

GHANA INSTITUTE OF JOURNALISM (GIJ)

SCHOOL OF GRADUATE STUDIES AND RESEARCH (SoGSAR)



**ASSESSMENT OF THE CORPORATE SOCIAL RESPONSIBILITY IN THE
HEALTH SECTOR. A CASE OF AWAKE PURIFIED DRINKING WATER'S
'ONE4LIFE' INITIATIVE.**

BY

JERRY RICHMOND ANDOH

MAPR20089

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF THE
AWARD OF A MASTER OF ARTS DEGREE IN PUBLIC RELATIONS.**

DECEMBER, 2021

DECLARATION AND CERTIFICATION

I 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.



JERRY RICHMOND ANDOH

13TH DECEMBER, 2021

MAPR20089

SUPERVISOR'S 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.



.....

.....14/12/2021.....

ALBERT ANANI-BOSSMAN, PhD.

DATE

DEDICATION

It is with genuine gratitude and warm regards that I dedicate my dissertation work to the Almighty God and my family. A special feeling of gratitude to my loving wife, Mrs. Millicent Andoh and Mr. Peter Amoo-Bediako whose words of encouragement and push for tenacity rang in my ears. My Beloved mum and kids have never left my side and are very special.

I also dedicate this dissertation to my Supervisor Dr. Albert Anani-Bossman for your unflinching support and guide throughout the process. Glory be to God.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

DECLARATION AND CERTIFICATION.....	i
SUPERVISOR'S DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	vii
CHAPTER ONE (1).....	1
1.0 Introduction	1
1.1 Background of the study	2
1.2 Statement of the Problem	5
1.3 Research Objectives.....	6
1.4 Research Questions	6
1.5 Significance of the study	7
1.6 Delimitations of the study.....	7
1.7 Organization of the study	7
1.8 Conclusion.....	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction	9
2.1 Theoretical Framework.....	9
2.1.1 Ethical Theory	10
2.1.2 Stakeholder Theory.....	11
2.2. Understanding Corporate Social Responsibility (CSR)	13
2.3. Corporate Social Responsibility in Ghana Today	15
2.4 Classification of CSR.....	18
2.5 Carroll's CSR Pyramid.....	19
2.6 Drivers and Motivations of CSR	20
2.7 CSR and Business Strategy	21
2.8 Consumers as an integral part of CSR.....	24
2.9 The benefits of CSR for Society	25
CHAPTER THREE	27
RESEARCH METHODOLOGY	27

3.0 Introduction	27
3.1. Research Design	27
3.2 Research Method.....	28
3.3. Case Studies	30
3.4. Population.....	31
3.5. Sample.....	32
3.6. Data Collection Method and Instrument.....	33
3.7. Data Analysis – Thematic Analysis	34
3.8. Ethical Considerations.....	35
3.9. Chapter Summary	35
CHAPTER FOUR	37
PRESENTATION OF FINDINGS	37
4.0 Introduction	37
4.1 Understanding the Nature of the One4life Project Initiated by Awake Natural Drinking Water.	37
4.2 Understanding the Reasons for the Advancement of the Initiative	39
4.3 The Effect of This Initiative on Awake Natural Drinking Water and Its Beneficiaries.....	42
4.4 Chapter Summary	45
CHAPTER FIVE	46
SUMMARY, CONCLUSION AND RECOMMENDATION	46
5.0. Introduction	46
5.1 Summary of the study.....	46
5.2.1 Objective one: To Understand the Nature of the CSR Programme targeted at the National Cardiothoracic Center	46
5.2.2 Objective two: To Understand the Underlying Reasons for the Advancement of the Initiative	48
5.2.3 Objective three: To ascertain the effects of the CSR initiative on the National Cardiothoracic Center and its beneficiaries.....	51
5.4 Conclusions	53
5.5 Limitations of the Study.....	54
5.6 Suggestions for future studies.	55
5.7 Recommendations of the study.....	55
REFERENCES.....	57

ABSTRACT

Corporate Social Responsibility (CSR) has been a very topical issue in public relations literature for decades. However, the examination of CSR programmes targeted at the health sector has been deficient in existing literature. It is against this backdrop that this study sought to examine the influence of Corporate Social Responsibility in the health sector, by narrowing its lens on the One4Life project initiated by Awake Natural Drinking Water, a subsidiary of Kasepreko. The study was guided by three objectives which included understanding the nature of the project, reasons for the initiative, and the effect of the initiative on the brand and beneficiaries. Using the qualitative approach, the study adopted the use of semi-structured interviews where doctors from the National Cardiothoracic Centre in Korle-Bu, executives from the brand Awake and some of the beneficiaries were conveniently sampled for the study. The findings of the study validated the underlying rationale for the initiative which was to save lives. The aftermath is the perception of the brand as one that is sensitive to the health concerns of its consumers. The findings demonstrated the importance of the CSR programme to the health sector and more significantly the gains for the brand involved. Based on this finding, the study recommended that more studies be undertaken to examine other projects that are targeted towards the health sector, as well as a comparative analysis between these projects.

CHAPTER ONE (1)

1.0 Introduction

Organizations by virtue of their operations in a given society are ethically required to contribute back to the society in which they operate. This process, known across literature as Corporate Social Responsibility, has become part of the business environment and firms are expected to bring forth initiatives that are underscored by the need to give back to the communities that their profitability is dependent on. Several arguments and studies have been done with respect to examining the effect of these activities on the brand of the organization, as well as on the communities who are at the receiving end of these initiatives.

In Ghana, several organizations have initiated several programmes which has been characterized as the Corporate Social Responsibility of the firm. This study seeks to assess one of such programmes called ‘One4Life’ project birthed by Awake Purified Drinking Water, a subsidiary of the Kasapreko Company Limited. The programme is one of the very few ones that is targeted at the health sector. This introductory chapter discusses the background of the study to help put the study in context. It also discusses the problem statement, which helps situate the study within the broader studies and literature thereby giving it empirical relevance. The chapter also explores the aims of the study as well as the research objectives that will undergird the study. The research questions are also articulated, as well as the significance of the study as well as its limitations.

1.1 Background of the study

In a bid to promote sustainability, it is becoming increasingly important for organizations to demonstrate concern for the environment or the societies in which they operate in, as well as its interactions with its stakeholders. Corporate Social Responsibility (CSR) is recognized as an indispensable part of corporate sustainability (Yoo & Lee, 2018). Companies are now utilizing CSR as a public relations tool to change their corporate image, while narrowing in on their responsibilities towards society (Yoo & Lee, 2018). It has hence become a corporate strategy for attracting consumer attention in a market as competitive as the ones today.

The issue of corporate social responsibility has been debated since the 1950s. Analyses by Secchi (2007) and Lee (2008) reported that the definition of CSR has been changing in meaning and practice. The classical view of CSR was narrowly limited to philanthropy and then shifted to the emphasis on business-society relations particularly referring to the contribution that a corporation or firm provided for solving social problems.

In recent times, scholars and academic such as Porter (2006), Pirsch et al. (2007) and Collier & Esteban (2007) have emphasized that corporate social responsibility (CSR) practices associated with business ground is considered as a useful research area for numerous businesses, practitioners, academicians, and managers. However, despite CSR applicability and multiple research surveys on this concept, there has not been a universal agreement on its conceptualization and definition. The perception of CSR has been developed over the last 30 years to reside in positive and significant dynamic features in specific characteristics of organizational theory (Abbas, 2019). According to Famiyeh and Moir (2002), CSR practices restrict firms from continuing the commitment of being socially responsible in contributing to communities and economic growth, which could, therefore, improve the quality of employees' and their families' life at large.

According to Nkanbra and Okorite (2007), companies are assumed to be socially responsible because they anticipate a benefit from these actions. Examples of such benefits might include reputation enhancement, the ability to charge a premium price for its output, or the use of CSR to recruit and retain high quality workers. These benefits are presumed to balance the higher costs associated with CSR, since resources must be allocated to allow the firm to achieve CSR status, while a key indicator to determine the true worth and value of modern organizations is their ability to give back to the society part of their income through some mutually beneficial initiatives Nkanbra & Okorite, (2007).

It is apparent that any actions undertaken by organizations will have an effect on not just itself, but on the wider environment in which the organization resides. Organizations have a very significant effect on their external environment, and through their activities, can have a great impact on the society (Porter, 2006). Knowing of the prospective negative effects of businesses on the environment especially today, there can only be positive results from developing sustainability, particularly being beneficial to the environment in which these organizations are an integral part of Blair (2000).

Corporate social responsibility is a self-regulating business model that helps a company to be socially accountable to itself, its stakeholders and the public. The concept of CSR indicates that companies have to incorporate social and environmental concerns into their operations and also identify stakeholder groups and include their needs in the organization's day-to-day decision-making process Chen (2019).

However, CSR is a broad concept that can take many forms depending on the company or industry. Through CSR programs, philanthropy and volunteer efforts, businesses can benefit society while boosting their brands. As important as CSR is for the public where a business finds itself, it is equally valuable for a company since CSR activities can help forge a stronger

bond between the company, its public and stakeholders and make them feel more connected Kramer (2011).

For a company to be socially responsible, it first needs to be accountable to itself and its stakeholders Porter, (2006). Most companies that have adopted CSR programs have grown their business to the point where they can give back to society. In Ghana, CSR activities have become part of the country's development and business agenda. Many CSR programs are focused on projects in developing local communities that are deprived and social support to individuals. These projects may include building of schools, recreational centers, sponsoring students or supporting people at the health sector Yeboah (2010).

In one way or the other, there is no doubt that various companies operating in the country have made efforts to portray good corporate image by helping in developmental projects (Yeboah, 2010). Many companies have found out that CSR has often had a positive impact on their organization as far as profitability is concerned. It could be seen that external social CSR initiatives has so far produced the greatest amount of positive financial results for organizations Clarkson, (1995).

In Ghana, many companies have fused CSR in their operations and impacting lives positively Abugre, (2015). In the manufacturing sector, Awake Purified Drinking Water (APDW) a subsidiary of Kasapreko company limited, stands tall when it comes to CSR (Ghana Web, 2019). Their main focus is on projects such as impacting lives in the health sector mainly the national cardiothoracic center and the less deprived communities. Several initiatives have been developed by the company backed by several campaigns to impact lives of the people in the community and country at large.

APDW is charity-driven bottled purified water with the sole aim of changing lives in Ghana especially the health sector, the first of its kind Akachukwu, (2019). Awake purified drinking

water since inception has embarked on several CSR initiatives to the benefit of general consumers. APDW as an offshoot of the Kasepreko Company Limited has spearheaded a lot of CSR initiatives across various communities in Ghana. Its “One4Life” project is one of the numerous activities which is particularly dedicated to the National Cardiothoracic Center, Korle-Bu Teaching Hospital. Under this project, a percentage of the monies made from the purchase of a bottle of awake purified drinking water is dedicated to One4Life fund (Adjei, 2019). The fund is used to support and pay for the surgeries and heart transplants for patients with serious heart conditions at the National Cardiothoracic center.

1.2 Statement of the Problem

Scholars and practitioners in the business field have paid a lot of attention to corporate social responsibility during the past years (Aguilera, Rupp, Williams & Ganapathi, 2007; Orlitzky, Siegal & Waldman, 2011; Pitt, 2012). CSR is the fulfilling obligations of stakeholders, customers, employees, local communities, and the environment with regard to all procedures of business activities. The responsibility could be economic, legal, ethical and philanthropic, which serves as expectations of firms from the communities and publics in which they serve. As a result of this, there are shortfall of studies that have sought to examine the importance of corporate social responsibility, how the CSR influences various stakeholders (i.e., shareholders, customers, employees, and society), and how CSR works in an organization Swaen & Chumpitaz, (2008).

There are many previous works such as consumer perception on CSR, profitability of CSR on the organization among others have demonstrated the importance and significance of corporate social responsibility to organizations. However, little work has been done on the effect of these initiative on stakeholders as important as the targeted publics and who are to benefit from these programmes. Most studies have focused largely on CSR for external

stakeholders and how that impact performance, with very little attention on the impact on these targeted groups (Aguilera, Rupp, Williams, & Ganapathi, 2007; Gond, El-Akreimi, Igalens, & Swaen, 2010). CSR activities are often known to be aimed at customers and community members. Of course, every firm engages in CSR to primarily or partly impress customers and potential customers in their immediate environment. Particularly, there is a deficit in literature that have aimed at examining CSR programmes targeted at the health sector and its impact on the beneficiaries as well as the benefactors.

This study is focused on analyzing the effects of CSR programmes on the health sector and this will be actualized by examining the effect of the ‘One4Life’ project initiated by Awake Purified Drinking Water on the National Cardiothoracic Center, Korle-Bu Teaching Hospital.

1.3 Research Objectives

The study is guided by the following objectives:

- i. To understand the nature of the corporate social responsibility program targeted at the National Cardiothoracic center.
- ii. To understand the underlying reasons for the promulgation of the initiative
- iii. To ascertain the effect CSR initiative on the National Cardiothoracic center.

1.4 Research Questions

The study will be guided by the following research questions:

- i. What is the nature of the CSR program targeted at the National Cardiothoracic Center?
- ii. What are the underlying reasons for the advancement of this initiative?
- iii. What are the effects of the CSR initiative on the National Cardiothoracic Center and its beneficiaries?

1.5 Significance of the study

The study contributes to the already proliferated literature on the significance of corporate social responsibilities to organizations. More specifically, it contributes significantly to the deficit of knowledge on the effects of CSR program in the health sector and will drive a new narrative in understanding the phenomenon of CSR from a whole new perspective.

1.6 Delimitations of the study

The delimitation of the study refers to the scope of the study. Delimitations are characteristics that limit the scope and define the boundaries of the study (Yin, 2014). Research delimitations of a study are self-imposed limitations from the scope and design of the study Snelson, (2016).

The study will be focused on the One4Life project that was targeted at the National Cardiothoracic Center in Korle Bu. The study will use participants that are central to this project such as the initiators (Awake Purified Drinking Water), the medical practitioners in the hospital directly involved in the project as well as the benefactors who were the targets of this project. As such, generalizations will be limited to these entities.

1.7 Organization of the study

This part discusses the chapter disposition of the study. The study was be made up of five chapters. Chapter One, which is the introductory chapter discusses the background of the study, outlines the research objectives and questions and justifies the significance of the study. The second chapter is the literature review which assess, examines and evaluates literature in relation to the subject under discussion. It discusses the theoretical framework, conceptual review as well as the review of other related empirical studies. The third chapter is the methodology which discusses the research design to be employed, data collection method and tools, population, sample and sampling technique as well as methods that were employed

for the analysis of data. The fourth chapter is dedicated to the presentation and discussion of findings. The fifth chapter discusses the summary, conclusions and recommendations for further studies.

1.8 Conclusion

This chapter focused on the background, the problem statement and objectives on how the study will be treated and dealt with for academic purpose. It also paid attention to the research objectives, research questions, importance of the study as well as its scope. It also narrowed in on the organization of the study. The next chapter focuses on an examination of relevant literature within the area under study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the thesis is devoted to the review of literature. The review is done by critically analyzing proper and relevant topic, as well as factors of the research in corporate social responsibility (CSR) according to different secondary sources; such as books, journals, articles, and related websites, among others. From those secondary sources, the chapter discusses the relevant facts critically.

2.1 Theoretical Framework

This phase deliberates on the theoretical frameworks that informed the research. Kenneth Bailey (1982) explains theories as the explanations and predictions of social phenomena relating to the subject of interest to other phenomena. The above definition resonates the very essence of theories in relation to the subject of interest. Little John and Foss (2008) assert that theories are organized concepts, explanations and principles of some aspect of human behaviour. Emory Griffin (1994) alluded to this premise by stating that theories are ideas that explain an event or behaviour.

The theoretical framework is any empirical theory of psychological process at a variety of levels that can be applied as 'lens' to the understanding of the phenomenon (Creswell, 2009; cited by Amponsah, 2015). Therefore, the theoretical framework carries out the underlying principle for conducting a study.

For the purpose of this study, three theories were considered. These are the Ethical Theory, the Instrumental Theory and the Stakeholder Theory. These theories were selected because;

the researcher presumed that they would help to understand the correlation between the variables that are important to the study.

2.1.1 Ethical Theory

This group of theories or approaches focus on the ethical requirements that surround the relationship between business and society. They are based on principles that express the right thing to do or the compulsion to attain a good society (Garriga & Mele, 2004). The main approaches entailed in this theory according to (Garriga & Mele, 2014) are: normative stakeholder theory, universal rights, sustainable development and the common good approach.

Literature is replete with evidence that, some CSR initiatives are motivated by ethical and moral discourses. Wenstop (2005) argues that, the theoretical underpinnings for the ethical approach o CSR may vary and includes duty-ethical, virtue ethical and consequentialist ethical elements.

From the perspective of the virtue-ethical point, the most important thing is for organizations to focus on its actions and not its consequences. Hursthouse (1999) argues that, the focus is one of moral character and virtue, with the Aristotelian objective of human flourishing. The duty-ethical perspective argues that, actions taken by corporate organizations are morally worthy when performed (Stratton-Lake, 2000). This perspective is based on the Categorical Imperative as espoused by Immanuel Kant, which portends that our actions should be based on how we would want that action to be applied universally and become a moral law. Wenstop (2005) points out that, the Universal Declaration of Human Rights personifies the Kantian perspective, where the rights advocated for, are now considered absolute regardless of their consequences. The consequentialist perspective, according to West (2003), focuses

on the consequences of the action, arguing that, believes are formed based on future consequences of actions through both moral feeling.

West (2003) argues that, regardless of the ethical approach chosen by the corporations. The ethical approach remains a positive theory that assumes that a firm's engagement in CSR activities must be morally guided and seen as the "right thing to do". The ethical approach portends that; this is what should motivate corporations to engage in CSR activities.

When a business behaves ethically as far as the practice of CSR is concerned, it can bring substantial benefits to that business. The view that business enterprises have some responsibilities to society beyond that of making profits for shareholders has been around for centuries (Barry, 2000). This partly accounts for the reason why the concept of CSR has continued to grow in importance and significance (Carroll & Shabana, 2010). One of the core beliefs is that business organizations have a social and ethical responsibility as well as the economic mission of creating value for shareholders or owners of businesses (Adda, Azigwe & Awuni, 2016). Whereas, the economic responsibilities of a business are to produce goods and services that society needs and wants at a price that can extend the continuing existence of the business, and also satisfy its obligations to investors; ethical responsibilities are those behaviours or activities expected of businesses by society and other stakeholders such as employees (Ferrell & Fraedrich, 1997, Adda, Azigwe & Awuni, 2016).

2.1.2 Stakeholder Theory

Dima (2008) purported that, the stakeholder theory has enlarged currency in the business and society in recent years in light of its pragmatism from the perspective of managers and scholars. The author also suggests that, the stakeholder approach proposes a hands-on alternative to measuring the performance of organizations and key stakeholder groups.

Stakeholder management has been comprised within the integrative theories group because some authors deliberate that this form of management is a way to incorporate social demands. According to (Garriga and Mele, 2014), stakeholder management has become an ethically based theory mainly since 1984 when Freeman wrote *Strategic Management: a Stakeholder Approach*. He took as starting point in this book, that "managers bear a fiduciary relationship to stakeholders" (Freeman, 1984, Garriga & Mele, 2014), instead of having exclusively fiduciary duties towards stakeholders, as was held by the conventional view of the firm. He understood that stakeholder groups have a stake in or claim on the firm (suppliers, customers, employees, stockholders, and the local community). In a more defined way, Donaldson and Preston (1995) held that the stakeholder theory has a normative core based on two key ideas;

1) Stakeholders are individuals or groups with legitimate interests in routine or substantive aspects of corporate activity (stakeholders are known by their interests in the corporation, whether or not the corporation has any conforming functional interest in them)

2) The interests of all stakeholders are of elemental value (that is, each group of stakeholder's merits concern for its own sake and not merely because of its ability to further the interests of some other group, such as the shareowners).

Taken together, the stakeholder theory presupposes that, the objectives of a company or corporate organization can only be attained through the protection and balancing of all interests of the various stakeholders in the firm. The theory is mostly used to describe the nature of firms as well as the how the firm manages its corporations and how the management of the firm thinks about the interests of corporate constituencies (Brenner & Cochran, 1991). Kotter and Heskett (1992) argue that, although the above analysis of the theory holds water, the stakeholder theory is also purposely used for the identification of the

connection between the management of stakeholders and the CSR approach used by the corporation.

In discussing how the stakeholder theory is applied and determining its relationship with CSR, the theory explains that, leaders of corporate organizations are supposed to be more responsive to the needs and interests of the society as a whole by incorporating their participation in the corporation's initiatives. This implies that, directors and managers of the corporation must endeavor to draw strategies that align the goals of the corporation and its stakeholders. The theory argues that, this enables the corporation to maintain a strong interrelationship and interconnection with its community and other business components.

Freeman (1984) argue that, the firm must clarify its significant stakeholder relationships and engage in a systematic evaluation of the effects of its goals and action plans on its stakeholders. This enables the organization to engage in active negotiations that will help them build collaborations and reconcile their differences. These aims, when achieved enables the organization or the corporation to earn the trust and loyalty of the stakeholders, especially the external ones. However, the main difficulty with the stakeholder approach is that, corporations have to be sure to balance the interests of all stakeholders and adopt transparent policies that align with that aim.

2.2. Understanding Corporate Social Responsibility (CSR)

CSR has become the buzz word in business literature nowadays (Khanifar et al., 2012). According to the European Commission (2006), CSR is a concept whereby companies fuse social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Corporate Social Responsibility is a phenomenon that has received a lot of attention particularly in academia. In effect, the understanding of CSR is

limited due to the vast and absene of consensual definitions of the concept. Amaeshi and Adi (2005) argue that there are as many definitions of CSR as there are writers on the topic.

CSR broadly refers to a company's strategic actions in carrying out its business activities in an ethical and social sphere (Aguilera et al. 2007, Tai & Chuang 2014). CSR has at its core, the empowerment of stakeholders and taking advantage of available resources in business activities (Bhattacharya et al. 2009). According to Khanifar et al., (2012), CSR refers to the responsibility of the stakeholders and the community that influence corporate policies and practices. CSR is also considered to be influenced by the institutional environment in which companies operate (Gilbert, 2008). The surrounding where the firm is situated forces the firm into becoming more responsible by handling issues that are currently affecting the environment.

The scope of CSR activities is increasingly diverse, spanning from cooperation, maintaining good relationships with employees and stakeholders, to activities in protecting the environment (Ismail, 2009, Frynas 2009, Babiak & Trenda lova 2011, Torugsa et al. 2013). The classical view of CSR is only focused on charitable activities or solving social problems. However, this paradigm has shifted as the business responsibility to solve environmental and social problems (Handayani et al. 2017: Lee 2008: Secchi, 2007). The CSR scheme proposed by Carroll (1991) states that the elements of volunteering and charity, which mostly dominate the world of CSR activities are just a miniature of a series of organizational goals. CSR has at its core mandate, an organizational obligation to better life in all spheres (Geva 2008). CSR can be considered to be an important marketing tool that is largely considered as having the potential to promote the company's competitive advantage, reputation, and performance in both private and government-owned companies.

As a long-term gain, CSR activities are perceived as being able to generate and advance an organization's good reputation among stakeholders (Susanto 2009). In the context of hospital service, the implementation of CSR is generally performed in line with hospital operations.

2.3. Corporate Social Responsibility in Ghana Today

Sarpong (2017) argues that, CSR has not been given its due in Ghana although there have been attempts to bring it to the forefront. CSR is given low attention and priority due to the notion that CSR is known to be expensive, coupled with a lack of government control and involvement. Ofori and Hinson (2007) as well as Sarpong (2010) argue that, there is little pressure exerted on companies to motivate them to take on CSR initiatives.

Sarpong (2017) argues that, the mining sector has been felt more in the mining sector due to the huge impact it has had in most of the host communities. The Structural Adjustment Plan that was embarked on in Ghana in the 1980s resulted in CSR initiatives becoming more pronounced. Sarpong (2017) recalls that, CSR gained prominence in a lot of developing countries like Ghana based on the proliferation of standardized set of legal and environmental protection plans for both foreign investors and host countries. These environmental control served as safeguards that protected developing countries like Ghana from the risk of suffering adverse irreversible harm from all the small scale mining projects (Sandbroke & Mehta, 2002). The CSR activities started by the mining companies in Ghana provided a start for the analysis between organizations and their environment.

More than a few advances have placed a new importance on the need for good corporate governance and CSR in Ghana. Globalization; the liberalization of the economy; a government assurance to a Golden Age of Business; the establishment of a Ministry for

Private Sector Development (MPSD) to serve as a driving force for the awareness of a competitive and energetic private sector; a favourable and developing capital market with outstanding performance, substantial momentum and a determined drive for improvement; have all steered to a tangible development of the private sector in the country. Corporations mostly, have an advantageous atmosphere to be established and to thrive in Ghana (Atuguba & Dowuona-Hammond, 2006).

A liberal constitution and public reserves in the capital and stock markets have guaranteed that corporations have to make known important information and be seen more in their dealings with stakeholders and communities. Yet, several challenges continue to exist in connection with Ghana's corporate governance and CSR policy and legal framework (Atuguba & Dowuona-Hammond, 2006).

Mindfulness of corporate governance in broad-spectrum and CSR in specific is low. Implementation and obedience to what policies and laws exist is also inferior to balance. The Companies Code (1963) offers the central corporate governance framework for registered companies. Though vigorous and very comprehensive, it is out of touch with recent corporate governance advances and is in need of updating (Atuguba & Dowuona-Hammond, 2006). Organizations that contribute to the CSR agenda in Ghana comprise the Commission on Human Rights and Administrative Justice (CHRAJ), Ghana Anti-Corruption Coalition, Transparency International (TI), the media and a number of NGOs that pact with social and environmental matters. CSR reporting is, nonetheless, not an obligation for listed companies. Mostly, issues of CSR appear not to be well understood. Most corporations are not keenly involved in the communities and CSR is widely considered seen as a philanthropic activity done by organizations and companies to give back to the communities in which they operate in (Atuguba & Dowuona-Hammond, 2006).

Those corporations in Ghana must be alarmed with many CSR issues. There is increasing rate of unemployment in Ghana; apprenticeship and practical training opportunities are gradually going down the drain; workers and worker organizations are crying out for better conditions of service including employee protection and better wages; with a male dominated corporate Ghana, gender matters such as stereotyping and perception against women in the workplace are rampant; child labour and its related bills are becoming a refrain; active involvement on environmental problems is not seeming, and there is partial unrest for the environment such as mining, logging, construction and fishing (Atuguba & Dowuona-Hammond, 2006).

The private sector has assumed the role as one of the principal drivers of development in many countries. Chang (2004) highlights that, corporate organizations have consolidated their positions as important stakeholders that spearhead the progression and development, that makes up for deficiency in the state's ability to achieve this. Lodge and Wilson (2006) argue that, local communities now look up to these corporate organizations for diverse forms of support in solving social, economic and environmental problems that were seen as preserves of the state or government. The contributions of these corporate organizations are discussed within the remits of Corporate Social Responsibility.

Ofori and Hinson (2007) indicate that, the dispersed and unfocused nature of the CSR initiatives in Ghana has resulted in an ad-hoc situation resulting in the reconceptualization of CSR as philanthropic CSR. Sarpong (2017) notes that, most of the activities and initiatives that these corporate organizations embark on have the identity of the organization boldly written on them, buttressing the assertion of Klins, van Nickert and Smit (2010), who believe that creation of positive corporate images is one of the most important drivers of CSR activities in Africa. It is in that regard that Ofori (2007) argues that, CSR in Ghana has been branded as "haphazard indulgence in corporate works".

2.4 Classification of CSR

CSR over the years, has been categorized in diverse ways (Heemskerk, 2012). Nonetheless, the CSR pyramid presented by Carroll is perhaps the most popular CSR model. In 1979, Carroll presented a CSR model that discerns four dimensions of CSR that businesses are measured to cover; economic, legal, ethical and discretionary (Egdom, 2013). The first dimension is economic in nature and relays to the primary role of businesses to create return on investment, produce goods and services, have a commitment to the creation of jobs and a fair income for employees and for advancement and innovation. From the classical economic rationale of Adam Smith and David Ricardo is where this first dimension is derived (Carroll, 1991; cited by Egdom, 2013), and it is built on the foundation of the principle of business (Heemskerk, 2012 & Egdom, 2013). Carroll (1997) purported that, business is thus seen as the basic economic unit in society, and all other business roles are dependent on this core assumption. Legal responsibilities, talks about the expectations of businesses operating within the rules of the business, obeying the law, and conforming to regulations that are set by local and national states, this is the second dimension. This viewpoint thus brings about the expectancy of society that businesses achieve their economic goals within the confines of the legal system. The third dimension, ethical responsibilities, goes a step further than the dimension of legal responsibilities and comprises the way in which businesses act in accordance with the norms and values that are not collated into laws, but that are set by culture, religion, and local society. However, because of its imprecise definition, it can be challenging for businesses to deal with the concerns associated with this dimension (Carroll, 1979; cited by Egdom, 2013). In the latter dimension, businesses are given the widest scope of discretionary judgement and choice, in terms of deciding on specific activities or philanthropic contributions that are aimed at giving back to society in which they operate, and to being a good corporate citizen (Jamali, 2008). This impression stalks from the belief

that businesses and society are related to each other and its undertakings can, for example embrace philanthropic contributions and educational training programs. Since the boundaries of philanthropic activities are comparatively broad, and its repercussions can be unable to get along with the economic and pro-profit bearings of businesses, this responsibility is often seen as somewhat controversial (Jamali, 2008). Carroll (1979) pointed out that the four dimensions that she used to classify CSR are meant to explain the motives or actions that can be categorised as primarily one or another of these four kinds. However, the order in which Carroll presented the dimensions put forward “what might be termed their fundamental role in the evolution of importance” (Carroll 1979).

2.5 Carroll’s CSR Pyramid

In 1991, after having conducted experiential study in the United States, Carroll first presented her CSR model as a pyramid in which she ordered the four notions of CSR from most important to least important (Heemskerk, 2012, Egdom, 2013). This prototypical is now popularly known as the pyramid of CSR (figure 2.1).

The pyramid points toward a pecking order of responsibilities moving from economic and legal through more socially oriented ones of ethical and philanthropic responsibilities. Carroll (1991) contends that business institutions are primary economic components in society and have a responsibility that is economic in nature or kind. The economic responsibility is the most vital responsibility of a firm, which replicates the essence of a firm as a profit-making business organization. Economic responsibility suggests that society presumes business to produce those goods and services demanded and make a profit as an incentive or reward for the business productivity and efficacy. Society, however, expects business to live up to its economic mission within the framework set forth by the society’s legal structure (Jamali et

al., 2008, Ramdhony & Omran, 2015). Crane and Matten (2007) added that it is a requirement for all companies making an effort to be socially responsible to follow the law.

As stated by Schwartz (2011), the ethical responsibilities represent those standards, norms or expectations that reveal a concern for what consumers, employees, shareholders and the community esteems as fair, just or in keeping with the respect or defence of stakeholders' moral rights. For that reason, society anticipates corporations to act ethically towards its stakeholders (Crane & Matten, 2007). Philanthropic responsibilities signifying the minor layer of the pyramid involve the corporation's eagerness to improve the quality of living of their stakeholders through charitable contributions and organizational backing that are voluntary and seen as necessary by society. The philanthropic responsibilities are at times on a similar level as ethical. Nonetheless, the variance is that it is not seen as unethical behaviour if business does not donate their money to humanitarian programs (Ramdhony & Omran, 2015). Schwartz (2003) highlights certain limitations in Carroll's (1991) CSR pyramid. Firstly, the pyramid proposes a hierarchy of CSR domains whereby one may conclude that the domain at the top is of more prominence as compared to the domain at the base. This is clearly not the kind of CSR imports Carroll projected in her CSR pyramid. Secondly, the pyramid framework cannot entirely depict the overlapping nature of CSR domains. Therefore, another approach to conceptualize CSR was advanced by them– a three domain model (economic, legal, and ethical responsibilities).

2.6 Drivers and Motivations of CSR

The driving forces for enterprises to inculcate CSR within their organizational strategy differ across enterprises, sectors, and geographic locations. The modern mainstream CSR literature makes a distinction between three motivational drivers for enterprises to engage in CSR:

- 1) Strategic and business motivations

2) Ethical and moral motivations

3) Existing and future regulations

Strategic and business motivations are obtained from the belief that CSR efforts will have a progressive effect on the company's financial outcomes (Van De Ven & Graafland, 2006). The authors believe that CSR activities comprise drivers such as the belief that CSR develops the company's status, that CSR intensifies employee motivation and organizational commitment, and that CSR add to company innovation. Ethical and moral motivations are built on the belief that behaving in a socially responsible way is a moral duty of businesses (Ibid 2002). This includes the belief that CSR is important and that companies are morally indebted to accept social responsibility (Roberts, 2003). The third driver refers to the existence of regulations for companies to behave in a social responsible way and the ability of the state to monitor and administer these regulations as and when necessary (Campbell, 2007). While conducting a study on CSR in developing countries, Visser (2008) acknowledged ten drivers that outline CSR engagements in such countries. Visser classified these ten shaping forces into national (internal) drivers that refer to forces coming from within the country, and into international (external) drivers that refer to drivers that tend to have a global origin (Heemskerk, 2012). Not all of these drivers are utterly related to developing countries, but together they do construct a distinct imprint of the way in which CSR is given form and incentivized in emerging economies (Visser, 2008).

2.7 CSR and Business Strategy

In modern times, the undertaking of corporate social responsibility (CSR) has gained widespread recognition as a good practice that can lead to enriched financial performance (Carroll & Shabana, 2010). Substantial study has been published on the link between CSR and financial performance, with studies of present research enlightening that the majority of

results point to a positive relationship between CSR and firm financial performance (Griffin & Mahon, 1997; Orlitzky, Marom, 2006; Schmidt, & Rynes, 2003). In view of that, as it has been concluded, CSR and financial performance are generally related positively across a wide variety of industry and study contexts (Orlitzky et al., 2003). The progressive influence that CSR can have on financial performance, referred to as the business case for CSR (Carroll & Shabana, 2010), has led many to be aware of the potential value of incorporating CSR into firms strategy (Galbreath, 2009; Porter & Kramer, 2006).

Civil Society advocates question corporations' central drive for the practice of CSR, stressing that corporate programs to fund social and environmental programs are not anything more than public relations campaigns for the perfection of their brand reputations, often disproportionately to the effort itself. This dismissal of CSR resides in fundamental distrust of a corporation's genuine purposes to do anything more than upsurge its profits (Rangan, Chase & Karim, 2012). On the ideological rights, critics reject the role of CSR in a capitalist society where the primary responsibility of business is seen as creating financial returns for its shareholders and larger community. According to these critics, a company's value resides wholly in its capacity to create financial wealth for its shareholders, and any social or environmental initiative that does not instantaneously create profit for a company is considered a waste of corporate resource (Rangan, Chase & Karim, 2012). The argument goes ahead to say that, if each sector did what it is intended to do, a well-to-do and fair society would flourish with ideal distribution of resources. A sector that is motivated and valued by its measurement of financial returns and investments, the deficiency of any agreed-upon procedures to quantify social or environmental return of money spent on CSR give the impression that run counter to corporate philosophy (Rangan, Chase & Karim, 2012).

The importance in the reengineering the value chain of CSR is to increase business chances and lucrativeness, while also generating social and environmental profits, by improving operational efficiency throughout the value chain be it upstream in the supply chain or downstream in the distribution chain. This CSR approach, which has become more and more widely held among both academics and corporate leaders, may be considered roughly similar to the shared value framework, in which the corporation seeks to co-create economic and social value (Rangan, Chase & Karim, 2012).

Klassen and McLaughlin (2006) after carrying out their research; they conclude that corporate social responsibility can play a positive role in improving corporate organization performance. Cheruiyot (2010) carried out a research to establish the relationship between corporate social responsibility and financial performance of firms. His conclusion was that there was a statistically significant relationship between CSR and organization performance. Li X., (2009) measured different corporations in China on an assessment index system and found that organization with higher scores have high financial performance. Obusubiri (2006) in a study on CSR and portfolio performance also found a positive relationship between CSR and portfolio performance. He attributed this positive relationship to good corporate image that comes with CSR making investors prefer such companies. The good CSR behavior has occupational benefit for the company (Cheruiyot, 2010).

Doda's (2015) study suggests a link between CSR practises and corporate reputation. □is value is gained through a comprehensive set of actions, involving consumers, internal human resources, client networks and innovation exploration to add value to CSR practices. Dean (2003) pro-vides empirical evidence of a positive relationship between reputations moderated by certain types of donations with CSR practices. McWilliam (2000) state that CSR can be used as a means to enhance a company's reputation. More specifically in the health sector,

Bear et al. 2010) suggest that CSR ratings are less likely able to have a significant effect in the relationship between gender diversification in the board of directors and corporate reputation. Clarke and Gibson-Sweet, (1999) disclose that companies with high levels of public scrutiny, as in the health sector, tend to use annual reports to improve the reputation of the community.

2.8 Consumers as an integral part of CSR

Consumers are an integral part of an organization's publics. Though external to the organization, they are pivot to the survival and sustainability of organizations. Customer satisfaction, an important value for organizations, is a cumulative, global evaluation based on experiences with firms over time and is a fundamental indicator of past, current, and future performance (Anderson et al., 1994). As such, customer satisfaction has become one of the most essential goals of firms and is an important focus of business strategy (Anderson et al., 1997; Dahlsten, 2003; Fornell et al., 2006; Morgan et al., 2005; Taylor, 2003). To understand customer satisfaction, two theoretical orientations are used. The first is equity theory (Oliver, 1997; Oliver and Swan, 1989) and the second is the expectancy-disconfirmation theory (Oliver et al., 1997). Given their orientation towards social exchange and customer interactions, equity theory and the expectancy-disconfirmation theory are appropriate to ground hypothesis development in exploring the relationship between a firm's demonstration of social responsibility and its stakeholders; namely, its customers. Stemming from social exchange theory (Homans, 1961), equity theory focuses on fairness, rightness, or deservedness judgments individuals make in reference to what one party or any other receives (Oliver, 1997). The theory generally suggests that in exchanges, if individuals feel equitably treated – namely their input to the exchange is in balance with the output of the exchange – satisfaction is the result (Goodwin & Ross, 1992; Oliver, 1997). Hence, individuals incur certain costs in exchanges for a certain level of output from firms.

According to Bolton and Lemon (1999) and Oliver and Swan (1989), distributive equity is the individual's reaction to these ratios of inputs to outputs or fairness. Equity, in turn, affects the individual's overall evaluation of the firm.

2.9 The benefits of CSR for Society

Although most researchers focus on the advantages of social responsibility to enterprises and why they should implement it, there are few that mention the gains of society. Apart from bringing a wide range of benefits for a company, corporate social responsibility is supposed to, above all, contribute to the wellbeing of society. Delivering benefits to the whole of society should also be the prominent driver for business to start and continue CSR involvement (Perry and Towers, 2013). Corporate involvement in local community's problems creates better ambiance in its surroundings (Gołaszewska-Kaczan, 2009). People who have been helped by company's activity are happier and benefit from a higher standard of living. Moreover, seeing that corporations care for communities' good makes everyone feels safer and significantly decreases corruption within society. Company's philanthropic activities generate benefits for the least advantaged, helping the needy and increasing trust (Carrol and Buchholtz, 2008). According to Arnold (2010) CSR also inspires fair competition.

Moreover, responsible behaviours of companies may inspire people in their surroundings to do the same. Thus, social activation enables them to experience emotional benefits from being involved in helping other people (Carrol and Buchholtz, 2008). It must be noted that company's success, which may be secured by implementing CSR, is also a success of local communities. A richer company can hire more employees on better conditions, providing substantial perks. As most of the workforce in the facility is usually drawn from surrounding areas, people from local communities are provided with better employment opportunities.

Some studies focused on the impact of CSR on the environment. For instance, Lyon and Maxwell, (2008) examined the relationship between CSR and the environment. The study showed how both market and non-market forces are making environmental CSR profitable, and discussed philanthropic CSR. The authors found that non-governmental organizations strongly influence CSR activities, through both public and private politics. They however, observed that welfare effects of CSR are subtle, and there is no guarantee that CSR enhances social welfare (Lyon & Maxwell, 2008). Also, Tilt (2010) examined the contribution of accounting and accountants to the debate and practice of CSR. The study concluded that accountant interest in CSR is much wider ranging than simply an interest in the financial impacts on society (Lyon, 2008)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

As explained in chapter one, the focus of this research is to explore the influence of corporate social responsibility in the health sector, using Awake Purified Drinking Water as a case study. In order to achieve the objectives of the study, and in an attempt to answer the research questions which were informed by the theoretical debates discussed in the literature review as enumerated in the preliminary chapter, the study is gleaned towards the selection of an appropriate research methodology that will aid in the achievement of these objectives and the answering of the research questions. This chapter will explain the methodology used to examine the influence of the corporate social responsibility of Awake Natural Drinking Water, in the health sector. The research design, methodology and sampling techniques will be briefly discussed in the pages that follow.

3.1. Research Design

According to Panncerselvan (2014), a research design is an outline of how a study is to be carried out. According to Creswell (2013), the research design is the strategy for carrying out the investigation. Thus, research strategies and processes cover everything from general assumptions to particular data collection and analysis (Creswell, 2009, p.25). Given (2008) defines it as the process of transforming a research concept into a research project or plan that a researcher may subsequently carry out in practice. It is defined as ‘a detailed blueprint used to guide implementations of a research study towards realizing its aims and objective (Aaker and Day, 1990). It focuses on the techniques and methods of collecting data and analyzing it. (Zokmund, 2003). Therefore, a design is about choosing the best approach or method in collecting data.

A research design is a systematic plan to study a scientific problem. The design of a study defines the study type (descriptive, correlational, semi-experiment, experimental, review, meta-analytic) and sub-type (e.g. descriptive-longitudinal case study), research questions, hypotheses, independent and dependent variables, experimental design, and if applicable, data collection methods and a statistical analysis plan. Research design is the framework that has been created to seek answers to research questions.

According to Creswell (2009), research design denotes the plan and procedures for a research spanning from broad decisions of problem identification to detailed assumptions of data collection and analysis. Thus, a research design seeks to provide the guiding principles and the framework within which all research activities are undertaken (Kothari, 2004). This makes it necessary for any study or research such as this should have a well-established research design, because it provides the framework and the structure for the entire research.

It is based on this argument that this study was an exploratory one. Creswell (2009) argues that exploratory research is used to have a better understanding of an existing problem, but are not used to provide conclusive results. Explorative research is used to identify issues that can serve as the foundation of future research. Creswell (2009) asserts that explorative research is used for studies when the phenomenon being studied is at its preliminary stage. Explorative studies can either be done qualitatively or quantitatively. The next section discusses the approach that this study adopted.

3.2 Research Method.

A research method on the other hand involves the specific approach employed by studies for further investigations of a phenomenon. There are three main research methods in scientific research namely; qualitative, quantitative and mixed methods. Amongst these three, the review of related studies deems it necessary for this study to be done qualitatively.

Public relations and for that matter, corporate social responsibility, are concerned with intentional, persuasive activities and initiatives where the communicators and stakeholders are relationally active in creating, amending and reconstructing meanings and thereby transforming their social worlds. As such, well managed corporate social responsibility plays a role as an unseen power that seeks to shape how and what we know at the individual, organizational and societal levels and how organizations define their identities in relation to others and the broader society (Heath, 2009). Research should help in the understanding of this very complex and convoluted but contextualized process by giving us insights into how well managed activities that are promulgated in the name of corporate social responsibility helps the brand of organizations. But more importantly, research should delve into how these activities are significant to the communities are publics that they are directed at.

A study of this nature aimed to investigate the efficacy of the One4Life project by Awake Water in influencing the health sector by way of its significance requested a flexible type of research that where the process of discovery is blended with intuition. It is in light of this that the study adopted the use of qualitative research to best reach its potential. Qualitative research was the best fit because of its ability to delve into meaning and the interpretive ways of thinking that are concerned with the social construction of reality. Qualitative research aims at the systematic application of a predetermined set of procedures, to collect and analyze evidence, and present findings that resolve issues. Therefore, qualitative research aims to get an understanding only on the case studied rather than to generalize, or to use the data to support hypothesis. It thus provides complex descriptions of how people experience a given research issue by providing an overview of the human side of an issue in terms of behaviors, beliefs, opinions, emotions and relationships. It also looks critically at intangible factors such as social norms, socioeconomic status, gender roles, ethnicity and religion.

As Keegan (2006) argues qualitative research is rigorous, reflective, reflexive, intuitive and contextualized subjectively. Qualitative research methods are a powerful means of gaining an in-depth and holistic understanding of the relationship between international culture and communication from the perspective of those inside a society, organization, institution or ethnic group. It helped to get insight into a problem from an emic perspective, which helped to build and broaden understandings about public relations as well as corporate communications due to the fact that the conclusions were based on indigenous concepts. This served as a rich source of information that cannot be universalized since they have been derived from an organization's own terms and ideas about communication.

The methodologies of qualitative research are usually grounded in interpretive thinking. Interpretive researchers are primarily concerned with reaching an understanding about how meaning is constructed and re-constructed through communication relationships which are studied in their natural settings. In this study, the aim was to know the implications of corporate social responsibility in the health sector, as well as the implications of the activity on the company's brand. Broadly, emphasis was also placed on the role of corporate social responsibility in the society. The interest here was in the voice of the stakeholders such as the external publics, employees of the marketing department of Awake Water and medical practitioners engaged in the National Cardiothoracic Centre and the One4Life project in its entirety.

3.3. Case Studies

A qualitative case study examines a phenomenon within its real-life context. Data are collected on or about a single individual, group, or event. In some cases, several cases or events may be studied. The primary purpose of a case study is to understand something that is unique to the case(s). Knowledge from the study is then used to apply to other cases and

contexts. Qualitative case study methods often involve several in-depth interviews over a period of time with each case. Interviews explore the unique aspects of the case in great detail, more so than would be typical for a phenomenological interview. Implications of a case study approach for qualitative data collection and analysis are several. First, participants and/or cases, by definition, should be selected for their unique properties. Because it is the case's special attributes that are of interest, sample sizes are generally small, usually one to several cases. Inquiry in these types of studies focuses largely on their defining case features and the differences they exhibit from other individuals/events in the larger population. The overall idea is to tease out what makes them so different and why. Often, knowledge gained from case studies is applied to a larger population.

The study was a case study of National Cardiothoracic Centre of the Korle Bu Teaching Hospital, where the institution, especially the patients and the medical practitioners were used as the locus of the study. The study also elicited some information from members of the marketing outfit of Awake Natural Purified Drinking Water. Knowledge obtained from the study will be used by future researchers to study other organizations by serving as literature that will guard further research in other organisations. Only one institution was used for reasons limiting the scope of this study such as time and resources.

3.4. Population

A research population is generally a large collection of individuals or objects known to have the same characteristics, which form the main focus of a scientific query. It is for the benefit of the population that researches are done. Polit and Hungler (1993:37) refer to population as an aggregate or totality of all the objects, subjects, or members that conform to a set of specifications.

The population for this study were the patients and medical practitioners of the National Cardiothoracic Centre, Korle-Bu. The rationale for choosing the patients was that, they form the external stakeholders of the organization and using them for the study provided the study with first-hand information from their perspectives as to the significance of the initiative dubbed One4Life on their health needs. Additionally, the population chosen gave insightful data with regards to the effectiveness of the One4Life project. The population selected satisfied the theoretical considerations of the study.

3.5. Sample

The sample is usually the subset of the population. Sampling is selecting a subset of a population to participate in the study, it is a fraction of the whole, selected to participate in the research project (Brink 1996:133; Polit and Hungler 1999:227). The concept of sampling comes from the inability of the researchers to test all individuals in a given population. The sample must be representative of the population from which it was drawn and it must have a good size to warrant statistical analysis. The main function of sampling is to allow the researchers to conduct the study to individuals from the population so that the results of their conclusion can be used to derive conclusions that will apply to the whole population.

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The sample were selected because they were easier to recruit for the study. For a study of this nature, with emphasis on the limited time and resources, the study resorted to the use of convenience sampling in order to be resource and time conscious. As such, only participants that were available were used for the study. That is why the study relied on a non-probability sampling technique like convenience sampling which is the most common of all sampling techniques.

It was also selected because it is fast, inexpensive, and easy and the subjects are readily available.

Heath (2009) argues that one advantage of qualitative case studies is the use of a smaller samples which enables the results to be generalizable only across that case. In case studies, the idea is to draw insights from the elements of that case. The Ghana Medical Association code of ethics says, All Service personnel shall respect the Rights of patients/clients, colleagues and other persons and shall safeguard patients'/client' confidence. All Service personnel shall co-operate with the patients/clients and their families at all times. That said, a sample of six (6) participants were used for the study. The participants were sampled from the patients and medical practitioners of the National Cardiothoracic Centre. Four patients were used for the study and one medical practitioner who administered the services helped the researcher to understand the degree to which the initiative has been impactful to the lives of the patients and the department as a whole. Finally, the study also made use of a representative of Awake Natural Drinking Water, to understand whether the objectives of the initiative has been met and what reverberations the CSR programme has had on the organization's brand. As explained earlier, the choice of population and sample gives confidence in the findings of the study.

3.6. Data Collection Method and Instrument

Data collection includes acquiring authorization, acquiring an appropriate sample size, documenting items, and anticipating ethical difficulties that may occur (Cresswell, 2013). The study will adopt the use of interviews as the data collection method. According to Wimmer & Dominick (2006:135) "Intensive interviews or in-depth interviews are essentially a hybrid of the one-on-one interview approach." Interviews are essential in research because they provide a structured technique to learn about and understand a subject (Zaykowski,

2014). The interview was chosen because interviews are commonly utilized in qualitative investigations (Cresswell, 2013).

Interviews are often considered as a source of varied and valuable data for studies (Bekoe, 2014). There are three interview approaches, namely, structured, semi-structured, and unstructured interview (Creswell, 2007). However, the generally used interview approach, which is a semi-structured interview (Creswell, 2007), was employed for this study. Because it offers flexibility in the design and method of interviewing, the semi-structured interview technique was chosen. To do this, semi-structured interviews were conducted on samples from the National Cardiothoracic Center and the Marketing Department of Kasapreko Company Limited.

For the purpose of this study, the researcher first determined the questions to pose that would provide the desired data. These questions originated from research questions that formed the basis for the study. A question guide for a semi-structured interview was then designed to aid researcher in collecting data. A semi-structured interview is a qualitative method of enquiry that combines a predetermined set of open questions (questions that prompt discussions) with the opportunity for the interviewer to explore particular themes or responses further. Next, the researcher met the respondents separately and conducted the interviews on them using question guides. These interviews were recorded using sound recorders.

3.7. Data Analysis – Thematic Analysis

The data was analyzed using thematic analysis. These audiotapes were later transcribed into textual data for the purpose of easy analysis. The next stage involves unitizing the data. According to Baxter & Babbie (2003:366), unitizing involves breaking down the data into the simplest form of information that could stand on its own. That is, it must be interpretable in the absence of any additional information other than a broad understanding of the context in which the inquiry is carried out". Coding categories of the data were then developed. The

various units of data were first coded under four broad themes which were later condensed into three themes, each of which is presented in the findings. The researcher then combed through the entire data, categorizing each unit under the three broad coding categories identified. Each theme of data is then stored as a separate file for the purpose of analysis. The researcher then analyzed each thematic category of data for patterns. The patterns uncovered by analyzing the four separate files denoting different themes are then used to answer research question.

3.8. Ethical Considerations

Ethical concerns form a major deal of every research as it almost crops up in any research undertaking involving participants or individuals. Saunders et al. (2009) define research ethics as the appropriateness of a researcher's behaviour in the conduct of research, especially the researcher's relationship with the rights of participants. That is, participation in the research should be at the discretion of the participants. In this research, participants were exposed to the research objectives after which their consent were sought to be part of the study. All participants agreed to voluntarily be part of the research and they had the sole right to pull out of the study whenever they felt the need to do so. In addition, the study maintained a high level of participant's confidentiality by ensuring that the data provided were bereft of the participant's identity.

3.9. Chapter Summary

This chapter discussed the appropriate research methodology that was used to achieve the objective of this study. The study was gleaned towards the use of qualitative interviews. The 6 participants that participated in the study were selected from the National Cardiothoracic Center as well as the Marketing team of Awake Purified Drinking Water. The data was

analyzed using thematic analysis in line with the themes inspired by the objectives of the study.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

In determining the influence of corporate social responsibility in the health sector, this chapter analyzed the results obtained from the interview protocol that was used as a data collection tool. Six people were sampled for the study which includes four beneficiaries of the One4Life project initiated by Awake Natural Drinking Water, one medical practitioner from the Korle Bu National Cardiothoracic Center, and one person from the management of Awake Natural Drinking Water. The empirical themes used for the interview fell in line with the research objectives for this study. The themes were analyzed in a discussion, thereby providing answers to the research questions empirically. In the analysis, the study considered the beneficiaries of the One4Life project, the medical practitioners in the National Cardiothoracic Center, Korle Bu, and the management of Awake Natural Drinking Water, the promulgators of the initiative who were in the best capacity to help in understanding the influence of CSR programmes in the health sector.

4.1 Understanding the Nature of the One4life Project Initiated by Awake Natural Drinking Water.

In order for organizations to stay viable and competitive within the market, they need to understand their competitiveness depends on their consumers and how socially responsible they are towards them. It is apparent that any actions undertaken by organizations will have an effect on not just itself, but on the wider environment in which the organization resides. Organizations have a very significant effect on their external environment, and through their activities, can have a great impact on the society (Porter, 2006).

In Awake Natural Drinking Water, this notion is understood as they advanced the One4Life project which was targeted at the patients at the National Cardiothoracic Center inside Korle Bu. To help understand the concept of the project, one of the personnel at the management level and responsible for the initiative was asked to explain what the initiative was about. He intimated that the initiative was targeted at the health sector and particularly, those with cardiovascular diseases. He said, “The One4Life initiative started in 2016 and it was a campaign that the Awake Purified Drinking Water brand chattered to help Ghanaians living with cardiovascular diseases”.

He also emphasized the importance of this initiative particularly with reference to the lack of attention that the health centre receives from the social responsibilities of other organisations. In his words, “We realised that people are not able to support the Cardio centre individually hence putting together a consolidated account where these proceeds of deductions from the bottles purchased will be put together to be able to help the Centre”.

He further explained the name of the project which is dependent on the amounts donated to the centre per purchase of a bottle.

So, the One4Life literally means one bottle you purchase goes a long way to save a life and that is why it is termed One4Life. So, if you drink or buy a bottle of Awake Purified Drinking water, an amount is taken and put in the One4Life campaign account which after a quarter of a year, we donate to the national Cardiothoracic Centre.

In getting a broader understanding of the project, the study consulted a medical practitioner at the National Cardiothoracic Center to find out how they were selected as the benefitting outfit. The participant indicated that, the center was already inundated with issues bothering on the difficulty of patients to pay for the services of the center until the intervention of the awake team.

Subsequent interactions revealed that the company intended to initiate a project in that regard and we played our necessary role to make sure this selfless idea saw the light of day. Today, it pleases me to know that what started as a noble idea has become a rock that patients of the centre have come to rely on and appreciate since it has helped greatly in ensuring that they benefit fully from the services that the centre renders.

In understanding how the beneficiaries are selected, the medical participant from the cardiothoracic centre buttressed the fact that they kept a catalogue of their patients and particularly, those that were finding variant degrees of difficulty in coming up with the funds for a particular service.

At the National Cardiothoracic centre, we keep records of all our patients, including their medical and financial history. So, when this initiative was set to commence, we shortlisted individuals with serious cardiovascular ailments who were in dire need of services at the centre, and who simultaneously could not foot the bills charged. Knowing the procedures at the centers myself, some of these procedures requires the purchasing of particular equipment or paying for the services of a foreign doctor or surgeon, or sometimes, in rare cases, travelling with the patients to receive the best services in other centers that the National Cardiothoracic centers could not boast of possessing.

4.2 Understanding the Reasons for the Advancement of the Initiative

The driving forces for enterprises to inculcate CSR within their organizational strategy differ across enterprises, sectors, and geographic locations. In helping to demystify the rationale behind the initiative, the participant intimated that there is the need for more attention to be paid to heart, and the lack of it informs the need for a programme such as One4Life which concentrates attention on the heart and its related problems. He explains;

The main rationale behind this initiative is the fact that, we realised that the heart, being the vital organ in the body, we subconsciously do not pay attention to it. We also know that water forms about 66 per cent of the human body and if you drink water and live well, you are literally feeding the heart to also live well.

He further advances that since the brand was a water brand it was only advisable that the initiative be targeted at the health sector. These assertions give the indications that, the One4Life project is an intentional and well-coordinated action from Kasapreko Company Limited with the hopes of showing that, they are ethically and socially responsible organization.

The representative also stated that as a subsidiary of Kasapreko Company Limited that started in the 80's and the support that the Ghanaian populace have given the brand till now, it was only rational for Awake Natural Drinking Water to give back to the Ghanaian society for their loyalty and support. The belief here is that, organizations and businesses have a social and ethical responsibility of creating a sustainable environment. He stated that, "...the rationale behind the initiative was to help Ghanaians give back to the Ghanaian society because Kasapreko as a company started in the late 1980s and Ghanaians have supported the brand till now..."

The One4Life project, which is aimed at raising funds to support cardiothoracic patients at the National Cardiothoracic center in Korle-Bu, from the interview seems to be a charitable project that enables the organization to give back to society. According to the representative from Awake Natural Drinking Water, heart conditions and treatments as well as surgeries were not easily affordable and this project sought to ease the financial burden on the patients, as well as their families and relatives. Affirmatively, Corporate Social Responsibility, such as the One4Life project has as its core mandate, an organizational obligation to better life in all spheres, particularly in the health sector.

We also realized that heart surgeries or if you sick with any heart condition, it is very difficult to pay and cater for yourself. We have so many cases where people in Ghana who directly and indirectly seek support from the public so how best are we able to support these people either than helping pay for their

surgeries and giving our widows might in a way to reduce the high amount they are charged when they go for the surgery.

The representative further explained how helpful the initiative was intended to be towards Ghanaians and how it falls within the broader aspirations of its mother organization, Kasapreko Limited.

The rationale behind the initiative was to help Ghanaians give back to the Ghanaian society because Kasapreko as a company started in the late 1980s and Ghanaians have supported the brand till now so if by God's grace, we have been able to come out with a water brand that is doing well and you want to give back to the Ghanaian society, how best do we do that? So, linking the importance of water to the human body and also the heart, we decided to support people living with various cardiovascular diseases.

The beneficiaries spoke to the issues regarding the expensive nature of the services at the National Cardiothoracic Centre and how this initiative has been very beneficial to them. One of them said that:

My son was diagnosed of hole in heart. Korle Bu requested for 10,000 dollars for the operation to be done. I didn't have the money, I started asking people for help. My church came in to help, but we still couldn't raise the whole amount. One day I got a call from Dr. Serebuor that awake purified drinking can help with my son operation.

Another beneficiary speaks to the initiative and how timely it was to herself and her son. She explains, “to my understanding, awake helps the ones who cannot afford a cardio operation, at that time my son needed the operation and I didn't have the money. So, I think that is how my son was selected”.

The representative from Awake Natural Drinking Water spoke to how this initiative has sometimes transcended the Cardiothoracic centre and benefitted families who have had to for one reason or another, depend on international hospital for their cardiovascular needs and services. The case of Baby Sedem was a reference point. He said that:

We have been able to save a lot of people from children to adults and babies. Our recent success story was in October 2018 where we paid for a little child who is six months to be taken to India to be operated on. For this, we didn't even do it through the National Cardiothoracic Centre. The mother went to the Centre, she got the letters, got a hospital in India, brought the letter, we did our due diligence, we talked with the doctors and we concluded that aside what we donate to the coffers of the Cardiothoracic Centre, we should also help her. So far, little Sedem is doing well. We can boast of so many children, grown-ups and adults we have saved from the initiative.

The discussions above reveal that the management of Awake Natural Drinking Water owes the society the moral responsibility of helping the individuals with cardiovascular issues who are saddled with the difficulty of paying for the services rendered them by the Korle Bu National Cardiothoracic centre.

4.3 The Effect of This Initiative on Awake Natural Drinking Water and Its Beneficiaries.

The representative of Awake Natural Drinking Water spoke at length about the fiscal contributions of the project to easing the pressures of patients suffering from cardiovascular conditions. The Ghanaian business environment, as advanced by Atuguba and Dowuona-Hammond (2006), businesses such as Awake National Mineral Water have an advantageous atmosphere to thrive and this is rehashed by the representative from Awake Natural Drinking Water. He explained that, "I can look back to four years ago in 2016 when the water brand was introduced and so far, the Ghanaian populace have helped us."

The nature of this project in terms of how it carried out shows that the management of Awake Natural Drinking Water are creating a return on investment through the creation of a consolidated account where the amounts are reserved for the aid of the patients of the Korle-Bu National Cardiothoracic Center.

We have been able to donate a little over GHC1.2 million since 2016. Every quarter of a year, we take an amount to the National

Cardiothoracic Centre. We take a minimum of GHC75,000 to the National Cardiothoracic Centre in cash beside the water we supply them monthly to the facility to help refresh the OPD, the nurses and the doctors of the Centre.

However, this amount, according to the representative has gone a long way to help some number of beneficiaries, some of who have spoken publicly and expressed their heartfelt gratitude. He continued by emphasizing that the project has enabled them to help over 80 people, and saved several others, recording numerous success stories as seen in their television and radio commercials and documentaries. It can be seen that One4Life project can be considered to be an important marketing tool that is largely considered as having the potential to promote the company's competitive advantage, reputation, and performance in both private and government-owned companies.

The findings from the interview with the representative from Awake indicates that, the management of the company consider consumers as a pivotal element and as such, should be prioritized in the company's activities. Besides the broad array of benefits for an organization like Awake Natural Drinking Water, corporate social responsibility was found to, above all, contribute to the wellbeing of society. The findings of the interactions from the beneficiaries showed a strong premise for the significance of this initiative to them. One beneficiary said, "after the operation my son is able to move and down and live like a normal child would live. I don't have to spend money to buy drugs to keep my child's heart from failing again".

Another participant responded similarly when posed with this same question.

As the saying goes, a healthy mind lives in a healthy body. The OFL project has been a life saver and I have benefitted so well from it. I am alive, strong and healthy through the aid of this initiative and am really grateful.

As one beneficiary states categorically;

Yes, this initiative has affected my thoughts about the company. I have not purchased the brand before but the thought that this

company contributed this much to my cardiovascular health only shows how concerned they are about the societies in which they operate and I urge everyone to patronize Awake mineral water to help save lives of others just as I have benefitted.

The happiness expressed by the earlier referenced beneficiary was not lost on the others, as they also expressed similar sentiments regarding the brand and its conviction to help people with their health. Another participant stated how willing he is to purchase the brand bearing in mind the immense benefit she has reaped from this because her son was saved. In her words, “Awake purified water is aimed at saving lives than making profit. I will start buying awake so that I can save someone else life like my sons life was saved”.

The interactions with the various stakeholders of this initiative in this study is suggestive of the fact that CSR affects perceptions with regards to a brand, and brings in more investors and customers who may feel that they are investing their monies in an organization that is not just profit-minded but has a noble obligation to make their societies a better place. The deliberations with the representative of Awake Natural Drinking water shows that, their association with the human heart in terms of their responsibilities shows is to paint a picture of the brand being concerned with cardiothoracic issues and this will cement continuous support from the consumers and the general public.

The effect is that people know awake now and liken the name to the heart because the more you drink water, your heart will still be awake so we are hoping that we will continue to get the continuous support of Ghanaians and we see how best we can continue to support the National Cardiothoracic Centre.

The findings of this study conclusively shows that value is gained through a comprehensive set of actions, involving consumers, internal human resources, client networks and innovation exploration to add value to CSR practices. The representatives of Awake Natural Drinking Water advanced the satisfaction and value in this venture and how they are bound to stay tethered to their mantle of supporting the Ghanaian populace in increasing their chances of

having a better heart. It clearly demonstrates the rippling effect that the One4Life project has had on the organizational reputation of Awake Natural Drinking Water.

So as a brand and as a company, we get satisfied when we see that our consumers or the Ghanaian populace has some sort of relief from challenges they go through. This is not something we are stopping. We are relying on the continuous support of the Ghanaian populace to continue to drink our water because the more you drink, the more someone gets the opportunity of having a healthy heart.

4.4 Chapter Summary

This chapter presented the findings from the semi-structured interviews done with the members of the management of Awake Natural Drinking Water, doctors from the Korle-Bu National Cardiothoracic Center and the beneficiaries of the One4Life Initiative by Awake Natural Drinking Water. The findings show that, the initiative was necessitated by the need for Kasepreko Company Limited to be remembered as a brand that caters for the health of its consumers. The initiative had a lasting impression on the beneficiaries who viewed the brand as a consumer-conscious one.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0. Introduction

This final chapter served as the concluding chapter where the findings are discussed. The chapter also explores the limitations of the study and makes recommendations that will influence and inform further studies into social media and consumer behavior.

5.1 Summary of the study

The research was geared towards an examination of the effect of the One4Life initiative by ASwake Natural Drinking Water on the health sector. The summary of the findings is done according to the objectives of the study, as well as the research questions. The summary is also based on an analysis of the data obtained from the semi-structured interviews.

5.2.1 Objective one: To Understand the Nature of the CSR Programme targeted at the National Cardiothoracic Center

Arguments have been advanced with regards to how organizations can still remain competitive and viable in the market. There have been arguments raised with respect to the fact that, the ability of organizations to still remain viable and competitive is largely dependent on how the organization cares about its consumers and the responsibilities they exude towards them. Porter (2006) advances that, due to the impact that organizations have on the environment in which they operate, it is expedient that they enact activities to contribute to the societies in which they are a part of. There are different types of initiatives or programmes advanced against the backdrop of fulfilling the mandate of corporate social responsibility. These differences cut across businesses, organizations, publics, geography, ad infinitum.

The findings of the study showed that, Awake Natural Mineral Drinking Water, in an attempt to give back to the society in which they are operational in, have advanced a Corporate Social Responsibility known as the One4Life Project. In the intimations of the member of the management of Awake Natural Drinking Water, the project is targeted at the National Cardiothoracic center in Korle-Bu to help patients who are living with cardiovascular conditions. The nature of the project conforms to the advancements by Garriga and Mele (2004) who portend that, organizations promulgate initiatives like these as a way of fulfilling the desire to do good in the society. This is emphasized in the response given by the management team member of Awake Natural Drinking Water that there was absence of attention and support given to the Cardiothoracic center by corporate organizations, hence this formed the basis for the project where proceeds from money made from the purchase of bottles of water will be put together in a consolidated account for the project's intent and purposes.

The assertions by the Awake Natural Drinking Water management team member were buttressed by the doctor at the National Cardiothoracic Center, who indicated that the center was constantly bedeviled with issues that had to do with the inability of patients to pay for the services of the center. The cooperation between the center and Awake was one where Awake footed the bills of the patients based on a list of befitting patients provided by the doctors at the center.

It was discovered that Awake Natural Drinking Water conforms to the ethical requirements to contribute their quota to societal development by actuating the One4Life project. The tenets of the ethical theory, which formed the basis for this study, stipulates that organizations are ethically required to attain good in society (Garriga and Mele, 2004). The theory sees businesses, organizations and corporations as entities that owe the societies they are

profitable in some responsibility and duty of care. Azigwe and Awuni (2016) also reaffirms this stance by stating that, in a bid for organizations to do good in society, they contribute their quota to making the society better, as is the case of Awake Natural Drinking Water who donate a percentage of proceeds from the sale of bottled water to support the patients at the Cardio thoracic Center who are unable to pay for their medical expenses. This initiative buttresses the view of Nkanbra and Okorite (2007) where they intimate that companies are socially responsible because they anticipate a benefit from their actions. Here, Awake Natural Drinking Water anticipated how beneficial this initiative will be to the well-being of their customers nor external publics.

Philanthropic responsibilities, one critical component of Carroll's (1991) CSR pyramid signifying the minutest layer of the pyramid involve the corporation's alacrity to improve the quality of living of their stakeholders through charitable contributions and organizational backing that are voluntary and seen as necessary by society. The philanthropic responsibilities are at times on a similar level as ethical. Nonetheless, the variance is that it is not seen as unethical behavior if business does not donate their money to humanitarian programs (Carroll, 1991; cited in Ramdhony & Omran, 2015). The initiative dubbed One4Life project can be seen within the lens of this pyramid since the social responsibility aims at charitable contributions to humanitarian programmes.

5.2.2 Objective two: To Understand the Underlying Reasons for the Advancement of the Initiative

The European Commission (2006) asserts that companies need to integrate social and environmental concerns in their business operations and their interactions with their stakeholders on a voluntary basis. The One4life project is a strategic initiative as inferred from the preceding discussions advanced above as Aguilera et al (2007) believes, it has at its

core the empowerment of stakeholders, who in this case are the beneficiaries of the project. The classical view of CSR does not only focus on charitable activities or solving social problems but recently, this paradigm has shifted as the business responsibility to solve environmental and social problems (Handayani et al. 2017: Lee 2008: Secchi, 2007)

In the ethical dimension of corporate social responsibilities as articulated by Carroll (1979), businesses are given “the widest scope of discretionary judgement and choice, in terms of deciding on specific activities or philanthropic contributions that are aimed at giving back to society in which they operate, and to being a good corporate citizen” (Jamali, 2008, p. 215 in Egdomey, 2013)

Although it has been established by the aforementioned literature that organizations and firms have unique reasons and organizational strategies for the promulgation of these CSR initiatives, the representative of Awake Natural Drinking Water indicated that the Cardiothoracic Center was an area where the least attention was paid to and justified the need for a project like the One4Life initiative. Driven by the need of the organization to contribute to a healthy society and along that tangent recognizing that cardiovascular diseases, surgeries and services were very expensive services at the National Cardiothoracic centre, it informed the need to partner the centre to ease the financial burden on the patients as well as the relations of the patients. In all, Awake Natural Drinking Water anticipated how beneficial this initiative will be to the well-being of their customers nor external publics. Cardiothoracic surgeries are one of the most expensive services rendered by center and this motivated the introduction of the initiative.

Businesses are given “the widest scope of discretionary judgement and choice, in terms of deciding on specific activities or philanthropic contributions that are aimed at giving back to society in which they operate, and to being a good corporate citizen” (Jamali, 2008, p. 215 in

Egdom, 2013). This impression stalks from the belief that businesses and society are related to each other and its undertakings can, for example embrace philanthropic contributions and educational training programs. The company which deals in water, selected this health programme primarily based on how significant water is to the body, most especially the heart. However, the expensive nature of the services rendered also contributed significantly to the reasons for the initiative's advancement. Also, the initiative was to appreciate the support of customers since the organization's inception in 2016, as well as the support given to the mother body, Kasapreko Company Limited, of which Awake Natural Drinking Water is a subsidiary of. Aguilera (2007) argued that these initiatives are strategic actions from the organization, in order to continue carrying out their businesses in an ethical and social manner.

The representative asserted that, the mother company, Kasapreko Company Limited have been advancing initiatives like these to give back to the society and the One4Life initiative was no different. This consolidates and entrenches the classical view of Corporate Social Responsibilities which focuses on charitable activities, and the solution of social and environmental problems (Handayani et al, 2017). This position is also agreed on by Lee (2008) and Sechi (2007). However, Carroll (1991) stated that among the elements of corporate social responsibility, volunteerism and charitable works dominate.

The other reasons given for the advancement of the project was because of how costly and expensive that heart related medical services are, coupled with the fact that, those affected need to support to pay for their surgeries. This positions the initiative as the right thing to be done since it had the potential of easing the financial burdens on the patients and affected families. The rationale for the advancement of this project buttresses the belief that CSR is

‘the right thing to do’ and that companies, such as Awake Natural Drinking Water, are morally indebted to accept social responsibility (Roberts, 2003 in Egdome, 2015).

The beneficiaries, who were an integral part of the study spoke to how beneficial and timely this initiative was to them. The representative from Awake indicated the number of people that have benefited from the initiative and the number of lives that they have been able to save through this initiative. This draws on the moral tangent of Corporate Social Responsibility, where it is believed that, behaving in a socially responsible way is a moral duty of businesses. This includes the belief that CSR is ‘the right thing to do’ and that companies are morally indebted to accept social responsibility (Roberts, 2003 in Egdome, 2015).

5.2.3 Objective three: To ascertain the effects of the CSR initiative on the National Cardiothoracic Center and its beneficiaries

In modern times, the undertaking of corporate social responsibility (CSR) has gained widespread recognition as a good practice that can lead to enriched financial performance (Carroll & Shabana, 2010; cited by Marom 2018). The last part of the discussion looks at the benefit of the One4Life project on the Awake Natural Drinking Water organization and its beneficiaries.

To the management of Awake Natural Drinking Water, the One4Life initiative was a way of giving back to a society that has been instrumental to their success as an organization. This falls in line with an inference made from Atuguba and Dowuona-Hammond (2006) who described the Ghanaian environment as being advantageous to the survival of businesses like Awake Natural Drinking Water.

Consumers are an integral part of an organization’s publics. Though external to the organization, they are pivotal to the survival and sustainability of organizations. As such,

customer satisfaction has become one of the most essential goals of firms and is an important focus of business strategy (Anderson et al., 1997; Dahlsten, 2003; Fornell et al., 2006; Morgan et al., 2005; Taylor, 2003). In that regard, the study revealed the significance of the initiative has been in the lives of the beneficiaries who remain thankful to the management of Awake Natural Drinking Water for the selfless mandate of catering for their cardiovascular needs fiscally. For example, some beneficiaries were particularly grateful for the opportunity to save their children from heart diseases and the risks of subjecting their wards to medicines due to their inability to pay for surgeries. This finding is particularly significant because customer satisfaction, an important value for organizations, is a cumulative, global evaluation based on experiences with firms over time and is a fundamental indicator of past, current, and future performance (Anderson et al., 1994).

Delivering benefits to the whole of society should also be the prominent driver for business to start and continue CSR involvement (Perry and Towers, 2013). This tends to have an influence on the perceptions of the customer with regards to the brand. This statement holds water as the CSR project by Awake Natural Drinking Water has had profound impact on the image and brand of Awake Natural Drinking Water in the mind of the consumers. This was seen in the positive remarks the beneficiaries made about the brand. In a broad stroke, the beneficiaries are now convinced that Awake Natural Drinking Waters transcends the overbearing thirst to make profits and is primarily concerned about the welfare of people in the society. Some of them even made remarks about purchasing the brand since it is dedicated to saving lives of people with cardiovascular constraints.

These findings are well buttressed by Obusubiri (2006) in a study on CSR and portfolio performance where it was established that there is a positive relationship between CSR and portfolio performance. He attributed this positive relationship to good corporate image that

comes with CSR making investors prefer such companies. Cheruiyot (2010) believes that, a good CSR behavior has occupational benefit for the company. The reputational advantages that the project has had on the brand of Awake Natural Drinking Water is also suggested in a study by Doda (2015) who concluded that there is an inextricable link between CSR initiatives and corporate reputation. Klassen and McLaughlin (2006) also conclusively stated that corporate social responsibility can play a positive role in improving corporate organization performance.

The discussion also show that the lasting impression created by Awake Natural Drinking Water in the hearts of Ghanaians, both figuratively and literally goes a long way to positively affect the brand in terms of sales, as iterated by some of the beneficiaries. These findings do not deviate from findings from Cheruiyot (2010), who established a relationship between corporate social responsibility and financial performance of firms.

It can be concluded that corporate social responsibility, especially ones targeted at the health sector are very influential since it greatly impacts the fortunes of the organization and creates a healthy, well satisfied and happy consumer based with a favorable perception of the brand, resulting in brand loyalty.

5.4 Conclusions

The study sought to understand the effect of the One4Life initiative by Awake Natural Drinking Water on the health sector using a convenience sample that was made up of a doctor from the Korle-Bu Cardiothoracic Center, a member of the management of Awake Natural Drinking Water and beneficiaries of the project that was aimed at the center. The study was undergirded by three objectives that sought to understand the nature of the initiative, the motivations for its advancement and the benefits of the initiative to the brand as well as the beneficiaries. The findings show that, the initiative is an ethical and social one that was

advanced by the Awake Natural Drinking Water where percentages of amounts paid for a bottle of water was used to help patients from the center who could not afford to pay for their heart surgeries. The initiative is a collaboration between the center and the brand and was motivated by the need for the brand to give back to society. The project was also advanced based on the recognition of the heart as one of the most important organs in the body, the cost involved in heart surgeries as well as the inability of some patients at the Cardiothoracic center to pay for their services. The study concluded that, the initiative did not only ameliorate the financial burdens of the patients at the center but accrued some positive impact on the reputation of the brand.

5.5 Limitations of the Study

Although the specific objectives of the study were achieved, the study was inhibited by the following limitations.

- i. The first limitation is the limited resources and time available to the researcher. Because of the constraints mentioned, the researcher was forced to limit the study to Awake Natural Drinking Water's One4Life project. The study would have been more wholesome if it had been expanded to examine other corporate social initiatives targeted at the health centre.
- ii. The second limitation has to do with the availability of the participants, importantly access to the staff of Awake Natural Drinking Water, The National Cardiothoracic centre at Korle Bu as well as the beneficiaries of the One4Life project. Some did not want to participate in the research because of fear of opening up too much and telling the researcher some of the company's strategic decisions. Those who were willing to talk too did not always get the time to

engage the researcher who had to insist by calling and calling until they finally granted the interview

5.6 Suggestions for future studies.

The following guidelines will help future studies.

- i. Larger sample size should be used in future studies to give a more holistic idea regarding the impact of the initiative on the lives of consumers and the brand in itself. Quantitative studies should be done to provide an accurate and statistical assessment of the initiative.
- ii. Other CSR programmes that have been targeted at the health sector should also be examined to examine their impact on the beneficiaries as well as the rippling effects on the brands that promulgate them. This will give credence to the fact that the health sector is a viable sector that CSR initiatives should be targeted at.
- iii. Comparative studies should be carried out to measure the differences in how corporate social responsibility is being across out across other organizations in Ghana to have a fair idea as to the state of corporate social responsibility in Ghana.

5.7 Recommendations of the study.

Based on the findings of the study discussed, the following suggestions are recommended.

- i. The study shows the initiative has contributed immensely to the health sector taking into consideration the views and gratification from the beneficiaries in the Cardiothoracic center in Korle Bu. Against that backdrop, Awake Natural Drinking Water should consider expanding its health based corporate social responsibility looking at the successes that the One4Life project has chalked at the National Cardiothoracic Centre.

- ii.** The findings from the study underscores the need for other CSR programmes to be directed at the health sector taking into consideration how the beneficiaries perceive the brand now and how the brand is benefitting in terms of visibility. In this study, the consumers feel their wellbeing is an important area for organizations because a healthy consumer can contribute significantly to an organization's success story.

REFERENCES

- Aguilera, R., Rupp, D. E., Williams, C. A. and Ganapathi, J. (2007). *Putting the S back in corporate social responsibility: a multilevel theory of social change in organizations*. Academy of management review: <https://doi.org/10.5465/AMR.2007.25275678>
- Ailawadi K. L., Nelson, S. A., Luan, Y. J. and Taylor, G. A. (2014). *Does retailer CSR enhance behavioral loyalty? A case for benefit segmentation*. International Journal of Research in Marketing: <https://doi.org/10.1016/j.ijresmar.2013.09.003>
- Amponsah M. (2015). *Corporate Social Responsibility and Competitive Advantage: A Comparative Study Across Selected Ghanaian Industries*. Unpublished Thesis submitted to the University of Ghana, Legon.
- Amran, A. and Hamidu, A. (2015). *Corporate Social Responsibility: A Review on Definitions, Core Characteristics and Theoretical Perspectives*. Mediterranean Journal of Science, Vol. 6, No. 4.
- Anku-Tsede, O. and Deffor, E. W. (2014). *Corporate Responsibility in Ghana: An Overview of Aspects of the Regulatory Regime*. Business and Management Research Vol. 3, No. 2.
- Atuguba R. and Dowuona-Hammond, C. (2006). *Corporate Social Responsibility in Ghana*. Friedrich Ebert Foundation (FES) - Ghana
- Aupperle, K. E., Carroll, A. D., and Hatfield, J. D. (1985). *An Empirical Examination of the Relationship Between Corporate Social Responsibility and Profitability*. Academy of Management Journal, 28(2), 446-463.
- Awuni, A. R., Azigwe, J. B. and Adda G. (2016). *Business Ethics and Corporate Social Responsibility for Business Success and Growth*. European Journal of Business and Innovation Research Vol.4, No.6, pp.26-42.
- Baake A. (2014). *Corporate Social Responsibility in Brazil*. Australian Research Council.
- Blowfield, M. and Murray, A. (2008). *Corporate Social Responsibility: A Critical Introduction*. Oxford, England: Oxford University Press.

- Blowfield, M., and Frynas, J. G. (2005). *Setting New Agendas: Critical Perspectives on Corporate Social Responsibility in the Developing World*. *International Affairs*, 81(3), 499-513.
- Brammer, S. and Millington, A. (2003). *The Effect of Stakeholder Preferences, Organizational Structure and Industry Type on Corporate Community Involvement*. *Journal of Business Ethics*, 45:3, 213-26.
- Brenner, S. N. and Cochran, P. (1991). *The Stakeholder Theory of the Firm*. *Proceedings of the International Association for Business and Society*. 2, 897–933. doi: <https://doi.org/10.5840/iabsproc19912>
- Carroll, A. B. (1991). *The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders*. *Business Horizons*, pp. 39-48.
- Cochran P. L. (2007). *The Evolution of Corporate Social Responsibility*. London, UK: Sage.
- Committee for Economic Development. (1971). *Social responsibilities of business corporations*. In New York: Author Cornelissen, J., 2011. *Corporate communication: A guide to theory and practice* (3rd ed.), London, UK: Sage.
- Ditlev-Simonsen C. D. and Midttun A. (2011). *What motivates managers to pursue corporate social responsibility (CSR)? A survey among key stakeholders*. London, UK: Sage.
- Donaldson J. and Fafaliou I. (2003). *Business ethics, corporate social responsibility and corporate governance: a review and summary critique*. *European Research Studies Volume VI*, Issue (1-2).
- Donaldson, T. (1982). *Corporations and Morality*. Prentice Hall, Englewood Cliff, Nj.
- Donaldson, T. and T. W. Dunfee. (1994). *Towards a Unified Conception of Business Ethics: Integrative Social Contracts Theory*, *Academy of Management Review* 19, 252-284,
- Du, S., Bhattacharya, C. B. and Sen, S. (2010). *Maximizing business returns to Corporate Social Responsibility (CSR): The role of CSR communication*. *International Journal of Management Reviews*, 12(1), 8-19.
- Egdom M. J. (2013). *An Insight into Corporate Social Responsibility in Senegal*. London, UK: Sage.

- Farcane N. and Bureana E. (2015). *History Of "Corporate Social Responsibility" Concept*. *Annales Universitatis Apulensis Series Oeconomica*, 17(2), 31-48.
- Freeman, R. E., Velamuri, S. R. and Moriarty, B. (2006). *Company Stakeholder Responsibility, A New Approach to CSR*. Business Roundtable Institute for Corporate Ethics.
- Freeman, R. E. and Dmytryiev S. (2017). *Corporate Social Responsibility and Stakeholder Theory: Learning from Each Other*. London, UK: Sage.
- Friedman, M. (1970). *The Social Responsibility of Business is to Increase its Profits*. The New York Times Magazine, 13th September.
- Garriga E. and Melé D. (2004). *Corporate Social Responsibility Theories: Mapping the Territory*. *Journal of Business Ethics*, Vol. 53, No. 1/2
- Gupta S. and Jhavar N. (2017). *Understanding CSR- Its History and the Recent Developments*. *IOSR Journal of Business and Management (IOSR-JBM) Volume 19, Issue 5. Ver. VI, PP 105-109*.
- Holder-Webb, L., Cohen, J., Nath, L., and Wood, D. (2009). *The supply of corporate social responsibility disclosures among U.S. firms*. *Journal of Business Ethics*, 84(4), 497-527.
- Huang, X.B and Watson, L. (2015). *Corporate social responsibility research in accounting*. *Journal of Accounting Literature*, 34, 1-16.
- Hursthouse, R. (1999). *On Virtue Ethics*. New York: Oxford University Press.
- Husted, B. W. and De Jesus Salazar, J. (2006) *Taking Friedman seriously: maximizing profits and social performance*. *Journal of Management Studies*, 43 (1), pp.75-91.
- Jennings, M. (1996). *Case Studies in Business Ethics*, West Publishing Company.
- Joyner, B. E. and Payne, D. (2002). *A Study of Values, Business Ethics and Corporate Social Responsibility*, *Journal of Business Ethics*, 41 (3), pp. 297-308.
- Kotter, J. P. and Heskett, J. L. (1992). *Corporate Culture and Performance*. Free Press, 45
- Lichtenstein, D. R., Drumwright, M. E., and Braig, B. M., (2004). *The effects of corporate social responsibility on customer donations to corporate-supported nonprofits*. *Journal of Marketing*, 68(4), 16–32.

- Lindgreen, A., Swaen, V., and Johnston, W., (2008). *Corporate social responsibility: an empirical investigation of US organizations*. *Journal of Business Ethics*, 46 (3), 23-29.
- Linthicum, C., Reitenga, A.L., and Sanchez, J.M., (2010). *Social responsibility and corporate reputation: The case of the Arthur Andersen Enron audit failure*. *Journal of Accounting and Public Policy*, 29(2), 160–176
- Madrakhimova F. (2013). *History of Development of Corporate Social Responsibility*. *Journal of Business and Economics*, Volume 4, No. 6, pp. 509-520.
- Mensah K. H. (2015). *An Exploratory Study of Corporate Social Responsibility Practices Among Rural and Community Banks in Ghana*. London, UK: Sage.
- Narayan P. S., Lal, N. K., Dutta, A. and Mehta, T. (2012). *Corporate social responsibility: Practice, theory, and challenges*. London, UK: Sage.
- Omran M. A. and Ramdhony D. (2015). *Theoretical Perspectives on Corporate Social Responsibility Disclosure: A Critical Review*. *International Journal of Accounting and Financial Reporting*, Vol. 5, No. 2.
- Prieto-Carrón, M., Lund-Thomsen, P., Chan, A. and Muro, A. (2006). *Critical perspectives on CSR and development: what we know, what we don't know, and what we need to know*. *International Affairs*, 82(5):977 – 987.
- Roethlisberger, F. and Dickson, W. (1939). *Management and Morale*. Harvard University Press, Cambridge, Mass.
- Ryan, L.V. and Gasparski, W. W. (2000). *Business Students Focus on Ethics*. Transaction Press, New Brunswick.
- Stout, L. (2012). *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*. San Francisco, CA: Berrett-Koehler Publishers.
- Schwartz, M. S. and Carroll, A. B. (2008). *Integrating and Unifying Competing and Complementary Frameworks: The Search for a Common Core in the Business and Society Field*. *Business & Society*, 47(2), 148-186.
- Sheldrake, J. (1996). *Management Theory: From Taylorism to Japanization*. International Thompson, London.

Starik, M. and A. Carrol (1990). *In search of beneficence: reflection on the connections between firm social and financial performance*. Proceedings, International Association for Business and Society, 1990 Annual Meeting.

Steiner, G. C. (1980). *An overview of the changing business environment and its impact on Business in L. E. Preston (ed.)*, Business Environmental/Public Policy: 1979 Conference Papers, p.p. 3-18, AACSB, St. Louis, MO

Stiglitz, J. (2002). *Single economic model does not suit the whole world*. The Times, London.

Stratton-Lake, P. 2000. *Kant, Duty and Moral Worth*. London: Routledge.

Vogel, D. (1992). *The Globalization of Business Ethics: Why America Remains Distinctive*. Business & Public Policy Working Paper BPP-52, University of California at Berkeley, Center for Research in Management, Berkeley, CA.

Ullman, A. (1985). *Data in search of a theory: a critical examination of the relationships among social performance, social disclosure and economic performance of US firms*. Academy of Management Review, 10 (3), p.p. 540-557.

Wenstøp, F. (2005). *Mindsets, rationality and emotion in Multi-Criteria Decision Analysis*. Journal of Multi-Criteria Decision Analysis, 13:4, 161-72.

West, H. (2003). *Introduction to Mill's Utilitarian Ethics*. Cambridge: Cambridge University Press.

Weiss, W. J (2014). *Business Ethics: A Stakeholder and Issues Management Approach* 6th Edition). London, UK: Sage.

West, H. (2003). *Introduction to Mill's Utilitarian Ethics*. Cambridge: Cambridge University Press.

Wheatcroft, P. (2002). *Catalogue of Corporate Misdeeds*. The Times, London, p.24.

Wood, D. J. and Jones, R. E. (1994). *Research in corporate social performance: what have we learned?* Paper presented at the Conference on Corporate Philanthropy, Case Western Reserve University, April.

Wolska, G. (2015). *Corporate Social Responsibility (CSR) In Theory and in Practice. Selected Issues*. London, UK: Sage.

APPENDIX

INTERVIEW PROTOCOL

a. Marketing Department of Awake Natural Purified Drinking Water.

- i. What is the one4life project about?
- ii. What is the rationale behind the one life projected initiated by Awake Natural Drinking Water?
- iii. Why was this CSR initiative directed at the health sector?
- iv. How significant are CSR initiatives to any organization?
- v. What has been the significance of the initiative so far, particularly its effect on the brand?

b. Doctors at National Cardiothoracic center

- i. How did the National Cardiothoracic center get chosen for this project?
- ii. Tell us what the initiative is about?
- iii. How long has the initiative been running?
- iv. What has been importance of the project to the patients and the center in general?
- v. What are your perceptions regarding the project choice of Awake Natural Drinking Water?
- vi. Has there been any other initiative directed at the health sector beside this one?

c. Beneficiaries of the One4Life Project of Awake Natural Purified Drinking Water

- i. How did you find out about the One4Life project?
- ii. How did you get selected for this project?
- iii. How impactful has this initiative been on your health and life?
- iv. Has this initiative affected your perception about the Awake brand?