

GHANA INSTITUTE OF JOURNALISM

**ANALYSIS OF AIRTEL TIGO'S SHELTER FOR EDUCATION PROGRAM
ON THE EDUCATIONAL DEVELOPMENT OF TUPAA BASIC SCHOOL
AND OBENG YAW BASIC SCHOOL**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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SUPERVISED BY DR. ESTHER N.D. DARKU

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DECLARATION

I, Hortensia Baaba Attabrah, the author of this study, “Analysis of AirtelTigo’s Shelter for Education’s impact on the education of Tupaa Basic School and Obeng Yaw Basic School”, do hereby declare that except for the reference to other people’s works which have been duly acknowledged, the work presented here is the result of my own effort for the award of a Master of Arts Degree in Public Relations at the Ghana Institute of Journalism.

I also declare that this thesis, carried out under the supervision of Dr. Esther N.D. Darku (Mrs.) has neither in whole or in part been submitted to any institution for the award of any certificate.

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DEDICATION

I dedicate this research work to God almighty for His grace and mercies. I also dedicate it to my mother Jayne Annor and all loved ones who supported in diverse ways to help me finish this thesis successfully.

ACKNOWLEDGEMENT

I want to thank the Almighty God for seeing me through the successful completion of this dissertation. I sincerely want to thank my mother, Jayne Annor, and my younger sister who have supported me immensely throughout this journey.

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ABSTRACT

Organisations such as the telecommunication companies, mining companies, manufacturing companies and others have introduced CSR activities into their yearly business plan. These activities are either genuinely to reduce the burden of beneficiaries or to create a good image for the organisation. Based on this, the researcher sought to analyse the impact of AirtelTigo's "Shelter for Education" on the educational development of Tupaa Basic School and Obeng Yaw Basic School who are beneficiaries of the project. The research focused on one CSR programme of AirtelTigo Ghana that has had some impact on the educational development of rural communities that benefited from the programme. It was gathered that the CSR activity has had greater impact on educational development in the communities. However, the research revealed that there are greater benefits to organisations in undertaking CSR activities because stakeholders are attracted to people who do "good" in community. Again CSR activities create positive public image and reputation in the minds of stakeholders. The research also revealed that that consumers factor their purchasing decisions on CSR activities carried out by organisations. Responses gathered from the respondents revealed that the AirtelTigo Shelter for Education programme has influenced some community members to port their mobile network to AirtelTigo.

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CHAPTER ONE

1.1 Background of the Study

Corporate Social Responsibility has become an important part of the acts that a company should take into consideration, either if they decide to run such programs or not. Almost every company bears in mind if it is good for the company to implement Corporate Social Responsibility programs and, whenever the answer is positive, how they should do it. Some of the goals that a company would like to reach by running CSR programmes are to improve brand awareness, improve public acceptance, maximise positive reputation, and to change the lives of beneficiaries positively.

In a very competitive global market, mobile telecommunication companies must strive to portray a picture of themselves as highly socially responsible companies. Active involvement in socially beneficial programs provides extra advantages to the company.

Any corporation's business goal is to provide value and incentive to its shareholders. Therefore, profit-oriented corporations or organizations are not a charitable organization although sometimes it is in their direct interest to support charitable activities. Furthermore, sometimes corporations or organizations carry out certain activities that governments should undertake, although they are not government agencies. It is beneficial for the corporations to carry out such socially responsible activities. (Joyner, Payne & Raiborn, 2002).

Corporate social responsibility (CSR) is defined as categories of economic, legal, ethical and discretionary activities of a business entity as adapted to contribute to the values and expectations of society (Joyner, Payne & Raiborn, 2002; Coldwell, 2000; Grunig, 1979). CSR is also the continuing commitments by any business organization whereby they emphasize the ethical elements in their management and overall organizational structure (Richardson et al.,1999). At the same time, companies are responsible for national economic

development by improving the quality of life of the whole workforce and their families as well (Abbott & Monsen, 1979).

CSR usually refers to transparent business practices that are based on ethical values, compliance with legal requirements and respect for people, communities and the environment. It is important to note that “people” comprises of employees, customers, business partners, investors, suppliers, government and the community at large (Catalyst Consortium, 2005). In view of this description, CSR takes the form of meeting legal requirements, upholding ethical values and engaging in philanthropy. Companies around the world find themselves engaging in CSR for one reason or the other; either as a strategic means of enhancing their brand image, which will usually in the long run establish and protect brand reputation (Catalyst Consortium, 2005) and build commercial goodwill for the company, or because of personal duty to help society (Smith, 2003).

Companies spend a lot of time thinking if they should implement some program related to this field, the result is not always positive, companies sometimes prefer not to go for CSR because “practitioners are left in a state of confusion when having to decide on how to tackle CSR in a way that benefits both the corporate brand and society at large.” (Vallaster, Lindgren & Maon, 2012) Here it is seen that companies not only look for society wellness but also for their own benefits and goals when running CSR programs.

1.1.1 History of CSR

The term "corporate social responsibility" came in to common use in the late 1960s and early 1970s, after many multinational corporations formed. According to Post, Lawrence & Weber (1999), the idea of corporate social responsibility appeared around the turn of the twentieth century in the United States. Corporations at that time came under attack for being too big,

too powerful, and guilty of antisocial and anticompetitive practices. Critics tried to curb corporate power through antitrust laws, banking regulations and consumer protection laws.

Faced with this kind of social protest, a few farsighted business executives advised corporations to use some of their power and influence voluntarily for broad social practices rather than for profits alone. Some of the wealthiest business leaders like steelmaker Andrew Carnegie are a good example because he took up the challenge and became great philanthropist who gave much of his wealth to educational and charitable institutions. Others like automaker Henry Ford, developed paternalistic programmes such as increased salaries, paying social security taxes, provided conducive environment to work in, support recreational and health needs of their employees. The point to emphasize is that these business leaders believed they have a responsibility to society that went beyond or worked in parallel with their efforts to make profits.

In Ghana, several companies whose productions have significant effects on the environment are leaders in promoting CSR in Ghana, particularly in mining, oil and gas sectors. For years, Anglo Ashanti Limited, Golden Star Resources (Prestea & Bogoso), Goldfields Ghana (Tarkwa), Ghana Oil Company, Tema Oil Refinery, and others have been accused of undermining human rights in local communities and doing serious damage to the environment. A report by the government's Commission on Human Rights and Administrative Justice titled *'The State of Human Rights in Mining Communities in Ghana'* in 2008 concluded that there is some justification to these charges by NGOs. Most international companies in the extractive industry are therefore striving to improve their public image by engaging in social, education and health-related programmes.

Accordingly, CSR is perceived in Ghana as closely linked to the Public Relations efforts of major foreign companies like improving organisation's reputation, attracting customers to its business because of the perceived good image among others and regarded with some doubt

because the citizenry knows that some of the companies undertake the social responsibility programmes as a mechanism to attract them to their services.

Over the years, the Telecommunication companies in Ghana have engaged in several CSR programmes which have had several positive impacts on the individual beneficiaries, the community and the country at large. For example, “Vodafone Health Care” by Vodafone Ghana is CSR programme introduced to take care of less privileged people in societies who have chronic diseases. Again “Shelter for Education” programme by Tigo Ghana is also one of the CSR programmes that have several benefits on the beneficiaries.

1.1.2 Reasons and Benefits of CSR

There are a number of reasons why organisations undertake corporate social responsibility, prominent among are:

1. To create mutual understanding between the organisations and its publics.
2. As a moral obligation.
3. It can separate organisations from their competition in the minds of their consumers in a crowded marketplace.
4. It has been found to encourage customer orientation among frontline employees so organisations embrace the opportunity to do more good.

Winning with Integrity, the 2000 report of The Business Impact Task Force of Business in the Community (United Kingdom) identified the benefits to companies of engaging in corporate social responsibility as being:

1. ‘Reputation- affected by the costs and benefits of a company’s goods and services, how it treats it employees and the environment, its record on human rights, its investment in local government and even its prompt of bills;

2. Competitiveness-the advantages of good supplier and customer relationships, workforce diversity and work or life balance, as well as efficient management of environmental issues;
3. Risk management-better control of risk-financial, regulatory, environmental, or from consumer attitudes’.

An emphasis on social responsibility can attract customers. A poll conducted by Opinion Research Corporation shows that 89 percent of purchases by adults are influenced by a company’s reputation. CSR also benefits companies by enabling them to recruit a high-quality labour force. The reputation of the firm and goodwill associated with socially responsible actions attract talented prospective employees, people seeking an employer for which they would be proud to work. (Post, Lawrence & Weber, 1999)

It is apparent of course that any actions which an organisation undertakes will have an effect not just upon itself but also upon the external environment within which the organisation resides. In considering the effect of the (Crowther & Aras, 2008) organisation upon its external environment it must be recognised that this environment includes both the business environment in which the firm is operating, the local societal environment in which the organisation is located and the wider global environment.

The effect of the organisation can take many forms such as:

1. The utilization of natural resources as part of its production processes
2. The effect of competition between itself and other organisation in the same market
3. The enrichment of local community through the creation of employment opportunities

It can be seen therefore from these examples that an organisation can have a very significant effect upon its external environment and can change that environment through its activities. (Crowther & Aras, 2008)

1.2 Purpose of the Study

Based on the research problem and objectives of the current study which sought to examine corporate social responsibility effect on community development, and corporate reputation, the exploratory approaches to research were adopted. Exploratory studies are conducted qualitatively. This indicates that the study adopted the qualitative research methods. Under qualitative approach, data are gathered from participants through open-ended questions, while analysis is done through thematic analysis (Creswell, 2009). Using a qualitative approach designed to understand participants' experiences within the context of an issue was the most advantageous way to achieve this purpose. Within the qualitative approach, the researcher incorporated narrative inquiry techniques.

1.3 Statement of the Problem

The Telecommunication Industry in Ghana is increasingly becoming an important sector in Ghana's economy and as such, there should be mutual understanding between them and their publics. Millicom Limited (Tigo Ghana) relies on their publics to sustain their operation and it's against this background that, they need to give back to society, or undertake the social responsibility programmes.

Friedman (1970) and Hetherington (1973) have argued that an organisation's purpose is to maximize returns to its shareholders and that; the shareholders are the only people the organisations are accountable to and not the entire society. In the researchers' perspectives, organisations are not only supposed to maximize profits but also to give back to society.

MTN Ghana, Vodafone Ghana, Tigo Ghana, and other telecommunication companies in Ghana are involved in many social responsibility programmes due to the stiff competition in the market among these telecommunication companies.

In recent time, corporate social responsibility (CSR) has received increasing attention from the corporate world and became an integral part of the business. Accordingly, CSR has received considerable attention from the academia as well. The growth of interest on CSR both from practitioners and scholars, in the past decade made CSR to be a widespread phenomenon. As a result, the majority of organizations introduced CSR into their business activities and increased the communication through various channels on their CSR activities to stakeholders. Indeed, nowadays organizations are facing growing expectations from various stakeholder groups. Organizations attract great attention and pressure on social and environmental issues. Being socially and environmentally responsible is very important to organizations of all types and sizes. However, organizations must look for ways to make use of these CSR activities. Thus, translating good causes into strategic benefit of good corporate reputation is of tremendous value.

Literature shows that CSR activities can be translated into good corporate reputation from the perspective of various stakeholder groups. However, analysis of effect of CSR on community development especially in the educational sector, and the impact of CSR to corporate reputation still lacks attention. This shows an evident need of elaboration on such issues as CSR and community development as well as CSR and corporate reputation.

Therefore, the focus of this research is to analyse the effect of AirtelTigo's Shelter for Education CSR program on Tupaa Basic School and Obeng Yaw Basic School, who are part of the beneficiary schools of the program.

1.4 Objectives of the study

The main objective is to examine the role of corporate social responsibility (CSR) in community development, and analyse the effect of such programmes on company reputation.

Other objectives are

1. To examine the role of AirtelTigo Shelter for Education in improving education in Tupaa Basic School and Obeng Yaw Basic School
2. To examine the impact of AirtelTigo Shelter for Education on academic performance of students of Tupaa Basic School and Obeng Yaw Basic School
3. To examine the reputation of AirtelTigo among teachers and parents of Tupaa and Adeiso

1.5 Research Questions

1. What role has AirtelTigo Shelter for Education played in improving education in Tupaa Basic School and Obeng Yaw Basic School?
2. What is the impact of AirtelTigo Shelter for Education on academic performance of students of Tupaa Basic School and Obeng Yaw Basic School?
3. What is the reputation of AirtelTigo among parents and teachers of Tupaa and Adeiso?

1.6 Significance of the study

The study will be significant in the following ways:

1. A fact finding one that will raise awareness on the benefits of CSR for corporate organisations
2. A fact finding one that will raise awareness on the importance of CSR to community development, especially the development of the educational sector in rural Ghana.
3. Add to existing knowledge on CSR and corporate reputation, and CSR and community development
4. Inform policy and investor decision on CSR programmes and its impact on corporate reputation

1.7 Scope of the Study

Although AirtelTigo Ghana has embarked on several social responsibility programmes, the study focused on the “Shelter for Education” programme. The study sought the views of the Headmasters of Obeng Yaw Basic School in Adeiso, Upper West Akyem District, Eastern Region, and Tupaa Basic School in Tupaa, Ga South District, Greater Accra, as well as two (2) parents each in the two communities selected. The study focused on the CSR activities of AirtelTigo Ghana, using Shelter for Education as a case study. Though the researcher focused on the CSR activities of AirtelTigo Ghana, the research was directed to the beneficiaries of AirtelTigo Shelter for Education. The purpose was to gather the views of beneficiaries on the importance of AirtelTigo Shelter for Education to the development of the communities, especially the educational development the programme has brought to the community, and how the programme has changed their perception about AirtelTigo Ghana.

1.9 Organisation of the study

In chapter one, the study comprised of the introduction, background of the study, statement of the problem, objectives, research questions, significance of the study, limitations, methodology, and organisation. The chapter two comprises of all reviewed and known literature in relation to the subject. In chapter three, the study provided the methodology for data collection and analysis. The chapter four presented and analysed the data collected for the study, and finally, the chapter five provided findings for the study, drew conclusion, and provided relevant recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This literature highlights specific arguments and ideas in the field of study. By highlighting these arguments, the research attempts to show what has been studied in the field, and also where the weaknesses, gaps, or areas needing further study are. This review validates why this research is useful, necessary and important.

2.2 History of Corporate Social Responsibility

Industrial Revolution contributed to radical change, large organizations developed and acquired great power, and their founders and owners became some of the richest and most powerful men in the world. In the late nineteenth century many of these individuals believed in and practiced a philosophy that came to be called "Social Darwinism" (Noyer, 2003). This type of philosophy justified cutthroat, even brutal, competitive strategies and did not allow for much concern about the impact of the successful corporation on employees, the community, or the larger society. Around the beginning of the twentieth century a backlash against the large corporations began to gain momentum. Between 1900 and 1960 the business world gradually began to accept additional responsibilities other than making a profit and obeying the law. Sales

Corporate social responsibility has stepped boldly and unabashedly into the limelight in the 21st century, with many firms professing an undying love for CSR. But has it always been so? Scholars note that for many years, the concept of social responsibility has been the object of intense ideologically influenced debates. Antagonists have asserted that the business of business should remain business simply making profits; while protagonists have spoken of the firm's responsibility to maintain an equitable and working balance among the claims of

the various directly interested groups' stockholders, employees, customers and the public at large.

It is now widely accepted that corporate governance and its CSR component has moved from the profit-centred model to the socially responsible model, a concept referring to the way in which companies exercise responsibility and accountability for the economic, social and environmental impact of their business decisions and behaviours.

2.3 Conceptual Framework of Corporate Social Responsibility

Carroll (1991) argues that there are four categories of corporate social responsibilities which can be depicted as a pyramid, in which economic responsibilities is the foundation upon which all other responsibilities are predicated and without which they cannot be achieved, and discretionary responsibilities are the apex (Figure 1). Notwithstanding, companies are expected to fulfill these four social responsibilities simultaneously. An important consideration regarding this perspective is that, contrary to the common belief that economic responsibility is related to what the companies do for themselves, and the other responsibilities are related to what they do for others, economic viability is something business does for society as well (Carroll, 1999).

Matten et al. (2003) underline the centrality of the ethical and philanthropically areas of responsibility to the study of CSR because of the differentiation they allow to establish between voluntary corporate behavior and mere compliance. The CSR debate has focused on the moral and philanthropic responsibilities, giving little attention to economic and legal responsibilities. In this article, the term CSR will also be used to refer to ethical and philanthropically responsibilities of business.

An important and recent addition to the discussion of Carroll's model was offered by Schwartz and Carroll (2003). These authors develop a three-domain approach, in which they

propose the sub-assumption of the philanthropic or discretionary component under the ethical and/or economic components. The reasons for such proposal are related, on the one hand, to the difficulty in distinguishing between philanthropic and ethical activities on both the theoretical and practical levels, and, on the other hand, to the observation that philanthropic activities are often explained by underlying economic interests. Carroll (1991) explained that the conceptual framework of CSR in a pyramid:

(Figure 1):

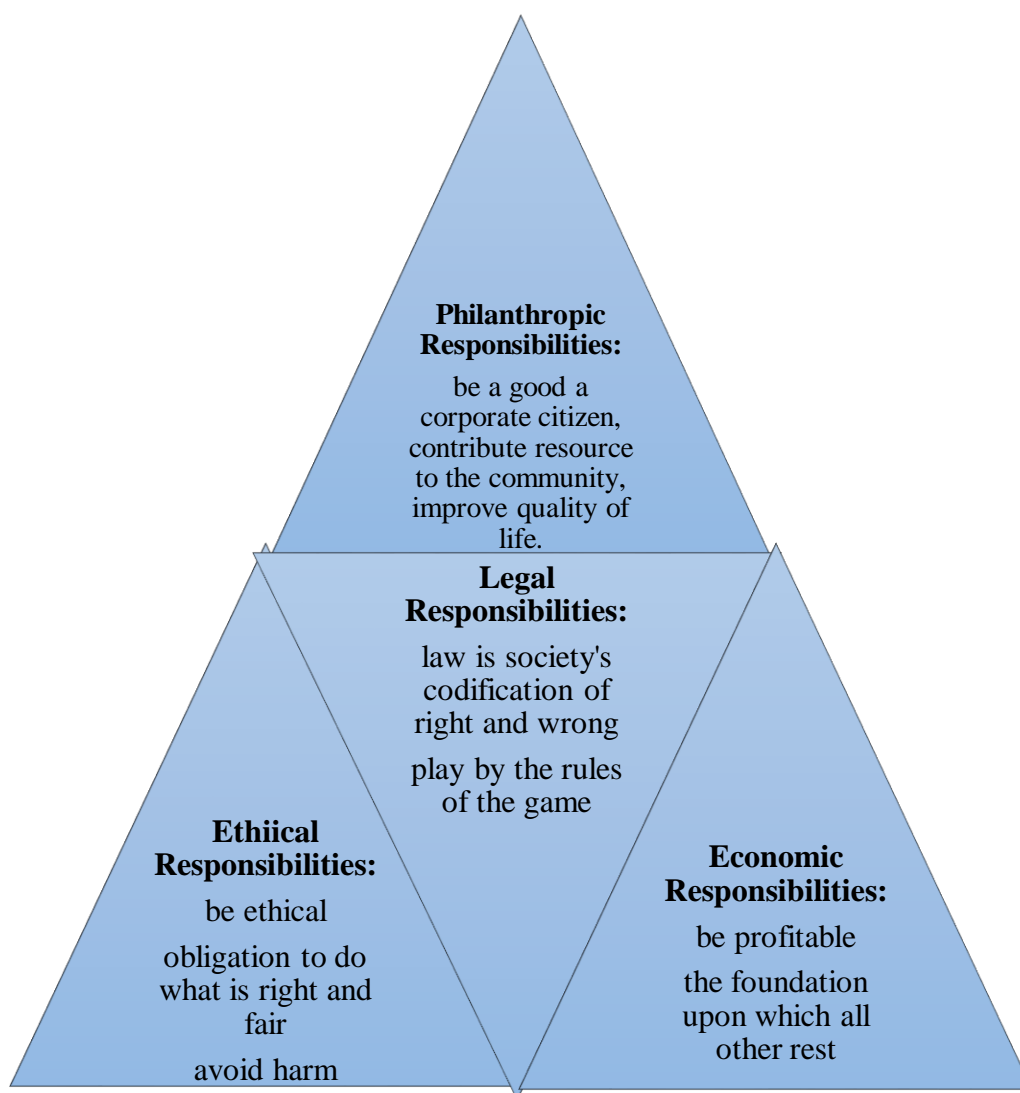


Figure 2.1: Conceptual Framework of CSR Pyramid

(Carroll, 1991)

For CSR to be accepted by a conscientious business person, it should be framed in such a way that the entire ranges of business responsibilities are embraced. It is suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical, and philanthropic. Furthermore, these four categories or components of CSR are depicted as a pyramid. To be sure all of these kinds of responsibilities have always existed to some extent but it has only been in recent years that ethical and philanthropic functions have taken a significant place. Each of these four categories deserves closer consideration.

Economic Responsibilities

Historically, business organizations were created as economic entities designed to provide goods and services to societal members. The profit motive was established as the primary incentive for entrepreneurship. Before it was anything else, business organization was the basic economic unit in our society. As such, its principal role was to produce goods and services that consumers needed and wanted and to make an acceptable profit in the process. At some point the idea of the profit motive got transformed into a notion of maximum profits, and this has been an enduring value ever since. All other business responsibilities are predicated upon the economic responsibility of the firm, because without it the others become moot considerations.

Legal Responsibilities

Society has not only sanctioned business to operate according to the profit motive; at the same time business is expected to comply with the laws and regulations promulgated by federal, state, and local governments as the ground rules under which business must operate. As a partial fulfillment of the "social contract" between business and society firms are expected to pursue their economic missions within the framework of the law. Legal

responsibilities reflect a view of "codified ethics" in the sense that they embody basic notions of fair operations as established by our lawmakers. They are depicted as the next layer on the pyramid to portray their historical development, but they are appropriately seen as coexisting with economic responsibilities as fundamental precepts of the free enterprise system.

Ethical Responsibilities

Although economic and legal responsibilities embody ethical norms about fairness and justice, ethical responsibilities embrace those activities and practices that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights.

In one sense, changing ethics or values precede the establishment of law because they become the driving force behind the very creation of laws or regulations. For example, the environmental, civil rights, and consumer movements reflected basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and resulting in the later legislation.

In another sense, ethical responsibilities may be seen as embracing newly emerging values and norms society expects business to meet, even though such values and norms may reflect a higher standard of performance than that currently required by law. Ethical responsibilities in this sense are often ill-defined or continually under public debate as to their legitimacy, and thus are frequently difficult for business to deal with.

Superimposed on these ethical expectations emanating from societal groups are the implied levels of ethical performance suggested by a consideration of the great ethical principles of moral philosophy. This would include such principles as justice, rights, and utilitarianism.

The business ethics movement of the past decade has firmly established an ethical responsibility as a legitimate CSR component. Though it is depicted as the next layer of the CSR pyramid, it must be constantly recognized that it is in dynamic interplay with the legal responsibility category. That is, it is constantly pushing the legal responsibility category to broaden or expand while at the same time placing ever higher expectations on businesspersons to operate at levels above that required by law.

Philanthropic Responsibilities

Philanthropy encompasses those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. A loaned-executive program that provides leadership for a community's United Way campaign is one illustration of philanthropy.

2.4 Theoretical framework of CSR

According Robbins and Coulter (2007), the two views of corporate social responsibility are: the classical view and the socioeconomic view (Robbins & Coulter, 2007).

The Classical View: This view says that management's only social responsibility is to maximize profit. The most outspoken advocate of this approach is economist, Milton Friedman (1962; 1970). He argued that managers' primary responsibility is to operate the

business in the best interest of the stockholders. Friedman commented that stockholders have single concern: Financial return. He also argued that anytime managers decide to spend the organization resources for —social objectives, they are adding to the cost of doing business. These costs have to be passed on to consumers either through higher prices or be absorbed by stockholders through a smaller profit return as dividends or lower salary to employees.

The Socioeconomic View: Robbins and Coulter (2007) further explains that the socioeconomic view management's social responsibility goes beyond making profit to include protecting and improving social welfare of its stakeholders and the environment that the firm carry out its operations. This position is based on the belief that corporation are not independent entities responsible only to stockholders. They also have the responsibility to the society that allow their formation through various laws and regulations and support them through purchasing their products and services. One of the major advocates of this view is Archie Carroll.

Carroll (1991) and Friedman (1962; 1970) agree on the maximization of firms' values as a core responsibility. They also advocate that such responsibility remains in-line with legal standards and therefore firms are not to engage in illegal activities.

2.5 Arguments about CSR

The major arguments for and against corporate social responsibility are shown below. The "economic" argument against CSR is perhaps most closely associated with the American economist Milton Friedman, who has argued that the primary responsibility of business is to make a profit for its owners, albeit while complying with the law. According to this view, the self-interested actions of millions of participants in free markets will lead to positive

outcomes for society. If the operation of the free market cannot solve a social problem, it becomes the responsibility of government, not business, to address the issue.

2.5.1 Arguments For

1. The simplest argument for social responsibility is that it is the right thing to do. Some of society's problems have been created by corporations such as pollution and poverty-level wages. It is the ethical responsibility of business to correct these wrongs.
2. Another point is that businesses have many of the resources needed for solving society's problems and they should use them to do so.
3. Another reason for companies to be socially responsible is that if businesses are not, then the government will create new regulations and establish fines against corporations. This has especially been the case for the pollution issue.
4. If businesses police themselves, they can avoid government intervention. Finally, social responsibility can be profitable. It is possible for companies to prosper and build shareholder value by working to solve social problems. It can be a great way for a company to build positive public relations and attract top talent in the industry (www.toughnuckle.com, 2015).

2.5.2 Arguments Against

1. Milton Friedman claimed that free markets, rather than companies, should decide what is best for the world. He believes that Adam Smith's "invisible hand" will do all the work to make everything better.
2. Another argument is that companies are meant to create products or provide services rather than handle welfare activities. They do not have the expertise or knowledge

necessary for handling social problems. Also, if managers are concentrating on social responsibilities, they are not performing their primary duties for the company at full capacity.

3. Finally, being socially responsible damage a company in the global marketplace. Cleaning up the environment, ensuring product safety, and donating money or time for welfare issues all raise company costs. In the end, this cost will be passed on to the consumer through the final prices of the product or service. While some customers may be willing to pay more for a product from a company that is socially responsible, others might not be. This can place a company at an economic disadvantage (www.toughnickel.com, 2015).

The "competitive" argument recognizes the fact that addressing social issues comes at a cost to business. To the extent that businesses internalize the costs of socially responsible actions, they hurt their competitive position relative to other businesses. This argument is particularly relevant in a globally competitive environment if businesses in one country expend assets to address social issues, but those in another country do not. Since CSR is increasingly becoming a global concern, the differences in societal expectations around the world can be expected to lessen in the coming years (Griffin, 2002).

Finally, some argue that those in business are ill-equipped to address social problems. This "capability" argument suggests that business executives and managers are typically well trained in the ways of finance, marketing, and operations management, but not well versed in dealing with complex societal problems. Thus, they do not have the knowledge or skills needed to deal with social issues. This view suggests that corporate involvement in social issues may actually make the situation worse. Part of the capability argument also suggests that corporations can best serve societal interests by sticking to what they do best, which is

providing quality goods and services and selling them at an affordable price to people who desire them (Griffin, 2002).

There are several arguments in favour of corporate social responsibility. One view, held by critics of the corporate world, is that since large corporations create many social problems, they should attempt to address and solve them. Those holding this view criticize the production, marketing, accounting, and environmental practices of corporations. They suggest that corporations can do a better job of producing quality, safe products, and in conducting their operations in an open and honest manner (Griffin, 2002).

A very different argument in favour of corporate social responsibility is the "self-interest" argument. This is a long-term perspective that suggests corporations should conduct themselves in such a way in the present as to assure themselves of a favourable operating environment in the future. This view holds that companies must look beyond the short-term, bottom-line perspective and realize that investments in society today will reap the benefits in the future. Furthermore, it may be in the corporate world's best interests to engage in socially responsive activities because, by doing so, the corporate world may forestall governmental intervention in the form of new legislation and regulation (Griffin, 2002).

Finally, there is a suggestion that businesses should assume social responsibilities because they are among the few private entities that have the resources to do so. The corporate world has some of the brightest minds in the world, and it possesses tremendous financial resources. (Wal-Mart, for example, has annual revenues that exceed the annual GNP of some countries.) Thus, businesses should utilize some of their human and financial capital in order to "make the world a better place" (Griffin, 2002).

2.5.3 Benefits of Corporate Social Responsibility

Corporate social responsibility offers manifold benefits both internally and externally to the companies involved in various projects. Externally, it creates a positive image amongst the people for its company and earns a special respect amongst its peers. It creates short term employment opportunities by taking various projects like construction of parks, schools, etc. Working with keeping in view the interests of local community brings a wide range of business benefits. For example, for many businesses, local customers are an important source of sales. By improving the reputation, one may find it easier to recruit employees and retain them. Businesses have a wider impact on the environment also. Recycling used products also acts as a step towards minimizing wastes.

Internally, it cultivates a sense of loyalty and trust amongst the employees in the organizational ethics. It improves operational efficiency of the company and is often accompanied by increases in quality and productivity. More importantly, it serves as a soothing diversion from the routine workplace practices and gives a feeling of satisfaction and a meaning to their lives. Employees feel more motivated and thus, are more productive. Apart from this, CSR helps ensure that the organization comply with regulatory requirements.

2.5.4 CSR importance and its relevance today

The amount of information available to customer about the company, product, brand globally through easy accessible and available mode of information; internet, communication, customer wants to buy product from trusted brand, employee want to work for the company who respect them, NGO's want to work with company who work with the same vision for the benefit of the people. As said by Peter Drucker "The 21st century will be the century of the social sector organization. The more economy, money, and information become global, the more community will matter."

According to Chandler and Werther (2013) in their book “*Strategic Corporate Social Responsibility*”, there is three trends of corporate social responsibility which are going to have importance in future:

Increasing Affluence: Customer from elite level can afford to buy and pay more for premium brand but the poor customer might not be willing to pay so much for brand, instead they would prefer to spend their money on business which can take their business to much better level.

Changing social expectation: Its natural that customer expect more from the company whose product they buy but with recent controversy and scandal of company has reduced the trust and confidence in the regulatory body and organization which manage the corporate.

Globalization and free flow of Information: With growing trend of media and easy access to information through mobile, TV even the minor mistake of the company is brought in public in no time, this sometime fuels the activist group and likeminded people to spread message which can lead to situation like boycott of the product.

2.5.5 Steps to implement CSR successfully

- 1) Better communication between top management and organization
- 2) Appoint for CSR position.
- 3) Good relationship with customer, supplier, stakeholder.
- 4) Annual CSR audit.
- 5) Feedback process.

2.6 Organisational approaches to CSR

The four stance that an organisation can take concerning its obligating to society fall along a continuum ranging from the lowest to the highest degree of socially responsible practices.

1. **Obstructionist Stance:** the few organisations that take what might be called an obstructionist stance to social responsibility usually do as little as possible to solve social or environmental problems. When they cross the ethical or legal line that separate acceptable from unacceptable practices, their typical response is to deny or avoid accepting responsibility for their actions.
2. **Defensive Stance:** this depicts that organisation does everything that is required of it legally but nothing more. This approach is most consistent with the arguments used against social responsibility. Managers in organisation that take defensive stance insist that their job to generate profits.
3. **Accommodative Stance:** A firm that adopts this approach meets its legal and ethical obligations also goes beyond these requirements in selected cases. Such firms voluntarily agree to participate in social programs, but solicitors have to convince the organisation that the programs are worthy of their support.
4. **Proactive Stance:** The highest degree of social responsibility that a firm can exhibit is the proactive stance. Firms that adopt this approach take to heart the argument in favour of social responsibility. They view themselves as citizens in a society and proactively seek opportunities to contribute to that society.

Remember that these categories are not discrete but merely defined stages along a continuum of quantified approach. Organisations do not always fit neatly into one category (Griffin, 2002).

2.7 The Stakeholder Concept

There is a natural fit between the idea of corporate social responsibility and an organization's stakeholders. The word "social" in CSR has always been vague and lacking in specific direction as to whom the corporation is responsible. The concept of stakeholder personalizes social or societal responsibilities by delineating the specific groups or persons' business should consider in its CSR orientation. Thus, the stakeholder nomenclature puts "names and faces" on the societal members who are most urgent to business, and to whom it must be responsive. By now most executives understand that the term "stakeholder" constitutes a play on the word stockholder and is intended to more appropriately describe those groups or persons who have a stake, a claim, or an interest in the operations and decisions of the firm. Sometimes the stake might represent a legal claim, such as that which might be held by an owner, an employee, or a customer who has an explicit or implicit contract. Other times it might be represented by a moral claim, such as when these groups assert a right to be treated fairly or with due process, or to have their opinions taken into consideration in an important business decision.

Management's challenge is to decide which stakeholders merit and receive consideration in the decision-making process. In any given instance, there may be numerous stakeholder groups (shareholders, consumers, employees, suppliers, community, social activist groups) clamouring for management's attention. How do managers sort out the urgency or importance of the various stakeholder claims? Two vital criteria include the stakeholders' legitimacy and their power. From a CSR perspective their legitimacy may be most important. From a management efficiency perspective, their power might be of central influence.

Legitimacy refers to the extent to which a group has a justifiable right to be making its claim. For example, a group of 300 employees about to be laid off by a plant-closing decision has a

more legitimate claim on management's attention than the local chamber of commerce, which is worried about losing the firm as one of its dues-paying members. The stakeholder's power is another factor. Here we may witness significant differences.

Thousands of small, individual investors, for example, wield very little power unless they can find a way to get organized. By contrast, institutional investors and large mutual fund groups have significant power over management because of the sheer magnitude of their investments and the fact that they are organized (Carroll, 1991).

All companies, especially large corporations, have multiple stakeholders. One way of classifying stakeholder groups is to classify them as primary or secondary stakeholders. Primary stakeholders have some direct interest or stake in the organization. Secondary stakeholders, in contrast, are public or special interest groups that do not have a direct stake in the organization but are still affected by its operations.

Primary stakeholders include shareholders, Employees, Customers, Business Partners, Communities, Future Generations, and Environment. Primary stakeholders are directly involved with an organisation. They have direct stake in the business and they are affected directly by the action of the company.

Secondary Stakeholders also include Local, State and Federal Government, Regulatory Bodies, Civic Institutions and Groups, Special Interest groups, trade and Industry, Groups, media and competitors. These type of stakeholders are not directly affected involved in the business and they are not directly affected by the actions of the organisation.

The owners of a firm are among the primary stakeholders of the firm. An organization has legal and moral obligations to its owners. These obligations include, but are not limited to, attempting to ensure that owners receive an adequate return on their investment. Employees

are also primary stakeholders who have both legal and moral claims on the organization. Organizations also have specific responsibilities to their customers in terms of producing and marketing goods and services that offer functionality, safety, and value; to local communities, which can be greatly affected by the actions of resident organizations and thus have a direct stake in their operations; and to the other companies with whom they do business.

An organization's responsibilities are not limited to primary stakeholders. Although governmental bodies and regulatory agencies do not usually have ownership stakes in companies in free-market economies, they do play an active role in trying to ensure that organizations accept and meet their responsibilities to primary stakeholder groups. Organizations are accountable to these secondary stakeholders. Organizations must also contend with civic and special interest groups that purport to act on behalf of a wide variety of constituencies. Trade associations and industry groups are also affected by an organization's actions and its reputation. The media reports on and investigates the actions of many companies, particularly large organizations, and most companies accept that they must contend with and effectively "manage" their relationship with the media. Finally, even an organization's competitors can be considered secondary stakeholders, as they are obviously affected by organizational actions. For example, one might argue that organizations have a social responsibility to compete in the marketplace in a manner that is consistent with the law and with the best practices of their industry, so that all competitors will have a fair chance to succeed (McDaniel et al., 2006).

2.8 The Social Contract Theory

Social Contract theory was described and produced in a book by Jean-Jacques Rousseau in 1762, it was designed to explain and therefore legitimate the relationship between an individual and the society and its government. In the book, Rousseau argued that individual's

voluntary gave up certain rights in order for the government of the state to be able to manage for the greater good of all citizens.

There were a few people like Tom Paine who rhetorically said, "it is impossible that such governments as have hitherto existed in the world, could have commenced by any other means than a total violation of every principle sacred and moral" (Paine, 1792). Nevertheless, the opposition, the idea of Social Contract has been generally accepted. The Social Contract has gained a new prominence as it has been used to explain the increasing relationship between a company and the society. In this view, the company has obligation towards other parts of society in return for its place in society.

This model is very important in managing the relationship between an organisation and its stakeholders because it legitimises the connection between them and the organisation in reaching out to its society. Organisations can study the needs, perceptions and values of their stakeholders in order to design social responsibility programmes that will meet the needs of its public and convince them to accept the operations of the organisation. Gray, Owen and Adams (1996 as cited in Moir, 2001) describe society as 'a series of social contracts between members of society and society itself'. In the context of CSR, an alternative possibility is not that business might act in a responsible manner because it is in its commercial interest, but because it is part of how society implicitly expects business to operate. Donaldson and Dunfee (1999 as cited in Moir, 2001) develop Integrated Social Contracts Theory as a way for managers to take decisions in an ethical context.

They differentiate between macro social contracts and micro social contracts. Thus a macro social contract in the context of communities, for example, would be an expectation that business provide some support to its local community and the specific form of involvement would be the micro social contract. Hence companies who adopt a view of social contracts would describe their involvement as part of 'societal expectation' – however, whilst this

could explain the initial motivation, it might not explain the totality of their involvement. One of the commercial benefits that were identified in the Australian study (CCPA, 2000) was described as ‘licence to operate’ – particularly for natural resource firms. This might be regarded as part of the commercial benefit of enhanced reputation, but also links to gaining and maintaining legitimacy (Suchman, 1995 as cited in Moir, 2001).

2.9 Utilitarian Theories

In the utilitarian theories the corporation serves as a part of the economic system in which the function is mechanical i.e. traditionally known as in profit maximization. CSR ideas emerged after a realization that there is a need for an economics of responsibility, embedded in the business ethics of a corporation. Hence, the old idea of *laissez faire* business gives way to determinism, individualism to public control, and personal responsibility to social responsibility. Utilitarian could also be taken synonymously with instrumental theories (Garriga & Mele, 2004; Jensen, 2002) in which the corporation is seen as only an instrument for wealth creation, and its social activities are only a means to achieve economic results. Instrumental theories were also based on the basic idea about investment in a local community in which Friedman (1970) strongly stated earlier that the investment will be in long run provide resources and amenities for the livelihoods of the people in the community. The utilitarian theories are related to strategies for competitive advantages. The proponents of these theories are, for instance, Porter and Cramer (2002) and Litz (1996) who viewed the theories as bases for formulating strategies in the dynamic usage of natural resources of the corporation for competitive advantages. The strategies also include altruistic activities that are socially recognized as instruments for marketing. Secchi (2007) further divides the utilitarian group of theories into two, namely, the social costs of the corporation and the idea of functionalism.

The social cost theory has a basis for CSR in which the socio-economic system in the community is said to be influenced by the corporate non-economic forces. It

is also called instrumental theory (Garriga & Mele, 2004) because it is understood that CSR as a mere means to the end, which leads to the fact that the social power of the corporation is materialized specifically in its political relationship with society.

The utilitarian theory, therefore, suggests that the corporation needs to accept social duties and rights to participate in social co-operation. Within it, the functionalist theory, specifically advocates that the corporation is seen as a part of the economic system, which one of the goals is profit making. The firm is viewed as an investment, and investment should be profitable to the investors and stakeholders. Putting it from the internal point of view of the firm, CSR was coined as a defence tactic of the industrial system against external attacks because there needs a balance between profit making and social objectives for the economic system's equilibrium.

2.10 CSR's contribution to Corporate Reputation and others

As CSR has become a corporate fundamental issue to establish good corporate reputation over time, corporations have assigned considerable resources in managing diverse stakeholders such as local communities, poor neighbour countries, and the natural environment.

The stakeholder perspective claims that CSR activities are likely to result in better corporate reputation and thus firms should not only consider the shareholders' interests but also all stakeholders' (Freeman, 1984). That is, corporate reputation can be improved by implementing stakeholders' CSR activities such as environmental (e.g., reducing toxic releases to the natural environment) and social (e.g., charitable contributions) initiatives. Corporate reputation can be corporate assets as corporations (i.e., shareholders) strengthen

the relationships with diverse stakeholders including customers, investors, government, suppliers, and employees (Fombrun, 1996).

2.10.1 Corporate Reputation

Corporate reputation relates to perceptual representation of an organization's present, past and future prospects that define the organization's general appeal to stakeholders (Fombrun, 1996), and it relates to the stakeholders' collective knowledge about and regards for a company in its organizational field (Rindova & Petkova, 2005). Corporate reputation is something intangible that attracts various stakeholders to a firm (Fombrun & Van Riel, 2004) and is likely to impact people's actions (Balmer, 2001).

Corporate reputation is one of the important aspects that move along with CSR activities (Fombrun & Shanley, 1990). Customers, suppliers and the community in general usually want to associate themselves with firms with a good track record of CSR. Organizational citizenship results from high levels of motivation and commitment to tasks and stakeholder concerns (McGuire, Sundren, & Schneeweis, 1988). Hence the aggregate effects could be based on corporate social performance by CSR activities which in turn result in good reputation.

In linking CSR activities to corporate reputation, one realizes that firms enhance their brand and corporate image (Bramer & Pavelin, 2006; Rowley & Berman, 2000), which are crucial components of corporate reputation. In addition to a good brand name for the company, supporting social causes together with ethical business practices may impact stakeholders' perception about the company which is one of the foundations of reputation (Fombrun & Shanley, 1990).

Corporate reputation depends on the company's success in addressing stakeholder demands as well as meeting their expectations. Therefore, CSR, as stated by Donaldson and Preston

(1995), is fundamental in augmenting the firm's reputation. Brammer and Pavelin (2006), for example, point out that positive reputation results in continued participation of stakeholders in CSR activities. This is fundamental to the long term survival and profitability of the firm (Clarkson, 1995). Brammer and Millington (2005) refer to CSR as component of reputation that establishes trust and goodwill among stakeholders.

2.10.2 Charitable Contributions and Corporate Reputation

Charitable contributions as CSR activity enhance corporate reputation among stakeholders and also lessen concerns relating to corporate misconduct (Navarro, 1988). Stakeholders often conduct an evaluation of a firm's charitable initiatives which come with a positive bearing on corporate reputation. Ricks (2000) argues that philanthropy in the name of corporate contributions needs to be strategically aligned with the firm's core competencies for the benefit of the community as well as to generate financial returns for the firm. Corporate philanthropy is likely to be one of the most cost-effective means for a corporation to widen its competitive context (Porter & Kramer, 2002).

Investing in charity results in positive corporate reputation and builds goodwill with employees, customers and key regulatory institutions (Lev, Petrovits, & Radhakrishnan, 2010). In the study conducted on eBay sellers, Elfenbein and McManus (2010) found that consumers prefer products that are tied to charity, suggesting that linking products on sale to charitable contributions results in more financial benefits such as shareholder returns. Wartick and Cochran (1985) argue that the rate of charitable donations has a positive association with corporate reputation.

In addition, reputation links corporate contribution to shareholders' wealth by serving as a form of moral capital (Godfrey, 2005; Wartick & Cochran, 1985). This moral capital is generated when stakeholders can positively assess organizational actions. Williams and

Barrett (2000) found that the relationship between charitable contribution and corporate reputation is more significant for firms violating rules and regulations related to health and environment.

2.10.3 Role of CSR in Community Development

Meaning of Community Development

First of all, community is generally defined as a group of people sharing a common purpose, who are interdependent for the fulfilment of certain needs, which live in close proximity and interact on a regular basis. There are shared expectations for all members of the group and responsibility taken from those expectations. The group is respectful and considerate of the individuality of other persons within the community. In a community there is a sense of community which is defined as the feelings of cooperation, of commitment to the group welfare, of willingness to communicate openly, and of responsibility to and for others as well as to one's self. Most important there exists community leaders who are responsible for the Success of any community event, depending on the needs of the community, and the individual's own feelings. The community leaders are individuals who strive to influence others to take responsibility for their actions, their achievements, and the community welfare. Community development (CD) refers to initiatives undertaken by community with partnership with external organizations or corporation to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities.

These skills are often concentrated around making use of local resources and building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions. Community

development is the process of developing active and sustainable communities based on social justice and mutual respect.

It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community workers facilitate the participation of people in this process.

They enable linkages to be made between communities and with the development of wider policies and programs. Community development expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of Community development (Federation of Community Development Learning, 2009). Community development is the combined processes, programs, strategies, and activities that make a community sustainable as compared to economic development which is the marketing of its potential for growth followed by local efforts to act on opportunities. The entire set of approaches to community development practice may be considered a specialized form addressing, coordinating and building the social infrastructure at a location. Community development may be defined as a process of challenging the undesirable and unacceptable disparity of conditions and infrastructure that negatively affect the quality of life in a place where people live and work. It functions best as process in locations where all strata of society and citizenry are engaged with sense of community solidarity (Community Glossary, 2009). The widely used meaning of Community development is the one given by the United Nations (United Nations, 1971) in which states that Community development is an organized effort of individuals in a community conducted in such a way to help solve community problems with a minimum help from external organizations. External organizations include government and non-government organizations, and corporations of various types and sizes such as Small

and Medium Enterprises (SMEs) and Multi-National Corporations (MNCs). The implication of United Nation's definition of Community development is, therefore, emphasizing creativity and self-reliance in the community for short and long term goals, but not to defy the CSR roles of the various types of business firms. In relation to the people, the definition of Community development is essentially both an educational and organizational process.

Another term closely related to Community development is community work, which is about the active involvement of people in the issues that affect their lives and focuses on the relation between individuals and groups and the institutions which shape their everyday experience. It is a developmental process that is both a collective and individual experience. It is based on a commitment to equal partnership between all those involved to enable a sharing of skills, awareness, knowledge and experience in order to bring about change.

It takes place in both neighbourhoods and communities of interest, whenever people come together to identify what is relevant to them and act on issues of common concern. The key purpose is to work with communities experiencing disadvantage, to enable them to collectively identify needs and rights, clarify objectives and take action to meet these within a democratic framework which respects the needs and rights of others.

Common Roles of CSR in Community Development

From the above meaning of CSR, it is undeniable that CSR has implications on community and Community development in many ways. Based on the report of Towers Perrin (2009) CSR is the third most important driver of employee engagement overall. For companies in the U.S. for instance, an organization's stature in the community is the second most important driver of employee engagement, and a company's reputation for social responsibility is also among the top 10 drivers. The role of Corporate Social Responsibility in Community development used in this paper is any direct and indirect benefits received by the community

as results of social commitment of the Tigo Ghana to the overall community and social system. The common roles of Corporate Social Responsibility in Community development are discussed as follows:

1. *To share the negative consequences as a result of industrialization.* This is related to increasing conscience-focused marketplaces necessitating more ethical business processes. E.g. higher UK road tax for higher emission vehicles, thus reducing the burden of small vehicle owners in a community (Wikipedia, 2009). By doing so, small vehicle owners share less the tax burden, hence could re-channel the money for more productive uses in the community.

2. *Closer ties between corporations and community.* Through CSR the existence of corporations in the social system is felt beyond a perception that corporation is a place just to get employment and producers of goods and services. By doing so, corporations and community would stay in peace and harmony. This becomes a social capital that is essential in community development.

3. *Helping to get talents.* Organizations with a reputation for CSR can take advantage of their status and strengthen their appeal as an attractive employer by making their commitment part of their value proposition for potential candidates. It is also found that when employees view their organization's commitment to socially responsible behaviour more favourably, they also tend to have more positive attitudes in other areas that correlate with better performance. They believe their organizations recognize and reward great customer service, act quickly to address and resolve customer concerns, and are led by people in senior management who act in the best interest of customers.

Confidence in senior management is higher in other areas, too, when employees give their company high marks for being socially responsible. For example, if a large number of employees perceive that their organization's senior management supports new ideas and new

ways of doing things, this would result on better perception of employees to the organization, hence their trust and loyalty to the organization. There is a correlation between a company's success in the marketplace is often influenced by its capacity for innovation, the perception of the employees to the organization. It is also a factor in attracting and retaining talents. In relating to Community development, good employees' perceptions on a corporation would lead to the community that treats the corporation as an important economic asset in the community.

4. *Role in transfer of technology (TOT)*. Closer ties help in transfer of technology between Multinational corporations that give concerns on CSR and communities in the host countries. Multinational corporation is a corporation that has its facilities and other assets in at least one country other than its home country. Such companies have offices and/or factories in different countries and usually have a centralized head office where they coordinate global management. Very large multinationals have budgets that exceed those of many small countries.

Barton (2007) focuses on three mechanisms of international technology transfer: the flow of human resources; the flow of public-sector technology support; and the flow of private technology from Multinational corporations to developing countries. He argues for greater mobility within, and globalization of, the world's scientific enterprise and reasserts an economic rationale for investing in public-sector research in the developing countries. Through transfer of technology coupled with CSR processes, the targeted community would gain in the various aspects of product development and marketing, such as better price and quality, as well as concern for people's wellbeing.

5. *Corporate Social Responsibility helps to protect environment*. Some of the world's largest companies have made a highly visible commitment to CSR, for example, with initiatives aimed at reducing their environmental footprint. These companies take the view that financial

and environmental performance can work together to drive company growth and social reputation. This attitude can only serve to enhance the employment value proposition such as interest in "going green" gains traction (Perrin, 2009). "We green the earth" slogan made by some Multinational corporations in Malaysia who own large golf areas within the vicinity of residential areas is another CSR initiative seems to protect environment. Many non-profit organizations have been involved in learning and advocacy of environmental protection of CSR such as those reported by the United Nations. They are for example a) "Friends of the Earth" who highlights the environmental impact of some Multinational corporations and campaign for stronger laws on environmental responsibility; b) "Green Peace mission" is another example of CSR initiative that gives benefit to society and community in preserving the latter's rights towards reaping healthy environment (Wikipedia, 2009).

Green Peace is an independent global campaigning organization that acts to change attitudes and behaviour, to protect and conserve the environment and to promote peace by many ways, one of which is campaigning for sustainable agriculture and environment by encouraging socially and ecologically responsible farming practices. Green Peace utilizes direct action, lobbying and research to achieve its goals. This influential non-governmental organization has its presence in 42 countries with national and regional offices, are largely autonomous in carrying out jointly agreed global campaign strategies within the local community context.

2.10.4 Review of Related Studies

A study on Corporate Social Responsibility, a Tool in Creating Corporate Brand

Awareness: A Case Study of the Telecommunication Industry in Ghana by Bankas (2010) in partial fulfilment of a Bachelor's Degree revealed that, the respondents knew and understood CSR. The respondent were students from four universities in the Greater Accra region, the result indicated that 92 percent understood what CSR meant.

It indicates that about 90 percent of the respondents were familiar with the activities of the various companies, indicating that the CSR activities of the companies in the telecom industry were communicated to the public. The information obtained from the responses helped in accessing the extent to which CSR had played a role in influencing the awareness of the corporate brand of MTN, Airtel Ghana, Tigo, Vodafone Ghana and Kasapa now Expresso. The study indicates that those who were familiar with the CSR activities of the company mostly reported that their awareness of the company's brand was influenced by its CSR activities. Close to about 80 percent of the respondents fall in this category. This shows that for brand awareness to occur as a result of CSR, people had to have knowledge of the company's CSR activities.

On the other hand, all those that were not familiar with the CSR activities of a company reported that their awareness of the company was not affected by its CSR activities. More than 50 percent of the respondents who have become aware of the company through its CSR activities were highly prone to purchasing a service or product of a brand that they were aware of or are knowledgeable about. The analysis shows that most respondents associated Zain now Airtel Ghana Limited to Philanthropy reporting 67.9 percent. MTN reports slightly less than half of what Airtel reports. At the extreme bottom with regards to this association is Kasapa now Expresso, which records 1 percent.

It will not be coincidental to say that Zain's positive associations are as a result of its high-ranking in all aspects of CSR. Ranking of telecom companies in terms of CSR was measured and in this category, Zain(Airtel) Telecommunication Network with 46.9 percent of respondents was in the lead. This is an interesting finding because, Zain entered the Ghanaian market about 3 years ago and as compared to other existing companies such as Tigo and Vodafone who have been in the market for over five years, it is considered to be the most philanthropic in the view of customers. MTN on the other hand comes second, reporting less

than 10 percent of the figure reported by Zain. Vodafone and Tigo following in this rank respectively. Kasapa on the other hand is not represented here because none of the respondents considered it as philanthropic. The study further revealed that, the respondents rated the level of activeness of a company in CSR; Airtel Ghana then Zain topped this category with about 99 percent of the 41 respondents considering it to be very active in CSR, as compared to others like MTN, 96 percent, Vodafone percent. This explains why Zain emerged as number 1 in philanthropy as compared to other companies in the telecommunication industry.

Top of the mind awareness indicates the highest level of awareness. At this level, the respondent needs not have any form of assistance in order to recall a brand that has attained this level. This awareness as measured could be as a result of variety of factors. In this category MTN records the highest figure of 62 percent level of awareness; this is followed by Zain that reports about 24 percent. The other companies, Tigo, Vodafone and Kasapa follow with recorded figures of 5 percent, 5 percent and about 2 percent respectively. Looking back at the history of Tigo, it is known that it was the first to start operations in Ghana (then known as Mobitel). For this reason, one would expect that, the company should have a strong top of the mind awareness, but this is not the case.

It is important to mention that whereas MTN has the highest percentage of top of the mind awareness; Zain is overall ranked number 1 in regards to achieving corporate brand awareness as a result of CSR, which was the focus the study. Bankas (2010) concluded that, events relating to each other can be identified from the analysis that is; the familiarity with CSR activities of a company, in this case a telecom company, will have an influence on a person's level of awareness of the corporate brand of the company.

This level of awareness therefore becomes a factor to consider in a person's purchasing decision. In another survey titled Communicating CSR: Talking to the People who listen,

conducted by APCO Insight, the opinion research division of global strategic communication firm⁸, APCO Worldwide. A total of 419 opinion elite panellists from 10 countries in North America, Europe and Asia-Pacific completed the survey between February 5 and April 27, 2004. The survey shows that people most likely to be listening are receptive and responsive to proactive corporate social responsibility (CSR) communication and this communication directly impacts behaviour.

The Global CSR Survey sheds new light on the perceived value of CSR communication, the role key stakeholders play in influencing and working with companies on CSR and how CSR communication impacts consumer and investment behaviour. The survey further revealed that, 9 percent of respondents said they know a lot about the companies CSR programmes, 31 percent did not know much of the social responsibility activities of companies, 56 percent admitted to knowing some of the CSR activities and the remaining 3 percent said they did not know any CSR programmes of the companies. Thirty-five percent of the people who are listening believe corporate CSR communication is both credible and important, 56 percent said is somewhat credible and important, 9 percent said there is no different and 1 percent said is less credible to communicate corporate CSR. However, 91 percent of the respondents said third-party verification of CSR practices clearly enhances credibility. Third-parties are perceived as playing an important role in influencing CSR. In particular, the media and government are perceived to be more responsible than other parties for moving companies toward responsible behaviour.

Non-Governmental Organizations (NGOs) are also recognized as an important stakeholder with which companies should engage, but not at the exclusion of the media, government, employees, customers and other key stakeholders.

The study also revealed that people are sceptical about CSR activities and this was proven when 45 percent of the participants said they were not convinced with the CSR activities of

companies, 27 percent are less convinced, 16 percent of them also said they are much less convinced with the CSR activities, 4 percent much more convinced with the CSR activities and 9 percent said the CSR activities have no change their perception. The survey also measured what makes a company to be considered as being CSR responsive and it was revealed that, 75 percent of the respondents said being a CSR responsive company goes beyond just complying with laws and regulation but the company going beyond what the law requires, 25 percent of the respondent said a company complying with all the laws is regarded as being social responsible. Fifty-one percent of the respondents believed that companies undertake CSR activities because is in their business interest to do so and not because of pressures from stakeholders, whereas 41 percent believed that companies undertake CSR activities because of pressures from internal and external stakeholders on companies to address society's concern.

Lastly the survey findings clearly show CSR communication impacts opinion elites' perceptions and behaviour, including their purchase decisions. A strong majority of opinion elites say they have purchased a company's products and services (72 percent) and have recommended the company to others (61 percent) in response to positive news about a company's social responsibility.

Negative news about a company's CSR also impacts behaviour, but slightly less than positive news. Sixty percent of opinion elites have boycotted a company's products or services in response to negative news about a company's social responsibility. The survey indicates CSR information is more likely to affect consumer decisions than investment decisions. Still, 14 percent of opinion elites say they have purchased shares of a company's stock in response to positive CSR information, and a similar proportion (12 percent) have sold shares in response to negative news.

This survey goes to prove the importance people attach to corporate social responsibility worldwide, how CSR activities of companies change opinion and attitude of stakeholders towards their business including purchase behaviour and how people value corporate CSR communication because it seems credible and important to the stakeholders. In another study by Carrillo, Arias, Álvarez and Layton (2008) titled Corporate Philanthropy in Mexico, it revealed that “trend towards professionalization, with progress in terms of the use of guidelines and in targeting resources in cash and in kind to legally incorporated CSOs, although tax deductibility is not a prerequisite for making a donation for more than half of companies”.

This study indicates that corporate philanthropy has responded to a national context marked by polarization, social inequality, and growing suspicion of the corporate sector in the midst of a generalized lack of resources and opportunities among the population. This is reflected in the large number of participating companies that have carried out philanthropic work for more than ten years, as well as the increasing number of new corporate efforts that are under way.

In the study under reference, among companies’ motivation for undertaking philanthropic work were their commitment and obligation to society; their desire to foster harmonious relations with the communities where they operate; and their interest in improving their image and reputation since most participants in the study agreed that the state alone is not capable of solving social problems and that there is the need for collaboration in this field.

The findings of the interview conducted among 90 companies indicated that, 42 percent of the participants said that their main objective for corporate philanthropy is to improve the company’s reputation, 22 percent of the interviewees said they do not have any objective for CSR, 12 percent said it is a way to help reduce the company’s risk, 9 percent said it is a way to collect information to innovate existing products ,6 percent said it is a way to differentiate

themselves from the competition ,3 percent said to comply with industry standards and they were no responses to collect information on potential markets and improve talent recruitment and retention. The study further revealed that, in their philanthropic endeavours, companies aid themselves with their own employees' volunteer work, since as many as 60 percent of participants promote employee volunteering for the company's own philanthropic activities (e.g. collections, events, campaigns). Similarly, in 27 percent of cases, employees carry out volunteer activities in organizations supported by the company, and only in 13 percent of the cases can they choose the organization they want to volunteer at, regardless of whether the company supports it or not.

Interestingly, only half of the companies (49 percent) allow volunteering activities to be carried out during office hours, with pay. This implies that the rest of the companies only promote volunteering as a value that employees put in practice in their own free time. As incentives to volunteering, companies prefer to provide information and encourage their employees' interest, as well as to recognize their efforts through internal communications.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on the methods, techniques, and procedures were used to gather and analyse the essential data needed for the study. These include the research design, population and sampling techniques, instruments for data collection and data source.

Methodology deals with the methods, procedures and techniques that will be developed to

harness the relevant data needed for the research. Both primary and secondary sources of data were used. The primary source was the information from the organisation being used as a case study and the secondary sources was the information from articles, journal and text books on the subject matter. The research was done in a case study form. The population size was a total two (2) beneficiary schools of the selected CSR programme of Tigo Ghana. The Headmasters of the schools were interviewed on the subject matter. In this project the focus was the beneficiary school rather than the Tigo.

Background

The participants of this study comprised two headmasters from the two selected schools and four parents from two communities that have benefited from the Tigo Shelter for Education project, that is, Tupaa in the Greater Accra Region and Adeiso in the Eastern Region. They ranged in age from 32 to 50 years old; three were females and three were males. The two headmasters have worked in their respective schools for more than five years, and the parents have lived in their respective communities for more than ten years. All the participants were interviewed in their homes, and all Covid19 protocols were observed.

3.1 Description of AirtelTigoShelter for Education

Shelter for Education” is one of the CSR programmes of Tigo Ghana Limited, which is aimed at providing educational facilities to less privileged communities in Ghana. At Tigo, we passionately believe education holds the key to the successful development of any nation. Over the years, education has been a priority for us, and most importantly to see to the welfare and wellbeing of children. Our current flagship project ‘Shelter 4 Education’ is aimed at providing both infrastructure and technology support to basic schools in rural Ghana. Under this project, we have renovated 2 schools and built 4 schools at select deprived communities across the country. Each school building consists of a 6-unit classroom block, headmaster’s office, staff common room and public place of convenience. In addition, the

select schools also received school uniforms, sandals, exercise books and other learning materials. Shelter 4 Education has brought relief to tens of thousands of children, teachers and communities that did not have the infrastructure for learning, and serves as an incentive to encourage parents to send their wards to school. (*Tigo.com.gh, 2015*).

Some of the beneficiaries of the Shelter 4 Education programme include:

- Obeng Yaw Basic school in Adeiso in the Eastern Region
- Tupaa Basic School in the Ga South Municipality of the Greater Accra Region
- St Joseph Basic School in Obuasi of the Ashanti Region
- Ehiawoanwu Basic School in Ejura of the Ashanti Region
- The African Faith Primary School in Banda Ahenkro in the Brong Ahafo Region
- Dimabi L/A Basic School in the Northern Region.

3.2 Research Design

This basically refers to the overall plan for the research. A research design is general plan of how one intends to go about answering the specified research questions. Research design refers to outline, plan or strategy which shows the procedure to be used in investigating the research problem (Christensen, 1991).

In this study, Tigo Ghana's CSR programme called Tigo Shelter for Education was used as the case study. The study focused on the impact of the programme on community development, and the reputation of Tigo in the community in which the programme took place. A case study is an intensive description and analysis of single individual, organisation or event, based on information obtained from different sources (Christensen, 1991). This is a qualitative research and it aims to gather an in-depth understanding of human behaviour and the reasons that govern such behaviour. The qualitative method investigates the why and how

of decision making, not just what, where, when. Hence, smaller but focused samples are more often needed, rather than large samples.

3.3 Sources of Data

Data sources refer to any material from which information was collected or used in the process of the study. Both primary source and secondary data were used.

3.3.1 Primary Data

Primary data is data that does not already exist, which is originally collected by the researcher. Primary data is often collected after the researcher has gained some insight into the issue by collecting secondary data. Primary data is the data which has been collected by the researcher himself, which is more reliable and up to date. It is a data which is created for the first time without previous source available. The primary source was the information from the organisation which was used as a case study. Primary data was collected through interviews (methods.sagepub.com, 2010).

3.3.2 Secondary Data

Secondary data is the data that has been already collected by and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all. It helps to make primary data collection more specific since with the help of secondary data, we are able to make out what are the gaps and deficiencies and what additional information needs to be collected. The secondary data was collected through information from articles, journal and text books on the subject matter (methods.sagepub.com, 2010)

3.4 Population of the Study

Population is the persons or object about which information is being gathered. Population can be defined as the total of persons or objects with which a study is concerned (Grinnell

&Williams, 1990). The population for this study comprised beneficiaries of Tigo Ghana's "Shelter for Education" programme. The "Shelter for Education" programme has 6 beneficiary schools in the Greater Accra, Ashanti, Eastern, and the Northern Regions. Due to time limit and availability, the researcher selected two beneficiary schools, one in Eastern Region and one in Greater Accra Region.

3.4.1 Sampling Size

A sample is part of population which is purposely selected for investigation (Cochran, 1997). The population to be assembled is so large that data collection and analysis will be cumbersome and frustrating. A sampling technique will be adopted to give a fair representation of the entire population of the assembly. The sample selected will bear some characteristics to appear as though the entire population of the company was used for the research.

A sample size of six (6) beneficiaries of the Shelter for Education programme was interviewed to gather information for this research. The beneficiaries of the Shelter for Education was limited to the two (2) headmasters of the selected schools, and two (2) parents/guardians from each of the selected communities in which the schools were built.

3.4.2 Sampling Technique

Since the researcher cannot study the entire population, it is imperative to select an aspect of the population to study. A sample is derived from the population. In other words, the sample is a subset of the population and it involves the actual participants or respondents in the study. There are two general approaches to sampling: probability and non-probability sampling. Under probability sampling all elements in the population have a chance (greater than zero) of being included in the sample, and the mathematical probability that any one of them will be selected can be calculated (Dominick & Wimmer, 2011). Non-probability

sampling on the other hand refers to any sampling method where some elements of population have no chance of selection or where the probability of selection cannot be accurately determined (ibid).

The purposive sampling method was used to select respondents for the interview, who were the headmasters and parents of children of the beneficiary schools of Tigo Shelter for Education. Purposive sampling is a non-probability sampling technique which deliberately selects respondents and subjects who are capable of giving the required information (Dominick & Wimmer, 2011). They were purposively sampled due to their unique positions and significance to the study.

3.5 Instruments for Data Collection

Semi-structured interview guides were used for the interviews. Recorders were also used to record responses during the interview sessions.

3.5.1 Semi-Structured Interview Guide

Corbetta(2003) opines that a semi-structured interview guide gives the interviewer more freedom to pursue hunches and can improvise questions. Semi-structured interview guides were used to gather the data from the Headmasters of Obeng Yaw Basic School in the Akyem West District in Eastern Region, and Tupaa Basic School in Ga South District in the Greater Accra Region, and selected guardians/parents in the two selected schools. These people were sampled because they had more information about the beneficiary schools. They knew the state of the schools before Tigo Shelter for Education programme came in to support. Hence, schedules were created and the interviews took place.

The questions focused on topics pertaining to the benefit of the Shelter for Education project on the improvement of education in the community, the perception they had about Tigo before the project, the extent to which CSR projects give companies good reputations, the reputation Tigo Ghana has gained in the communities after the project, the academic

performance before and after the project, and the enrolment level in the schools before and after the project.

These questions were aimed at eliciting responses to enable the researcher fulfil the study's objective of finding out how CSR contributes to community development and company reputation. The questions were formulated before the actual field work commenced. However, the semi-structured interview guide allowed the researcher to ask follow-up questions based on the responses of the interviewees. The interviews were audio-recorded and transcribed at a later time.

3.6 Validity and Reliability of Data Collection Instrument

Creswell (2003) argues that standards of validity and reliability are important in research. To ensure validity and reliability, the research instruments (semi-structured interviews) for the study were developed and later reviewed by the supervisor for the project. Necessary modifications to the original instruments were made to reflect suggestions made by the dissertation supervisor.

3.7 Ethical Considerations

This study was conducted in an ethical manner, with strict adherence to ethical guidelines in line with Ghana Institute of Journalism's research ethical rules. Ethics in research dictates the general conduct of the research with respect to confidentiality, consent to participate, and anonymity of respondents as well as privacy.

Also, ethics requires researchers to be truthful to their subjects and avoid acts of deception and dishonesty (Bulmer, 2009). To this end, all participants for this study were made to participate voluntarily. Also, respondents were duly informed of the rationale of the research, with further assurance of the confidentiality of the information they provide on the questionnaires. These ethical issues were duly followed to ensure that the study was fully compliant with the ethical standards.

3.8 Data Presentation and Analysis

This involves preparing data collected into some useful, clear and understandable information. The interview was tape-recorded, transcribed, and coded according to themes based on the specific terms and phrases that emerged out of the data collection. The themes were discussed and analysed in relations to the research objectives and the research questions of the study.

3.9 Covid19 Precautionary Measures

In order to protect the respondents from Covid19 and also adhere to the measures outlined by W.H.O and government of Ghana, most of the interviews were conducted on phone, and those that were conducted face-to-face, the researcher ensured that the researcher as well as the respondents wore a face mask during data collection. A considerable distance of 1 meter between the researcher and the respondents was also observed. Again, the researcher also provided hand sanitizers to all the respondents.

CHAPTER FOUR

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter analyses the data that was collected for the study, and presents the findings from the data gathered. The purpose of this research study was to examine the impact of AirtelTigo's Shelter for Education CSR program on Tupaa Basic School and Obeng Yaw

Basic, who are beneficiaries of the program. The following research questions informed this study:

1. What role has AirtelTigo Shelter for Education played in improving education in Tupaa Basic School and Obeng Yaw Basic School?
2. What is the impact of AirtelTigo Shelter for Education on academic performance of students of Tupaa Basic School and Obeng Yaw Basic School?
3. What is the reputation of AirtelTigo among parents and teachers of Tupaa and Adeiso?

During the in-depth interview, study participants described their perceptions and experiences with AirtelTigo Shelter for Education and its impact on the educational development of Tupaa Basic School and Obeng Yaw Basic, and the impact their experiences have on AirtelTigo's reputation. The research findings that this chapter reports are based on the semi-structured interviews.

4.2 Findings of Study

The findings gathered from both the parents and the headmasters were thematically analysed.

Five themes emerged from the data collected. These themes are directly linked with the objectives set for the study. The data collected in relations to the themes are addressed separately and analysed to affirm the objectives of the study.

While the themes are reported or addressed separately, there is considerable overlap among them. Further, participants' responses to interview questions often addressed more than one theme. In those cases, the interview data are described where they appear to fit most logically.

4.2.1 Theme 1: Role AirtelTigo Shelter for Education played in improving education in in Tupaa Basic School and Obeng Yaw Basic School

Under this theme, the participants examined in their own view how the Shelter for Education programme by AirtelTigo Ghana has helped improved education in rural communities such as Tupaa and Adeiso.

Findings

This section describes the responses gathered from the participants under the theme one. All the participants were of the view that the programme has helped revive education in the communities. Mr. Livingston Mensah, the assistant headmaster of Tupaa Basic School said;

The programme really came to revive this school because the school virtually collapsed. The school facilities were very poor and pose danger to all of us. Students were not attending classes and parents were not even enrolling their children. The sad situation was that, this school serves the whole community and other neighbouring communities so you can imagine the future of the children and the community itself. For I believe the AirtelTigo Shelter for education has played a major role in improving education in this community and all other communities that benefited from the programme (Respondent 1, 9th September, 2020).

The parents were also of the view that the CSR project has come to safe their children's education. The headmaster of Obeng Yaw Basic School, Mr. Emmanuel Obeng also concluded that;

few children were staying in school before the project which was very disturbing but after the project, the situation has changed (Respondent 2, 9th September, 2020).

Discussion of findings

This section discusses the data gathered in the theme one. Based on the data gathered from the participants, it is evident that the Shelter for Education programme by AirtelTigo Ghana has had positive development on the education of the rural communities that benefited from the programme. It is therefore evident there is a direct relationship between corporate social responsibility and community development. Perrin (2009) argued that CSR is the third most

important drivers of community. Therefore, companies that engage in CSR programmes contribute greatly to community development (Perrin, 2009). One of the objectives of the research was to examine the role of the AirtelTigo Shelter for Education in improving education in rural communities in Ghana such as Tupaa Basic School and Obeng Yaw Basic School. The responses gathered from the participants, and personal observations made by the researcher indicated that the Shelter for Education CSR programme by AirtelTigo Ghana had brought development in terms of educational facilities in the communities. The findings agree with Perrin (2009) argument that CSR is a one of the major drivers of community development.

4.2.2 Theme 2: The impact of Shelter for Education on academic performance and student population

The interviewees assessed the impact of the programme on the academic performance of the students of Tupaa Basic School and Obeng Yaw Basic School and the student population in the schools.

Findings

The participants were of the view that the academic performance before the project was very poor as compared to their performance after the project. According to the headmasters, before the CSR project, students were not going to school regularly, and because the school structure was unsafe and posed danger to the students and the teachers, teaching and learning was very poor. This according to the headmasters, affected the academic performance of the students.

Mr. Mensah had this to say;

Most of the students couldn't read or write properly because they didn't even have better furniture to sit on in class to learn. There was so much discomfort but now each student has a better table and chair and this is helping the teachers also to assess them well (Respondent 1, 9th September, 2020).

It was also revealed that the students' population in the schools has increased after the project. Both headmasters stated that the population in their schools before the project was less than forty (40) students. This according to them was the unwillingness of parents to enrol their wards because of the nature of the school building. They further stated that the students' population has increased to more than one hundred and fifty (150) after the project.

One of the parents said;

It was very disturbing allowing your children to go sit under a very dangerous structure, anything could happen you know? So I preferred going to farm with my children instead of allowing them go to school. But the situation changed when AirtelTigo came to build this beautiful school building and provided them with all the facilities they needed. I rather encourage them to go to school instead of going to farm, and I have realised their performances are improving gradually. (Respondents 3, 10th September, 2020)

Discussion of findings

The Shelter for Education programme's aim was to help improve education in rural communities. Based on the data gathered in the theme two, it can be concluded that the programme has had positive influence on the academic performance of the student. The data gathered from the interview and other observations on the field affirms that the CSR project has had positive impact on the academic performance of students in the communities. In the Socioeconomic View of CSR, Robbins and Coulter (2007) explained that corporate social responsibility goes beyond making profit to include protecting and improving social welfare of its stakeholders and the environment that the firm carry out its operations. The findings affirm with this position, that Tigo Ghana as a corporate body has the social responsibility to improve the lives of its stakeholders and the people around them. And this was the reason why the Tigo Shelter for Education was instituted to help improve the academic performance of children in deprived rural communities.

4.2.3 Theme 3: Attitudes of students towards education before and after the Shelter for Education project.

This theme helped to identify the attitude of the students towards education before and after the CSR project.

Findings

A parent in Obeng Yaw Community said;

I have one child in the school. Before Tigo came to build this school for them, he was not going to school regularly. Sometimes I had to force him to go. The reason was that he had to carry his own table and chair to school every day. The school didn't have chairs so children carry chairs to school every day. That was the reason why most children didn't want to go to school. And again they sat under a tree in the school for classes. But I can tell you that since AirtelTigo came to put this structure, the situation changed. He always goes to school. I don't force him anymore. I know this is the situation in most homes in the community. Our children's attitudes towards school have positively changed (Respondents 3, 10th September, 2020).

The headmasters of Obeng Yaw Basic School added that;

even those who will come wouldn't wait till the closing time. But now we don't have that problem anymore (Respondent 2, 9th September, 2020).

Discussion of findings

The data gathered revealed that the children in the community had poor attitudes towards education before the building project was completed by AirtelTigo Ghana. The Shelter for Education programme, according to the data gathered has been able to change students' attitude towards education. CSR activities help to improve the lives of beneficiaries. It is evident in the data gathered that the Shelter for Education programme has been able to change the attitudes of children in the Tupaa and Obeng Yaw communities towards education. Organisations that engage in these CSR activities tend to have positive influence on people. The students in these communities were virtually dropping out of school but the intervention of AirtelTigo Ghana's CSR project was able to revive their interest in formal education. In relation to the objective of the study, it can be affirmed that the Tigo Shelter for

Education has been able to improve education in the communities in terms of academic performance, students' enrolment, and changed children's attitudes towards education positively. The Philanthropic Responsibilities under the CSR Pyramid by Carroll (1991) explained that corporations should actively engage in acts or programmes to promote human welfare or goodwill. Carroll (1991) further explained that philanthropic responsibilities of organisations should include contributions to financial resources such as contributions to the arts, education, or the community. Tigo Ghana understands that they have a responsibility to engage in activities that promote the welfare of its people especially in the educational sector. The findings affirm with Carroll (1991) that the Shelter for Education CSR programme was geared towards improving the educational facilities and academic performance of children in the communities.

4.2.4 Theme 4: The impressions of the participants about Tigo Ghana before and after the project.

This theme helped to identify the impressions participants had about Tigo Ghana before school or community became beneficiary of the Shelter for Education programme, and the impression they have gathered after the programme. This was to help find out how the AirtelTigo Ghana's CSR activities have helped improved their reputation.

Findings

The responses the participants gave were similar and it was important to discuss it together. The participants revealed that they didn't have any impression about Tigo Ghana. They only saw AirtelTigo has one of the Telecommunication companies. It was revealed that the participants had come to have some affection for Tigo Ghana and its services. Some of the responses included;

1. I have really respect Tigo Ghana now because of this project. They showed this community a lot of love and I think we have to reciprocate
2. I see Tigo to be a company that thinks about the people around them. Our school was neglected and they came to show us this great love. I really hold them in high esteem
3. I believe Tigo Ghana will have a great name in all the communities they've helped. Tigo is a good company (All the respondents, 9th and 10th September, 2020).

Discussion of findings

Research shows that people are naturally good towards those who do good things in societies. Post, Lawrence and Weber (1999) opined that reputation and goodwill of a firm is associated with socially responsible actions, and it attracts talented employees and good impressions in society. The data gathered has revealed that though the participants didn't have any impression about Tigo Ghana, the CSR activity provided by Tigo Ghana in the communities have created a good impression in their minds. This has created a good relationship between Tigo Ghana and the beneficiaries of the Shelter for Education project. Relating this theme with Post, Lawrence and Weber (1999) indicates that CSR helps an organisation gain good impression in society will eventually leads to good a lasting reputation.

4.2.5 Theme 5: The reputation of AirtelTigo Ghana in the beneficiary communities

This theme revealed the reputation of Tigo Ghana in the communities after the Shelter for Education programme.

Findings

The participants revealed that the Shelter for Education programme of Tigo Ghana has created a good impression about Tigo and it has built a good relationship between them and the company. Mr. Emmanuel Obeng said;

Here at Obeng Yaw, the whole community have good impression about AirtelTigo Ghana now, and the reputation AirtelTigo Ghana has in this community is very huge. I know AirtelTigo Ghana has the same reputation in all the communities they have helped. I will recommend that Tigo Ghana continues to extend this project to more rural communities to safe young children from dropping out of school because of poor infrastructure (Respondent 2, 9th September, 2020).

One of the parents at Tupaa also said;

you know this is a small village and it is very easy to find out what people say. When we meet, you could hear parents praising AirtelTigo for this kind gesture. They have really brought happiness because our children can now go to school. I can say AirtelTigo is gradually building good reputation in rural communities they are putting up these educational infrastructure (Respondent 4, 10th September, 2020).

Discussion of findings

Reputation is the overall estimation in which an organization is held by its internal and external stakeholders based on its past actions and probability of its future behaviour. An organization may have a slightly different reputation with each stakeholder according to their experiences in dealing with the organization or in what they have heard about it from others. The data gathered from the participants based on the impact of the AirtelTigo Shelter for Education reveals that the communities that benefited from the CSR programme have had good impression about AirtelTigo Ghana. This good will last in the minds of the participants and all beneficiaries. Fombrun and Shanley (1990) stated that reputation is one of the important aspects that move along with CSR activities.

The findings agree with Fombrun and Shanley (1990) that there is a link between CSR and corporate reputation, therefore AirtelTigo Ghana's CSR activities has helped achieved good reputation in beneficiary communities. McGuire, Sundren and Schneeweis (1988) further explained that customers, suppliers and the community in general usually want to associate themselves with firms with a good track record of CSR. Consumers are likely to patronize the services and products of organisations based on their corporate social responsibility activities. The findings of the study in relations to McGuire, Sundren and Schneeweis (1988) shows that beneficiaries of Tigo Shelter for Education are will port or are likely to port their sim cards to Tigo because of their CSR activities.

4.3 DISCUSSION

First of all, one of the research question was to assess the role Shelter for Education has played in improving education in rural communities such Tupaa and Obeng Yaw (Adeiso). Education is one of the pillars in community development or national development. It is the aim of every government to ensure development in the educational sector. The objective of the Shelter for Education project was to develop the educational facilities in deprived communities. The data gathered from participants indicated and affirmed that the Shelter for Education by AirtelTigo Ghana has played a major role in improving education in the beneficiary communities. Educational facilities such as proper school building, furniture, mini library, and books provided under the CSR project has helped improved teaching and learning in the schools. The findings affirmed Perrin (2009) position that CSR is the third drivers of community development. The Shelter for Education by Tigo Ghana has helped improved or develop the educational facilities in communities or the beneficiary schools.

Secondly, there is a positive impact on the academic performance and enrolment. Another question posed by the researcher was what impact the CSR project has had on the academic performance of students, and students' enrolment in the schools. Data gathered from the interview affirmed that the project has increased the enrolment in the school to more than one hundred per cent. Population in the schools before the project was less than fifty students but this figure has increased to more than one hundred and fifty students. This also indicates that there is a relationship between school facilities and enrolment. Schools with better facilities such as proper school building, library, good furniture, washrooms and more tend to attract more students. Again, the academic performance of student has improved according to the responses and observations made on the field. The headmasters compared the results of more than ten students before and after the CSR project and it was revealed that those students are

now performing better compared to the time the schools were under trees. This analysis shows that corporate social responsibilities when practiced properly, helped to improve development and welfare of stakeholders as stated by Robbins and Coulter (2007).

Finally, the research was to find out how the Shelter for Education has contributed to the reputation of Tigo Ghana in the beneficiary communities. Reputation is organisation's most valuable asset (Hawkins, 2006) hence it is important to recognize that any negative impact on reputation can damage the profitability for years ahead if they lose shareholder and customer confidence.

According to Griffin(2008) social responsibility is one the main components of reputation management together with crisis and reputation management. This view is supported by Hawkins (2006) who argued that 'the overall aim of CSR is to build a more sustainable approach into the operating ethos of the company and to promote these policies to attract the customer and consumer'. A study by Minor & Morgan (2011) identified two different levers companies can build a reputation as a responsible corporate citizen; positive lever and avoiding negative CSR that they surprisingly see more important effort. The first lever means investments in activities that benefits society. The second lever is avoiding any harm on company's reputation, issues such as buying from unethical suppliers or treating employees bad. The study agrees with Minor & Morgan (2011) that investing in societies can build reputation for an organisation. The data gathered from the study showed that the Shelter for Education project has created goodwill and positive reputation for Tigo Ghana in communities.

CHAPTER FIVE

SUMMARY, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study, draws some conclusions and provides some useful recommendations. It is very essential at this point to give a summary of the findings in order to give an in-depth view of the exercise.

5.2 Summary of Findings

In chapter four, presentation and analysis of data was made. This was done by looking at the information gathered aligned with the objectives of the research and to know community views, importance, and perception about AirtelTigo Shelter for Education, and its relevant to the development of education in Tupaa and Obeng Yaw communities. The analysis also looked at the importance of the AirtelTigo Shelter for Education programme to the image and reputation of AirtelTigo Ghana. The findings of the study are linked with the objectives of the study;

4. To examine the role of AirtelTigo Shelter for Education in improving education in Tupaa Basic School and Obeng Yaw Basic School
5. To examine the impact of AirtelTigo Shelter for Education on academic performance of students of Tupaa Basic School and Obeng Yaw Basic School
6. To examine the reputation of AirtelTigo among teachers and parents of Tupaa and Adeiso

The evidence from the diverse literature made it clear that CSR is an integral part of AirtelTigo Ghana's corporate governance. The respondents agreed that AirtelTigo Ghana's CSR programme called "Tigo Shelter for Education" has contributed to the development of education in all the rural communities that benefited from the programme, especially Tupaa Basic School in the Ga South District in Greater Accra Region and Obeng Yaw Basic School in Adeiso in Upper West Akyem District in Eastern Region, which the researcher used as case study.

The study revealed that CSR plays a major role in community development, for example the AirtelTigo Shelter for Education program has revived education in the selected schools used for the study because prior to the program, education in the selected communities was virtually dead and needed help.

Various studies have proved the benefits of CSR engagement for company Langford and Smit (2009), and Margolis and Walsh(2003) both, from financial and operational approach which encourage companies to engage in CSR. It can improve company's efficiency, lead to commercial benefits or reduce future risk. Most importantly it increases the added value for company's stakeholder as presented by Siltaoja (2006). The study affirmed these statements with the findings of this study that the Shelter for Education has added value to AirtelTigo Ghana's reputation, which is, giving the company a good impression in the beneficiary communities.

The assumption is that companies participate in CSR initiatives voluntarily. However, public's demand and expectations towards company's behavior have large influence as long as business' main mission is to satisfy its stakeholders. Customers compare company's ethical reputation and CSR activities to its competitors, hence company with no visible CSR

background will most likely lose its customers to alternatives. In order to survive in the competitive markets, CSR initiatives have become more than voluntary.

The study also gathered that AirtelTigo Ghana's corporate social responsibility programme has enhanced their positive corporate image and reputation. The findings of the study affirmed the objectives set for the study. It revealed that AirtelTigo Shelter for Education has improved education in the communities that benefited from the project, therefore, it shows that CSR projects have a positive relationship with community development. It means that CSR projects play a major role in development, and because of that AirtelTigo Ghana has attracted good impression and reputation in the communities. The study affirms Fombrun and Shanley (1990), and McGuire, Sundren and Schneeweis (1998) that there is a link between CSR and corporate reputation, and that, societies associate themselves with organisations that are kind towards its stakeholders.

Again the study also showed that the AirtelTigo Shelter for Education has improved academic performance and students' enrolment in the schools, and finally, in relation with Fombrun and Shanley (1990) it was revealed that companies that engage CSR activities build positive relationship with stakeholders or beneficiaries of the CSR project.

Robin and Coulter (2007) argued that the socioeconomic view management's social responsibility goes beyond making profit to include protecting and improving social welfare of its stakeholders and the environment that the firm carries out operations. This position is based on the belief that corporations are not independent entities responsible only to stakeholders. They also have the responsibility to the society that allow their formation through various laws and regulations and support them through purchasing their products and services. The results of the study show that CSR has become one of the most important

drivers of corporate reputation. This means that CSR has become one of the most important business cases for organisations in respect of corporate reputation.

The concept of CSR is underpinned by the idea that corporations can no longer act as isolated economic entities operating in detachment from broader society (www.iisd.org/business, 2013). Hence, to achieve sustainable development is only possible with coordinated complimentary action between government, civil society and private firms to resolve developmental problems in rural and derived communities.

5.3 Conclusion

The main objectives of the study were to examine the role of AirtelTigo Shelter for Education in improving education at Tupaa Basic School and Obeng Yaw Basic School and also to examine the impact of the project on AirtelTigo Ghana's reputation. The study revealed that CSR project has improved the academic performance of students', and has also increased enrolment in the schools. The study also revealed that CSR activities play a major in community development, and companies enjoy sustainable reputation for engaging in CSR activities.

School population and academic performance of students have increased tremendously after the project. The responses gathered from the participants affirmed that CSR activities have great impact on community development especially education in rural communities. And the end results of CSR programmes are that, it has great impact on the reputation of an organisation, and it increases companies profit abilities. In the case of Tigo Ghana, the Shelter for Education programme has gained a lot of respect and good image in the communities that benefited from the programme.

Based on the findings of the research, the following conclusions were retrieved.

AirtelTigo Ghana is an active participant of CSR. Though AirtelTigo Ghana's business objective is to make profit, it makes effort to contribute resources to the educational development in some rural communities in Ghana.

The corporate social responsibility of AirtelTigo Ghana has a significant impact on the development of beneficiary communities. For example, the AirtelTigo Shelter for Education has helped revive education in the communities that benefited from the programme especially Tupaa Basic School and Obeng Yaw Basic School.

Supported by the responses from the interview conducted, CSR has positive impact on the profitability of Tigo Ghana and other benefits.

1. Dignity and respect from the community in undertaking CSR projects
2. Serves as a tool to build trust and loyalty among stakeholders
3. Strengthens and ensures strong stakeholder relationship

5.4 Limitations

1. Stipulated time for the compilation of the project was affected as there were delays in and difficulties in harnessing information from the communities.
2. The study was only limited to one CSR project of AirtelTigo Ghana, and the beneficiaries were limited to only two communities due to time limit and lack of resources. Other further studies can focus on other CSR projects of Tigo Ghana and other beneficiaries. Again this study focused mainly on the beneficiaries therefore other researchers can focus on the organisation itself.
3. The researcher's initial purpose was to involve resource persons from AirtelTigo but due to the Covid19, it was difficult getting responses from them hence, the researcher focused on only the beneficiaries of the program.

5.5 Recommendations

Having reviewed the importance of AirtelTigo's Shelter for Education on the educational development of Tupaa Basic School and Obeng Yaw Basic School, the researcher therefore proposes to recommend the following suggestions which could bring improvement to CSR activities of AirtelTigo Ghana.

1. CSR projects should be well structured to have maximum impact. For example, the school building constructed under the Shelter for Education programme according to the Headmasters interviewed, should have been more spacious to accommodate a lot of students.
2. The project should be extended to a lot of derived communities since it has great impact on the development of education in rural communities.
3. AirtelTigo Ghana should put appropriate measures in place to help researchers get easy access of information from beneficiaries of their CSR projects.
4. Since the study was limited to only one CSR project of AirtelTigo Ghana, further studies should focus on other CSR project of Tigo Ghana or other telecommunication companies.

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APPENDICES

INTERVIEW GUIDE FOR THE HEADMASTERS OF OBENG YAW BASIC SCHOOL AND TUPAA BASIC SCHOOL

My name is Hortensia Baaba Attabrah, a final year graduate student of the Ghana Institute of Journalism. I am conducting a research into **“Analysis of AirtelTigo Ghana’s Shelter for Education Program on the education of Tupaa Basic School and Obeng Yaw Basic School and the impact of the program on AirtelTigo Ghana’s reputation”** This is an academic requirement to obtain a Master’s Degree in Public Relations.

I wish to indicate that this exercise is a purely academic. Any information provided is intended solely for the purpose of data analysis and will be kept absolutely confidential

QUESTIONS

1. What role has Tigo Shelter for Education played in improving education in rural communities like yours?
2. After the Tigo Shelter for Education project in this school, how has it affected the academic performance of the children and the population of the school?
3. As a headmaster, what were major challenges in the school?
4. What were children attitudes towards education before the project?
5. How has the project affected children’s attitudes towards education?
6. What was your impression or perception about Tigo before the project?
7. Has this project changed that perception and how?

8. What are some of the things the children, the teachers, the parents in the community say about Tigo Ghana now?
9. Has the Shelter for Education project influenced you to use Tigo as your mobile network?
10. In your view do you think Tigo Ghana has a good reputation in this community after this project?

INTERVIEW GUIDE FOR SELECTED PARENTS AT TUPAA AND ADEISO COMMUNITIES

My name is Hortensia Baaba Attabrah a final year graduate student of the Ghana Institute of Journalism. I am conducting a research into **“Analysis of AirtelTigo Ghana’s Shelter for Education Program on the education of Tupaa Basic School and Obeng Yaw Basic School and the impact of the program on AirtelTigo Ghana’s reputation”** This is an academic requirement to obtain a Master’s Degree in Public Relations.

I wish to indicate that this exercise is a purely academic. Any information provided is intended solely for the purpose of data analysis and will be kept absolutely confidential

QUESTIONS

1. Do you know of any educational facility built by AirtelTigo for this community?
2. How has this project affected your children’s education?
3. What was your children’s attitude towards school before this project?
4. In your view do you think the school building has motivated your child to be in school?
5. What were your concerns about your children’s education before this project?
6. How has this project affected your perception about Tigo Ghana?
7. What do people in this community say about Tigo Ghana after this project?

8. Has Tigo Ghana's generosity influenced you to use their network?