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**ASSESSING THE ROLE OF EMPLOYEE ENGAGEMENT IN CORPORATE SOCIAL
RESPONSIBILITY: A STUDY OF THE WEST AFRICAN GAS PIPELINE COMPANY
LIMITED**

SUBMITTED BY

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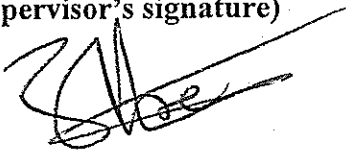
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NOVEMBER, 2021

SUPERVISOR'S DECLARATION

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

(Supervisor's signature)

A handwritten signature in black ink, appearing to be 'Etse Sikanke', written over a horizontal line.

DR. ETSE SIKANKU

DATE: 3rd NOVEMBER, 2021

STUDENT'S DECLARATION

I do hereby declare that the work presented is the result of my own effort, original research and findings and that no part of it has been presented for another degree or diploma in this University or elsewhere. All references to other people's work have been duly acknowledged. I am therefore to be held responsible for any error that might be detected in this dissertation.



(Candidate's signature)

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DATE: 30 NOVEMBER, 2021

DEDICATION

I would like to dedicate this work to myself, Frances Araba Ocran for taking up the course and being able to complete it despite the odds. I would also like to dedicate it to all the people who encouraged me to finish my master's program.

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To begin with, I would like to acknowledge and thank God for without Him I wouldn't have been able to complete this program.

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LIST OF ABBREVIATIONS

CSR – Corporate Social Responsibility

DWT/CTP – Deepwater Tano Cape Three Point

HR – Human Resources

LNG – Liquefied Natural Gas

SPSS – Statistical Package for Social Sciences

UWES – Utrecht’s Work Engagement Scale

WBCSD – World Business Council for Sustainable Development

WAPCo – West African Gas Pipeline Company Limited

ABSTRACT

The study focused on assessing the role of employee engagement in CSR for which reason WAPCo was selected as the organization of interest. The study sought to ascertain employees understanding of CSR, appreciate the relevance of employee engagement and to find out how employee engagement can affect CSR efforts. The study employed a mixed method approach to survey and collect data from 60 employees of WAPCo through questionnaires. The study found that while CSR had to be proactive and did not have to be carried out only when the organization made profit, it was a means of generating organizational goodwill. It was also found that face-to-face interaction was the most effective and preferred employee engagement mechanism. Further, the study observed that employee engagement had to be considered in the planning stages as well as during the implementing stages of a CSR activity. The study recommends that inculcating employee engagement into the planning stages and implementing stages of CSR activities should be encouraged by organizations.

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

Corporate Social Responsibility (CSR) per Ann's (2010) intimation is a concept in which businesses take responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities, and other stakeholders, as well as the environment, while also considering the interests of society. This responsibility in the view of Du, Bhattacharya and Sen (2010) indicate that organizations have to comply with regulations and take steps on a voluntary basis to promote the well-being of their workers and their families, as well as the local community and society as a whole. Amponsah-Tawiah and Dartey-Baah (2016) supports this notion by noting that CSR implies that organizations must diligently fulfill the responsibilities delegated to them by law, shareholders, and society at large. Carroll (1983) gives a broader outlook of the concept by defining it as

“the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive....to be socially responsible means that profitability and obedience to the law are foremost conditions when discussing the firm's ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent.”

Lee (2008) however observes that overtime, the meaning and practice of CSR have evolved, with the focus shifting from philanthropy to the importance of relationships between business and society, especially the contribution that a corporation or company has made to solving social problems. This gives credence to Sarpong's (2010) assertion that donations are sometimes made in the name of CSR without understanding what it means. CSR has thus not been a priority for many companies (Frederiksen and Nielsen, 2013), some organizations make donations (corporate philanthropy) either because their competitors do so or because an official wants to brag within

the organization (Westerheijden, 2014). To a greater extent, CSR has not been part of the corporate agenda of many businesses therefore some organizations make donations either because they see their rivals doing it or because an official wants to show off inside the organization (Blackburn, 2019).

According to Stoyanov (2017), interest in the concept of CSR is increasing exponentially as organizations are seeing it as more relevant and meaningful. This has shifted the negative perception businesses had of CSR as they are making serious efforts to inculcate CSR into aspects of their operations (Tandoh and Aovare, 2020). Some organizations have begun to publish social and environmental reports and hire experts to advise them about how to enhance their environmental and social results, as well as locate their stakeholders and engage in meaningful conversation with them (Lee and Shin, 2010). The reason for this as Ofori and Hinson (2007) put it is that organizations have realized that CSR extends to cover behaving and conducting business ethically and with sensitivity towards social, cultural, economic, and environmental issues.

Despite the effort, Ferreira, De Oliveira, Irina, Ferreira and Saur-Amaral (2013) divulge that many firms find that their CSR initiatives never really take off. Albrech (2011) notes that this is because employees do not get adopt the initiatives the way management planned largely because engagement is minimal and involvement is low. Maon, Lindgreen and Swaen (2010) adds that while CSR efforts are admirable, employees frequently feel alienated from them and are unable to communicate with them since they are unaware of them. Stoyanov (2017) mentions that company's CSR governance has to be changed such that it invests locally in projects that benefit employees. Employee engagement is primarily a two-way street that necessitates reciprocal commitment, information sharing, and contact between the firm and its employees (Saks and

Gruman, 2014). This is affirmed by Ferreira and De Oliveira's (2014) insinuation that employees exposed to internal CSR are more engaged than those exposed only to external CSR practices.

Davies and Crane (2010) further makes that point that it has been established that employee buy-in is a critical aspect in ensuring CSR engagement. This suggest that failing to comprehend the influence of CSR on employee attitudes and behavior will lead to erroneous conclusions, prompting academics and practitioners to question the utility or impact of CSR (Ali, Nasruddin and Lin, 2010). Bhattacharya, Sen and Korschun (2008) for instance have noted that employees, are increasingly questioning the purpose of their work, and firms that fail to see this will have difficulty recruiting, maintaining, and engaging the greatest talent. Cooke and He (2010) contends that even though CSR has been studied and discussed in a variety of fields, including corporate ethics, marketing, and business and management studies, the focus has been on topics such as performance (Rettab, Brik and Mellahi,2009), strategy (Freeman, 2010), marketing and consumer behavior (Oliveira and Rodrigues, 2015) neglecting the relevance of human resources.

Individuals have a need to classify themselves and others into social groups, according to Hogg (2020), and to derive part of their identity from the group(s) to which they belong. Belonging to a group and having common aims might help to explain employee behavior, perceptions, and sentiments in this environment. As a result, CSR as a common purpose may increase engagement. Furthermore, because employees as a stakeholder group see, assess, judge, and react to CSR programs and actions, firms that invest in creating connections with their stakeholders are more likely to be successful (Lindgreen and Swaen, 2010). Employees who are engaged are much more likely to show the dedication and determination that are necessary for any company's long-term success, big or small. Kreienkamp (2017) adds that finding successful ways to communicate with workers is one of the most challenging tasks facing any company today. This study intends to

contribute towards the understanding of the antecedents of employee engagement by emphasizing the role of CSR. This study therefore intends to explore the role employee engagement plays in the carrying out of CSR efforts.

1.0.1 CSR in Ghana

Amponsah-Tawiah and Dartey-Baah (2016) reports that findings from the World Business Council for Sustainable Development (WBCSD) report “Making Good Business Sense” indicates that Ghanaians see CSR as building capacity for sustainable livelihoods, respecting cultural differences, and finding business opportunities in developing the skills of employees. In Europe however, Russo and Perrini (2010) puts forward that the idea of CSR is far more focused on businesses running their core businesses in a socially responsible manner, supplemented by community investment for solely commercial purposes. This suggests that the understanding of CSR may be perceive different from one demographic construct to the other.

Despite the proliferation of initiatives to promote CSR at the global level in response to public concerns about the political, economic, social, and environmental impact of corporations’ activities in the societies in which they operate, there is no comprehensive or easily accessible document on CSR in Ghana (Anku-Tsede and Deffor, 2014). Ghana’s CSR framework is made up of a number of rules, legislation, practices, and projects. In other words, Abugre and Nyuur (2015) assert that CSR in Ghana is governed by policies, regulations, and other types of law. Many government initiatives, such as the Ghana Land Policy, have direct implications for CSR. Despite the fact that these policies are not labeled as pro or anti-CSR, they have the ability to promote or disparage CSR. Furthermore, unique regulations governing CSR apply to various industries and sectors of the economy, including banking, insurance, mining, and commerce (Amponsah-Tawiah,

2015). A number of international conventions approved by Ghana are also applicable and have an impact on CSR (Anku-Tsedde and Deffor, 2014).

With the continuous shift towards privatization and deregulation in Ghana, the necessity for businesses to be responsible has become more important (Anim and Cudjoe, 2015). This movement has the potential to improve the private sector's role in complementing government initiatives, giving firms additional opportunities and responsibilities (Husted, 2000). Most corporate entities exist to create profits or satisfy the value of its shareholders, and in order to do so, many may engage in illegal acts at the expense of the company's stakeholders or shareholders (Ofori, 2007). In most cases, unregulated activities have negative environmental consequences. For example, large mining companies may overlook the hazardous conditions in which their employees work, resulting in high rates of physical impairment, poisoning, cardiovascular and respiratory diseases, and death among workers.

Kuada and Hinson (2012) go on to state that in recent years however, there has been a strong demand for organizations to provide social programs, as the government cannot address societal problems on its own. Andrews (2016) believes that in Ghana, large-scale multinational corporations are driving CSR initiatives. Low per capita income, a weak currency, capital flight, low productivity, low savings, and other issues in the country make it nearly impossible for indigenous companies, the majority of which are engaged in retail and primary commodity production, to take social action (Ofori and Hinson, 2007). Large-scale manufacturing, telecommunications, and mining companies like MTN, Valco, Goldfields, and AngloGold played an important role in the country's social growth. However, Amponsah-Tawiah and Dartey-Baah (2016) argue that extractive industries whose operations have a direct impact on the climate and

local communities are still in the news, either breaching or seriously fulfilling some of the tenets of the CSR agenda, just as they are internationally for obvious reasons.

While individuals, advocacy groups, and government agencies seeking to hold corporations accountable for their social responsibilities, the difficulty in doing so in the absence of a clear CSR policy, owing to the lack of a readily available source document on CSR for reference, especially in the absence of any statutory or contractual obligation imposed on such corporations. Akabzaa (2009) is of the view that although CSR currently operates involuntary terms, a strong domestic framework could possibly reduce the degree of dominance corporations have over domestic populations who are often left at the mercy of handouts in the form of social responsibility initiatives. Based on what we know from the challenges with mandatory CSR in Indonesia, a meaningful legislative framework should nonetheless be supported by clarity on duty bearers and proactive enforcement mechanisms (Andrews, 2016). This argument reinforces earlier works by scholars (Hilson, 2012; Campbell, 2010; Akabzaa, 2009).

1.0.2 Overview of CSR in the Energy Sector of Ghana

Ghana's energy sector has previously benefited from significant private sector involvement, with several independent power producers and non-state-run power plants producing electricity. They contributed roughly 36% of the country's installed capacity in 2018/2019. (Karaman et al., 2021). Electricity transmission and distribution are also available to private market participants. The oil discoveries in Ghana sparked worldwide interest since they were one of the most significant discoveries in Africa in recent memory (Owusu-Manu et al., 2020). This, together with Ghana's favorable investment climate, has attracted and continues to attract major oil and gas corporations to do business in the country. In that stead, how to ensure that these companies behave responsibly is key to the effective management of the oil and gas resources.

According to the report “CSR in Clean Energy”, the clean energy sector represents a \$160 billion opportunity. While several papers have addressed and debated the market possibilities of renewable energy, the CSR angle has received little attention. Clean energy has a poor CSR presence, according to the report. It goes on to say that this is low when contrasted to the extent of CSR activity in other cause areas, such as education, sanitation, and skills and livelihoods, where more than half of the top 100 firms have CSR programs. Clean energy projects are most likely to be supported by companies in the power and oil and gas industries, which may take advantage of strategic alignment and leverage core skills (Najatu, 2019). The industrial and heavy engineering industries followed, with a focus on villages around companies and regional offices.

Even yet, at the 8th National PR and Communications Excellence Awards in 2020, Vivo Energy Ghana’s main sustainability project, “Energy for Water and Education”, was named Best Community Relations Programme of the Year. Vivo Energy Ghana (Shell Licensee), its employees, and business partners donated two newly constructed hand-pump boreholes to the Hiamankyene community and rehabilitated the Brengo Presbyterian Basic School in the Ashanti Mampong Municipality as part of this project to support the government’s efforts to achieve the SDGs 4 and 6, which focus on Quality Education and Clean Water and Sanitation, respectively. In addition, the company also donated educational materials to the people and school children in the community.

Aker Energy Ghana, a major operator of the Deepwater Tano Cape Three Point (DWT/CTP) Block offshore the Western Region, has also focused its social investment projects on addressing Ghanaians’ educational needs. The focus was in keeping with the company’s CSR module, which was designed to address some of the most pressing social intervention concerns that communities

within its operational authority were facing. Despite the fact that certain existing oil and gas corporations operating along the Western Region's coastal belt are already engaged in similar CSR programs. Aker Energy brought new and improved CSR modules to bear, with the goal of adding value to the current projects of its partners, particularly the GNPC Foundation and LUKOIL.

This project serves those who are in desperate need of social services aimed at the poor and vulnerable. Apart from its numerous CSR projects since taking over from HESS Petroleum in Ghana between 2017 and 2018, Aker Energy has worked hard to build on the good legacy left behind by its predecessor in terms of assisting the educational sector. As part of its commitment to the educational sector, the firm has donated US\$4.5 million to assist the government of Ghana through the Petroleum Commission in improving the oil and gas sector's human resource base.

Several corporations have changed their practices to achieve corporate citizenship as a result of pressure from stakeholder groups such as nations and civil societies. Similarly, the worldwide economic crises of the twenty-first century have resulted in a massive shift in the relationship between the private sector and governments. As a result, various organizations are working to re-establish the trust of a large number of stakeholders (Bice, Brueckner, and Pforr, 2017; Pirson, Martin, and Parmar, 2017). In addition to economic goals, firms have set aside funds for social contributions in their communities (Foss and Klein, 2018). It is no surprise that CSR and stakeholder involvement are becoming increasingly important in today's globalized business landscape (Hasan, Kobeissi, Liu, and Wang, 2018). As a result, many organizations have changed their policies and operations to incorporate the concept of CSR as a means of safeguarding their hard-earned reputation (Hasan et al., 2018).

1.1 OVERVIEW OF WEST AFRICAN GAS PIPELINE COMPANY LIMITED

The West African Gas Pipeline Company Limited (WAPCo) is a limited liability company that owns and operates the West African Gas Pipeline (WAGP) (WAPCo Company Profile, 2021). The company has its headquarters in Accra, Ghana, with an office in Badagry, Nigeria, and field offices in Cotonou – Benin, Lome – Togo, Tema, and Takoradi, both in Ghana. WAPCo is a joint venture between public and private sector companies from Nigeria, Benin, Togo, and Ghana. The West African Gas Pipeline Authority based in Abuja is the regulatory body for WAPCo (WAPCo Company Profile, 2021).

WAPCo's Company Profile (2021) states that its mission is to be an international company transporting natural gas in Nigeria, Benin, Togo and Ghana in a safe, responsible and reliable manner to create value for its diverse stakeholders. WAPCo's vision is to be a world-class pipeline company at the center of gas transmission in the West African sub-region. WAPCo places the highest priority on the health and safety of people and protection of its assets and the environment (WAPCo Company Profile, 2021).

The organization as well operates an Open Access system for the use of its pipeline to multiple shippers and promotes the WAGP system as a key natural gas transmission infrastructure for all-natural gas sources including Liquefied Natural Gas (LNG) (WAPCo Company Profile, 2021). WAPCo is an international company which transports Natural Gas in Nigeria, Benin, Togo and Ghana in a safe, responsible and reliable manner to create value for its diverse stakeholders. WAPCo is owned by Chevron West African Gas Pipeline Ltd (36.9%); Nigerian National Petroleum Corporation (27.9%); Shell Overseas Holdings Limited (17.9%); and Takoradi Power Company Limited (16.3%), 'Société Togolaise de Gaz' (2%) and 'Société BenGaz S.A. (2%) (WAPCo Company Profile, 2021).

As a part of its stakeholder engagement efforts, over the years, WAPCo has carried out some CSR activities as well. The organization provided scholarship to one hundred and forty-two students to enable them pursue their education at the tertiary level in 2020. The scholarship recipients were from five communities in the Shama District of the Western Region and two communities in the Greater Accra Region. WAPCo has also provides eye care services as part of its annual Health Awareness Outreach to host communities in Lagos State. The 4-day outreach programme saw a team of health care professionals providing community members with general cardiovascular screening, cholesterol and blood sugar testing and some were treated for minor ailments.

Adewuyi and Olowookere (2010b) present evidence that WAPCo has gone beyond community development to sustainable development in the host communities, based on an analysis of 15 CSR variables. WAPCo's continuing success in CSR operations may be credited to the public relations efforts it makes, which inculcates spanning the internal and external publics. Emezi (2014) explains that, despite the fact that the corporation's host communities are well aware of the negative consequences of its operations, reactions are minimal due to the company's elaborate governance structure and CSR practices, as well as a high level of host community satisfaction with them. In other words, while the company's CSR is evaluated as adequate by Adewuyi and Olowookere (2010a), integrating the community more in the creation of its CSR programs is critical.

1.2 STATEMENT OF THE PROBLEM

Ferreira and de Oliveira (2014) intimate that although there is a large body of literature addressing CSR and its connections to the function and practices of Human Resources (HR), few empirical research investigate the relationship between CSR and employee engagement. This is most likely related to the newness of the notion of employee involvement, as indicated in prior study. Several

research have been undertaken on the relationship between CSR activities and increased employee identification and commitment to the organization, organizational citizenship behaviors, and job purpose (Aguilera et al., 2007).

Other studies further note that CSR can help businesses attract and retain top personnel (Bhattacharya et al., 2008). These studies discovered that these two constructs (CSR and employee engagement) addressed primarily stakeholder engagement (Greenwood, 2007), viewed as corporate social responsibility in action (Tamm et al., 2010), and the contribution of CSR for employee buy-in regarding the use of HR (particularly selection and socialization) in the context of small and medium sized enterprises (Davies and Crane, 2010). This is because employees as a stakeholder group perceive, evaluate, judge, and react to CSR programs and actions, CSR as a common goal may enhance engagement (Lindgreen and Swaen, 2010). This is because when organizations invest in building relationships with their stakeholders, they are more likely to be successful (Wood and Jones, 2016; Rupp et al., 2006; Rowley and Berman, 2000).

Academics have only lately began to investigate the relationship between CSR and employee engagement, with research revealing a positive and significant link between the two (e.g., Caligiuri et al., 2013; Glavas and Piderit, 2009). However, little is understood about why, how, and when CSR engages employees (Glavas, 2016b). Although some studies have been conducted on CSR in Ghana, (e.g. Amponsah-Tawiah and Dartey-Baah (2011); Ofori and Hinson, (2007); Kuada and Hinson (2012), none looked at to explore the role employee engagement plays in the carrying out of CSR efforts in Ghana, hence making this study a pioneering study. It is for this reason that this study sought to probe the role of employee engagement in CSR from a Ghanaian context. With the multinational nature of WAPCo, this this will by extension grow to cover West Africa.

1.3 OBJECTIVES OF THE STUDY

In order to further the main objective of the study, which is to undergo an assessment of the role of employee engagement in CSR, the researcher set the following sub-objectives to help direct the research. As a result, the research would attempt to;

1. To ascertain WAPCo employees' understanding of Corporate Social Responsibility
2. To identify the existing employee engagement mechanisms or strategies in place at WAPCo
3. To find out the consequences and challenges of neglecting employee engagement in Corporate Social Responsibility efforts at WAPCo

1.4 RESEARCH QUESTIONS

While the researcher has found a void in which the study goals have been extended, it is necessary to ask these questions. These questions will serve as a reference for the researcher in determining the study's reach, importance, and contribution to the body of information, among other things.

The following questions will be attempted to be answered by the researcher:

1. What is/are the WAPCo employees' understanding of Corporate Social Responsibility?
2. What is/are the existing employee engagement mechanisms or strategies in place at WAPCo?
3. What is/are the consequences associated with lack of employee engagement in Corporate Social Responsibility efforts at WAPCo?

1.5 SIGNIFICANCE OF THE STUDY

By undertaking an assessment of the role of employee engagement in CSR, data can be collected to separate facts from fiction. This data can help corporate organizations settle on the relevance

as well as the role of employee engagement plays in CSR. The findings of this study will help organizations develop and implement policies which will make their CSR activities more effective. This study will as well aid organizations implement reforms and strategies which will be focused on engaging their employees more in their CSR efforts rather than focusing more on the external stakeholders alone. This study will help create backing to the idea of attaining overall organizational harmony.

Again, while the study focuses on employee engagement's role in CSR, it also shows how CSR has had to evolve with the advent of variables like employee engagement, especially since some firms now regard employee engagement as a strategic imperative in CSR. This means that the study's discussion of how CSR might affect employees' overall engagement with their organization cannot be dismissed. By filling up some of the gaps in the CSR literature, this study contributes to a better understanding of how and why CSR influences concepts like employee attitudes and behavior. In light of this, the study will build on Utrecht's Work Engagement Scale (UWES) to develop a framework to measure how employee engagement specifically affects CSR. Also, the significance of this study will be seen in how amplifies the role of employee engagement in CSR especially in the Ghanaian setting. This feat will help organizations undertake CSR activities with more assurances of success. This is because there is evidence (Glavas, 2016a) that a lack of buy in from employees could result in the failure of CSR efforts. The implication then is that due to the uniqueness of the study, it will serve as a foundation for studies relating to employee engagement in CSR especially in the oil and Gas industry of Ghana. Further, by unpacking the relationship between CSR and employee engagement, both positive and negative effects are uncovered, organizations can learn from the negative effects while harnessing the positives. Finally, this study answers the call of Baffoe (2018) advocating for the need to integrate strategic

CSR programmes while focusing on building an ethical work environment to positively influence employee job attitudes.

1.6 OPERATIONAL DEFINITION OF TERMINOLOGIES

1.6.1 Public Relations

Public relations are a broad set of communication activities used to create and maintain favorable relations between the organization and its publics (Seitel, 2017). Customers, employees, stockholders, government officials and society. In the age of globalization, the majority of multinational corporations make concerted attempts to control and sustain their customer relationships (Wilcox, Ault and Agee, 2006). Most multinational corporations have a public relations department that works hard to monitor consumer attitudes and expectations.

It is used to disseminate and share all relevant information in order to establish a positive public image. An effective and good public relations department will use constructive programs for this reason and will always stress the importance of avoiding negative attention that might occur as a result of questionable practices (Botan and Hazleton, 2010). Financial public relations, for example, aids resource mobilization; labor relations aid shop floor productivity; market relations aid customer understanding; and employee relations aid morale and team building. Not only that, L'Etang (2012) adds that as the department that serves as a link between the organization's various publics and functional departments, public relations now assist in the development of policy and organizational policies.

1.6.2 Employee Engagement

Since the emergence of employee involvement in management literature, two major themes have emerged. First off, numerous authors have commended employee involvement as a critical component of a company's success and competitiveness. Businesses with engaged employees are

said to have higher shareholder returns, profitability, productivity, and customer satisfaction (Crawford, LePine and Rich, 2010; Harter, Schmidt and Hayes, 2002). Second, it has been widely observed that employee engagement is declining, with today's workers becoming increasingly disengaged (Richman, 2006; Bates, 2004). The definition and meaning of employee engagement has been problematic from the beginning. Today, there continues to be confusion, disagreement, and a lack of consensus regarding the meaning and distinctiveness of employee engagement among scholars and practitioners (Cole, Walter, Bedeian and O'Boyle, 2012; Bakker, Albrecht and Leiter, 2011).

Saks and Gruman (2014) indicate that the first definition to appear in the academic literature was introduced by Kahn (1990) who defined engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Rich et al. (2010) as well basing on engagement on Kahn's (1990) definition, indicated that when people are engaged, they invest their hands, heads, and hearts in their work, whereas Christian, Garza, and Slaughter (2011) defined engagement as a broad construct involving a holistic investment of the entire self in terms of cognitive, emotional, and physical energies. Maslach et al. (2001) also pointed out that engagement has its roots in the literature on job burnout, defining engagement as the polar opposite of burnout. Maslach and Leiter (2008) define engagement as an enthusiastic state of involvement in personally rewarding activities that improve one's sense of well-being.

Activities, games, and events are not the only ways to keep employees engaged. Performance is guided by employee engagement (Macey and Schneider, 2008). Employees who are engaged look at the whole organization and understand their purpose, where they fit in, and how they fit in leads to better decision-making. Companies that have a highly motivated workforce outperform their

competitors. They gain more per share and bounce back faster from recessions and financial setbacks. When it comes to development and creativity, engagement is a crucial differentiator (Markos and Sridevi, 2010).

To better understand the needs of the organization, administering an employee engagement survey is key (Anitha, 2014). Employee engagement surveys are a gold mine of knowledge for businesses. Knowing whether or not your workers are engaged is just the first step. Organizations must also be able to act on the findings, as well as consider the main drivers of engagement and disengagement (Saks, 2006). They must also be proactive in order to plan events or programs that would have the greatest effect on increasing engagement.

1.6.3 Corporate Social Responsibility

CSR is a form of self-regulation practiced by businesses with the aim of being socially responsible (Mansell, 2013). This is because CSR has progressed from theory to practice, with many enterprises now seeing it as vital to define their roles in society and apply social and ethical principles to their operations (Lichtenstein et al., 2004). Despite the fact that firms are increasingly adhering to and demonstrating their commitment to CSR (Pinkston and Carroll, 1994), many are having difficulty with it (Lindgreen et al., 2009). This situation is likely to obstruct managers' full knowledge of what CSR should entail, as well as further theoretical development of CSR.

There is no single "right" way for businesses to engage in CSR; many corporate CSR programs aim to benefit the public, the economy, or the environment. Employees and consumers value working for and investing money with companies that emphasize CSR in today's socially conscious setting. When the use of corporate responsibility grows, having a socially responsible picture becomes more critical. Organizations are increasingly using CSR initiatives, such as annual

reports (Sweeney and Coughlan, 2008) and websites (Wanderley et al., 2008), to position their business brand in the eyes of consumers and other stakeholders.

At the same time, there is disagreement in the literature regarding whether companies should communicate about their CSR initiatives and, if they do, whether typical marketing tactics are acceptable (Van de Ven, 2008). However, recent research suggests that speaking about social actions does not always help the communicating company, particularly when CSR communication might elicit skepticism and cynicism from stakeholders (Schlegelmilch and Pollach, 2005; Mohr et al., 2001). The dynamic and practical aspects of developing a CSR orientation within an organization have only recently emerged in the literature (Lindgreen et al., 2009; Jonker and de Witte, 2006), despite CSR now appearing as an important dimension of contemporary business activities (Kotler et al., 2014). Implementing a CSR orientation is likely to be a determining event for any business, but current guidelines for implementing CSR and the verifiable criteria for its success still lack theoretical or empirical basis, particularly from a dynamic perspective.

When it comes to choosing a brand or organization, consumers, workers, and stakeholders value CSR, and they hold companies accountable for affecting social change through their business values, policies, and income (Ann, 2010). An organization will benefit from CSR in two ways; first by enhancing the company's brand value, customers and clients are more likely to react favorably when they see signs of social responsibility. The second advantage concerns employee productivity. Companies that put in a significant amount of effort and energy into ethical and socially responsible actions appear to have better morale in the long run (Ismail, 2009).

Furthermore, as businesses make significant attempts to acknowledge the characteristics of CSR in their business operations, interest in the notion of CSR is fast growing, and it is becoming more vital and relevant for modern management. Employee engagement is frequently viewed as a

technique for persuading employees of the benefits of CSR; however, such a utilitarian perspective ignores the complexity and fundamental relevance of internal communication and discourse on CSR among employees (Haski-Leventhal, Roza and Brammer, 2020). Having a comprehensive employee engagement plan is more significant than having a CSR strategy for increasing CSR program participation.

As per studies, giving employees with intimate, meaningful, and engaging interaction provides companies a competitive advantage and has a direct influence on the bottom line (Sarpong, 2010). Organizations of all types are now examining their role as corporate citizens, as well as the possible impact of their policies and practices on social and environmental issues. CSR is far more important than “feel-good” problems or mere adherence to the law. Organizations may generate social capital and a healthy bottom line by taking a planned and nuanced approach to CSR, avoiding possible traps and making good contributions to the lives of their customers.

1.7 ORGANIZATION OF THE STUDY

This research work comprises five (5) chapters of which Chapter one will be the introductory part of the research work and will include a background to the study, problem statement, research objectives, among other salient sections. Chapter two will then bother on the reviewing of literature. This chapter will discuss literature relevant to the study as well as drawing on empirical studies to guide this study. Chapter three will cover the research methodology of the study. Chapter four will be to analyze the data collected while the Chapter five will discuss the findings of the study and summarizing the study primarily.

1.8 CHAPTER SUMMARY

This chapter gave an overview to the study by giving a background to the study. This was followed by throwing more light on the organization of focus as well as stating the research problem as well as research objectives, questions among others.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter presents a review of literature to help ground the study in theory. By this, the chapter reviews relevant literature related to the study and discusses key theoretical positions which supports the study. A literature review, as indicated by the Bharti, Agrawal and Sharma (2015), is a review of scholarly sources on a certain issue that offers an overview of current knowledge and allows researchers to find pertinent theories, methodologies, and gaps in existing research.

2.1 THEORETICAL FRAMEWORK

Theories are developed to describe, predict, and comprehend phenomena, as well as to question and expand established knowledge within the confines of critical bounding assumptions in many cases. The theoretical framework is the framework that holds or supports a research study's theory. The theoretical structure discusses and presents the theories that explains why the research issue under investigation occurs. Theories are important because they guide and explain what we observe (Lederman and Lederman, 2015). Koopmans and Statham (2010) opine that when a researcher examines and collects information through observation, the researcher must have a clear notion of what information is important to obtain. The implications then is that valid theories are thus supported by research and serve as a solid foundation for practical activity (Bozóki and Ishiyama, 2020).

2.1.1 Stakeholder Theory

Long-standing philosophical perspectives regarding the nature of civil society and individual relationships can be traced back to concepts comparable to modern stakeholder theory (McGregor-

Lowndes, 2018). In 1963, an internal communication at the Stanford Research Institute used the term “stakeholder” for the first time (Anheier and Toepler, 2009). Hein Kroos and Klaus Schwab released a publication *Moderne Unternehmensführung im Maschinenbau* in 1971, claiming that a contemporary enterprise’s management must serve not only shareholders, but all stakeholders in order to achieve long-term growth and success (Schwab and Kroos, 1971). Mitroff (1983) first suggested the idea of the Stakeholder Theory in his book *Stakeholders of the Organizational Mind*. Freeman (1999) rather attributed the Stakeholder Theory to discussions at the Stanford Research Institute.

Freeman went on to publish his own book, *Strategic Management: A Stakeholder Approach*. However, there are many books and articles on the subject and most cite Edward Freeman as father of the theory (Blackburn, 2019). The Stakeholder Theory is an organizational management and business ethics theory that takes into account a variety of stakeholders affected by businesses, including staff, vendors, local communities, creditors, and others (Lin, 2018). It covers topics including corporate social responsibility, market economy, and social contract theory, as well as principles and values in management.

When considering whether Freeman’s (2010) definition of a stakeholder can be incorporated into a moral framework for business, it is clear that in Freeman’s mind, a stakeholder’s role is instrumental, or a relevant factor for strategy, rather than something with explicit implications for management’s moral responsibility. This argument is illustrated by other instances from Freeman’s (2010) book. “My focus is on how CEOs can use the stakeholder approach’s concept, framework, philosophy, and methods to govern their organizations more effectively,” he writes (2010: 27). He also talks about “developing the stakeholder concept into an approach to strategic management” (2010: 47), and he says that because most organizations’ “reason for being” is to

serve some need in the outside world, “the more we can begin to think in terms of how to better serve stakeholders, the more likely we will be to survive and prosper over time” (2010: 80).

The theory, according to Freeman (2010), is concerned with the problem of what is morally right for a firm to do. It has been stated that Freeman’s (2010: 46) definition of a stakeholder is inadequate because it might conceivably include a gang of terrorists, yet there is nothing unpleasant about it when viewed solely in terms of strategy. As he puts it:

“Some groups may have as an objective simply to interfere with the smooth operations of our business. For instance, some corporations must count ‘terrorist groups’ as stakeholders. As unsavoury as it is to admit that such ‘illegitimate’ groups have a stake in our business, from the standpoint of strategic management, it must be done. Strategies must be put in place to deal with terrorists if they can substantially affect the operations of the business.” (2010: 53)

The Stakeholder Theory has become well-known in areas other than business ethics becoming one of the mechanisms used in CSR (Ann, 2010). That notwithstanding, although Doms (2019) asserts that there are few empirical results showing that adopting CSR-related behavior leads to better financial performance, it has been argued from the beginning that CSR can significantly contribute to a firm's overall performance and the objectives of the firm's stakeholders, including society (Burke and Logsdon, 1996). Superior CSR performance, Freeman (2015), can lead to the establishment of strategic, business-oriented benefits. As a result, organizations must consider stakeholder objectives during the planning process, and more specifically, they must identify the critical stakeholders who can help the organization achieve its mission and strategic goals, as well as the specific strategies that can help these critical stakeholders achieve their goals.

While the theory is crucial to businesses (Carroll and Buchholtz, 2014), the most pressing issue is identifying these key stakeholders (Mansell, 2013). There are various definitions of the term "stakeholder," and there has never been a commonly recognized definition, resulting in a variety

of "stakeholder theory" and "stakeholder management" foundations (Donaldson and Preston, 1995; Dooms, 2010). Freeman (1984) however gives the broadest definition of the term; "a stakeholder is by definition any individual or group of individuals who can affect or are influenced by the achievement of the organization's objectives".

Attempts to further define "generic" stakeholder categories are difficult to achieve in practice for a variety of reasons, including ambiguity about the relative importance or equality of different stakeholders (Phillips, Freeman, and Wicks, 2013) and the measurement of performance with regard to the objectives of different stakeholders (Stieb, 2009). Furthermore, Richter and Dow (2017) point out that the stakeholders' goals are frequently divergent and even contradictory. This explains Sundaram and Inkpen's (2004) argument that there may be disagreements between subgroups within a stakeholder group regarding the goals to be pursued. This raises questions about the legitimacy of the stakeholder group in question, as well as making it difficult to assess the performance of the organization in which the group has a "stake" that has to be assessed (Maharaj, 2008).

Stakeholder Theory has been criticized by Jones, Wicks and Freeman (2017) for assuming that the interests of different stakeholders can be undermined or balanced against each other at best. He goes on to say that this is due to its focus on negotiation as the primary form of communication for resolving stakeholder disputes. Instead, Parmar et al. (2010) advocates for dialogue, which leads him to defend what he refers to as a "patriotic" of the company as an alternative to stakeholder theory. The theory contradicts the values of a capitalist economy by applying the political idea of a "social contract" to corporations (Mansell, 2013).

According to the stakeholder theory, a corporation's stakeholders include just about everyone who is influenced by the corporation (Rose, Flak and Sæbø, 2018) contradicting economist the long-

held of the shareholder theory, which states that in capitalism, a company's only stakeholders are its owners, and therefore its bottom line. Businesses, as per Robé (2012), are obligated to make a profit, satisfy their shareholders, and maintain positive growth (Björkquist, 2011).

Stakeholders, on the other hand, are all individuals without whose sponsorship the organization will cease to exist according to Freeman. At the level of the business organization the theory has not always been invoked in a normative manner. Rather, it has often been employed in an instrumental fashion, as a means for achieving the traditional performance objectives of corporate strategy. This is certainly the case in what is perhaps the landmark publication in the field of the theory.

The Stakeholder theory and CSR discourse have an obvious overlap, according to Freeman et al. (2010), because the stakeholder approach is not substantially different from the stakeholder approach. This is because it emphasizes the moral legitimacy of particular individuals/groups whose interests in the company should be directly satisfied as corporate goals. As Freeman (2010: 38) puts it:

“CSR...can be viewed as applying the stakeholder concept to non-traditional groups who are usually thought of as having adversarial relationships with the firm. In particular, less emphasis is put on satisfying owners and comparatively more emphasis is put on the public or the community or the employees.”

When the theory is viewed as a systematic endeavor to legitimize socially responsible corporate behavior, it has the potential to address the concerns highlighted by those (Mainardes, Alves and Raposo, 2011) who believe that the traditional goal of profit maximization is to blame for ethical failings in the corporate sector. However, Jones et al. (2017) points out that it is possible to wonder

how this approach relates to others who argue that if management abandons shareholder wealth maximization in favor of other goals, the very ethical basis of a market-based society will crumble.

2.1.1.1 The Present Study and the Stakeholder Theory

This theory is relevant to this study because among other things, it posits that a company is only successful when it delivers value to its stakeholders, and those values can come in many forms beyond financial benefits. Customers, employees, vendors, political action organizations, conservation groups, local governments, the media, financial institutions, governmental groups, and others are examples of these groups (Blackburn, 2019). This perspective depicts the business world as an ecosystem of interconnected groups that must all be considered and fulfilled in order for the organization to remain safe and competitive in the long run.

A similar view is expressed by Mitchell et al. (1997: 855), who write that the stakeholder approach is “intended to broaden management’s vision of its roles and responsibilities beyond the profit maximization function to include interests and claims of non-stockholding groups. Furthermore, for Campbell and Kitson (2008:18):

“Stakeholder theory is an attempt to broaden the perception that there is one dominant interest – that of the shareholder – in public companies. It challenges the view that the primary, or even sole, purpose of a company is to maximize the return to shareholders.”

It can be noted that a clear similarity appears with the position of Bakan (2012) and Corporate Watch (2006), in that a business cannot be socially responsible if it looks only to maximize shareholder value.

The theory also addresses business ethics, morals and values when managing stakeholders involved with a project or organization. It seeks to optimize relations with stakeholders, thereby

improving efficiencies throughout the project or organization. There are ethical benefits of practicing it as well. The usage of the opinions and influence of stakeholders helps shape an organization and put it in a much better position for success. When an organization practices the Stakeholder Theory, it creates healthy environment among the employee as all stakeholders can hear each other out and arrive at compromises with benefit them all.

2.2 INTERNAL COMMUNICATION

Internal communication is a set of processes or tools that allow for efficient information flow and collaboration among employees within a company (Ruck and Welch, 2012). This encompasses employee efficiency, collaboration, experience, and, eventually, employee engagement as all tend to be influenced by how a company interacts with its employees. Proctor and Doukakis (2003) further elaborate that open and clear communication is a perfect way to ensure that the employees are aware of the company's mission statement and that everyone shares the same values. This is because it also plays an important role in breaking down organizational silos.

Internal communication, often perceived as a synonym for intra-organizational communication, is quite often equated with employee communication. As an organizational function, internal communication is gaining in importance, meriting a special issue on the topic. Verčič, Verčič and Sriramesh (2012) makes the point that internal communication is among the fastest growing specializations in public relations and communication management. The recognition of the importance of internal communication has resulted in a series of initiatives aimed at understanding and analyzing the field and advocating it as an independent domain (Smith and Mounter, 2008). Karanges et al. (2015) as well add that internal communication is the responsibility of the internal communication department in large organizations, while in small enterprises, where there is normally no such department, the Human Resource department fills in and is in charge of the

internal communication strategy. Internal contact, on the other hand, has a significant effect on the wellbeing of the company since it includes so many different people: upper management, administrators, and staff. In this sense, internal communication, is not solely the responsibility of one department, but rather of everyone.

2.3 RELATED STUDIES

Welbeck, et al. (2020) intimate that managers of some corporate firms in Ghana seem to balance the interest of stakeholders by focusing on society rather than prioritizing these stakeholders. Welbeck et al. (2020) demonstrate that although some Ghanaian firms engage in CSR activities in some respect, generally these activities are directed more at the stakeholder group “society” distantly followed by shareholder group. Also, Welbeck et al. (2020) posit that not so much attention is given to issues relating to the stakeholder group “the environment”.

Mensah, Agyapong and Nuerterey (2017) as well in an attempt to assess the effect of CSR engagement on employee commitment to their organizations found a strong positive relationship between engagement in CSR and employee commitment. Even though Mensah et al. (2017) concur that this must inform decision-making regarding the planning and implementation of CSR strategies in organizations, having particular concern for the welfare of employees will boost the employee’s commitment and by extension, their performance and ultimately the growth of the Organization.

Makasi, Govender and Munyoro’s (2014) investigated the role of Corporate Social Responsibility (CSR) in corporate brand positioning in the printing and packaging industry in Zimbabwe. Results of the research indicated that a majority of their respondents confirmed that CSR directed towards employees through the provision of health care services and education and other activities as highlighted helped to improve corporate image and position (Makasi et al., 2014). Makasi et al.

(2014) concluded that communities are intertwined with companies and their perceptions matter in corporate brand positioning.

This segues into Tandoh and Aovare's (2020) study which evaluated the relationship between CSR and Profitability in the fuel and gas sectors in Ghana. Tandoh and Aovare (2020) found a statistically significant agreement among stakeholders that their companies engage in CSR actions to support their employees, customers, government, organizations, society, and the environment. The findings, in general, showed the positive effects of employee perceptions of CSR in all the sampled organizations as well as variable indicators except for society. This Tandoh and Aovare (2020) posit suggest that the critical role of CSR concerning customers' perception influence an organization's image. This also indicated that a positive image by employees about CSR impact on an organization's image and organizational growth and survival (Tandoh and Aovare, 2020).

In the Ghanaian setting, Andrews (2016) concluded that efficient domestic regulation and governance can help ensure sustainable business practices and initiatives like CSR which results in a positive influence on the lives of an organization's publics. Despite this assumption, Slack, Corlett, and Morris' (2015) research show that employee morale, recruitment, and retention are often cited motives for CSR, with employees recognized as a significant company stakeholder. Despite the importance of employees in connection to CSR, Slack et al. (2015) point out that just a few research have looked into their engagement with CSR and the barriers that they face.

Yuan et al. (2020) as well introduce an interesting thought by positing that corporations should think about how they can best serve the interests of society through their employee engagement activities. This is because Siltaloppi, Rajala and Hietala (2020) affirm that while many firms make CSR more strategic and business-relevant, and focus on assessing its financial worth in today's

world, it is frequently an afterthought that serving society's needs is a major component of their CSR value offer.

Further, employee perceptions of CSR was also investigated by Duthler and Dhanesh (2018), who focused on three models of internal CSR communication and employee involvement. Internal CSR communication, both one-way and two-way symmetrical, was found to predict employee perceptions of CSR, with two-way asymmetrical communication being a negative predictor, according to the study. Employee engagement was most highly predicted by social and sustainable characteristics of CSR, while social and emotional dimensions of employee engagement were most strongly predicted by perceptions of CSR. Duthler and Dhanesh (2018) also observed that both two-way symmetrical communication of CSR and employee perceptions of CSR strongly predicted employee engagement.

Mirvis (2012) makes the case that companies are linked to employee engagement in three ways. First and foremost, many people seek to be responsible employers. On this point, Chaudhary (2017) affirms that it is well documented that a company's CSR is measured by how it treats its employees. Second, businesses build a portfolio of programs and a reputation that, to varied degrees, reflect their commitment to CSR, a claim that Garvare and Johansson (2011) supports. Mirvis (2012), reports that the Reputation Institute found that 75 to 80 percent of individuals interviewed in more than twenty-five countries would choose to work for a company known for its social responsibility. The third method is for corporations to actively involve employees in CSR-related activities that are voluntary and on-the-job.

GlobeScan (2021) backs up this claim, stating that nine out of ten employees around the world are interested in participating in their employers' CSR programs. Glavas (2016) explains that because of this, CSR is being used by an increasing number of companies to empower people to do

“something more” in their jobs and, in some situations, to provide value for both the company and society. Tsourvakas and Yfantidou (2018) as well found and asserts that employees are proud to identify themselves with companies that have a caring image. This then implies that CSR is also positively linked to employee engagement for organizations which practice them.

2.3 CHAPTER SUMMARY

This chapter presented a review of literature to help ground the study in theory. By this, the chapter reviewed relevant literature related to the study and discussed key theoretical positions which supported the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter discusses the methodological approach the study intends to explore in light of data collection. This presentation touches on the research design the researcher seeks to employ with justification among discussing other salient sub-topics. The objectives of the study which will be to; ascertain employees understanding of CSR, appreciate the relevance of employee engagement and to find out how employee engagement can affect CSR efforts. In line with this objectives, the study will adopt a quantitative approach.

3.1 PROFILE OF WEST AFRICAN GAS PIPELINE COMPANY LIMITED

The West African Gas Pipeline Company Limited (WAPCo) is a limited liability company that owns and operates the West African Gas Pipeline (WAGP) (WAPCo Company Profile, 2021). The company has its headquarters in Accra, Ghana, with an office in Badagry, Nigeria, and field offices in Cotonou – Benin, Lome – Togo, Tema, and Takoradi, both in Ghana. WAPCo is a joint venture between public and private sector companies from Nigeria, Benin, Togo, and Ghana. The West African Gas Pipeline Authority based in Abuja is the regulatory body for WAPCo (WAPCo Company Profile, 2021).

WAPCo's Company Profile (2021) states that its mission is to be an international company transporting natural gas in Nigeria, Benin, Togo and Ghana in a safe, responsible and reliable manner to create value for its diverse stakeholders. WAPCo's vision is to be a world-class pipeline company at the center of gas transmission in the West African sub-region. WAPCo places the

highest priority on the health and safety of people and protection of its assets and the environment (WAPCo Company Profile, 2021).

The organization as well operates an Open Access system for the use of its pipeline to multiple shippers and promotes the WAGP system as a key natural gas transmission infrastructure for all-natural gas sources including Liquefied Natural Gas (LNG) (WAPCo Company Profile, 2021).

WAPCo is an international company which transports Natural Gas in Nigeria, Benin, Togo and Ghana in a safe, responsible and reliable manner to create value for its diverse stakeholders.

WAPCo is owned by Chevron West African Gas Pipeline Ltd (36.9%); Nigerian National Petroleum Corporation (27.9%); Shell Overseas Holdings Limited (17.9%); and Takoradi Power Company Limited (16.3%), 'Société Togolaise de Gaz' (2%) and 'Société BenGaz S.A. (2%) (WAPCo Company Profile, 2021).

3.2 RESEARCH DESIGN

The research design is the overall approach researchers choose in an attempt to combine the various components of the study in a logical and consistent manner (Sovacool, Axsen and Sorrell, 2018). Heppner et al. (2015) also add that the research design is concerned with the researcher's overarching plan to integrating the various components of the study in a logical and consistent manner. As the design for data collection, measurement, and analysis, this approach ensures that the researcher will effectively answer the study problem. This ties in to Hakim's (2012) assessment that the purpose of a research design is to guarantee that the data the researcher gathers allows them to successfully and explicitly address the research problem.

This ensures that researchers can effectively solve the research problem because it is the blueprint for data collection, measurement and analysis. Kothari (2008) is of the view that research design is a way to systematically solve the research problem. It comprises the various steps that are

adopted in studying the problem. The research design provides a tense for how the research is carried out; it contains an overview of the methods used and the procedures followed and also it contains reasons or justification for choosing specific methods and or procedures.

Creswell and Plano Clark (2011) in line with this suggests that there are three (3) research methods namely qualitative, quantitative and mixed methods approaches. Quantitative research, similar to the word quantity, implies using numerical data which is why they rely on experiments and surveys to collect measurable data such that statistical processes can be applied (Brown, 2015). Walter and Andersen (2016) as well elucidates that qualitative methodologies are used to analyze and evaluate non-numerical information. The mixed methods approach, on the other hand, collects and uses quantitative and qualitative data in the same study.

Creswell and Clark (2011) go on to say that the mixed method approach directs data collection and analysis, as well as the use of a combination of qualitative and quantitative methodologies, in various stages of the research process. Choice of methodology however is heavily influenced by the research question because Plonsky (2017) opines that the research question is an overlying question that moves the researcher from a dilemma observation to exploratory examination. It is important to note that the study will adopt the quantitative research design approach.

3.3 QUANTITATIVE RESEARCH

With the objectives of the study in mind, the study intend to adopt the qualitative approach to research. However, Frey (2018) gives an overview of research methodology and identifies that it is either quantitative or qualitative, which in the long run separates data collection and analysis procedures. As a consequence, this investigation adopts the quantitative approach to research. Quantitative research is characterized as a systematic analysis of events through the collection of quantifiable data and the application of statistical, mathematical, or analytical methods (Hennink,

Hutter and Bailey, 2020). This study would adopt survey research because, according to Fraenkel, Wallen and Hyun (2011), surveys are useful for defining the characteristics of a large population since no other research tool can provide this breadth of capability, ensuring a more reliable sample from which to draw conclusions and make important decisions.

From the researcher's perspective, qualitative research provides data on the specific situations researched, and any more general findings are only speculations. This is due to the fact that quantitative methods may be used to determine which of these assumptions is correct. This provides evidence to support the study's validity and reliability. Again, the approach was deemed most appropriate for this study since quantitative research requires objectivity, elaboration, and, in certain cases, investigation, therefore organized procedures will be used to collect data. This safeguard prevents the researcher from interfering with the respondents' responses.

Further, quantitative approaches focus on objective observations and statistical, mathematical, or numerical analysis of data obtained by polls, questionnaires, and surveys, as well as manipulating pre-existing statistical data using computational techniques. Quantitative research is concerned with collecting numerical data and generalizing it across groups of people or explaining a phenomenon also adaptable (Given, 2015). Because quantitative research is a broach approach with underlings, the study will focus on adopting the survey approach.

3.3.1 Survey

Vaske (2019) begins by pointing out that survey research allows for a wide range of ways for selecting the respondents, collecting data, and using different instrumentation methods. Converse (2017) posits as well that the traditional definition of survey research is a quantitative approach for collecting data from a group of respondents by asking many survey questions. Moy and Murphy (2016) goes on to assert that because in survey research involves individual recruitment, data

collection, and analysis, it is useful for researchers who want to inform their respondents about new features or trends.

Survey research was adopted for this study because historically, Ponto (2015) opines that it has included large population-based data collection with the primary purpose to obtain information describing characteristics of a large sample of individuals of interest relatively quickly. When compared to other research approaches, Nardi (2018) emphasizes that survey research has some intrinsic advantages. To begin with, surveys are a great way to measure a wide range of unobservable data, such as people's preferences, qualities, and so on. Again, Rea and Parker (2014) believes that survey research is well-suited to obtaining data about a population that is too huge to examine firsthand. This is because mail-in, electronic mail, or telephone surveys can cover a broad area, such as a whole country, with precise sampling to guarantee that the population is well represented in a small sample. While there are varying view, Fowler Jr (2013) notes that there are three main survey research methods namely online/email, telephone and face-to-face.

3.4 RESEARCH POPULATION

In general, a research population is a well-defined set of individuals or items with common features that, in the view of Elfil and Negida (2017) are the main subject of a scientific investigation, but because of the large sizes of populations, researchers cannot examine every person in the population because it is costly and time consuming. Thus, researchers use sampling techniques to pick samples from the population (Asiamah, Mensah and Oteng-Abayie, 2017). The aim of this study will be to probe the topic among the selected research participants. This study will have the West African Gas Pipeline Company Limited (WAPCo) as the study population. However, in furtherance of the objectives of the study; thus to ascertain employees understanding of CSR,

appreciate the relevance of employee engagement and to find out how employee engagement can affect CSR efforts which is why the target population will be employees of WAPCo.

3.5 SAMPLING TECHNIQUE

Sampling is simply the collection of a portion or sub-set of the entire test population so that the selected portion will represent the entire population that makes a study sample a sub-set of the population from which it was drawn and that it must be of a good size to warrant statistical analysis to draw population-related conclusions (Sharma, 2017). As a result of the large population sizes, researchers are often unable to test every individual in the population because it is too costly and time-consuming, this is why Asiamah et al. (2017) asserts that researchers use sampling techniques to obtain population samples.

For the purpose of this study, the probability sampling technique will be employed to draw a sample from the study population. Probability sampling is a sampling approach in which a researcher uses a method based on probability theory to select samples from a larger population (Alvi, 2016). Daniel (2012) goes on to elucidate that if a participant is to be considered a probability sample, he or she must be chosen at random. Again, Rea and Parker (2019) emphasize that to be considered a probability sample, each person in a population must have an equal chance of being chosen for a study, and the researcher must know the probability of each person being chosen.

Ross (2014) however posits that under the probability sampling method, there are varying techniques to adopt. This study thus will resort to the simple random sampling technique to arrive at a suitable sample size for the study. Given (2015) holds that the most basic form of probability sampling is simple random sampling. Under this technique, Acharya et al. (2013) suggests that if samples are collected properly, precise statements can be made about a population, with a fairly

high degree of confidence, from relatively small samples. Frey (2018) goes on to assert that simple random sampling is a method of probability of selecting a subset or sample from a larger population in such a way that each element is selected.

3.6 SAMPLE SIZE

A study sample is a subset of the population drawn from, and it must be large enough to support statistical analysis in order to draw population-related conclusions (Given, 2015). Since the research will be quantitative, the probability sampling method will be used. This sampling method will allow for the adoption of the simple random sampling technique to be used to select a sample from the population. In light of this, it is important to note that the population of the study will be staff of external relations department, operations and finance departments of WAPCo.

From the identified population, 100 research participants will be selected to partake in the study. While adopting this technique, Lavrakas (2008) notes that there are two simple random samples one with replacement and the other without replacement. For this study, the researcher will employ the one with replacement so that the likelihood of respondents influencing other is avoided because of their independence. De Vries (2012) supports this approach by stating that the order in which the elements occur in the sample is irrelevant, and “doubles” are not allowed to occur.

3.7 DATA COLLECTION TECHNIQUES

The primary goal of data collection is to obtain high-quality information that answers all of the questions that have been asked (Pourghebleh and Jafari Navimipour, 2019). It is necessary to collect data in order to draw inferences and make educated judgments about what is considered factual in order to enhance the quality of knowledge. Data collection is a systematic process of collecting and evaluating specific information in order to provide answers to important questions

and assess the outcomes. It focuses on learning everything there is to know about a specific subject (Roh, Heo and Whang, 2019).

Data is gathered in order to be subjected to hypothesis testing, which is used to try to understand a phenomenon. This implies that because provision of primary data is vital to this study, in furtherance of this course, the researcher will have to side with this assertion. In order to come up with this data, Yin (2014) proposes that interviews, direct and participant findings, questionnaires, and related records are all examples of data collection techniques. Even though Flick (2014) asserts that multiple data collection methods can be used in a study, in the case of this study, the researcher will use questionnaires.

The questionnaire developed will be made of four (4) sections; Demography of Respondents, Employees' understanding of Corporate Social Responsibility, Employee engagement mechanisms or strategies and Consequences of neglecting employee engagement. In order to clear ambiguity and to ensure reliability and validity of the data collection tool, the questionnaire will be pretested. This will lead to the possible addition of other questions, rewording of some questions as well as changing some open-ended questions into closed ended-ones. After pretesting, the researcher will administer the final questionnaire to the respondents.

In order to prevent confusion, the researcher will administer the questionnaire one at a time. This meant that while a respondent is addressing a questionnaire, none would be given out until they are done. At all times, the researcher will be close by in case the respondents needs any clarifications because the submission will be immediate.

3.8 DATA COLLECTION INSTRUMENT

Questionnaires in the view of Creswell (2013) are a research tool that consists of a collection of questions and answers printed or typed in a specific order on a form that is used to obtain specific data from respondents. The questionnaire becomes the primary tool for gathering data because in essence, it comprises of structured questions, commonly referred to as objects that follow a predetermined format in order to collect individual data on one or more specific topics.

Respondents must therefore read the questions, understand them, and answer them in the space provided on the questionnaire (Burns and Grove, 2014). The questionnaire is set up in such a way that it turns the required information into a set of questions that respondents can and will respond to. The questionnaire is often administered in a standardized manner, that is, to all survey respondents in the same way.

Often a questionnaire uses both open and closed questions to collect data. This is beneficial as it means both quantitative and qualitative data can be obtained. Which is why this study adopted both open-ended and closed-ended questions (Williamson, 2013). Dine et al. (2015) gives the foundation that it is a good idea to think about how the study results will be used before constructing a questionnaire. This is because there is no point in conducting research if the conclusions will not impact decision-making, if budgets will not allow implementation of the findings, or if the expense of study surpasses its utility (Taherdoost, 2016). That means, the way a question is phrased can have a significant impact on how a research participant responds to it. As a result, while developing the questions, Kumar (2019) posit that researchers must be mindful of their language as well. This is because it is critical for academics to remember that different people, civilizations, and subcultures can have diverse interpretations of the same words and phrases. This study will thus take a cue from this assertion by ensuring that inquiries flow naturally from broad

to specific, from least to most sensitive, from facts and behaviors to attitudes and opinions. This goes in synergy with Patten's (2016) direction that questionnaires should make sure that preceding inquiries have not influenced the answer to a query.

3.9 OPERATIONAL DEFINITION OF VARIABLES

3.9.1 Public Relations

Public relations are a broad set of communication activities used to create and maintain favorable relations between the organization and its publics (Seitel, 2017). Customers, employees, stockholders, government are officials and society. In the age of globalization, the majority of multinational corporations make concerted attempts to control and sustain their customer relationships (Wilcox, Ault and Agee, 2006). Most multinational corporations have a public relations department that works hard to monitor consumer attitudes and expectations.

It is used to disseminate and share all relevant information in order to establish a positive public image. An effective and good public relations department will use constructive programs for this reason and will always stress the importance of avoiding negative attention that might occur as a result of questionable practices (Botan and Hazleton, 2010). The other functional divisions work with the public relations department on a regular basis.

Financial public relations, for example, aids resource mobilization; labor relations aid shop floor productivity; market relations aid customer understanding; and employee relations aid morale and team building. Not only that, L'Etang (2012) adds that as the department that serves as a link between the organization's various publics and functional departments, public relations now assist in the development of policy and organizational policies.

3.9.2 Employee Engagement

Employee engagement refers to how enthusiastic workers are about their jobs, how dedicated they are to the company, and how much discretionary effort they put into their work (Albrech, 2011). Activities, games, and events are not the only ways to keep employees engaged. Performance is guided by employee engagement (Macey and Schneider, 2008). Employees who are engaged look at the whole organization and understand their purpose, where they fit in, and how they fit in leads to better decision-making. Companies that have a highly motivated workforce outperform their competitors. They gain more per share and bounce back faster from recessions and financial setbacks. When it comes to development and creativity, engagement is a crucial differentiator (Markos and Sridevi, 2010).

To better understand the needs of the organization, administering an employee engagement survey is key (Anitha, 2014). Employee engagement surveys are a gold mine of knowledge for businesses. Knowing whether or not your workers are engaged is just the first step. Organizations must also be able to act on the findings, as well as consider the main drivers of engagement and disengagement (Saks, 2006). They must also be proactive in order to plan events or programs that would have the greatest effect on increasing engagement.

3.9.3 Corporate Social Responsibility

CSR is a form of self-regulation practiced by businesses with the aim of being socially responsible (Mansell, 2013). There is no single "right" way for businesses to engage in CSR; many corporate CSR programs aim to benefit the public, the economy, or the environment. Employees and consumers value working for and investing money with companies that emphasize CSR in today's socially conscious setting. When the use of corporate responsibility grows, having a socially responsible picture becomes more critical.

When it comes to choosing a brand or organization, consumers, workers, and stakeholders value CSR, and they hold companies accountable for affecting social change through their business values, policies, and income (Ann, 2010). An organization will benefit from CSR in two ways. The first is by enhancing the company's brand value. Customers and clients are more likely to react favorably when they see signs of social responsibility. The second advantage concerns employee productivity. Companies that put in a significant amount of effort and energy into ethical and socially responsible actions appear to have better morale in the long run (Ismail, 2009).

3.10 UNIT OF ANALYSIS

The unit of analysis is one of the most critical concepts in a research study (Neuendorf, 2020). As noted earlier, due to its vital nature, units of analysis were incorporated in this study so that the researcher could identify what was being investigated and what aspects were being studied. The major entity that a researcher is studying in a research is the unit of analysis. Akremi (2020) adds that since the unit type is calculated based on the actual data analysis that the researcher does in their project or research, the unit of analysis is called as such. Hagan (2014) again emphasize that when conducting research, it is critical to have a clear grasp of the study's objectives from the start. This explain why the study has sought to determine what the primary unit because per Plonsky's (2017) elucidation, it is frequently dictated by the evidence gathered rather than a clear theoretical justification. In line with the objectives of the study, the unit of analysis is the responses from the employees of WaPCo.

3.11 DATA ANALYSIS

Data analysis is the process of using analytical and/or logical approaches to explain and demonstrate, condense and recap, and assess data (Brannen, 2017). Data analysis is critical in research because it simplifies and improves data processing (Onen, 2016). Ong and Puteh (2017)

go on to say that it aids the researcher in clearly interpreting the data so that they do not miss anything important that could assist them generate insights from it. The data collected will then be analyzed using the Statistical Package for Social Sciences (SPSS). Afterwards, the data will be presented in captioned infographic form in order to explain the findings appropriately. The analytical tool that will be used to process the data will be diagrams and figures. This is because frequently, research studies are based on large volumes of data that may be summarized and read quickly using tables and graphs. Despite the fact that Treiman (2014) stipulates that the data in figures and tables should not be a repeat of the data in the text, it is critical to convey facts to readers in a visually appealing manner when conducting research.

3.12 CHAPTER SUMMARY

This chapter discussed the methodological approach the study intended to explore in light of data collection. The chapter also touched on the research design the researcher sought to employ with justification among other salient sub-topics.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

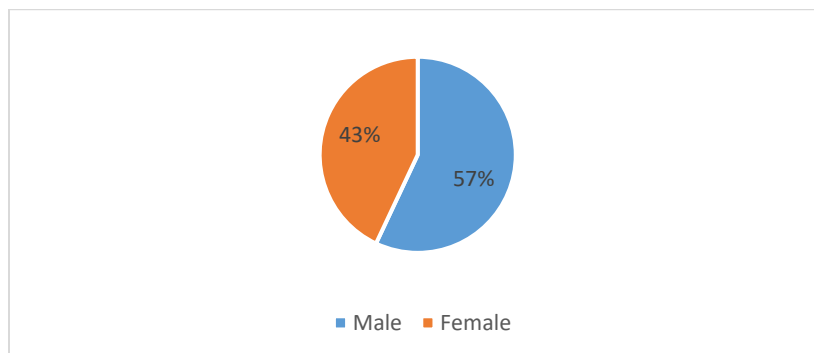
4.0 INTRODUCTION

The study's findings are presented in this chapter, along with commentary explaining the data collected. The study's main objective was to assess the role of employee engagement in CSR by concentrating on WAPCo. Data was thus collected from employees of the organization in order to address the objective of the study.

4.1 GENDER REPRESENTATION

According to the findings, males made up 57% of the survey respondents, while females made up 43%. While the data shows that both men and women were willing to participate in the survey, males made up the majority of those who did. Despite the fact that the Ghana Statistical Service (2021) asserts that women outnumber men in Ghana, the evidence in the study contradicts this assumption. While this is fascinating, it should be noted that it might just as easily be a coincidence or the result of other variables.

Figure 1: Gender Representation

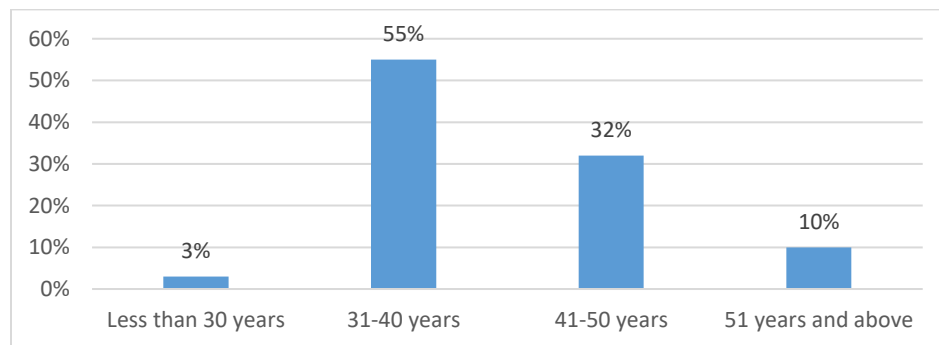


Source: Field Data, 2021

4.2 AGE REPRESENTATION

When queried about their ages, three percent claimed they were under 30 years old, 55% said they were between 31 and 40 years old, and 32% said they were between 41 and 50 years old. A total of 10% of responders were 51 years old or older. As a result, the vast majority of respondents should have sufficient expertise to provide relevant and practical responses to the study's questions. Because of the high quality of the age distribution, responses to questions are more likely to come from experience rather than assumptions.

Figure 2: Age Representation

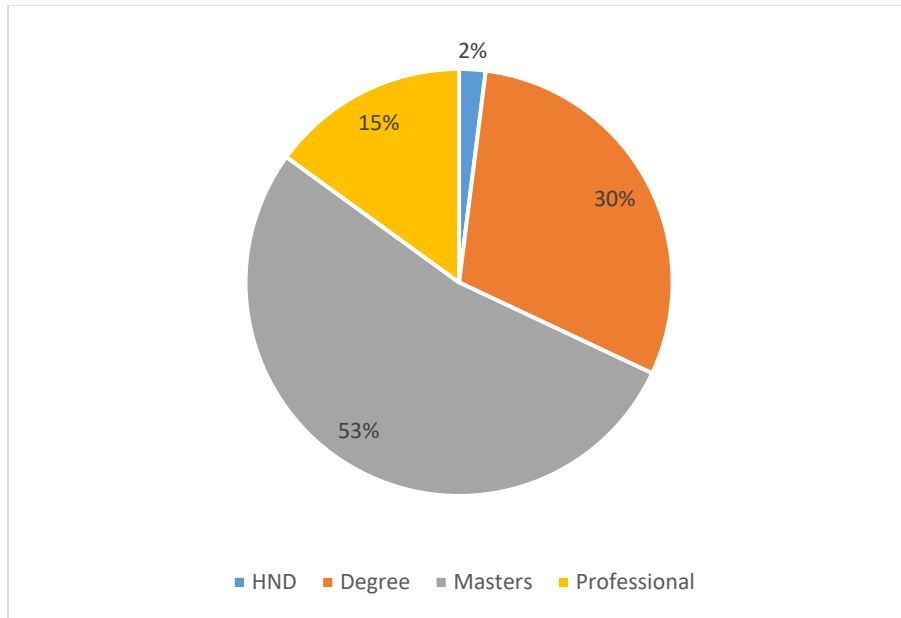


Source: Field Data, 2021

4.3 HIGHEST EDUCATIONAL QUALIFICATION

In terms of educational qualifications, two percent claimed they had a Higher National Diploma (HND), 30% said they had an undergraduate degree, and another 53% said they had a master's degree. In terms of professional qualifications, 15% of those polled claimed that was also their highest educational achievement. The majority of the respondents had earned formal or tertiary education, according to the data. This is significant for the study since combining their academic and informal knowledge will influence the findings from these respondents to some extent.

Figure 3: Highest Educational Qualification

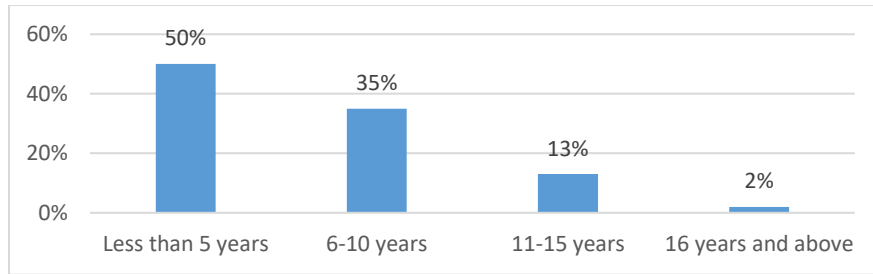


Source: Field Data, 2021

4.4 DURATION OF EMPLOYMENT AT WAPCO

When asked how long the respondents had worked with WAPCo, 50% said they had been there for less 5 years old, 35% said they were between the 6 and 10 years and 13% said they were between 11 and 15 years. There were also two percent of respondents who indicated they had been in the employment of WAPCo from 16 years and above. While this implies a majority of the respondents haven not spent not more than five years with the organization, this is not justification enough to sideline their input. This is because most of them would have had prior work experience because the majority of the respondents were between the age ranges of 31 to 40 years as alluded to earlier.

Figure 4: Duration of Employment at WAPCo

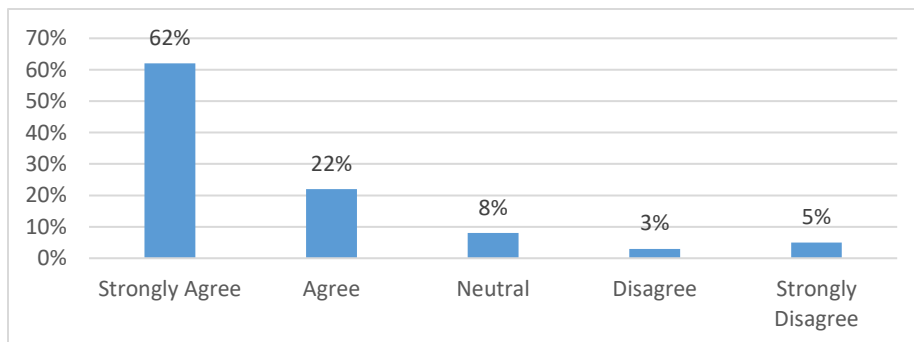


Source: Field Data, 2021

4.5 CSR AND PROACTIVITY

Still on testing the respondents' view of CSR, when asked whether CSR should be a proactive effort rather than reactive, 62% strongly agreed with another 22% also agreeing. While eight percent of respondents stayed neutral on this assertion, three percent disagreed with a further five percent also disagreeing strongly. From the data, the overwhelming popular opinion backed the assertion. This indicates that more than half of the respondents saw CSR and initiative which required being proactive. This means that organizations should not wait until there is agitations before undertaking CSR activities.

Figure 5: CSR and Proactivity

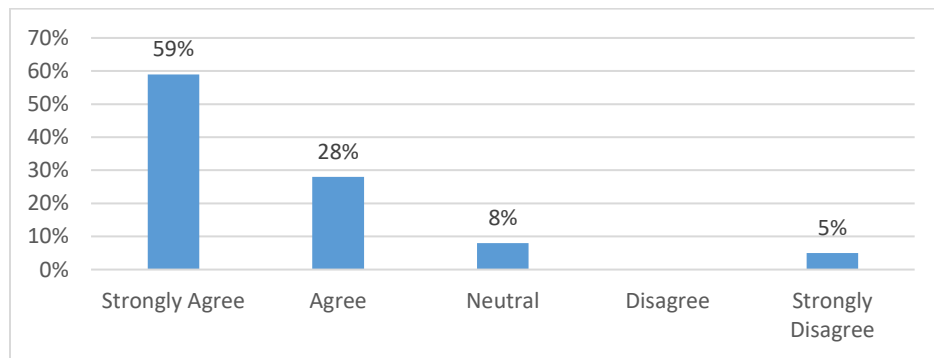


Source: Field Data, 2021

4.6 CSR AND ORGANIZATIONAL GOODWILL

Another opinion sought by the study touched on ascertaining the respondents' view on the notion that organizations embarked on CSR activities in order to increase organizational goodwill with the public. On this premise, it was observed that while 59% strongly agreed, 28% also agreed with the notion with eight percent staying neutral. It was also noted that while no one disagreed, five percent of the respondents were in strong disagreement. From this data, it was realized that a majority of the respondents aligned with the view that CSR is not altruistic and that while organization did not require tangible assets in return, intangible ones such as goodwill is significant.

Figure 6: CSR and Organizational Goodwill



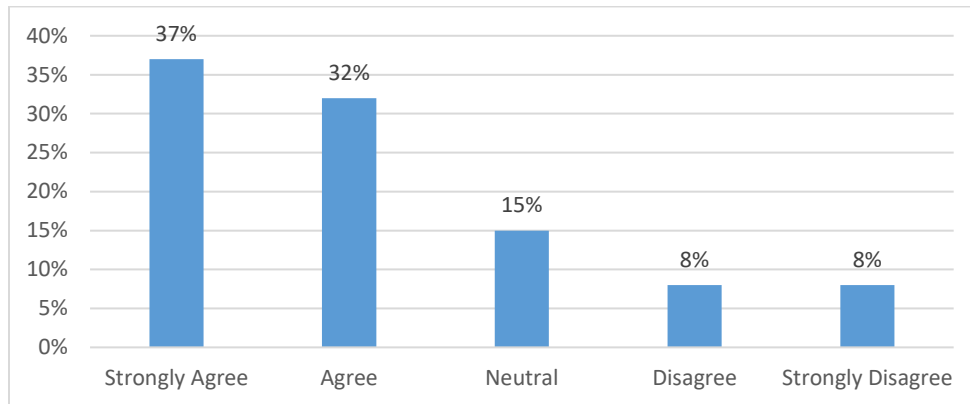
Source: Field Data, 2021

4.7 CSR AND SOCIAL RESPONSIBILITY

On whether organizations embarked on CSR activities because it is their social responsibility, 37% of the respondents strongly agreed with other 32% joining the argument in agreement. While another 15% stayed neutral of the assertion, eight percent disagreed as another eight percent of respondents also joined the view expressed by strongly disagreeing. This data also showed that the majority of respondents in leveraging on their understanding of CRS, no matter

how rudimentary, concluded that organizations have social obligations to fulfill and that engaging in CSR activities is a response to their efforts to be socially responsible.

Figure 7: CSR and Social Responsibility

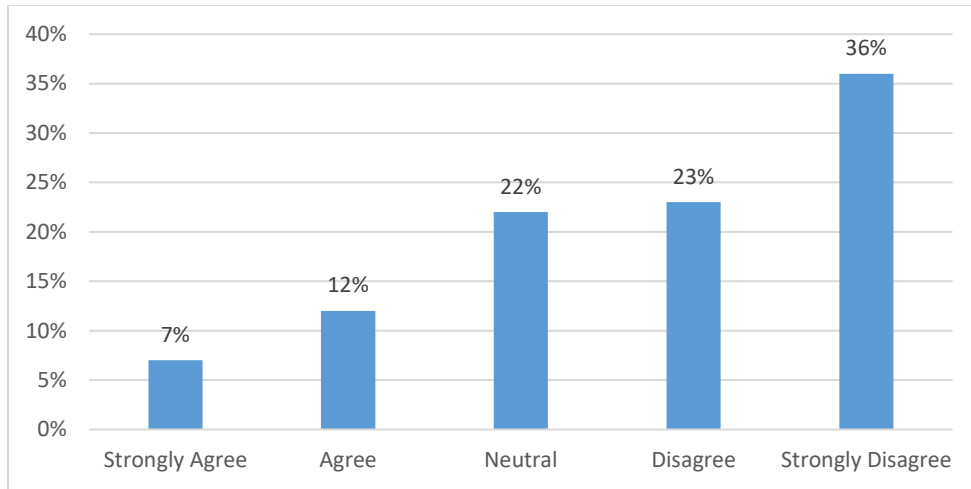


Source: Field Data, 2021

4.8 CSR AND PROFIT MAKING

In relation to organizations embarking on CSR activities only when they make profit, seven of respondents strongly agreed with another 12% agreeing as well. Even though 22% stayed neutral with their assessment, 23% disagreed and 36% strongly disagreed. The inference drawn from the data suggests that a majority of the respondents subscribed to the view that in order to put together CSR activities, making profit or loss was not a deciding factor. This finding dovetails into Freeman's (2010) argument that CSR should be a foundation block of an organization so that even when there is no profit, there would have been an allocation made for it in the organization's annual budget already.

Figure 8: CSR and Profit Making

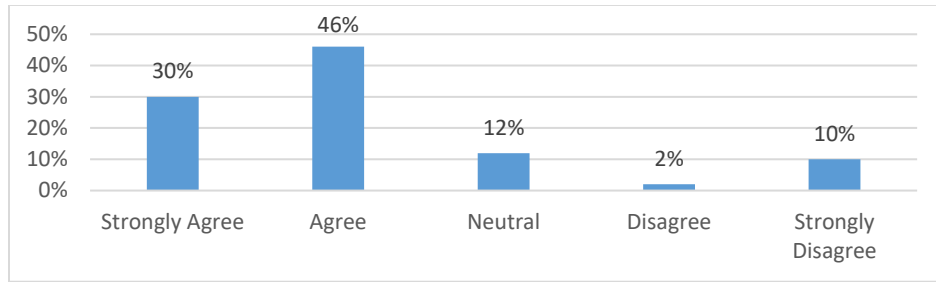


Source: Field Data, 2021

4.9 CSR AND BRAND AWARENESS

Haven to do with organizations undertake on CSR activities to increase brand awareness, majority of the responses affirmed the assertion. The indication was that according to two percent of respondents, that was not the case as they disagreed with another 10% following suit to strongly disagree as well. While 12% stayed neutral of the assertion, and overwhelming 46% of respondents agreed with a further 30% affirming this line of argument by strongly agreeing. The popular view echoed by a significant majority of respondents not only gives credence to arguments made in support of this assertion but also shows that the respondents have wider appreciation of benefits of CSR.

Figure 9: CSR and Brand Awareness

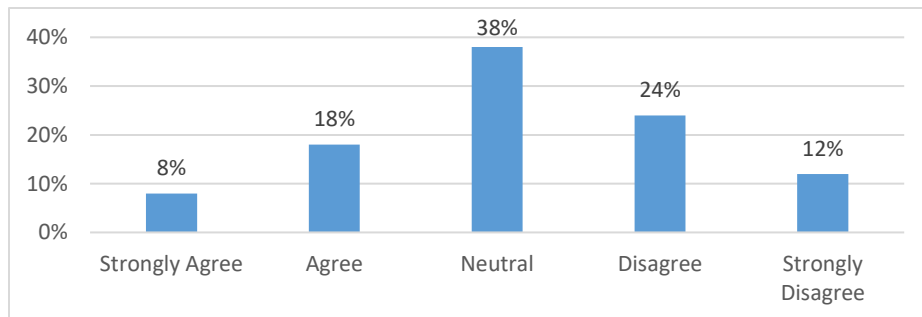


Source: Field Data, 2021

4.10 CSR AND COMPETITION

A relatively greater number of respondents debunked the notion that organizations embark on CSR activities in order to respond to competition. This was represented by eight percent of respondents strongly agreeing, 18% agreeing while 38% felt neutral about the statement. Further, 24% and 12% of respondents opted to disagree and strongly disagree respectively. That notwithstanding, there was indication that while some organizations may be reactive in their CSR activities, a majority of responses did not affirm or dispel the assertion entirely. This may suggest that this view may be considered in a case specific scenario but not as a general rule.

Figure 10: CSR and Competition

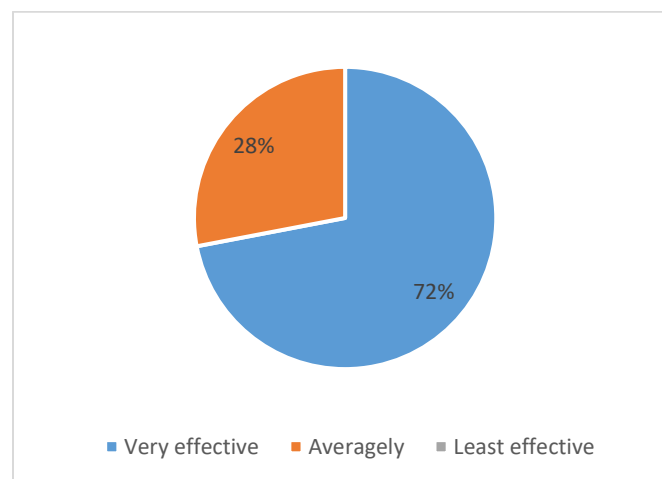


Source: Field Data, 2021

4.11 COMMUNICATION CHANNELS EFFECTIVENESS IN EMPLOYEE ENGAGEMENT

By ascertaining the extent to which communication channels was effective to employee engagement efforts, a majority of 72% of the respondents indicated it was very effective while 28% also indicated that the extent of effectiveness was only average. The inference from this data presupposes that in order to be successful with employee engagement efforts, communication channels cannot be side-lined because if an effective tool.

Figure 11: Communication Channels Effectiveness in Employee Engagement



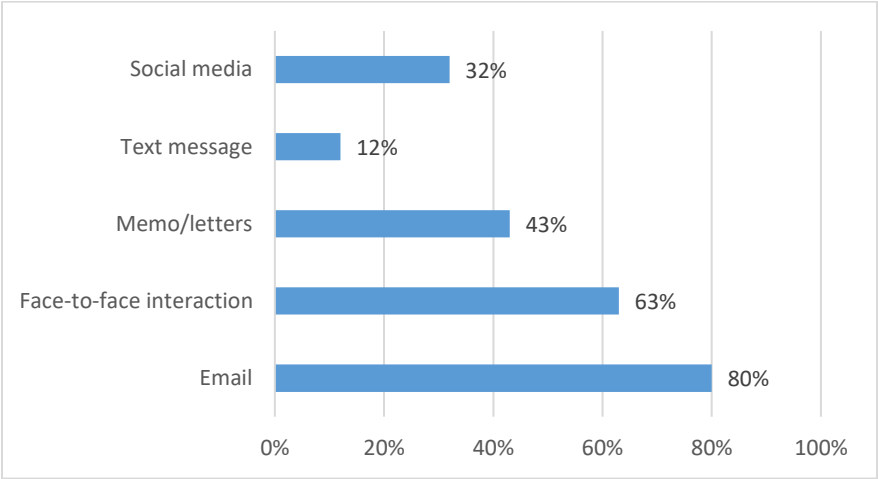
Source: Field Data, 2021

4.12 WAPCO EMPLOYEE ENGAGEMENT MECHANISM FOR CSR

With employee engagement being at the center of the discussion, it was thus salient to ascertain WAPCo existing employee engagement mechanisms in relation to CSR the respondents knew of. From this enquiry, it was found that 32% said they had knowledge of the social media mechanism while 12% also pointed out they knew of the text message route. A further 43% also noted that there was the memo/letter mechanisms. On face-to-face interactions, 63% of

respondent indicated they had knowledge of this arrangement while email correspondence seemed to be the most popular as 80% of respondents had knowledge of it. This to a large extent indicates that email interactions is frequently used which is why there is ample knowledge of its use as an employee engagement mechanism in relation to issues of CSR.

Figure 12: WAPCo Employee Engagement Mechanism for CSR

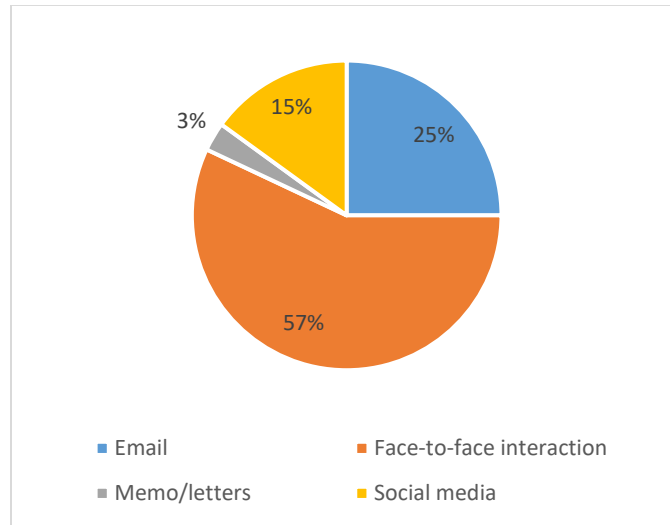


Source: Field Data, 2021

4.13 MOST EFFECTIVE ENGAGEMENT MECHANISM

While WAPCo has a diverse array of engagement mechanisms, the respondents were queried on which of the engagement mechanism they felt was most effective. The data showed that while email was the most popular of the engagement mechanisms, it was not as effective as face-to-face interaction as a majority of 57% of respondents affirmed this notion. Social media (25%) and memo/letters (3%) were also seen not to be as effect engagement mechanisms. The effectiveness of face-to-face interaction being the most effective engagement mechanisms could be as a result of its real-time ability to secure feedback and persuade compared to emailing and social media interactions.

Figure 13: Most Effective Engagement Mechanism

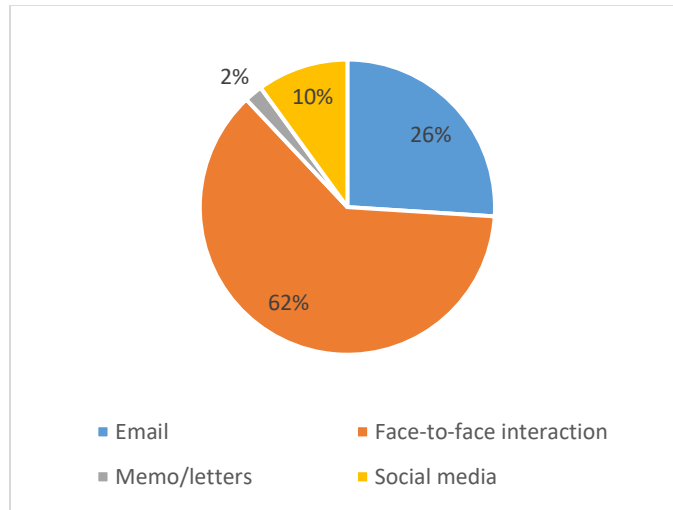


Source: Field Data, 2021

4.14 PREFERRED MEANS OF ENGAGEMENT

While WAPCo’s engagement mechanisms had been realized together with the most effective of them being duly identified, this enquiry sought to find out the preferred means through which the respondents wanted to be engaged. It was again found out that the preference of face-to-face interaction (62%) was even higher here. This is followed by email (26%), social media (10) and memo/letter (2%). The inference from this findings indicates that a significant number of respondents do not prefer interactions through memo/letters if those interactions could be held in-person.

Figure 14: Preferred Means of Engagement

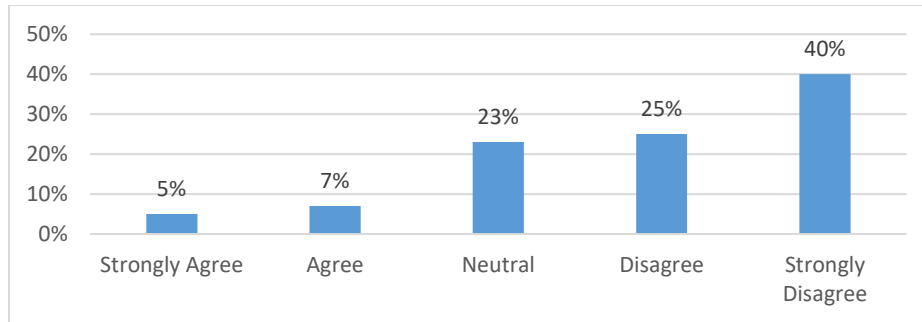


Source: Field Data, 2021

4.15 SUCCESS OF CSR WITHOUT EMPLOYEE ENGAGEMENT

In ascertaining whether CSR activities can be successful without employee engagement, five percent strongly agreed with another seven percent only agreeing even though 23% said they found the statement to be neutral. That notwithstanding, 40% of the respondents strongly disagreed while 25% disagreed with the statement. Again, what the data suggests is that employee engagement is considered to be an important ingredient to attaining successful CSR activities. While employee engagement has been established to be significant to achieving successful CSR activities, it means all organization interested in seeing their CSR prospects succeed should invest in it.

Figure 15: Success of CSR without Employee Engagement

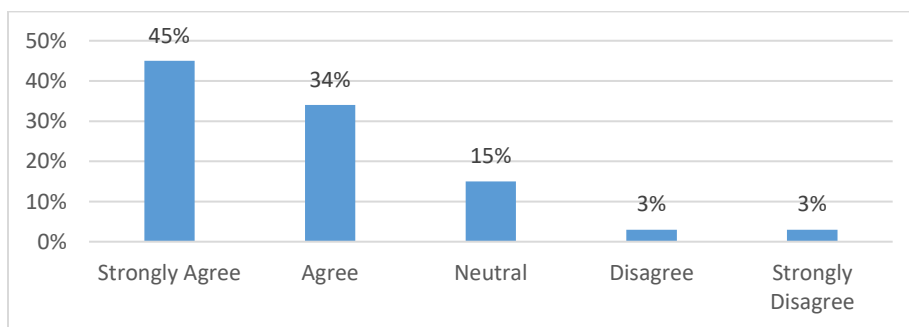


Source: Field Data, 2021

4.16 EMPLOYEE ENGAGEMENT IN CSR PLANNING

When asked if employee engagement is important at the planning stages of CSR activities, the majority of respondents (45%) strongly agreed. Even though three percent of respondents disagreed and another three percent said they were in strong agreement, 34% agreed. Here as well, the indication from the respondents suggested that employee engagement is indeed important at the preliminary stages of CSR activities which has to do with planning. This is because from the onset, they would have had an idea of what the whole initiative will be about.

Figure 16: Employee Engagement in CSR Planning

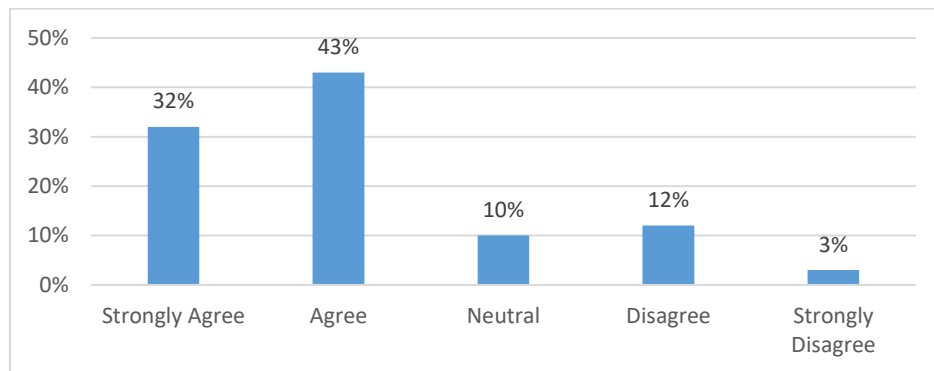


Source: Field Data, 2021

4.17 EMPLOYEE ENGAGEMENT IN CSR IMPLEMENTING

On whether employee engagement is important at the implementing stages of CSR activities, three percent of respondents were in strong disagreement while 12% also merely disagreed. This was then followed by 10% who stayed neutral to the argument. On the contrary however, 32% strongly agreed with a further 43% of respondents agreed that employee engagement was important at the implementing stages of CSR activities. The implication of this data goes to suggest that a majority of the respondents subscribed to the idea that employee engagement should not be limited to the planning or post CSR but should be encouraged during the implementing stages as well. What this goes to suggest is that for employee engagement cannot be neglected.

Figure 17: Employee Engagement in CSR Implementing



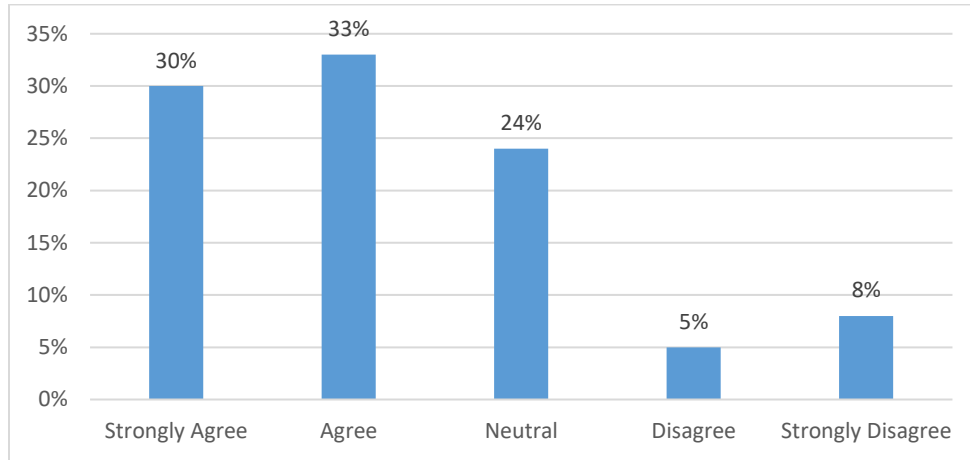
Source: Field Data, 2021

4.18 NEGATIVE EFFECT OF EMPLOYEE ENGAGEMENT ON CSR

The lack of employee engagement, according to more than half of respondents polled, would affect CSR activities negatively. As per to the responses, 30% strongly agreed, 33% agreed and 24% thought the statement was neutral. In the face-off however, five percent of respondents disagreed with the statement, while eight percent strongly disagreed with it. Here as well, the

indication was then that, for organizations to champion employee engagement as it would mitigate the negative consequence it would otherwise attract.

Figure 18: Negative Effect of Employee Engagement on CSR

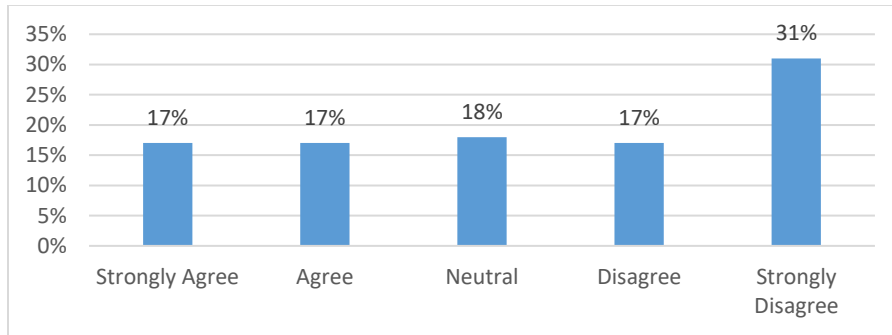


Source: Field Data, 2021

4.19 POSITIVE EFFECT OF EMPLOYEE ENGAGEMENT ON CSR

Faced with the assertion whether neglecting employee engagement affects CSR activities positively, the majority of respondents (31%) indicated they strongly agreed. A further 17% also strongly disagreed despite the fact that 18% of respondents were neutral. This was then followed by another 17% of respondents strongly agreeing and agreeing respectively. Building on the foundation laid from the idea that employee engagement affects CSR activities positively, it is no surprise that the respondents sided with this view. It can then be envisaged neglecting employee engagement is not the way to go for organizations focused on seeing their CSR activities reach fruition.

Figure 19: Positive Effect of Employee Engagement on CSR

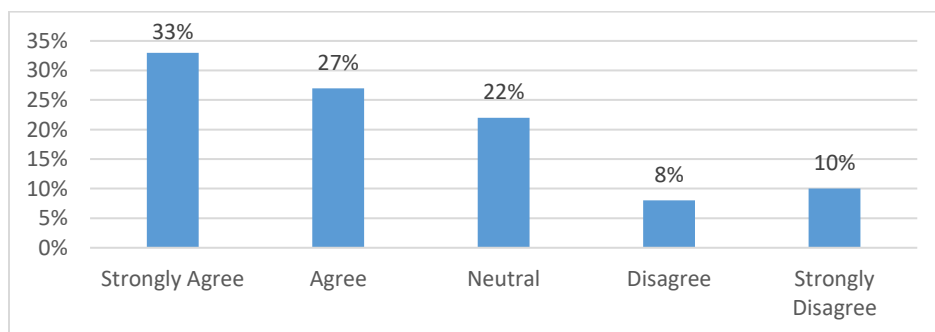


Source: Field Data, 2021

4.20 EMPLOYEE ENGAGEMENT EFFECT ON ORGANIZATIONAL PRODUCTIVITY

When asked if ignoring employee engagement had an impact on overall organizational productivity, 33% strongly agreed, while another 27% simply agreed, and 22% said the statement was neutral. Despite this, eight percent of respondents disagreed with the statement, with 10% strongly disagreeing. Again, the findings indicates that employee engagement is regarded as a critical component in achieving overall organizational productivity. With employee engagement haven been proven to be important in achieving successful CSR activities as well, this indicates that any organization looking to boost overall productivity should invest in it.

Figure 20: Employee Engagement Effect on Organizational Productivity

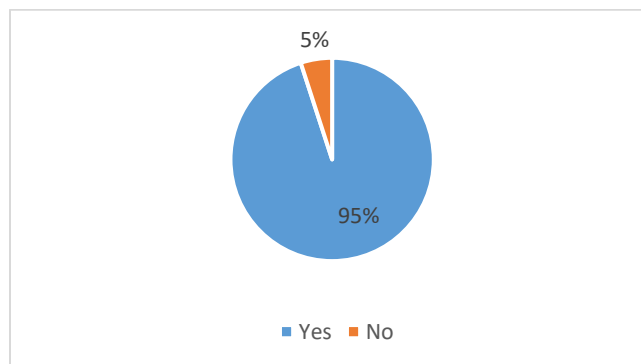


Source: Field Data, 2021

4.21 EMPLOYEE ENGAGEMENT AND SUCCESS OF CSR

When asked if employee engagement was vital to the success of CSR activities, this view was subscribed to by 95% of respondents with only five percent going in opposition. This distinction in essence showcases how significant employee engagement is to the success of CSR activities. This is because per the respondents' view, organizations seeking to attain success in their CSR endeavors should capitalize on employee engagement because it is ideal for the purpose.

Figure 21: Employee Engagement and Success of CSR



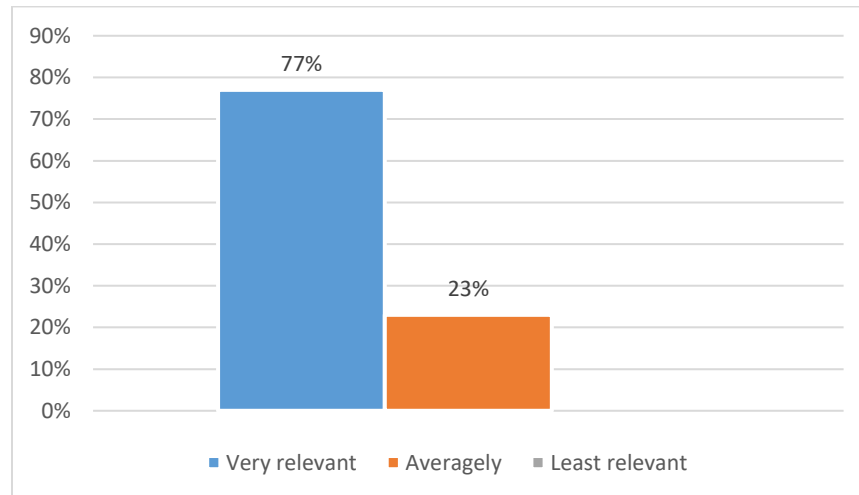
Source: Field Data, 2021

4.22 RELEVANCE OF EMPLOYEE ENGAGEMENT TO CSR

While the focus of the discourse was on employee engagement and its impacts on CSR, it was critical to understand how important employee engagement was in the process. While 23% of responses saw employee engagement an average manner, 77% had a contrary view suggesting that it was rather very relevant. Per the findings, it was found that employee engagement was very relevant to CSR in the view of the respondents. This gives the indication that in order to succeed in organizational CSR which establishes a good relationship with the public, there has

to be a good culture of engagement so that organizational CSR views can be pushed by the employees giving it the seriousness it deserves.

Figure 22: Relevance of Employee Engagement to CSR



Source: Field Data, 2021

4.23 DISCUSSION OF FINDINGS

This presentation touched on the research design the researcher seeks to employ with justification among discussing other salient sub-topics. The objectives of the study which will be to; ascertain employees understanding of CSR, appreciate the relevance of employee engagement and to find out how employee engagement can affect CSR efforts. In line with this objectives, the study will adopt a quantitative approach.

4.23.1 WAPCo employees' understanding of Corporate Social Responsibility

It was found that the respondents had a significant appreciation of CSR. This is because while the view was held that CSR had to be proactive and did not have to be carried out only when the organization made profit, this supported Hasan et al.'s (2018) argument many organizations have changed their policies and operations to incorporate the concept of CSR as a means of safeguarding

their hard-earned reputation. This can as well be attributed to the position held by literature (Bice, Brueckner, and Pforr, 2017; Pirson, Martin, and Parmar, 2017) that various organizations are working to re-establish the trust of a large number of stakeholders.

Even though Lee (2008) observed that overtime, the meaning and practice of CSR have evolved, with the focus shifting from philanthropy to the importance of relationships between business and society, especially the contribution that a corporation or company has made to solving social problems. The findings of the study also gave credence to CSR being a means to garner goodwill, this shows that CSR is not altruistic in the longrun. Because goodwill is a valuable asset, it is no news that Amponsah-Tawiah and Dartey-Baah (2016) point out that several corporations have changed their practices to achieve corporate citizenship as a result of pressure from stakeholder groups such as nations and civil societies.

4.23.2 Existing employee engagement mechanisms in place at WAPCo

In relation to employee engagement, the data showed that the existing employee engagement in place at WAPCo included social media, text messages, memo/letters, face-to-face interaction and email. While these mechanisms were present, it was realised that the respondents felt different about them in certain ways. This is because while face-to-face interaction was said to be the most effective of the mechanisms, the preference rate was even more than it was said to be effective. What this implied is that to encourage employee engagement, face-to-face interaction was the most viable approach because the employees would be more susceptible to respond.

The findings also indicated that because employee engagement is critical to the success of CSR, it cannot be circumvented. This is because despite the effort, Ferreira, De Oliveira, Írina, Ferreira and Saur-Amaral (2013) divulge that many firms find that their CSR initiatives never really take off. Albrech (2011) notes that this is because employees do not get adopt the initiatives the way

management planned largely because engagement is minimal and involvement is low. With interest in CSR increasing exponentially as Stoyanov (2017) identifies, organizations are seeing it as more relevant and meaningful. This therefore puts premium on investing in ways to make employee engagement easy and convenient even.

4.23.3 Consequences and challenges of neglecting employee engagement CSR efforts at WAPCo

On the consequences and challenges, it was also noted that employee engagement was once again pointed out to be very significant to the success of CSR activities. This is because the effect of neglecting employee engagement meant that the CSR efforts were likely to fail. This is because the employees would have no idea nor interest in the initiative being propagated by the organization. This will not be out of mischief but because of a lack of buy-in on the part of the employees.

While Stoyanov (2017) mentions that organization's CSR governance has to be changed such that it invests locally in projects that benefit employees. Employee engagement is this seen primarily as a two-way street that necessitates reciprocal commitment, information sharing, and contact between the firm and its employees (Saks and Gruman, 2014). This means that employee engagement is more vital to organizational efforts. This perhaps explains why the findings indicate that employee engagement has to be considered in the planning stages as well as during the implementing stages of a CSR activity. With the worldwide economic crises of the twenty-first century resulting in a massive shift in the relationship between the private sector and governments, employee engagement can aid in organizational prospect to help it stand out.

4.24 CHAPTER SUMMARY

The study's findings were presented in this chapter, along with commentary explaining the data collected. With the study's main objective to assess the role of employee engagement in CSR, data was thus collected from employees of WAPCo because it was the focus of the study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter presents a summary of the findings of this study, touches on the originality of the study with a conclusion given to the study with adequate recommendations as well.

5.1 SUMMARY OF FINDINGS

The study focused on assessing the role of employee engagement in CSR for which reason WAPCo was selected as the organization of interest. That notwithstanding, the objectives of the study sought to ascertain employees understanding of CSR, appreciate the relevance of employee engagement and to find out how employee engagement can affect CSR efforts. The study employed a mixed method approach to collect data from 60 employees of WAPCo using questionnaires.

The study found that while CSR had to be proactive and did not have to be carried out only when the organization made profit, it was a means of generating organizational goodwill. It was also found that face-to-face interaction was the most effective and preferred employee engagement mechanism. Further, the study observed that employee engagement had to be considered in the planning stages as well as during the implementing stages of a CSR activity.

5.2 ORIGINALITY OF THE STUDY

This study is essential because practitioners and marketing professionals can benefit from this study by absorbing the fact that employees feel engaged, satisfied and motivated when they play a positive role in the society through their work. As a result, it would be constructive for professionals to plan CSR strategies and involve employees both in planning and execution of

those strategies. Again, unlike other studies, the originality of the study is seen in how it tried to examine the link between CSR and employee engagement after the financial difficulties resulting from the Covid-19 Pandemic.

5.3 CONCLUSION

Since CSR is voluntary, many organizations may not feel compelled to participate. However, there are various reasons why social responsibility should be a top priority for businesses. While CSR efforts promote volunteerism and positive efforts from employees, it also develops a more productive and enjoyable work environment for employees. Simply said, social responsibility can help people regard a company as a constructive force in society, so projecting the corporation, as well as create awareness for vital causes and keep the company on the public's mind. CSR is also crucial for branding since, in order to have a successful brand and keep customers, businesses must generate trust with their target audience, and a CSR strategy may help build a good reputation, which earns trust and loyalty for the organization.

Since part of what defines a functional business is its customers, without whom the business would simply not exist, customer loyalty goes a long way in helping a business stay afloat. Consumers expect brands and businesses to do more than just make money in exchange for their loyalty. They also expect brands and businesses to give back to society. Employee engagement comes into play here, as it has both social and business benefits. Employees are proud to associate themselves with organizations that project a caring image. While employees play an important part in CSR, organizations must also remember that engaged employees look at the overall business and understand their purpose, where they fit in, and how they fit in, which leads to improved decision-making.

5.4 RECOMMENDATION

The study recommends that for organizations to increase the level of efficiency of its CSR activities, there has to be increased levels of cooperation between the various departments of the business in terms of achieving CSR related aims and objectives. Also, inculcating employee engagement into the planning stages and implementing stages of CSR activities should be encouraged by organizations. For businesses and policy makers, with Ghana's CSR framework is made up of a number of rules, legislation, practices, and projects, this means that while organizations cannot feign ignorance, there has to be legislation to incentivize or bind organizations to undertake CSR activities.

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APPENDIX
RESEARCH QUESTIONNAIRE

Dear Respondent,

I am a Ghana Institute of Journalism graduate student working on a project titled “**Assessing the Role of Employee Engagement in Corporate Social Responsibility with insights from the West African Gas Pipeline Company Limited**”. The research is being carried out as part of the requirements for a Master's degree in Public Relations. The purpose of this questionnaire is to elicit information in order to achieve the study objectives. Please give your honest view on the questions posed, as the information gathered will be kept in strict confidence. You can also opt out at any time if you are uncomfortable. Again, this research is solely for academic purposes.

Thank you for your co-operation.

SECTION A: Demography of Respondent

1) What is your Gender?

i. Male [] ii. Female []

2) What is your age range?

i. Less than 30 years [] ii. 31- 40 years [] iii. 41-50 years [] iv. 51 years and above []

3) What is your highest educational qualification?

i. Certificate [] ii. HND [] iii. Degree [] iv. Masters [] v. Professional []

4) How long have you worked with WAPCo?

i. Less than 5 years [] ii. 6- 10 years [] iii. 11-15 years [] iv. 16 years and above []

SECTION B: Employees’ understanding of Corporate Social Responsibility

This section intends to ascertain your understanding of CSR. Please indicate the extent to which you agree or disagree to each of the following statement. Use the following scale as a guide:

- 1. Strongly Agree 2. Agree 3. Neutral 4. Strongly Disagree 5. Disagree**

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
5) CSR should be a proactive effort rather than reactive					
6) Organizations embark on CSR activities in order to increase organizational goodwill with the public					
7) Organizations embark on CSR activities because it is their social responsibility					
8) Organizations embark on CSR activities only when they make profit					
9) Organizations undertake on CSR activities to increase brand awareness					
10) Organizations embark on CSR activities in order to respond to competition					

SECTION C: Employee engagement mechanisms or strategies

11) To what extent are communication channels effective in employee engagement efforts?

- i. Very effective [] ii. Averagely [] iii. Least effective []

12) What is your reason for the answer above?

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13) Please indicate (*by ticking the boxes below*) the existing employee engagement mechanism of WAPCo in relation to CSR?

i. Email	<input type="checkbox"/>
ii. Face-to-face interaction	<input type="checkbox"/>
iii. Memo/letters	<input type="checkbox"/>
iv. Text message	<input type="checkbox"/>
v. Social media	<input type="checkbox"/>

14) Which of the engagement mechanism is most effective?

- i. Email
- ii. Face-to-face interaction
- iii. Memo/letters
- iv. Text message
- v. Social media

15) What is your preferred means of engagement?

- i. Email
- ii. Face-to-face interaction
- iii. Memo/letters
- iv. Text message
- v. Social media

16) What is your reason for the answer above?

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SECTION D: Consequences and Challenges of neglecting employee engagement

This section intends to find out consequences of neglecting employee engagement in CSR. Please indicate the extent to which you agree or disagree to each of the following statement. Use the following scale as a guide:

- 1. Strongly Agree 2. Agree 3. Neutral 4. Strongly Disagree 5. Disagree**

Statement	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
17) CSR activities can be successful without employee engagement					
18) Employee engagement is important at the planning stages of CSR activities					
19) Employee engagement is important at the implementing stages CSR activities					
20) Lack of employee engagement affects CSR activities negatively					
21) Neglecting employee engagement affects CSR activities positively					
22) Neglecting employee engagement affects overall organizational productivity					

23) Is employee engagement vital to the success of CSR activities of CSR activities?

- i. Yes []
- ii. No []

24) To what extent is employee engagement relevant in undertaking CSR activities?

- i. Very relevant [] ii. Averagely [] iii. Least relevant []

Thank You for Your Time