the past or other parties and these include selected books, journals, the internet and pamphlets which were relevant to the study. Secondary data was basically used in the literature review.

3.7 DATA COLLECTION TOOLS

Close-ended questionnaire was used to solicit the necessary information from respondents. Closed-ended (or “closed question”) is a question for which a researcher provides a suitable list of responses (e.g. Yes / No). This produces is mainly quantitative data. The researcher used the closed-ended questionnaire because it is easy to standardize. For example, every respondent is asked the same question in the same way. The study, therefore, can be sure that everyone in the sample answers exactly the same questions, which makes this a very reliable method of research.

Questionnaires are relatively quick and easy to create code and interpret. Administration of the questionnaire was personally done by the researcher and one assistant, giving assurances for the confidentiality and anonymity of respondents. Participation was purely voluntary.

3.8 DATA ANALYSIS TECHNIQUES

The questionnaires that were answered and retrieved were coded and analyzed using the Statistical Programme for the Social Sciences (SPSS). Tables, frequencies and percentages were used to demonstrate the response that was obtained from the respondents. Quantitative method of investigations was employed in the analysis and interpretation of data for the study. Based on the analysis and their interpretations, conclusions were drawn and recommendations given.

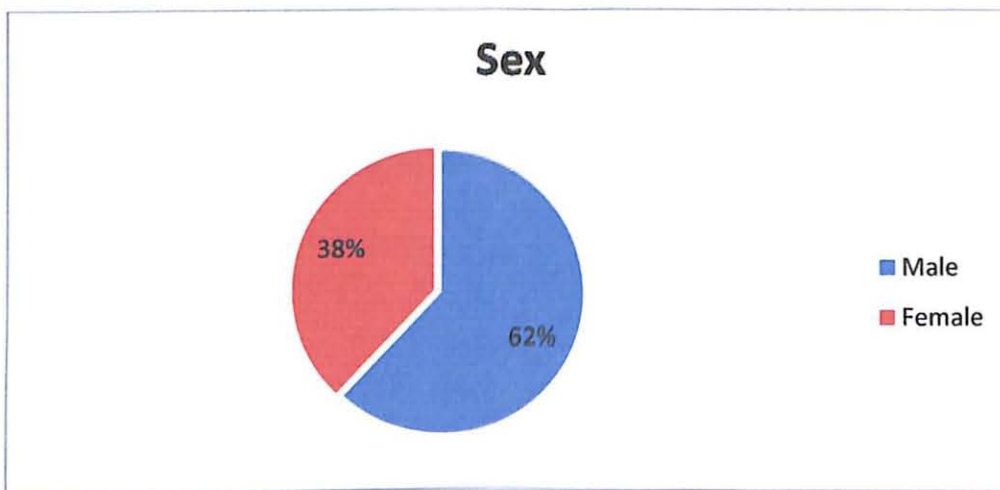
CHAPTER FOUR

4.0 PRESENTATION AND ANALYSIS OF DATA

This Chapter contains presentation and analyses of data gathered from Srafa Immuna community. Distribution tables with frequencies and percentages, pie charts with percentages and bar charts with absolute figures were used in the data presentation and analysis. The analysis comprises description and interpretation of the data with reference to the research objectives and questions so as to provide easy and better understanding of the data.

4.1 GENDER DISTRIBUTION

Figure 4.1



Source: Field survey (2015)

From the figure above, 76 respondents representing 38% in this research were females while 124 respondents representing 62% were males. Majority of the respondents (62%) fell in the male category.

4.2 AGE DISTRIBUTION OF RESPONDENTS

Table 4.1

Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	91	45.5	45.5	45.5
	31-40	81	40.5	40.5	86.0
	41-50	22	11.0	11.0	97.0
	51-60	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

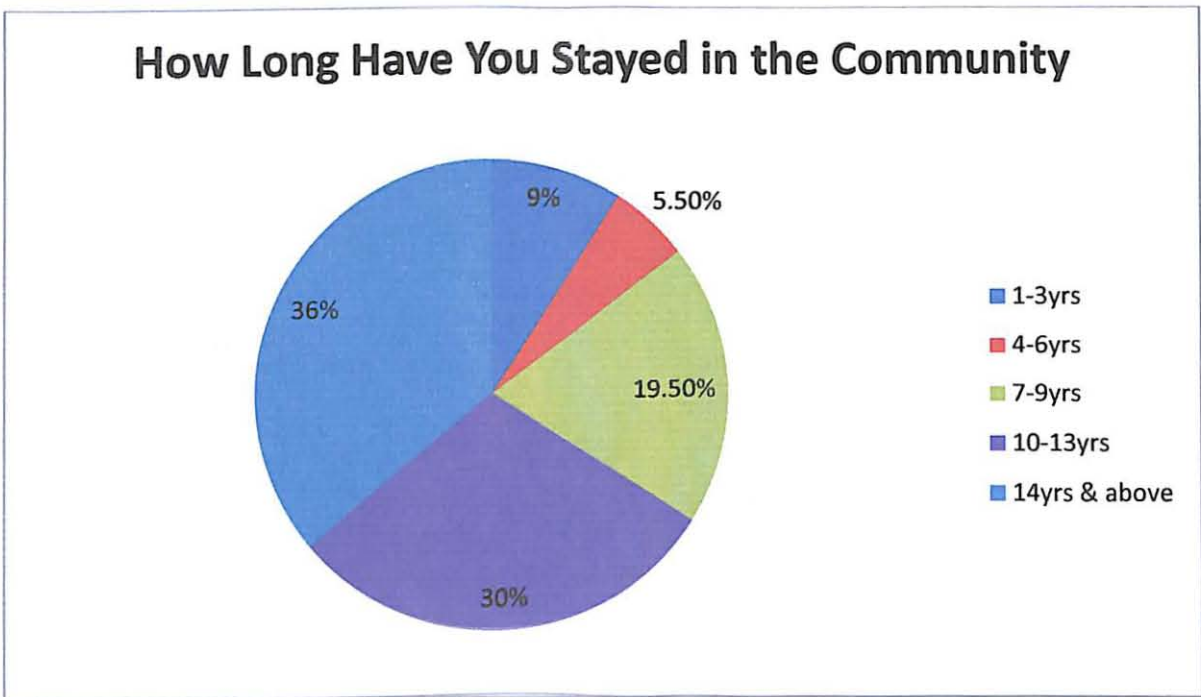
Source: Field survey (2015)

An age categorization (20-30, 31-40...) was used, to help categorize the age of respondents, for easy analyses, and to avoid incidence of age misreporting.

From the table above, 91 of the respondents representing 45.5% fell within the age range of 20-30 years followed by 81 respondents representing 40.5% of the respondents falling within the category of 31-40 years. However, 22 respondents representing 11% fell within the age bracket of 41-50 years whereas 6 respondents who make up 3% were also in the 51-60 age bracket.

4.3 YEARS OF RESIDENCE

Figure 4.2



Source: Field survey (2015)

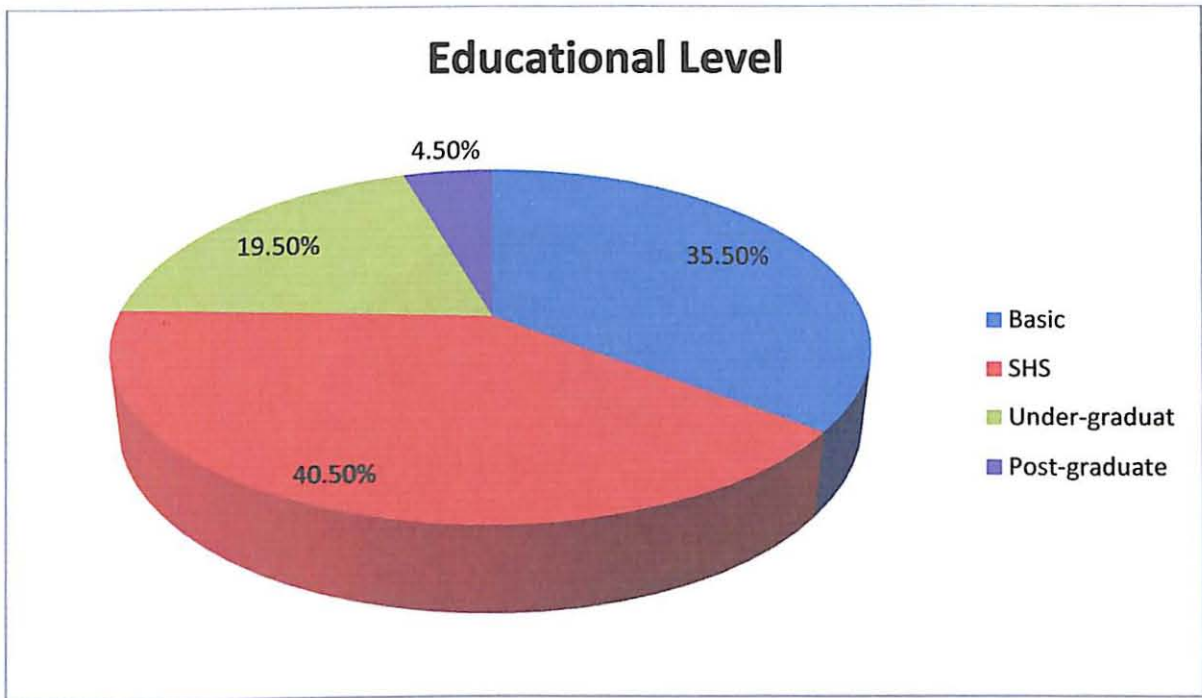
Figure 2 above depicts the number of years respondents have lived in Srafa Immuna community.

The above figure shows that, 9% of the respondents have lived in the community between 1-3 years; 5.5% of the respondents have lived in the community between 4-6 years. Furthermore, 19.5%, 30% and 36% of the respondents have lived in the community for 7-9 years, 10-13 years, and 14 years and over respectively.

Majority of the respondents have lived in the community for fairly a long period that puts them in a position to assess the worth of the MTN project which was commissioned in 2013.

4.4 LEVEL OF EDUCATION

Figure 4.3

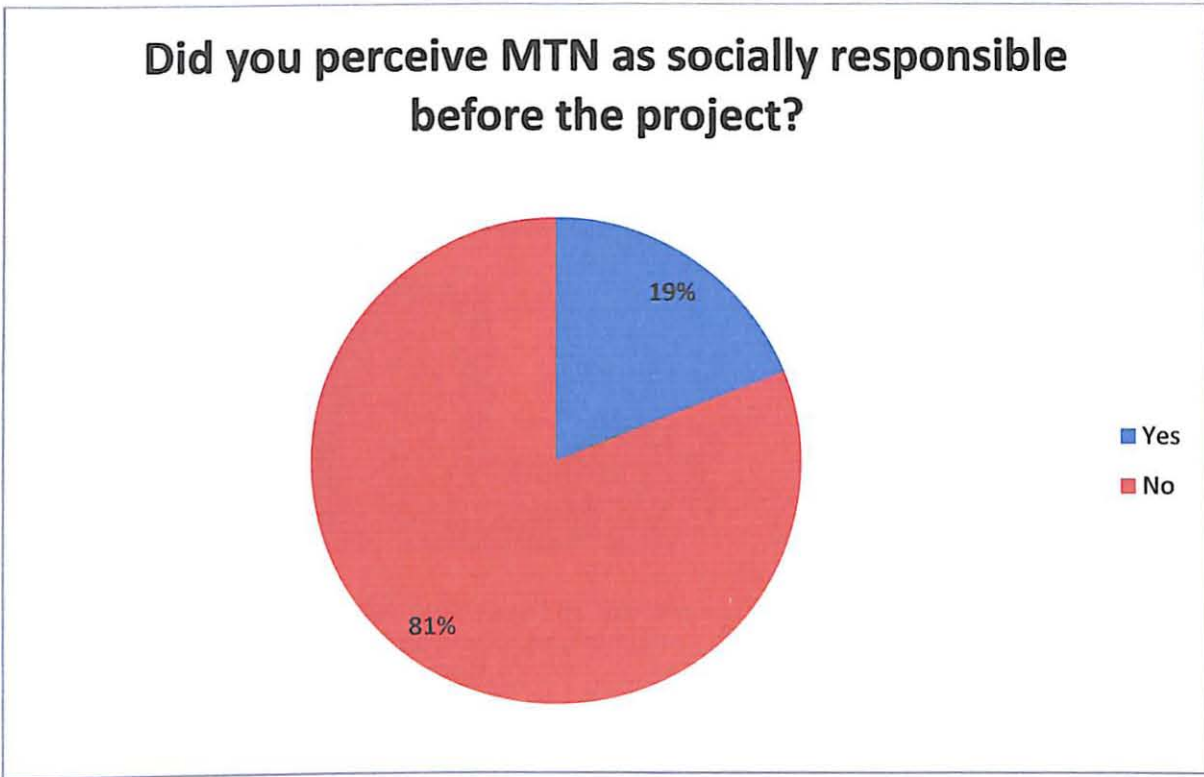


Source: Field survey (2015)

Figure 3 above shows the educational background of respondents. It is evident from the above figure that the level of education for 35.5% of the respondents is the Basic School (class 1 to JHS3). However, 40.5% of the respondents have completed Senior High School (SHS) whereas 19.5% and 4.5% of the respondents are under-graduates and post-graduates respectively.

4.5 PRE-CSR PROJECT PERCEPTION ABOUT MTN

Figure 4.4



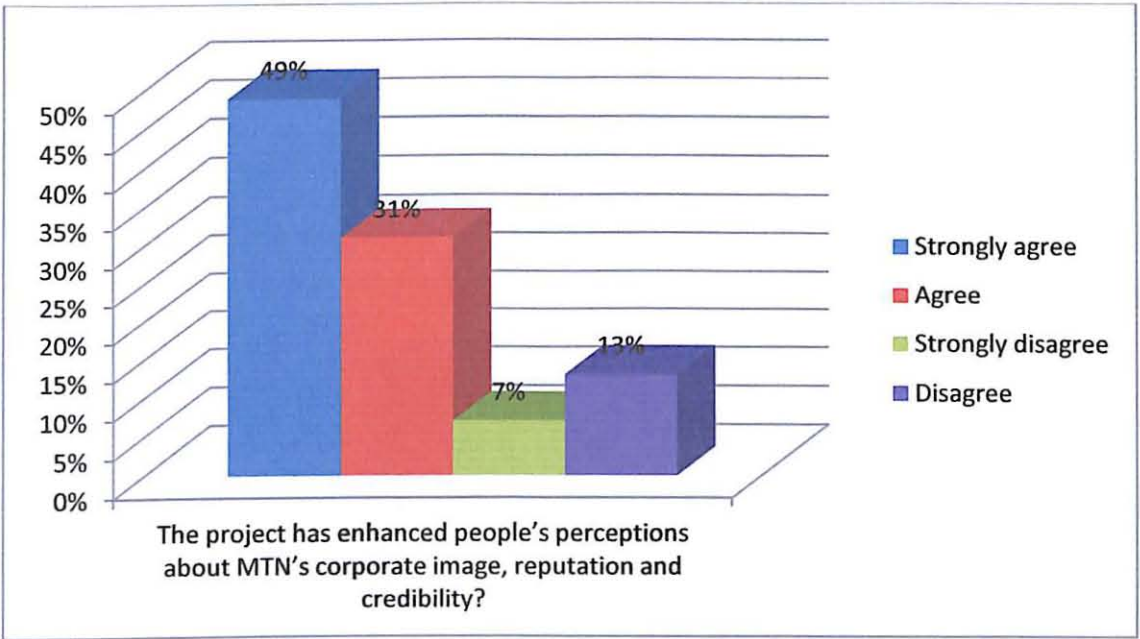
Source: Field survey (2015)

The figure above demonstrates respondents' perception about MTN before the MTN CSR project was commissioned in the Srafa Immuna community.

Majority of the respondents representing 81% of the sample size said they had perceived MTN as not a socially responsible organization prior to the commissioning of the project, whereas 19% of the respondents asserted that they perceived MTN as a socially responsible company even in the absence of the current project in the community.

4.6 DISTRIBUTION OF PEOPLE'S PERCEPTION ABOUT WHETHER CSR ENHANCES MTN CORPORATE IMAGE, REPUTATION AND CREDIBILITY.

Figure 4.5

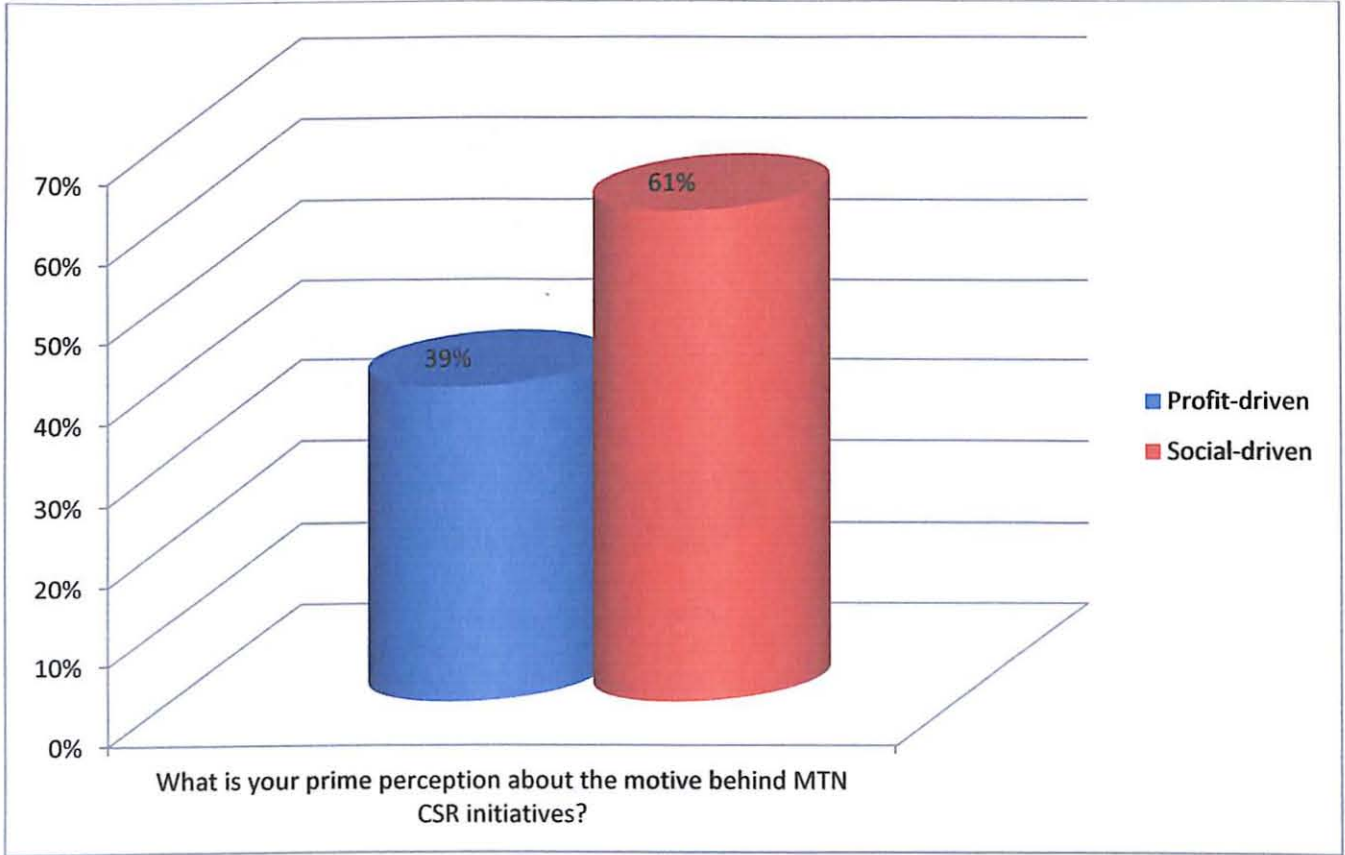


Source: Field survey (2015)

Figure 4 demonstrates respondents' response to the question of whether MTN CSR initiative has enhanced its corporate image, reputation and credibility. Majority of the respondents (49%) indicated that they strongly agree that MTN corporate image, reputation and credibility have been enhanced through its CSR initiatives while 31% of the respondents said they also agreed given a significance large proportion of 80% affirmation. On the other hand, 7% of the respondents indicated that they strongly disagree that MTN corporate image, reputation and credibility have been enhanced through its CSR initiatives whereas 13% of the respondents said they also disagree.

4.7 PEOPLE'S PERCEPTION ABOUT THE INTENTIONS BEHIND MTN CSR INITIATIVES

Figure 4.6

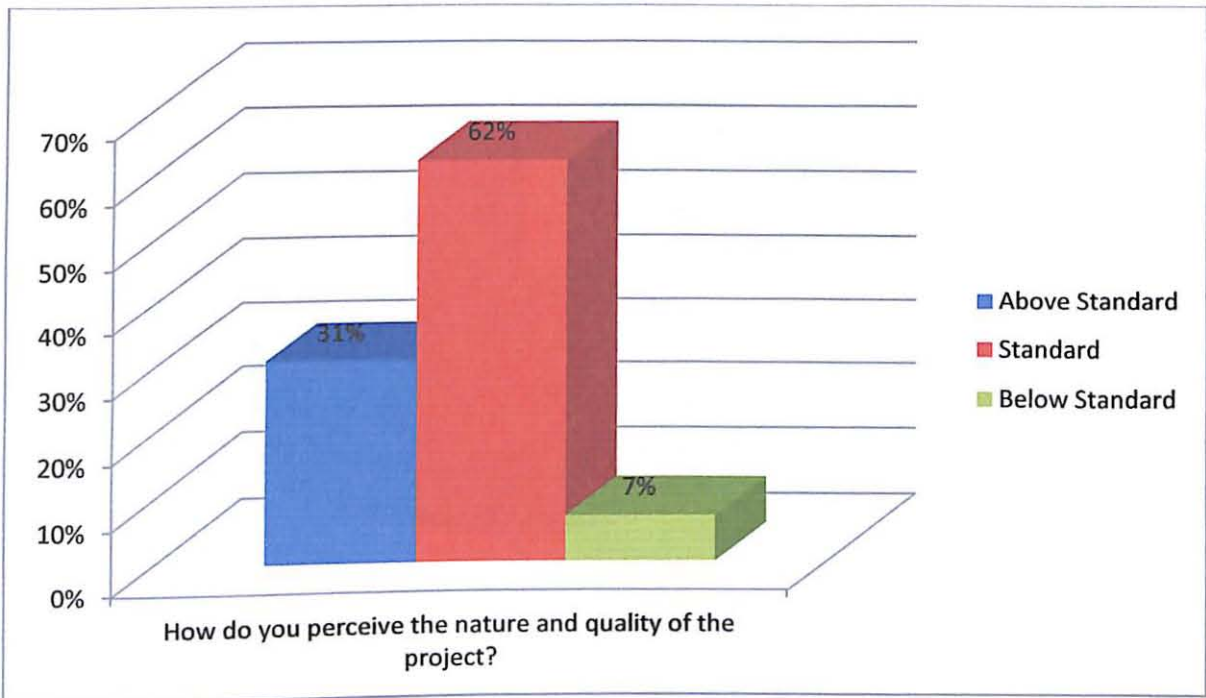


Source: Field survey (2015)

Figure 5 above shows the perception respondents have about the intentions behind MTN CSR initiative. A majority of 61% of the respondents stated that they perceive MTN CSR initiative to be social-driven whereas a minority of 39% of the respondents said they perceive it as rather profit-driven.

4.8 PEOPLE'S PERCEPTION ABOUT THE NATURE AND QUALITY OF THE PROJECT

Figure 4.7

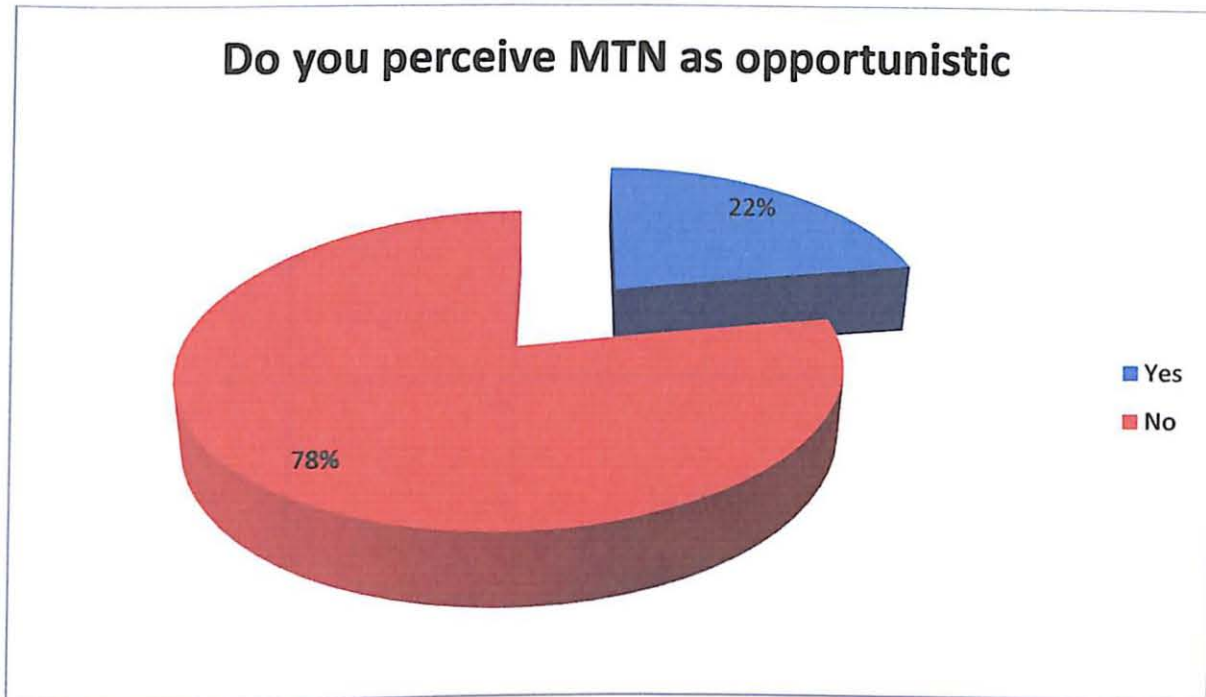


Source: Field survey (2015)

Figure 6 above present respondents' perception about the nature and quality of MTN CSR initiative. Majority of the respondents representing 62% said that the nature and quality of the project is standard, followed by 31% of the respondents indicating that the project is above standard whereas a minority of 7% of the respondents said that the project is below standard in terms of its quality and nature.

4.9 WHETHER THE PEOPLE PERCEIVE MTN AS OPPORTUNISTIC

Figure 4.8



Source: Field survey (2015)

Figure 7 above demonstrates whether or not respondents perceive MTN as opportunistic in their CSR approach. Majority of the respondents representing 78% described MTN as not opportunistic in their CSR approach, whereas minority of the respondents representing 22% said MTN is opportunistic in their CSR approach.

4.10 WHETHER THE BRAND OF MTN WILL DOMINATE IN THE NEXT 20 YEARS DUE TO ITS CSR INITIATIVES

Table 4.2

Do you think the brand of MTN will dominate in the next 20 years due to its CSR initiatives

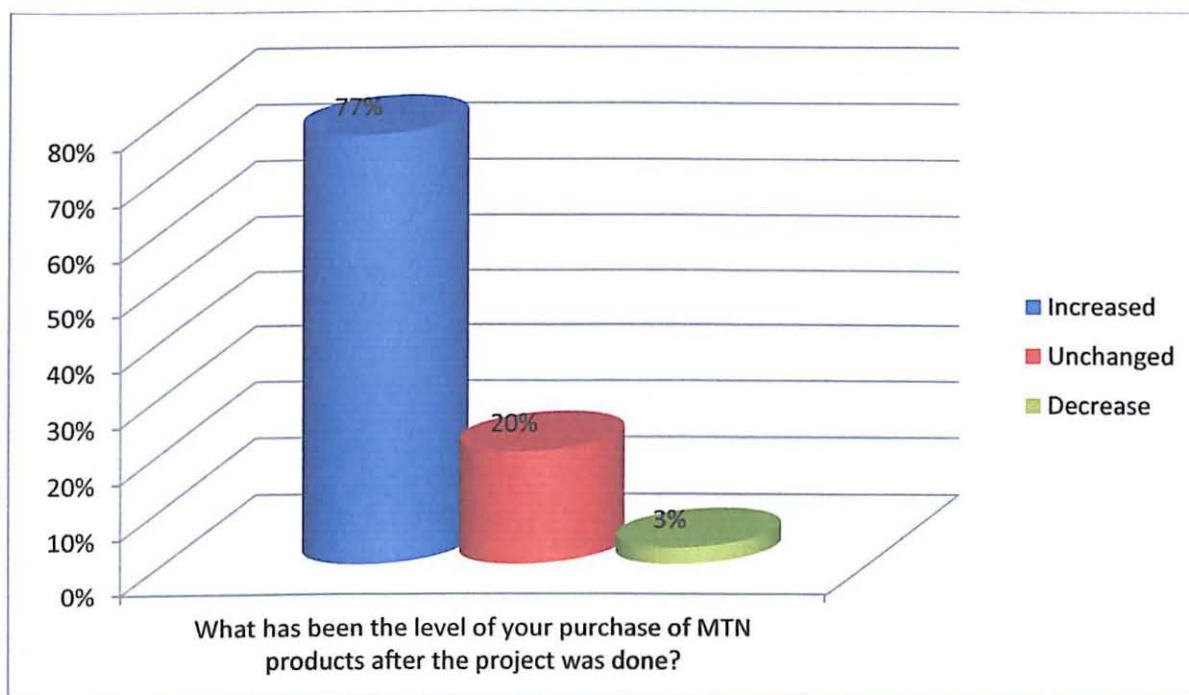
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	174	87.0	87.0	87.0
No	26	13.0	13.0	100.0
Total	200	100.0	100.0	

Source: Field survey (2015)

From the above table, 174 respondents representing 87% said they believe the brand of MTN will dominate the communication industry for the next 20 years due to its CSR initiatives, whereas 26 respondents representing 13% said MTN CSR initiatives does not guarantee them a secured position in the communication industry for the next 20 years - they think CSR solely cannot help MTN to dominate the market for the next 20 years.

4.11 LEVEL OF PURCHASE OF MTN PRODUCTS POST CSR INITIATIVE

Figure 4.9



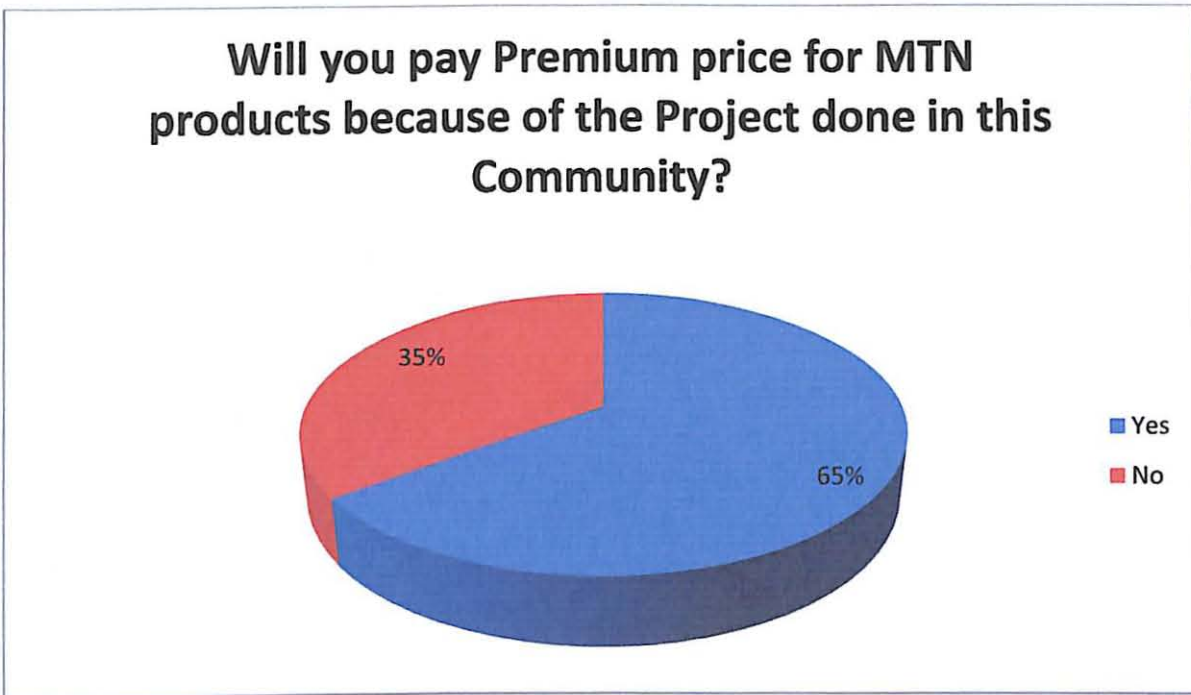
Source: Field survey (2015)

Figure 8 depicts the change in level of purchase of MTN products after its CSR project in Srafa Immuna community.

Greater portion of the respondents representing 77% said the level of their purchase of MTN products have increased since the project was commissioned, while 20% of the respondents said MTN CSR project has not influenced their purchasing behaviour - their consumption of MTN products remain constant post CSR project. Nonetheless, minority 3% of the respondents indicated that the level of their purchase of MTN products have decreased rather post MTN CSR initiative.

4.12 PREMIUM PRICE PAYMENT FOR MTN PRODUCTS

Figure 4.10



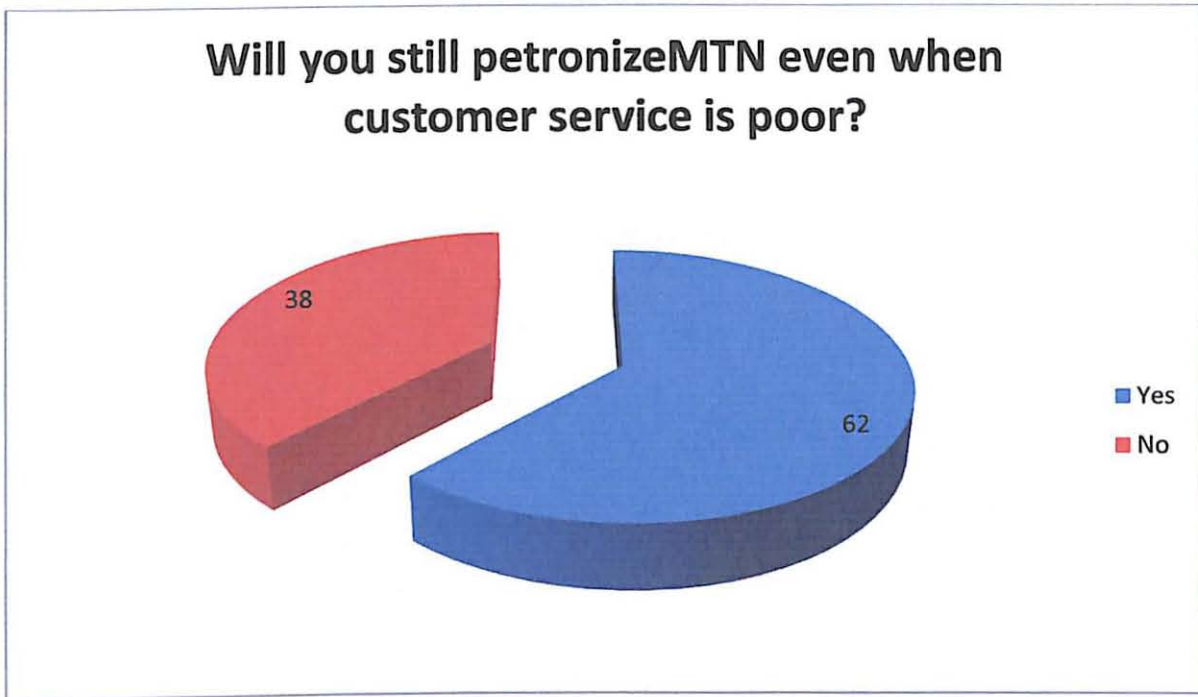
Source: Field survey (2015)

Figure 9 shows respondents' response to the question of whether or not they will pay premium price or an unusual price for MTN products and services because of MTN CSR project in their community.

Majority of the respondents representing 65% said they will pay premium price for MTN products whereas minority of the respondents representing 35% said MTN CSR project in their community will not persuade or influence them to pay an unusual price for MTN products.

4.13 WILL STILL PATRONIZE MTN EVEN WHEN CUSTOMER SERVICE IS POOR

Figure 4.11



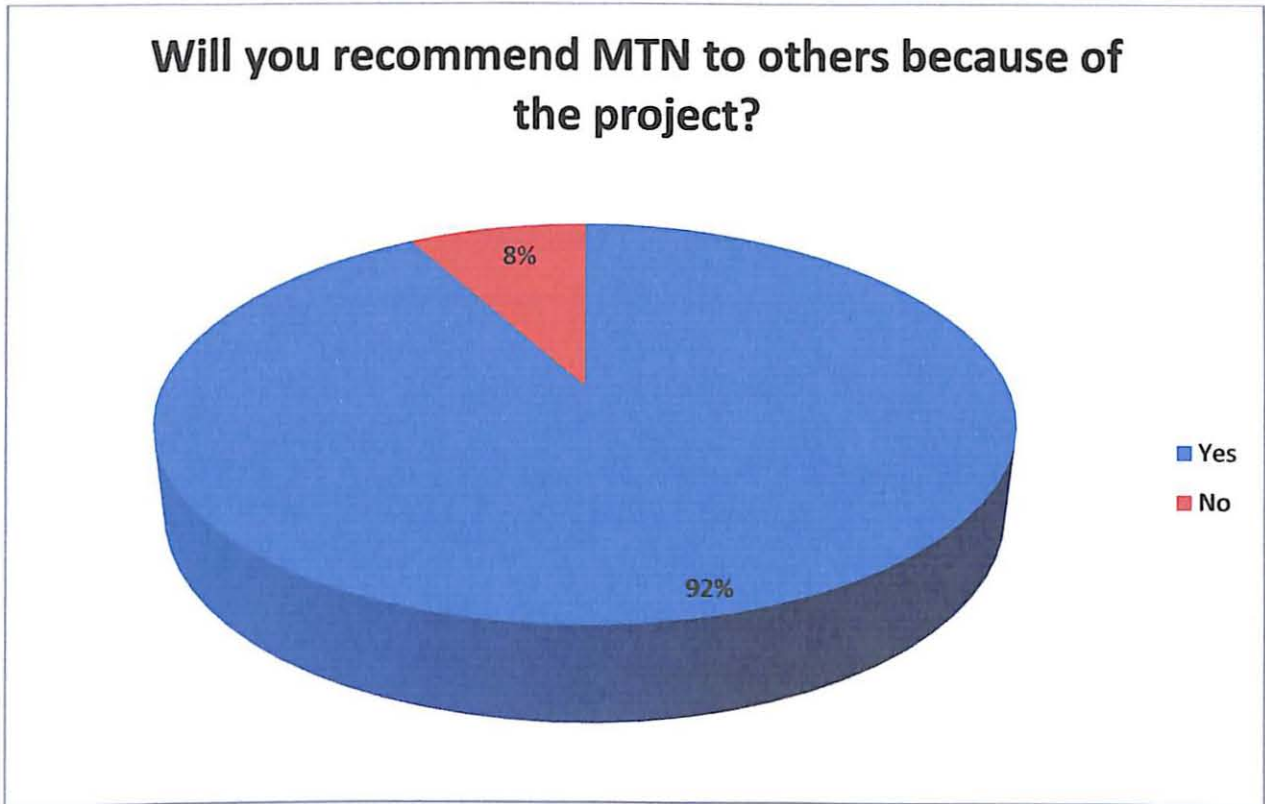
Source: Field survey (2015)

Figure 10 shows respondents' responses to the question of whether or not they will remain with MTN even if MTN's customer service gets bad because of the MTN CSR project in their community.

Majority of the respondents representing 62% said they will still patronize MTN in the midst of poor customer service delivery due to the project, whereas minority of 38% said MTN CSR project in their community will not persuade them to patronize MTN amid poor customer service.

4.14 RECOMMENDATION OF MTN TO OTHERS

Figure 4.12



Source: Field survey (2015)

From the above figure, it is observed that, majority of the respondents representing 92% asserted that they will recommend MTN to others because of its CSR initiatives whereas minority of 8% said they cannot premise their recommendation of MTN to others on just CSR initiatives.

4.15 RISE IN SALES

Table 4.3

To what extent do you agree that MTN CSR project will result in rise in sales?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	98	49.0	49.0	49.0
	Agree	82	41.0	41.0	90.0
	Strongly disagree	6	3.0	3.0	93.0
	Disagree	14	7.0	7.0	100.0
	Total	200	100.0	100.0	

Source: Field survey (2015)

The above table indicates respondents' response to the assertion that CSR increases sales.

It is evident that, 98 respondents representing 49% said they strongly agree that MTN CSR initiatives will culminate in rise in sales while 82 respondents representing 41% said they also agree indicating a significant 90% confirmation. However, 6 respondents representing 3% of the sample size said they strongly disagree that CSR initiatives result in rise in sales whereas another 14 respondents representing 7% also said they disagree.

4.16 CUSTOMER LOYALTY

Table 4.4

To what extent do you agree that MTN CSR project will result in customer loyalty?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	104	52.0	52.0	52.0
Agree	82	41.0	41.0	93.0
Strongly disagree	4	2.0	2.0	95.0
Disagree	10	5.0	5.0	100.0
Total	200	100.0	100.0	

Source: Field survey (2015)

From the above table, it is evident that, 104 respondents representing 52% said they strongly agree that MTN CSR initiatives will culminate in customer loyalty gains while 82 respondents representing 41% said they also agree.

Again, 4 respondents representing 2% said they strongly disagree that CSR initiatives will result in customer loyalty gains whereas another 10 respondents representing 5% also said they disagree.

4.17 ENHANCEMENT OF BRAND IMAGE

Table 4.5

To what extent do you agree that MTN CSR project will enhance its brand image?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	99	49.5	49.5	49.5
Agree	79	39.5	39.5	89.0
Strongly disagree	8	4.0	4.0	93.0
Disagree	14	7.0	7.0	100.0
Total	200	100.0	100.0	

Source: Field survey (2015)

Respondents were asked to respond to the notion that, MTN CSR initiatives enhance its brand image. It is evident from the table above that, 99 respondents representing 49.5% said they strongly agree that MTN CSR initiatives will enhance MTN brand image while 79 respondents representing 39.5% said they also agree. In summary, 178 respondents representing 89% of the sample size corroborated the assertion that MTN CSR initiatives enhance its brand image.

However, 8 respondents representing 4% said they strongly disagree that CSR initiatives will enhance MTN brand image whereas another 14 respondents representing 7% also said they disagree.

4.18 ATTAINMENT OF COMPETITIVE ADVANTAGE THROUGH CSR INITIATIVES

Table 4.6

To what extent do you agree that MTN CSR project will result in the attainment of competitive advantage?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly agree	98	49.0	49.0	49.0
Agree	82	41.0	41.0	90.0
Strongly disagree	6	3.0	3.0	93.0
Disagree	14	7.0	7.0	100.0
Total	200	100.0	100.0	

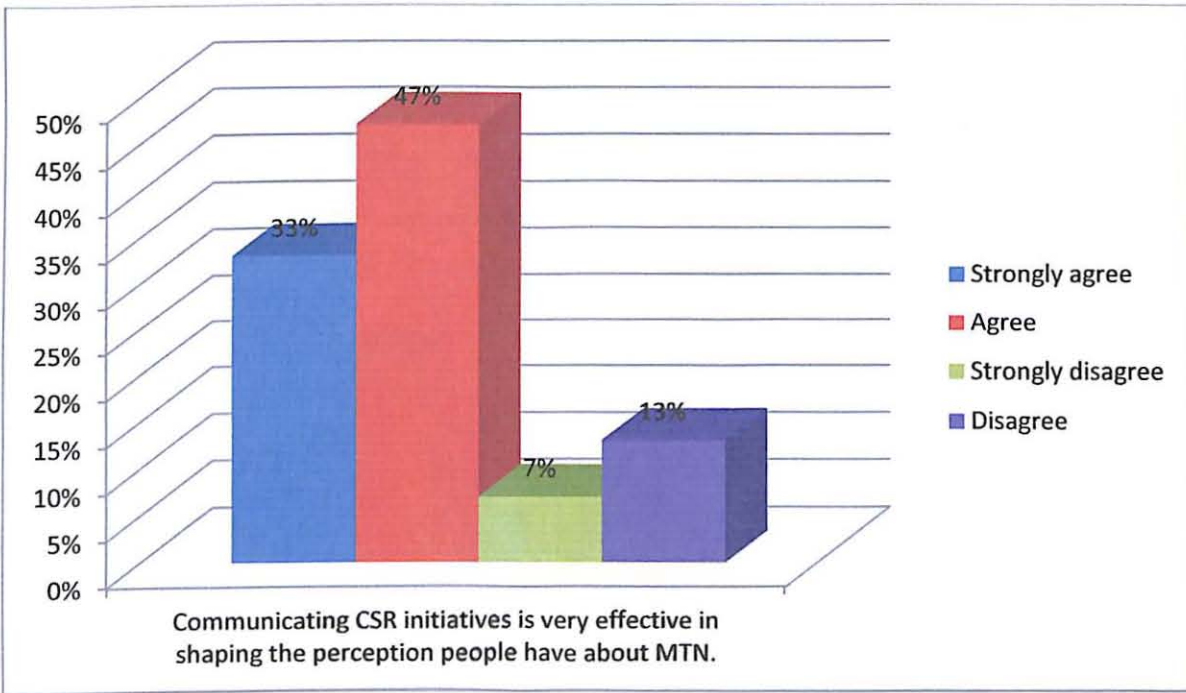
Source: Field survey (2015)

From the above table, 98 respondents representing 49% said they strongly agree that MTN CSR initiatives will result in the attainment of competitive advantage while 82 respondents representing 41% said they also agree.

However, 6 respondents representing 3% said they strongly disagree that CSR initiatives result in the attainment of competitive advantage whereas another 14 respondents representing 7% also said they disagree.

4.19 SHAPING PERCEPTION THROUGH EFFECTIVE CSR COMMUNICATION

Figure 4.12



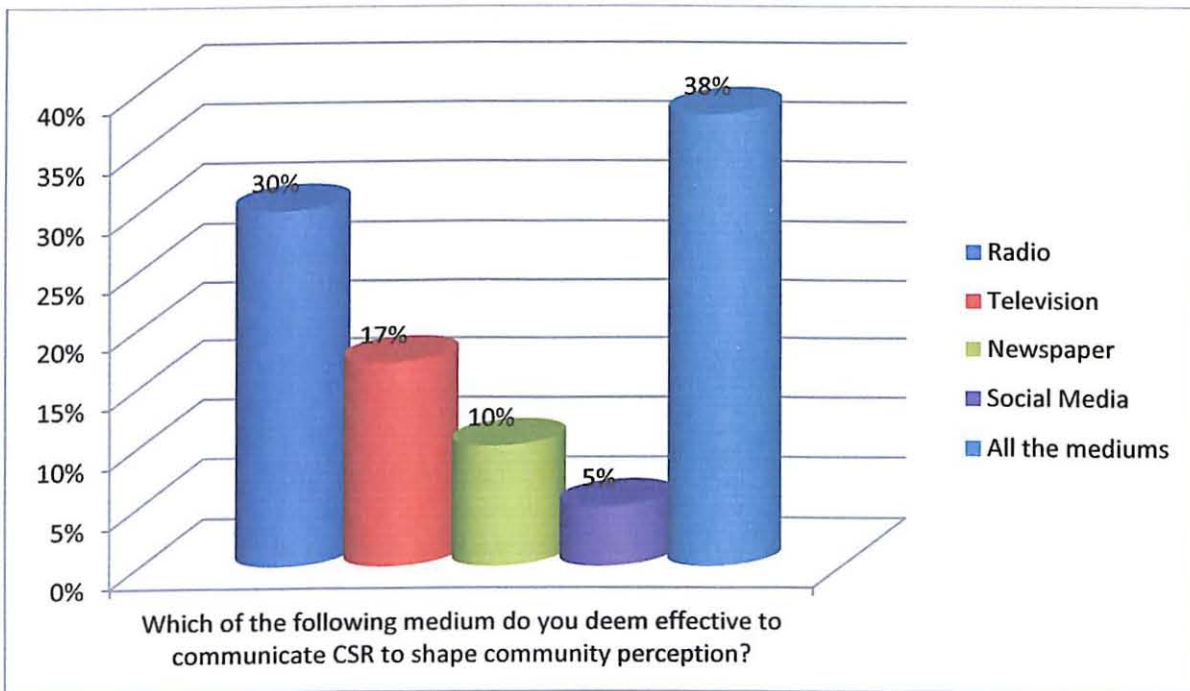
Source: Field survey (2015)

The figure above presents respondents' thoughts as to whether or not CSR communication can be an effective way of shaping public perception about MTN.

Majority of the respondents representing 47% of the sample size said they agree that CSR communication is an effective way of shaping public perception while 33% of the respondents said they also strongly agree. However, minority 7% of the sample size said they strongly disagree that an effective way of shaping public perception is through the use of CSR communication whereas another 13% said they also disagree.

4.20 EFFECTIVE MEDIUM(S) USED TO COMMUNICATE CSR INITIATIVE TO SHAPE PERCEPTION

Figure 4.13



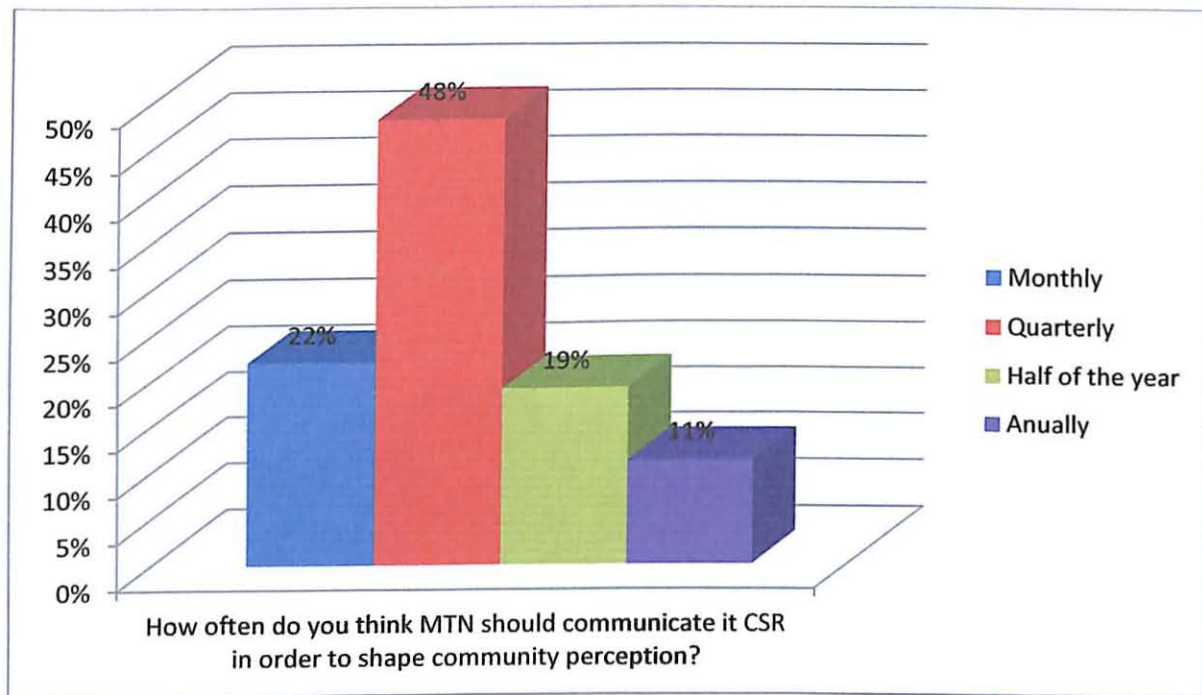
Source: Field survey (2015)

The figure above shows respondents' thoughts on effective medium(s) that could be employed to communicate CSR in order to shape public perception about MTN.

From figure 4.13 above, 30% of the respondents said Radio is the most effective way to communicate CSR initiatives, 17% of the respondents opted for Television, 10% opted for Newspaper, 5% indicated Social media whereas majority of the respondents representing 38% of the sample size asserted that all afore mentioned mediums (Radio, Television, Newspaper and Social media) must be employed in order to shape public perception.

4.21 EFFECTIVE FREQUENCY FOR CSR COMMUNICATION

Figure 4.14



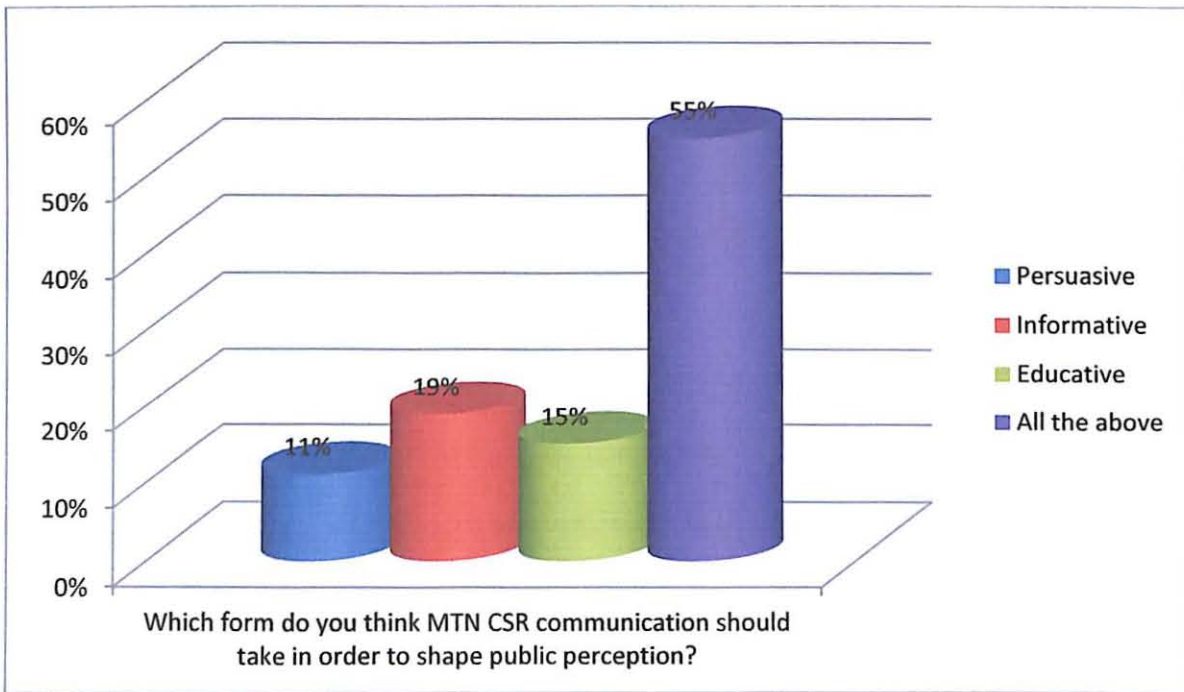
Source: Field survey (2015)

Figure 14 above presents respondents' thoughts on how often MTN should communicate its CSR initiatives in order to shape public perception.

From the above figure, majority of the respondents representing 48% of the sample size deems quarterly communications as the most effective time frame for CSR communication, followed by 22% who suggested monthly reports. However, 19% indicated that CSR communications should be done every 6 months whereas minority of the respondents representing 11% said annual communication is the most effective way.

4.22 FORM OF CSR COMMUNICATION

Figure 4.15



The figure above presents respondents' thoughts on the form or mode MTN CSR communications should assume in order to shape public perception.

Minority of the respondents representing 11% of the sample size said MTN CSR communications should take the form of persuasion if it aims at shaping public perception. 19% of the respondents said CSR communication should be informative while another 15% of the respondents indicated educative as the most effective form CSR communication could be utilize to shape public perception. However, majority of the respondents representing 55% said CSR communication should be a combination of persuasive, educative, and informative approaches.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

This chapter discusses the findings obtained from the analyses. It also contains the conclusion drawn from the discussion and recommendations.

5.1 DISCUSSION

Data collected and analyzed indicated that, majority of the respondents (62%) were male. Also, majority of the respondents have lived in the community for a period that puts them in a position to give credible and accurate responses to questions asked them - thus 91% of the respondents have been residents of the community before MTN commissioned the project in 2013.

With respect to the educational background of respondents, It was found that majority of the respondents have completed Senior High School. However, a few of the respondents are undergraduates and post-graduates. The number of respondents forming (35.5%) of the sample size who never went beyond basic school was significant, although they were not in the majority. Administering questionnaires to this category took a lot of time and tact to enable them understand the subject matter so they could provide accurate and informed responses.

Data collected and analyzed indicated that, the community perceived MTN as an organization that was not socially responsible until MTN commissioned the project. Notwithstanding, it emerged that the perceptions of the community about MTN corporate image, reputation and credibility have been enhanced through its CSR initiatives. This finding is consistent with that of Lindgreen et al., (2009). Lindgren et al, (2009), asserts that CSR has a positive impact on an organization's corporate image, reputation and credibility. Galbreath, (2010), also established that CSR enhances

an organization's reputation, although he emphasized that this can be achieved by supplementing CSR initiatives with CSR communication.

On the perception of respondents relative to the intentions behind MTN CSR initiative, it emerged that the community perceives MTN CSR initiative to be social-driven rather than profit-driven. The community thinks the project was done by MTN purposely to improve upon the infrastructure of the community and not to make profit. This finding is in sharp contradiction with Friedman's, (1970) theory of profit contra social responsibility. Friedman argues that organizations should only undertake projects and initiatives that maximize their profit. Becker-Olsen et al., (2006) posits that if consumers believe CSR initiatives are profit-driven rather than social-driven, they will assess a firm and its credibility negatively. But social-driven CSR activities help firms get positive evaluations from consumers.

According to data collected and analyzed, the community perceives the project to be of standard in terms of its quality and capacity to serve its purpose. The minority, 7% of the respondents who had dissenting views or said the project is below standard argued that, MTN could have done better taking into consideration its size and financial position. Although their assertions are not premised on any scientific analysis, they merely infer from the kind of advertisement that MTN does and their stand in the telecommunication industry as the leading telecom company in Ghana. It is however justifiable to say that, the community is comfortable with the quality of the project.

On the issue of whether respondents perceive MTN as opportunistic in their CSR approach, majority of the respondents said MTN is not opportunistic. This finding dissents from Drucker's concept of CSR. He opined that, CSR is always about businesses turning a social problem into economic opportunity, economic benefit and into wealth (Drucker 1984). The people of Srafa

Immuna community believe that the purpose of the project is to help develop the community and there is no evidence to suggest that, MTN intends to exploit to the detriment of the community. This affirms respondents' assertion that, MTN CSR initiative is social driven and not profit driven.

The community believes that the brand of MTN will dominate the communication industry for the next 20 years due to its CSR initiatives according to data collected and analyzed. They think MTN CSR initiatives will guarantee them a secured position in the communication industry for the next 20 years. This is because CSR initiatives guarantee organization goodwill from positive perception.

With respect to whether MTN CSR initiative has culminated in a change in the level of purchase of MTN products by the people of Srafa Immuna community, it emerged that majority of the respondents representing 77% have increased their purchase of MTN products. Their consumption of MTN products has thus increased after MTN commissioned its CSR project in the community.

According to data collected and analyzed, the community will pay premium price or an unusual price for MTN products and services because of MTN CSR project in the community. They also affirmed that, they will remain with MTN even if MTN's customer service gets bad and also go the extra mile to recommend MTN to others. This means their loyalty is not tied to good customer service or to cheap product offers but rather to the contribution of MTN to the overall community development. In summary, the CSR initiative offsets any short-falls relative to MTN's service delivery.

With respect to benefits inherent in CSR initiatives, a majority of the respondents said they subscribe to the notice that MTN CSR initiatives will culminate in rise in sales, customer loyalty gains, enhanced brand image, and attainment of competitive advantage. This is congruent with the

findings of Pina, et al. (2006). According to them, organizations which implement socially responsible projects or activities enhance their corporate image which can translate to a rise in sales, customer loyalty, attraction of new investors and sound financial postings.

The study found out that CSR communication is an effective way of shaping public perception. In fact, CSR communication has been cited as being one of the crucial elements when making people aware of CSR initiatives according to Pfau et al., (2008). Liston Heyes and Ceton (2009) argue that in order to send a "positive" signal, corporations not only have to be active regarding CSR but also have to publicize the CSR performance efficiently.

The study also found out that using one medium to communicate CSR is not effective enough to shape public perception. However, a combination of the use of Radio, Television, Newspaper and Social media has the potential of effectively shaping public perception. These findings are consistent with that of Wagner et al., (2009). They opined that companies that communicate their CSR activities through many different channels will have a higher CSR perception compared to those that will not communicate the activities as much.

The research also revealed that, MTN can shape public perception effectively through monthly communication of CSR initiative. This corroborates the findings of Singh et al., (2008). They found out in their research that companies that seek to shape public perception through CSR communication need more emphasis on CSR activities other than in their annual report.

With respect to respondents' thoughts on the form or mode MTN CSR communications should assume in order to shape public perception, the research found out that CSR communication should be comprehensive or should be persuasive, educative, and informative.

5.2 CONCLUSION

The research revealed that Corporate Social Responsibility has the potential of enhancing an organization's corporate image, reputation and credibility culminating in rise in sales, customer loyalty gains, attainment of competitive advantage and improvement in the overall organizational performance. As the need for organizations to undertake CSR initiatives gain momentum, communication of CSR has been cited as being one of the crucial elements of shaping public perception. CSR communication should be persuasive, educative and informative, and must be reported periodically but not only in organizations' annual reports.

5.3 RECOMMENDATIONS

Based on the research findings, it is recommended that MTN integrates CSR communication into its CSR programs. This will enable MTN to cure any misconception the public might have relative to its CSR initiatives.

CSR communication must be educative, persuasive and informative. A combination of these elements in CSR communications will address all stakeholders' concerns which in turn will translate to the realization of CSR goals.

CSR communication must not only be reported in MTN's annual report. It must be reported quarterly on radio, television, newspapers, social media, websites etc. This will enable MTN to make known its contribution to socio-economic development to most of its customers and prospects as well as beneficiaries of its CSR initiative. Lastly, it is recommended that organizations integrate CSR initiatives in their operation to enhance their corporate image, reputation and credibility culminating in rise in sales, customer loyalty gains, and attainment of competitive advantage.

REFERENCE

Amato, L. & Amato, C. (2007). The Effects of Firm Size and Industry on Corporate Giving. *Journal of Business Ethics*, 72(3), 229-241. Retrieved October 26, 2010, from ABI/INFORM Global. (Document ID:1249533201).

Anonymous (2005). Corporate social responsibility and its impact on corporate reputation. (2005, September). *Brand Strategy*, 40-41. Retrieved January 11, 2011, from ABI/INFORM Global. (Document ID: 893871111).

Berens, G., Van Riel, C., & Van Bruggen, G. (2005). Corporate Associations and Consumer Product Responses: The Moderating Role of Corporate Brand Dominance. *Journal of Marketing*, 69(3), 35-48. Retrieved October 25, 2010, from ABI/INFORM Global. (Document ID: 859782311).

Bird, R., D Hall, A., Momentè, F., & Reggiani, F. (2007). What Corporate Social Responsibility Activities are Valued by the Market? *Journal of Business Ethics*, 76(2), 189-206. Retrieved October 26, 2010, from ABI/INFORM Global. (Document ID: 1372595031).

Brammer, S. & Pavelin, S. (2006). Corporate Reputation and Social Performance: The Importance of Fit. *The Journal of Management Studies*,

Crawford, E. & Williams, C (2010). Should corporate social reporting be voluntary or mandatory? Evidence from the banking sector in France and the United States. *Corporate Governance*.

D'Humières, P. (2001, October). *Development durable : enterprises*.

Dilling, P. (2010). Sustainability Reporting In A Global Context: What Are The Characteristics Of Corporations That Provide High Quality Sustainability Reports -An Empirical Analysis. The International Business & Economics Research Journal.

Donna J. Wood, "Corporate Social Performance Revisited,"The Academy of Management Review, Vol. 16, No. 4 (1991).

European Commission (2002). COMMUNICATION FROM THE COMMISSION Concerning Corporate Social Responsibility: A business contribution to Sustainable Development, July 2, 2002. http://trade.ec.europa.eu/doclib/docs/2006/february/tradoc_127374.pdf.

Galbreath, J. (2010). How does corporate social responsibility benefit firms? Evidence from Australia. European Business Review,

Global Reporting Initiative (2010). <http://www.globalreporting.org/Home>. Retrieved October 25, 2010.

Globescan (2009). http://globescan.com/rf_csr_executive_01.htm. Retrieved October 25, 2010.

Holder-Webb, L., Cohen, J., Nath, L., & Wood, D. (2009). The Supply of Corporate Social Responsibility Disclosures Among U.S. Firms. Journal of Business Ethics.

Kolk, A. (2008). Sustainability, accountability and corporate governance: exploring multinationals' reporting practices. Business Strategy & the Environment (John Wiley & Sons, Inc)

Lindgreen, A., Swaen, V., & Johnston, W. (2009). Corporate Social Responsibility: An Empirical Investigation of U.S. Organizations. Journal of Business Ethic: Supplement.

Liston-Heyes, C., & Ceton, G. (2009). An Investigation of Real Versus Perceived CSP in S&P 500 Firms. *Journal of Business Ethics*.

López, M.V., Arminda Garcia, & Lazaro Rodriguez. (2007). Sustainable Development and Corporate Performance: A Study Based on the Dow Jones Sustainability Index. *Journal of Business Ethics*.

Maon, F., Lindgreen, A., & Swaen, V. (2009). Designing and Implementing Corporate Social Responsibility: An Integrative Framework Grounded in Theory and Practice. *Journal of Business Ethics*.

MapChange (2008): http://consumer.environics.net/files/Change_MapChange_Doc.pdf.

Martin Curran, M. (2005). Assessing the rate of return of the adoption of corporate social responsibility initiatives, PhD thesis, University of Edinburgh, UK. [http://www.era.lib.ed.ac.uk/bitstream/1842/810/1/Curran%20Thesis .pdf](http://www.era.lib.ed.ac.uk/bitstream/1842/810/1/Curran%20Thesis.pdf)

Mio, C. (2010). Corporate social reporting in Italian multi-utility companies: an empirical analysis. *Corporate Social -Responsibility and Environmental Management*.

Mutch, N., & Aitken, R. (2009). Being fair and being seen to be fair: Corporate reputation and CSR partnerships. *Australasian Marketing Journal*.

Onkila, T. (2009). Corporate Argumentation for Acceptability: Reflections of Environmental Values and Stakeholder Relations in Corporate Environmental Statements. *Journal of Business Ethics*.

Pérez, R. (2009). Effects of Perceived Identity Based on Corporate Social Responsibility: The Role of Consumer Identification with the Company. *Corporate Reputation Review*.

Pfau, M., Haigh, M., Sims, J., & Wigley, S. (2008). The Influence of Corporate Social Responsibility Campaigns on Public Opinion. *Corporate Reputation Review: Special Issue: Globalization and Corporate Reputation*.

Pomering, A., & Dolnicar, S. (2009). Assessing the Prerequisite of Successful CSR Implementation: Are Consumers Aware of CSR Initiatives? *Journal of Business Ethics: Supplement*.

Rawwas, M., Swaidan, Z. & Oyman, M. (2005). Consumer Ethics: A Cross-Cultural Study of the Ethical Beliefs of Turkish and American Consumers. *Journal of Business Ethics*

Reputation Institute (2010). <http://www.reputationinstitute.com/knowledge-center/global-pulse>

Rhee, M. & Valdez, M. (2009). Contextual factors surrounding reputation damage with potential implications for reputation repair. *Academy of Management. The Academy of Management Review*.

Sherman, W. R. & DiGuilio, L. (2010). The Second Round of G3 Reports: Is Triple Bottom Line Reporting Becoming More Comparable?. *Journal of Business & Economics Research*.

Silberhorn, D. & Warren, R. (2007). Defining corporate social responsibility: A view from big companies in Germany and the UK. *European Business Review*.

Singh, J., de los Salmones Sanchez, M., & Del Bosque, I.. (2008). Understanding Corporate Social Responsibility and Product Perceptions in Consumer Markets: A Cross-cultural Evaluation. *Journal of Business Ethics*.

Steurer, R., Langer, M., Konrad, A. & Martinuzzi, A. (2005). Corporations, Stakeholders and Sustainable Development I: A Theoretical Exploration of Business-Society Relations. *Journal of Business Ethics*.

Swaen, V., & Chumpitaz, R. (2008). Impact of Corporate Social Responsibility on consumer trust. *Recherche et Applications en Marketing*.

Tench, R., Bowd, R. & Jones, B. (2007). Perceptions and perspectives: corporate social responsibility and the media. *Journal of Communication Management*.

Tsang, S., Welford, R., & Brown, M. (2009). Reporting on community investment. *Corporate Social-Responsibility and Environmental Management*.

UN Global Compact (2010). <http://www.unglobalcompact.org/>.

Wagner, T., Lutz, R., & Weitz, B. (2009). Corporate Hypocrisy: Overcoming the Threat of Inconsistent Corporate Social Responsibility Perceptions. *Journal of Marketing*.

World Business Council for Sustainable Development (2000). Corporate social responsibility: making good business. <http://www.wbcsd.org/DocRoot/1unSPdIKvmYH5HjbN4XC/csr2000.pdf>

APPENDIX



GHANA INSTITUTE OF JOURNALISM

SPECIALISED UNIVERSITY FOR COMMUNICATIONS STUDIES

Dear Respondent,

The attached questionnaire is for an academic purpose and seeks information to undertake a research on the **ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN SHAPING COMMUNITY PERCEPTION ABOUT AN ORGANIZATION.**

Your anonymity as a respondent is assured.

I would be grateful if you could spend a few minutes to answer the questionnaire as per the instructions provided.

Your participation is highly appreciated.

Thank you.

Please kindly express your candid opinion on the questions below.

SECTION 1: BIOGRAPHICAL DATA

1. Please indicate your gender

(a).Male

(b).Female

2. Age 20 – 30 () 31 – 40 () 41 – 50 () 51 – 60 ()

3. How long have you been living in Srafa Immuna community?

(a).1-3years (b).4-6years (c).7-9years (d).10 -13years (e). 14yrs and above

4. Educational level

Basic School () SHS () Under-Graduate () Post graduate ()

Others (Please specify).....

SECTION 2. RESPONDENT'S VIEW ON HOW THE PROJECT HAS INFLUENCE THE PERCEPTION OF THE COMMUNITY ABOUT MTN:

5. Did you perceive MTN as social responsible before the project?

(a) Yes

(b) No

6. The project has enhanced people's perceptions about MTN's corporate image, reputation and credibility?

(a). Strongly agree

(b).Agree

(c).Strongly disagree

(d). Disagree

7. What is your prime perception about the motive behind MTN CSR initiatives?

- (a). Profit-driven (b). Social-driven

8. How do you perceive the nature and quality of the project?

- (a). Above standard (b).Standard (c) Below standard (d). Poor

9. Do you perceive MTN as opportunistic?

- (a). Yes (b). No

10. Do you think the brand of MTN will be dominate in the next 20 years due to it CSR initiatives

- (a) Yes (b) No

SECTION 3: RESPONDENT'S RESPONSE ON HOW THE PROJECT HAS INFLUENCED THE PURCHASING BEHAVIOUR OF MTN CUSTOMERS IN THE COMMUNITY:

10. What has been the level of your purchase of MTN products after the project was done?

- (a). Increased (b). Remained the same (c) Decreased

11. Will you pay Premium price for MTN products because of the Project done in this Community?

- (a). Yes (b). No

12. Will you still remain with MTN even if their customer service gets bad?

- (a) Yes (b) No

13. Will you recommend MTN to others because of the project?

(a) Yes

(b) No

SECTION 4. BENEFITS MTN GHANA GETS FROM UNDERTAKING CSR PROGRAMS

On the scale of 1-4 below, to what extent do you agree that MTN is benefiting from the project?

(Please tick)

Strongly Agree	Agree	Strongly Disagree	Disagree
1	2	3	4

	Benefits	1	2	3	4
14	Rise in sales				
15	Gain customer loyalty				
16	Enhanced brand image				
17	Competitive advantage				
18	improved organizational performance				

Section 5. Effective strategies that MTN could employ to communicate CSR to shape community perception

19. Communicating CSR initiatives is very effective in shaping the perception people have about MTN.

- (a). Strongly agree (b). Agree (c). Strongly disagree (d). Disagree

20. Which of the following medium do you deem effective to communicate CSR to shape community perception?

- (a) Radio
- (b) Television
- (c) Newspaper
- (d) Social media
- (e) All the above

21. How often do you think MTN should communicate it CSR in order to shape community perception?

- (a) Monthly (b) Quarterly (c) Each six month (d) Annually

22. Which form do you think MTN CSR communication should take in order to shape public perception?

- (a) Persuasive
- (b) Informative
- (c) Educative
- (d) All the above

Thank you