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ASSESSING THE INVOLVEMENT OF VODAFONE GHANA HEALTH LINE
AS CORPORATE SOCIAL RESPONSIBILITY ACTIVITY STRATEGY TO
ENHANCE THE OVERALL BUSINESS PERFORMANCE OF VODAFONE

By

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DEDICATION

I dedicate this thesis to the Almighty God for the special grace and wisdom throughout this research.

I also dedicate this work to my supervisor Dr. Mavis Essandoh (Mrs.) for patience, time insightful criticism and guidance which aided my writing of this thesis.

Again, I dedicate this work to my mum, Gladys Otumfo, my daughter Estelle, sisters, Rachel and Belinda for their unconditional support. A special dedication also goes my close friends to Mrs. Sophia Brako (Baaba) and Ida for their inspiration and faith in me.

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I could not have completed this journey without the love and friendship of my family and friends.

STUDENT'S DECLARATION

I, Gifty Otumfo hereby declare that this thesis is the result of my own original research and that it has not been partially or wholly presented by anybody for the award of Master of Arts in Development Communication in this institute or any other institute. Other works cited or referred to are duly acknowledged

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9th December, 2021

SUPERVISOR'S DECLARATION

I hereby declare that I supervised the preparation of this thesis in accordance with the guidelines on supervision of dissertation laid down by Ghana Institute of Journalism (GIJ).

A handwritten signature in blue ink, appearing to read 'Mavis Essandoh', with a long horizontal flourish extending to the right.

Date: 9th December, 2021

Dr. Mavis Essandoh (Mrs.)

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ABSTRACT

The concept of Corporate Social Responsibility (CSR) has over the years received much attention.

This research aimed at exploring the impact of the involvement of *Vodafone Healthline* as corporate social responsibility strategy activity in enhancing Vodafone's overall business performance.

This thesis conceptualizes CSR using the Triple bottom line theory and Carrol model approach as a brand building tool to increase organisational business performance emphasizing the strategic importance of CSR and its potential to create mutually beneficial outcomes for organisations and their stakeholders. The study explored a qualitative data collection technique which comprises of interviews with responses from the Branch Manager of Vodafone Ghana, *Tema Community One*, some customers, and beneficiaries of *Vodafone Healthline* from *Tema Newtown* in the *Greater Accra* region.

The study found most respondents understood what CSR is about and were aware of Vodafone Ghana's CSR activities in Ghana, especially in the area of health.

In particular, this thesis supports the proposition that CSR has a direct and positive impact on organizational performance in the area of profit, brand value, increase in market share it therefore envisaged that management of organizations in the telecommunications industry in Ghana can be more dedicated to CSR activities to boost the overall business performance.

This thesis concludes with a discussion of the findings and provides recommendation for future research as well of the limitations of the study.

The results of this thesis made some recommendation for policy formulation which includes organizations including a policy that is more committed to health-related CSR activities. Hence

organizations should be more committed to their CSR activities and include such in their organizations' mission and objective.

LIST OF ABBREVIATIONS

| | |
|-----|---------------------------------|
| CSR | Corporate Social Responsibility |
| TBL | Triple Bottom Line |
| FMG | Focus Group Discussion |
| IDI | In-depth Interviews |
| BEN | Beneficiary |
| RQ | Research Question |
| LTD | Limited |
| GH | Ghana |

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CHAPTER ONE

INTRODUCTON

1.1. Background and Context of the study

Corporate social responsibility remains a pivotal public relations strategy for businesses to enhance and engage in community relations especially in their area of jurisdiction (Sriramesh et al. 2007).

While public relations intends to build and sustain long term relationship with the public and its stakeholders, present a favorable image as well as boosting or building a reputable brand for the company, corporate social responsibility intends to tackle societal problems communities face and work to improve their life. Morsing & Schultz (2006).

The concept of corporate social responsibility (CSR), first introduced by Howard R. Bowen in 1953 (Carroll, 1991), has evolved over time, but due to its origins in various fields such as economics, political science, sociology, and management, there is disagreement about several aspects of CSR (McWilliams, Siegel and Wright, 2006; Weyzig, 2009).

The contributions of organizations and businesses towards the development of human lives, communities and country at large through corporate social responsibilities (CSR) activities cannot be over emphasized.

The term “Corporate Social Responsibility” (CSR) was officially coined in 1953 by American economist Howard Bowen in the publication *Social Responsibility of the Businessman*. In that publication, Bowen defined CSR as “the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives

and values of our society” (Bowen, 1953, p. 6), as such Bowen is often referred to as the father of CSR. (Carroll, 1999, p. 270).

Vodafone Ghana was formerly known as *Ghana Telecom* until 2008 when Vodafone Group Plc one of the world’s leading telecommunication companies agreed to acquire 70% of Ghana Telecom from Ghana government while 30% was retained by Ghana as part of the sale and purchase agreement. (www.vodafoneghana.com)

After a year, Ghana Telecom along with its subsidiary *OneTouch* was rebranded to *Vodafone Ghana*. The company however had significant presence in Europe, the Middle East, Asia Pacific, United State of America and Africa. (www.vodafoneghana.com)

Vodafone Ghana’s vision is “to be the number one wholesale communications service provider in West African” and its mission is “to delight customers through provision of complete wholesale communication services within the West African Sub Region”.

(www.vodafoneghana.com)

Vodafone solely over sees or is in charge of the provision and network monitoring of its underground cables, but however, the operations and maintenance activities on the overhead cables have been outsources to Ghana Grid Company (GRIDCO) (www.vodafoneghana.com)

Vodafone Ghana in 2016 had about 7,9776,348 voice subscribers which represents 21.92% of the Ghanaian market share. (www.vodafoneghana.com)

Years on *Vodafone Ghana* has been recognized as a top philanthropic and health support company in Ghana especially with its establishment of the Vodafone Ghana Foundation.

The foundation which is fully funded by Vodafone Ghana has a number of projects of which the *Vodafone Healthline* is one of those corporate social responsibility initiatives.

(www.vodafoneghana.com)

Vodafone Healthline is one of the key projects or initiatives of Vodafone Ghana Foundation which is a charity arm of the telecommunication network (Vodafone Ghana, 2009) after the launch of the foundation in 2009. The foundation is to help bring social change and improve the lives of people with pressing social needs. (www.vodafoneghana.com)

1.1. Statement of the Problem

Studies has been carried out on the subject within the evolving field of corporate social responsibility and its communication domain or realm; however, most of these studies focus on matters in the developed world. (Dawkins 2004). Friedman (1970) also argued that businesses and organizations responsibility was to its shareholders' profit maximization within a legal framework.

In the recent past, organizations had a choice to be socially responsible by giving back to the society or even other organizations to help improve their image in the eyes of the public. In as much as these organizations are returning or giving back to the society, do they benefit from this investment in terms of increased profit, satisfy and retain customers and increase market share?

After Vodafone Ghana's, acquisition, it has invested about 1 billion dollars in improving infrastructure in Ghana. (www.vodafoneghana.com). Vodafone health line has been in existence for about nine years and has impacted in the lives of over 200 individuals and families with free surgeries as well as discussing important health issues on television to help millions of Ghanaians with the help of qualified doctors and surgeons.

1.2. Rationale of the study

This is an important study which seek to fill a void on research on the phenomenon under study due to the paucity of work done in this area of study.

Although (Drah 2015) conducted a study on “promoting corporate social responsibility via television content_ a study of *Vodafone Healthline* tv show” and (Amoako, 2017) also conducted a study on “Using Corporate Social Responsibility (CSR) to Build Brands: A Case Study of Vodafone Ghana Ltd”, no other study has been done on business performance or profitability of the *Vodafone Healthline* as corporate social responsibility to the organization.

It is against this background that this thesis sought to assess the impact or effect of Vodafone Ghana Health line as corporate social responsibility activity strategy to the overall business performance of the company including profit, market share and customer retention.

1.3. Research Objectives

The aim of the study is to assess the involvement of Vodafone Ghana Healthline as corporate social responsibility activity or strategy to enhance the overall business performance of the company.

Specifically, the study sought:

1. To identify the factors that influence the company’s involvement in CSR activities
2. To ascertain how CSR activities with *Vodafone Healthline* have helped to increase and retain its customer base.
3. To establish the effect of *Vodafone Healthline* as corporate social responsibility on customer satisfaction at *Vodafone Ghana*

4. To establish the effect of Vodafone *Healthline* as corporate social responsibility on the profitability of the organization

1.4. Research Questions

The study seeks to answer the following research questions:

1. What factors determine the involvement of *Vodafone* in CSR activities?
2. Has *Vodafone Health* line had any effect on the profitability of Vodafone Ghana?
3. Are customers of *Vodafone Ghana* satisfied with the Healthline CSR?
4. How have CSR activities with Vodafone Healthline helped to increase and retain the customer base or market share of Vodafone Ghana?

1.5. Significance of the study.

Neuman (2006), Marshall, Rossman (2011) state that research is undertaken to understand, change, predict, evaluate, explore, describe and explain a given phenomenon. Finally, the findings of the study will also contribute to the existing literature of CSR in organizations.

Thus, the findings of this study will bring to the fore the importance of CSR initiative on the overall business performance on companies and enhancement of their public relations strategy.

Again, it will also bring out or explain how some beneficiaries and customers views on the *Vodafone Healthline* as a CSR initiative.

Based on the research studies published within this field, there appears to be a research gap. A lot of attention has been given to the impact of corporate social responsibility on the community. Again, there appears to be a gap in the direct focus of the specific CSR activity carried out by

organizations. The researchers have therefore identified a gap on the effect of corporate social responsibility on the organization embarking on the CSR. That is why this study seeks to assess how Vodafone Ghana is using its *Healthline* as a corporate social responsibility to enhance its overall business operations in Ghana.

This chapter has sought to provide an understanding and appreciation of the context within which the study is being undertaken. Vodafone Ghana, besides making a significant contribution to the economic development of the country, its socially impact has also been enormous. That is why this study seeks to assess how Vodafone Ghana is using its Health Line as a corporate social responsibility to enhance its overall business operations in Ghana.

1.6. Proposed Research Methodology

It is very important for the researchers to be completely sure as to which approach or method would provide the information required (Druckman, 2005, Clough & Nutbrown, 2010).

This study uses a qualitative approach. Denzin and Lincoln (2005) describe qualitative research as involving an interpretive naturalistic approach to the world. Qualitative methods are useful for research on informal and unstructured linkages and processes in organizations as opposed to stated organizational goals (Marshall & Rossman, 1999). It is also suitable for ‘studying processes, relationships among people and events, the organization of people and events’ (Jorgensen 1989, p.12). Qualitative design basic advantage which also constitutes its basic difference with quantitative research is that it offers a complete description and analysis of a research subject, without limiting the scope of the research and the nature of participant’s responses (Collis & Hussey, 2003).

According to Creswell (2013), qualitative approach helps a researcher to identify, explore, and explain the attitudes, actions, and perceptions of people within a social setting as well as the meanings they make of their actions. The qualitative research enables the researcher to gather data through interview (Creswell, 2013). This study will however use the semi-structured interview for the data collection.

1.7. Scope of the Study

The focus of this study is to assess the impact or effect of Vodafone Healthline as a Corporate Social Responsibility initiative in enhancing the business performance of the company. And as such is focused solely on the *Vodafone Healthline Television* content and so the study will collect data from Vodafone Ghana Tema Head office in Community one. Again, participation in the study is also limited to one selected community in the Greater Accra region of Ghana (Tema new Town).

1.8. Organization of the Study

Chapter one began with a discussion of the background of the research and research gaps in the field of corporate social responsibility (CSR) in enhancing the overall business performance. The central focus of the research relates to understanding how corporate social responsibility activities can be used as a public relations strategy in brand building efforts that lead to enhancing organizational image, brand value and generate revenue or profit for the organisation.

This chapter again outlined the research questions and objectives examined by this thesis, followed by an explanation of the significance of this research. In addition, this chapter discussed the research methodology in brief, as well as the techniques of data analysis used. The scope of

this study was explained and the chapter concluded by providing an overview of the thesis structure.

Chapter two of the thesis presents a thorough literature review relating to Corporate Social Responsibility and profit. It also discussed the history and evolution as well as some corporate social responsibility initiatives. The chapter two equally captures various related studies and criticisms of corporate social responsibility (CSR). The chapter also concluded with an overview of the thesis structure.

Chapter three continues by providing the research methodology by highlighting the research approach which is of a qualitative nature as well as the research design, sampling and sample size. Then again concludes with the organisation of structure of the chapter.

Chapter four presents the findings and discussions as well as results of the qualitative data analysis of respondents.

Chapter five, the final chapter presents a summary of all major findings of the study based on which conclusions are drawn and recommendations were made. It also provides the limitations of the study, and implications for future studies.

1.8. Chapter Summary

This chapter outlines the research questions and objectives examined by this thesis, followed by an explanation of the significance of this research. In addition, this chapter discusses the research methodology in brief, as well as the analytical techniques used to examine qualitative data collected. The scope of this study is also explained and the chapter concludes by providing an overview of the thesis structure.

The next chapter of this thesis is the literature review which discusses an in-depth literature review relating to Corporate Social Responsibility and profit. It also discussed the history and evolution as well as some corporate social responsibility initiatives. The chapter also discussed the Triple Bottom Theory and the Carroll's Model in detail while highlighting the various related studies and criticisms of corporate social responsibility (CSR). The chapter also concluded with an overview of the thesis structure.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1. Introduction

This chapter examines studies linked to CSR that have been published in journals, books, and other publications. It investigates the evolution of CSR, how it is communicated, and how organizations promote their CSR. This chapter will also look at Vodafone Ghana's CSR and the theories that underpin the study.

2.2. Theoretical Framework

Eisenhart defined a theoretical framework as ‘a structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships’ (1991, p.205). Theoretical frameworks offer a unique point of view, or lens, through which to investigate a subject (Eisenhart, 1991). The Triple Bottom Line Theory and the Carroll’s model form the theoretical bases of the study.

2.3. The Triple Bottom Line Theory

The triple bottom line theory (TBL) is a framework or theory that recommends that companies commit to focus on social and environmental concerns just as they do on profits. The triple bottom line posits that instead of one bottom line, there should be three: profit, people and the planet. A triple bottom line seeks to gauge a corporation’s level of commitment to corporate social responsibility and its impact on the environment over time, Elkington (1994)

In his argument, Elkington (1994) stated that a company cannot operate seeking to only make profit rather the company should work to improve the people’s lives and the planet. Elkington’s

triple bottom line framework advances the goal of sustainability in business practices, in which companies include social and environmental issues to measure the full cost of doing business. Moreover, the TBL tenets holds that if a company focuses on finances only and does not examine how it interacts socially, that company cannot see the whole picture and thus cannot account for the full cost of doing business. (Kenton 2020; Johnson 2020)

Savitz (2006) also defines Triple Bottom Line theory as the frame that captures the essence of sustainability by measuring the impact of an organization's activities on the world including both its profitability and shareholder values and its social, human and environmental capital.

According to Elkington, there is no universal standard method of calculating the TBL, neither is there a universally accepted standard for the measures that comprise each of the three TBL categories (profit, people and planet). This allows a user to adapt the general framework to the needs of the entities in the execution of different projects and policies.

2.4. The Carroll's Model

Corporate Social Responsibility (CSR) is defined as the way social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979, p. 48.) However, in 1991 Carroll propounded the Carroll's model to further expand on CSR by creating a pyramid on the four-part definitional framework which is economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility.

The framework was originally conceived from a retroactive developmental perspective, based on the idea that "history of business suggests an early emphasis on the economic and then legal aspects and later a concern for the ethical and discriminatory aspects" (Carroll, 1979, p. 500).

The economic responsibility according to the Carroll's model is the foundation upon which all the other responsibilities rest thereby placing it at the at the bottom of the pyramid. According to the model every organization as part of its existence has an economic responsibility to the society that permits them to be created and sustained, while being profitable is the only way to be able to provide incentives for its shareholders and to invest and have enough resources to sustain and continue its operations. Legal responsibility in CSR according to the Carroll's model is to operate the business in accordance with the government requirements and laws as well as meet legal obligations. The more powerful businesses become the more responsibility for the well-being of the world it will be expected to bear (Solomon 1997, p. 202).

2.5. Corporate Social Responsibility

There are diverse views or definitions to Corporate Social Responsibility (CSR) by different authors hence there is no common definition of corporate social responsibility.

McWilliams & Siegel (2001) is defined Corporate Social Responsibility as actions

that appear to further some social good, beyond the interests of the firm and that which is required by law.

Baker (2003), equally, defines Corporate Social Responsibility as how companies manage business processes to produce a positive impact on society.

Furthermore, Ruggie (2002), also looks at Corporate Social Responsibility as strategy for demonstrating good faith, social legitimacy, and a commitment that goes beyond the financial bottom line.

The World Business Council for Sustainable Development (WBCSD, 2010) also described Corporate Social Responsibility as the continues commitment of businesses to behave ethically

and contribute to economic development while improving the quality of life of the workers and their families as well as the local community or entire society at large.

Jones (1980) defines Corporate Social Responsibility as, the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract.

However, Wood (1991) also indicated that businesses and societies are interwoven rather than distinct entities, hence the essence of corporate social responsibility.

It is evident from the above that various scholars have defined Corporate Social Responsibility in many ways.

2.6. History of Corporate Social Responsibility

The 1950s saw the start of the modern period of Corporate Social Responsibility (CSR) when it was more commonly known as social responsibility Carroll (1999). In 1953, Howard Bowen published his book, *Social Responsibilities of the Businessman*, and is largely credited with coining the phrase ‘corporate social responsibility’. In his words Bowen (1953) argued that businesses should see beyond profit and loss and take on a responsibility in a wider sphere, consistent with the goal and values of society. He described this as a doctrine of social responsibility which implied that if businesses would take this responsibility on voluntarily, many of society’s problems could be solved.

The motivation for corporate social responsibility as a concept was as a result of crises during the 1960s and 1970s that led to the consumer and ecology movements and successive legislation controlling the health and safety of workers, product safety and pollution (Wood, 1991). It was during this era that corporate social responsibility became not just an interesting topic of study but a topic of critical interest to corporate survival. Going by this principle that businesses do not

operate in vacuum, the corporate social responsibility discussion moved in the 1980s from the impulse that corporations should not only be responsible to how businesses behave, rather businesses should consider addressing social issues (Clark, 2000).

There is no common definition of corporate social responsibility. Different authors have defined it in different ways and there have been several opinions of the term according to the context and themes in which it is placed (Bolanle, Olanrewaju & Muyideen, 2012).

Scholars define corporate social responsibility (CSR) to be a representative of all set of corporate initiatives which are discretionary and extend beyond what the law has prescribed. This views of government and other stakeholders in all developing countries emphasize this characteristic (Crane et al, 2008). CSR has acquired different meanings over time and combined some features or characteristics making it represent set of obligations, responsibilities, stakeholder rights and all forms of philanthropic activities (Moon, 2002). The World Business Council for Sustainable Development (WBCSD, 2010), also describes corporate social responsibility as the continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large.

It is apparent from the above that various scholars such as Kotler & Lee (2005) and (Clark, 2000) have defined corporate social responsibility in many ways, however, for the purpose of this study, the researchers would adopt Bowen's definition as he described social corporate responsibility as the obligations of businessmen to pursue those policies, to make those decisions or to follow those lines of action which are advantageous in terms of the objectives and values of society.

2.7. Communicating Corporate Social Responsibility in Organizations

As Corporate Social Responsibility (CSR) has become increasingly important in business management. CSR communication has also become a topical issue (Bartlett, 2011; Moreno & Capriotti, 2009), given that all knowledge and ideas are formed, accepted or rejected through communication (Ihlen et al., 2011). To understand and meet their public expectations, organizations should not only act socially responsible; they should also communicate their CSR activities strategically (Bronn & Vrioni, 2001; Unerman & Bennett, 2004). Yet many organizations that are truly committed to CSR efforts usually fail to communicate their good deeds effectively (Lewis, 2003). Communicating CSR poses a unique limitation because it may generate stakeholder skepticism of an organization's purpose of engaging in CSR (Farooq, Merunka & Valette Florence, 2013). This occurs when publics perceive CSR as a tool for exalting corporate images (Coombs & Holladay, 2012, Ihelen et al., 2011; K. Lee, OH, & Kim, 2013; Schlegelmilch & Pollach, 2005; Waddock & Googins, 2011).

The conclusion that can be drawn from the above is that communication is very critical in the overall successes of businesses that undertake corporate social responsibility to the benefit of their stakeholders including the organization itself. It is therefore thoughtful for businesses and organization to recognize the relevance of public relations in their corporate social responsibility to help promote a good image and reputation for businesses.

2.8. Corporate Social Responsibility Initiatives

The logic for Corporate Social Responsibility (CSR) can be based on a moral argument, a rational argument, or an economic argument (Werther & Chandler, 2006). Campbell (2007) in a study created testable propositions that relate to the conditions under which organizations will

advance towards CSR. He discerns organizations' level of social responsibility as being influenced by factors such as financial conditions of the organization, health of the economy, and a well – enforced state regulations.

Kotler & Lee (2005) identified six major initiatives under which most social responsibility related activities fall. The six social initiatives include:

1. Cause Promotion: Cause promotion refer to a company providing funds, in kind contributions or other resources to increase concern about a social cause or support fundraising for a cause (Kotler & Lee, 2005)
2. Cause-related Marketing: Cause-related marketing refers to a company giving a proportion of revenue based on product sales for specific time to a specific cause (Gourville & Ragan, 2004; Kotler & Lee, 2005).
3. Corporate social marketing: Corporate social marketing is defined as a company's support of a behavior change campaign intended to improve public health, safety, the environment or community well- being (Kotler & Lee,2005)
4. Corporate philanthropy: Corporate philanthropy occurs when a company makes a direct contribution to a charity or a cause, most often in the form of cash grants, donations or in-kind services (Kotler & Lee, 2005).
5. Community Volunteering: Community volunteering refers to a company's support and encouragement of employees, retail partners and / or franchise members to volunteer their time to support local organizations and causes (Kotler & Lee, 2005)

6. Socially responsible business practices: Socially responsible business practices cover a company's support and conduct of discretionary business practices and investments that support social causes to improve community well-being and protect the environment (Kotler & Lee, 2005). This study focused on corporate philanthropy as CSR initiative which is being embarked upon by Vodafone Ghana through its Health Line.

2.9. Criticisms of Corporate Social Responsibility

Over the years, the concept of corporate social responsibility has come under a lot of criticisms by both industry players and academicians. According to Perrini et al (2006) several secondary data authors have punched holes in the concept of CSR. It is important to note that doubting opponents find their support in their assertion that beyond good purpose and folds of events, firms must account for reality. A reality marked by hyper completion and strong pressure to cut costs, compelling firms do seek desperately for growth opportunities, leaves no room for initiatives consistent with the CSR principle (Perrini et al, 2006). Again, Schwartz (2010) identifies the Freedman's (1962) perspective which states that 'there is one and only one social responsibility of business- to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception and fraud''

Generally, criticism associated with the concept of CSR can be divided into the following five groups (Schwartz, 2010).

Firstly, CSR allows businesses to project positive image by doing very little. Such type of criticism has been mentioned in the works of Mullerat (2009) and Aras and Crowther (2010).

According to this viewpoint business can engage in CSR-related activities in a minimum manner, and still create highly positive brand image for the company by publicizing their CSR efforts.

Secondly, the level of publicity associated with the concept of CSR creates an impression that the majority of businesses are seriously engaged in CSR-related activities, whereas the reality is quite different. This issue has been discussed by Freitag (2008), Mullerat (2009), Aras and Crowther (2010) and others.

Thirdly, CSR activities engaged in by some businesses contradict with their actual business practices and tendencies of their businesses. Mullerat (2009), Horrigan (2010), and Fernando (2011) address this specific point comprehensively. The above-mentioned authors mention instances where multinational corporations are addressing the issues of equality in the workplace and fair working conditions for employees within their own premises, but at the same time, the same companies are actively engaged in outsourcing of some of their business processes to a range of developing countries where equality in the workplaces and fair working conditions within factory floors are not ensured.

Fourth, the influence of large businesses and multinational corporations increases in society with their active engagement in CSR issues. Mullerat (2009) and Tolhurst et al (2010) state that business would be in positions of wielding significant level of influence over the various aspects of society caused by their active engagement in CSR.

Fifth, CSR is an empty promise and it is only an effective public relations tool. This specific criticism of CSR has been mentioned by many authors including Catka et al (2004), Lepoutre and Heene (2006), Banarjee (2007), Ciliberti et al (2008), Johnson et al (2008), Mullerat (2009),

and Heath (2010). Such a ‘popular’ accusation of CSR concept relates to the idea of CSR being a pure rhetoric and a passing fad.

In order to avoid the above criticisms, CSR initiatives must be rooted in certain basic principles, which are discussed here.

i. The CSR programmes must be based on legitimate standards established by civil society, involving a diverse range of stakeholders from businesses, governments, and society, in general.

ii. These should be backed up by well-established processes for measurement and reporting.

There should be ways to present the economic, social, and environmental impact of business practices.

iii. These should be built on a strong business case, so that it becomes easy to economically justify the adoption of CSR by companies. This might need putting an incentive mechanism in place.

iv. These must be flexible for companies to innovate and find workable solutions matching their unique situations.

The researchers can equally conclude that though most businesses are involved in corporate social responsibility activities, it is important to note that much needs to be done in order to enhance the lives of the people in Ghana.

2.9.1. Related Studies

Quite a number of industries or organizations in Ghana are involved in corporate social responsibility and several studies have been conducted in this field.

Danso Bofo & Kokuma (2015), examined the impact of CSR on organizational performance at Vodafone. The study was descriptive where primary data were captured using questionnaires. The study revealed that the company engages in CSR because it wants to create an image of good corporate citizen.

Hinson & Kodua (2012) examined how MTN Ghana uses CSR as a marketing strategy. The study focused on the dimensions of stakeholder interest, norms and values. The study found out that there is lack of proactive approach in scrutinizing the real needs of potential beneficiaries of CSR initiatives

Anlesinya et al (2014) examined the effect of corporate social responsibility on the financial performance of MTN Ghana Limited. The study showed that corporate social responsibility at the collective stage did not have significant positive effect on the financial performance. The study however revealed that employee corporate social responsibility and customer corporate social responsibility accounted for more variance in the performance of the company than corporate social responsibility.

Ogunsanwo (2018) examined the effect of corporate social responsibility on the performance of private telecommunication- MTN Nigeria. The study specifically examined the relationship between economic expectation of corporate social responsibility and the performance of telecommunication industry. The study employed the Pearson Monument Coefficient Correlation Model in its analysis and established that there is statistical significant relationship between economic expectation of corporate social responsibility and performance of telecommunication industry (r -cal 0.564, P , < 0.05).

Gbam and Dedi (2017) examined the effects of corporate social responsibility on Nigeria's telecommunication industry in Plateau State, Nigeria. Gbam and Dedi used the survey research method. Their findings through the Chi-square analysis showed that telecommunication industries in Plateau State have a strong and significant relationship between corporate social responsibility and social progress.

Bankas (2010) examined the role of corporate social responsibility in creating corporate brand awareness. The study revealed that Airtel then Zain and MTN Ghana brand awareness of the two companies were high among the sample because those two companies made sure that their customers and the public at large were aware of their CSR activities. Evidently, CSR plays major roles in both the organizations and beneficiary communities.

2.9.2. Relevance of the Theory to the Study

The Triple Bottom Line (TBL) theory and the Carrol's Model could function well to achieve organizational goals including enhancing the overall business performance. A telecommunication company like Vodafone Ghana through its operations sits in a physical environment (planet) and its mast transmit some amount of waves into the atmosphere, its efforts and activities are also geared towards serving the people by providing them with communication service and in so doing seeks to make profit. Again, bearing in mind the legal or laws that needs to be abided and guided by the company's activities. Thus, Triple Bottom Line theory Carrol's Model would assist in this study.

2.9.3. Chapter Summary

This chapter reviews related studies found in journals, books and other materials appropriate to Corporate Social Responsibility. It examines how CSR has progressed, how it is communicated

and also how organizations promote their CSR. This chapter also concerned itself with Vodafone Ghana's CSR as well as the theories that underpin the study.

The chapter's review of related literature also indicated that there are many different perspectives on the CSR idea. Much of the literature reviewed indicates that there are some questions about how to map the concept's boundaries.

This chapter also discussed the theoretical framework used for this study. The study was underpinned by Elkington's Triple bottom Line Theory (1994) and Carroll's Models (1979).

The next chapter presents the research methodology used to conduct the study. The chapter contains information on the research design, sampling technique and the data collection and analysis procedures as well as the study area. It sought to provide an understanding and appreciation of the context within which the study is being undertaken.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter focuses on the methodological steps and procedures that were employed to gather and analyze data. It captures the research design, sampling techniques, and data analysis techniques employed by this study. This is in line with the thoughts of Powell and Connaway (2004) when they argued that a research methodology is an aggregation of multiple steps a researcher employs in a study with the aim of attaining higher levels of validity and reliability.

3.2. Research Approach

It is very important for the researchers to be completely sure as to which approach or method would provide the information required (Druckman, 2005, Clough & Nutbrown, 2010)

This study explored qualitative data gathering technique. Denzin and Lincoln (2005) describe qualitative research as involving an interpretive naturalistic approach to the world. Qualitative methods are useful for research on informal and unstructured linkages and processes in organizations as opposed to stated organizational goals (Marshall & Rossman, 1999). It is also suitable for ‘studying processes, relationships among people and events, the organization of people and events’ (Jorgensen 1989, p.12). Qualitative design basic advantage which also constitutes its basic difference with quantitative research is that it offers a complete description and analysis of a research subject, without limiting the scope of the research and the nature of participant’s responses (Collis & Hussey, 2003).

3.3. Research Design

A research design is a basic plan that guides the data collection and analysis phases of the research project. It provides the framework that specifies the type of information to be collected, its sources and collection procedure (Kinnear & Taylor, 1996; Churchill & Iacobucci 2005).

According to Burns and Grove (2001), designing a study helps researchers to plan and implement the study in a way that will help them obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation.

The case study design was used for this study. This design stems from the qualitative research approach. The qualitative research approach is constructivist and inductive in nature (Creswell, 2003). This research approach enables Social Science researchers to study a particular phenomenon or culture in-depth because it is flexible and offers opportunity for deeper understanding of the issues under investigation (Yin, 2012).

According to Brink & Wood (1998), one of the features of qualitative research study is that it is explorative in nature. This study therefore utilized exploratory method to assess how Vodafone Ghana is using its Healthline as a corporate social responsibility to enhance its business operations in Ghana and how it is saving lives as well as retain customers. The study used the interactive interview and focus group discussion to explore the views of Vodafone on the effect or impact of their health line as a CSR on the company's overall business performance.

3.4. Sampling

Tuovila (2019) suggest that sampling is a method used in analysis in which predetermined number of observations are taken from a population. Lindelof and Taylor (2017) assert that a sampling strategy helps the researcher in determining what to study and provides justification for

what to study. This way the researcher reduces the possibility of engaging in wasteful efforts because the exact unit or units to be studied are predetermined and well thought-through.

The purposive sampling technique was used for this study. Freedman et al (2007), indicated that purposive sampling belongs to the category of non-probability sampling techniques, where sample members are selected based on their knowledge, relationships and expertise regarding a research subject therefore this method used is a conviction that the samples selected possess information relevant to this study. Purposive sampling was used because it allows to choose people who can respond to the objectives of the study and to access a particular subject that is of people that is the company Vodafone and its customers or beneficiaries. Therefore, criterion used for this study was to select only respondents who are *Vodafone Healthline* beneficiaries and users of the network as earlier explained in the introductory section of the study. The study started with a specific purpose in mind therefore the sample included people who have interest and the requisite knowledge in the subject area. On the other hand, people who do not match the purpose of the study are excluded. The study therefore concentrated on some selected Vodafone users and beneficiaries of *Vodafone Healthline* and Vodafone officers who can provide information on how *Vodafone Healthline* has helped improve lives and the overall business operations of the company in Ghana.

3.5. Sample Size

Evans et al. (2000) noted that sample size is the number of observations in a sample. Although Kusi (2012) argued that for qualitative studies; the larger the sample size employed in the data collection, the more valid and reliable the data in effect, however, this study leans on Silverman (2010) arguments which suggests that the richness and in-depth nature of the data analysis is of

equal importance. Thus, respondents were engaged in an in-depth discussion via focus group discussion and interview to make the research data solid and all-encompassing.

3.6. Data collection.

The primary data for this study was gathered through interviews and focus group discussion.

Requests for interview appointments were sought and obtained from target respondents through written and oral communication indicating purpose, nature, content and duration of interviews as well as an assurance of confidentiality and anonymity. The target respondents were also made aware of the researcher's intention to record the interviews and quote when necessary

3.7. Interview

The researcher developed interview guides based on the objectives of the study.

The researcher conducted a face-to-face interview to gather data from the *Vodafone Ghana* officials. Probing techniques were used to gain further clarification and to induce respondents to expand, explain their answers and focus on the specific content of the interview. The interview for this study were done only once and lasted for an average of 40 minutes with the area manager of the Vodafone Ghana branch in Tema, community one.

According to Lindlof and Taylor (2002) the interpretivist tradition in which qualitative studies are situated is mainly concerned with oral discourse or interview. Interviews were suitable because the intent was to obtain detailed information about how *Vodafone Ghana* through its Healthline as a corporate social responsibility has contributed to providing quality health care needs for people with conditions that needs surgeries to correct their predicament. The interviews

session also encourages respondents to freely express their thoughts. A phone recorder was used to record these interviews with the permission of the respondents.

3.8. Focus group discussion

Focus group discussion is a qualitative research method of data collection where the researcher leads a group discussion to generate data for the study. (Creswell, 2014). Focus groups usually involve small groups of 6 to 8 members (Creswell, 2014). According to Collins and O'Brien (2003), a focus group is, a group interview on a particular topic, led by a trained moderator with the goal to provide useful insights on a particular topic. The type and range of data generated through the social interaction of the group are often deeper and richer than those obtained from one-to-one interviews (Thomas et al., 1995). A good preparation on the part of the researcher helps to collect the appropriate and elaborated data related to the intended topic. Focus group discussion is considered an important qualitative method of data collection because of its flexibility, richness and different advantages in collecting data (Collins and O'Brien, 2003).

Focus group discussion also enables researchers to examine in detail how group members think and feel about a topic. The focus group discussions lasted for 40 to 45 minutes. The researcher started the focus group discussion by first identifying respondents and scheduling respondents' discussions. The focus group discussions were organized on a particular day of which the researcher led discussions and directed the discussions towards the objectives of the study. The focus group discussion involves some beneficiaries of *Vodafone health line* and *Vodafone users*.

This technique was used for data collection because it is suitable for gaining deeper understanding of data provided by the respondents.

3.9. Data analysis procedure

The researcher analyzed the interviews and focus group discussion sessions using the thematic analysis technique. The interviews and focus group sessions were recorded with a phone recorder and transcribed. After the transcription, the researcher did a close reading of the text paying attention to issues that border on the research questions and objectives. The dominant issues identified were collapsed into themes, and the themes were used for the analysis.

3.9.1. Study Area

The study was conducted in *Tema Community one* and *Tema new town* in the Greater Accra region of Ghana. The thesis focused on *Vodafone Ghana, Tema Community one*. *Vodafone Ghana* has over 9 million customers and more than 315 million customers worldwide and operational in over 20 countries. The *Tema Community one* branch of *Vodafone* has a staff strength of over 60 ranging from the top managers, IT professionals, customer service center operators, drivers among others. For this thesis the branch manager will be interviewed in order to achieve the objective of the study. Data will also be collected from some beneficiaries of the *Vodafone Healthline* as well as some users of the mobile network in order to draw conclusions.

3.9.2. Chapter Summary

This chapter focuses on the research methodological steps and the procedures that was used to gather and analyze data collected. It captured the research approach which is qualitative in nature. It also discussed the research design, sampling and the sample size as well as the study area. The proceeding chapter of this thesis presents the discussions and findings from the qualitative data gathered through interviews and focus group discussions.

The next chapter will present the data analysis and discussions for the study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discussions on the data collected in a detailed and in-depth manner. It presents the findings of the data gathered at Vodafone Tema Community one branch, some beneficiaries of Vodafone Healthline as well as some Vodafone users in Tema Newtown. The interview and focus group discussion results were analyzed based on their themes.

An in-depth interview was conducted at Vodafone office in community one Tema with the area manager of the company to gather data. In-depth interviews on the other hand are a qualitative research technique that involve conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular issue (Boyce and Neale, 2006). It is most suitable when a researcher wants detailed information about a person's thoughts and behaviors or wants to explore new issues in depth (Boyce and Neale, 2006)

Allen (2017) describes anonymity in research as a data set that does not include or involve personal information about the participants or respondents. This gives credence to the fact that researchers should not state and identify personal information about participants when presenting collected data set such as names, contacts, and residential details among others.

As a way of anonymizing the participants in the Focus Group Discussions, they were identified as FGD Member -1, FGM-2, FGM-3 participants. According to Collins and O'Brien (2003), a focus group is, a group interview on a particular topic, led by a trained moderator with the goal of providing useful insights on a particular topic.

The findings and discussions of the study highlights the demographic characteristics of the participants and their responses thereof. The findings however are based on the following research questions that guided the study.

1. What factors determine the involvement of Vodafone CSR activities?
2. Has Vodafone Health line had any effect on the profitability of Vodafone Ghana?
3. Are customers of Vodafone Ghana satisfied with the Vodafone Healthline activities?
4. How have CSR activities with Vodafone Healthline helped to increase and retain the customer base or market share of Vodafone Ghana?

4.2.Demographic characteristics of respondents

This study involved 15 participants. Ten respondents were selected from Tema New Town and Tema Community one to participate in focus group discussions. Three other respondents were also selected for interviewing; they were beneficiaries of the *Vodafone Healthline* and Branch Manager of Vodafone. With regards to respondents selected for the focus group discussions, gender parity was ensured however two men did not turn up and some of the female respondents showed up with other females, therefore women constituted seven and men constituted three to make up ten (10) respondents. This respondents constituted more women than men because the women were more receptive and ready to share their opinions that the men and again there were more women who used Vodafone network than men in *Tema Newtown*, the area where data was collected.

Respondents were both young and old between the ages of 19 - 45 years with some being traders, students and a few unemployed. This means that women were more open to the discussion than men.

4.3 Research Question one: What factors determine the involvement of Vodafone CSR activities?

The first research question set to find out the determinant factors that *Vodafone Ghana* considers in order to get involve in corporate social responsibility activities. This research question was addressed by obtaining information through interviews with the Branch Manager of *Vodafone Ghana*, Tema Community One.

The results show that *Vodafone Ghana considers* giving back to society a major part of their commitment.

This research question was addressed through interviews conducted with the Branch Manager of *Vodafone Ghana Tema Community One*. Through this means it was found that *Vodafone Ghana* as part of its operations sets aside funding for people who will need their help even before they ask.

As a results, the findings for the study themes were generated from both the interviews and the Focus Group Discussions and analyzed.

4.3.1. Philanthropy

The interview conducted by the Branch Manager of *Vodafone* in *Tema Community One*, found that Corporate Social Responsibility is an important act of giving back to society and an obligation every company must have towards the society in which they operate. Corporate Social Responsibility helps to cater for the needs of the poor in society and supports government's quest to alleviate poverty.

The branch manager explained by saying:

...Corporate Social Responsibility is the duty a corporate entity or a company has for the community, for the environment and for the organisation itself, it is a huge part Vodafone's commitment to support people when the need arises. Vodafone is always prepared to serve the people in any way possible and extend a helping hand, it's our core responsibility.

This is in line with Archie Carroll's (1979) definition of Corporate Social Responsibility (CSR) as the social responsibility of business encompassing the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.

This means that as companies need to satisfy not only shareholders but also those with less explicit or implicit claims. Corporate Social Responsibility requires organizations to be good stewards of societies' economic and human resources. This role and responsibility of companies involve contributing some of a company's resources to society to improve the quality of life.

4.4 Research Question Two: Has *Vodafone Healthline* had any effect on the profitability of Vodafone Ghana?

The second research question sought to investigate or explore the profits derived from the activities of the *Vodafone Healthline* initiative.

The results show that *Vodafone Healthline* as a CSR strategy activity is focused primarily on the good and well-being of the environment and its inhabitants where it operates. However, Vodafone believes that the long-term success of their business is closely tied to the success of the communities in which they operate. Thus the health needs of the residents in the communities in which it operates continues to be paramount to Vodafone which is expressed through the *Vodafone Healthline* programme. Again, the findings revealed that CSR activity is not necessarily responsible for the direct profitability of Vodafone Ghana.

4.4.1. Goodwill

From the interview conducted it was revealed that for businesses to thrive it must also focus on the environment and the people living in it. This encapsulates the CSR initiatives a company makes for its effect on social and environmental wellbeing. It was evident a business's approach to sustainable development by delivering economic, social and environmental benefits towards society is very important. CSR is seen as concept of building capacity for sustainable livelihoods and company success therefor, CSR benefits the community, environment at large and the organisation. Corporate Social Responsibility programmes can boost society's morale and increase productivity.

The Branch Manager in his word explained:

You know what like I was establishing earlier Vodafone Healthline as our CSR activity that is focused primarily on the good and well-being of the people and the environment where it operates. However, Vodafone believes that the long-term success of their business is closely tied to the success of the communities in which they operate.

I will say Vodafone prioritize the health issues that needs to be tackled that is why *Vodafone Healthline* is there to help and support people who need health assistance. The profit we consider is to bring people back to a healthy state and I tell you this people the *Vodafone Healthline* has saved a lot of lives...There is a saying that health is wealth so human live is very important to us

He continued by saying

Goodwill and communication between the company and the public's... Good public relations build relationships between the company and its customers. Public relations serves as a component of marketing strategy; a company will be more profitable through communication and relationships it builds with its customers.

The finding from this study aligns with Elkington (1994) which suggests or recommends that companies commit to focus on social and environmental concerns just as they do on profits. In his argument, Elkington (1994) stated that a company cannot operate seeking to only make profit rather the company should work to improve the people's lives and the planet. Elkington's (1994) triple bottom line framework advances the goal of sustainability in business practices, in which companies include social and environmental issues to measure the full cost of doing business.

4.5. Research Question three: Are customers of *Vodafone Ghana* satisfied with the Healthline CSR?

This research question was purposed to ascertain how the customers of *Vodafone* felt about the *Vodafone Healthline* Corporate Social Responsibility activities. It was also to understand the reaction of beneficiaries about the *Vodafone* brand. The responses from the respondents shows that customers are truly satisfied with every activities and services of *Vodafone Ghana*. This was evident as *Vodafone Ghana* was awarded the prestigious CSR company of the year (2019) award at the Ghana Information Technology and Telecommunications (GITTA) awards.

(www.vodafoneghana.com).

Vodafone Ghana through health initiatives has supported over 1 1,000 beneficiaries across all regions in Ghana. The award is the latest addition to a long list of honors bestowed on the Foundation since 2009. (www.vodafoneghana.com). This shows that the contribution the company is making in Ghana is recognized and acknowledged.

The Branch Manager of *Vodafone Ghana* at community one *Tema* was emphatic about how satisfied customers and non- customers were about the *Healthline* and the tremendous acceptance:

Customers are our number priority and making sure they are satisfied is our goal. Our activities, operations, services are to serve customers well first and make sure they get the full benefit of our products and services

He continued by saying that:

Since the inception of Vodafone Healthline year in year out numbers keep increasing if I should take you to the assigned retail center for receiving complaints you will be shocked the number of people who walk in and the phone calls, we receive to extend a helping hand. People even walk in to just say thank you and it tells us how satisfied people are. Response from surveys conducted every now and then is very positive... Even the television stations the air the Vodafone Healthline talk show always record high viewership each time the programmes airs on tv and that says a lot...

This research question was also addressed by the study some beneficiaries and customers of Vodafone, through this, they confirmed that the activities of the Healthline were indeed satisfactory. Beneficiaries are of the view that their predicament was critical until Vodafone came to their rescue through the Healthline:

I was going to suffer all my life and even die if not for the help of the Vodafone Healthline activities, my surgery was fully funded and some money was given to me as support after the surgery, I am very happy for all that they did for me.

4.6. Research question four: How have CSR activities with Vodafone Healthline helped to increase and retain the customer base or market share of Vodafone Ghana?

This research question sought to explore the market share and brand positioning in the telecommunication industry expressed through CSR activities involving supporting people who need help through their Healthline programme.

4.6.1 Brand Security

Government regulations and policies are intended to assist both consumers and businesses in performing their duties effectively. As a result, when businesses follow these standards, the government finds it easier to control and maintain security and protection for all parties involved.

CSR helps companies to provide safe products and services to its customers.

The manager noted that:

As a company, we see CSR activities as a responsibility that we have towards the community that we work in. Vodafone is one business globally, we believe that it's not just about profit, it's not about doing business, it's about doing business in a safe environment, an environment where the people and the public really matter and therefore everything we do, we make sure that the community in which we operate is getting back what they have given us so we see it as a responsibility towards the community

4.6.2 Brand Strategy

The finding from the study found that being a socially responsible as a company can improve a company's image and help build its brand. It contributes to brand equity by instilling a positive image in the minds of consumers. CSR has also been identified as an additional strategy for increasing company profitability and development. Not only can CSR increase business and revenue, they promote change and progress throughout the world, which often involves helping people with few or no resources. Corporate Social Responsibility helps management to make strategic decisions that is beneficial to the company.

He continued to say that:

For the telecommunications industry to benefit from branding, market share and what have you first and foremost we must do the relevant things, and that's what we do here, things that really meet the real needs of people in society. Whichever society we find ourselves in we do not

practice CSR because a competitor is doing it, it should be much more relevant. If I don't have water in my village and it's a real need and you come and provide me water then you have done well of course we do all that too ... but the end goal to protect the people and the environment then you can talk about gains or profit or increase.

Corporate Social Responsibility activities do affect the loyalty of customers, in fact, most consumers view the rationale behind developing CSR activities to be more of creating and building brands and organisation reputation than just helping the society in which they operate.

Yan (2003) emphasizes that CSR marks the difference between brands that have captured the imagination of tomorrow's consumers and those that are proving to be connections between the organisation and the consumers. Klein and Dawar (2004) argue that marketing plays a role in consumer's brand and product evaluations. Again, the needs of beneficiaries of CSR activities do influence the rating of CSR activities thereby cause an increase in a company's market share.

Ponte et al. (2009) conclude in their study that CSR rankings of organizations were affected by their contribution to CSR activities in third world countries

The responses show from the focus group discussion shows that CSR has some influence on choice of brand by consumers

First, it was found that the programme offers an opportunity for interaction between Vodafone, its customers, and partners. The conception, production and promotion of Vodafone Healthline involve rigorous formative research and continuous engagement which keeps Vodafone in touch with its customers and partners. It was found that much of the final content aired on television was a product of continuous interaction with the local communities, public health education experts, communication experts and the medical community. The Branch Manager noted :

...Even with the Healthline show, there always broad consultation with stakeholders which is time consuming. From our perspective, but we

don't have a choice. Our goal is to produce a masterpiece that is informative, educative and above all relevant to the health needs of the communities we serve, and it appears the only means to achieve this is to make everyone have a say

It is important for companies to take keen interest in the essence of CSR activities as being driven and touched by the needs in societies, although not a legal requirement. However what companies do over and above their legal and economic requirements positively influence their stakeholders.

Respondents believed that some companies stood a better chance, unlike others, to give back to society greatly. They identified Vodafone as a well - positioned company and greatly praised them for their health-related CSR activities and TV shows over the years.

4.6.3 Brand Loyalty

The researcher in the focus group discussion realized some responses predominantly see CSR to be a strategic way of building brands. Corporate Social Responsibility activities has a lot of influence on people's decision as it was revealed in the focus group discussion how Vodafone's contribution help sway people's choice of telecommunication brand. The needs of beneficiaries of CSR activities do influence the rating of CSR activities. This supports the accession of Lai et. al.'s (2010) that CSR has positive effects on industrial brand equity and brand performance.

In a focus group discussion FGM-6 who knew of a beneficiary admitted to switching to Vodafone because of the help that was rendered to a close relative who was in need of health assistance.

In her words:

I was not using Vodafone but when they helped a family member of mine, I know in our village then we all change to Vodafone chip. If you see how that my uncle was

Another respondent reiterated that:

“I am sticking with the [Vodafone] I am not changing and their network is good too”.

This proves CSR activities do affect the loyalty of our customers. The respondent points out the fact that CSR in Ghana is an important activity. CSR, interestingly, are carried out by telecommunications companies in Ghana on different scales. The merits of CSR activities in creating marketing shares through gaining a competitive edge over rival companies are noted immensely when such activities are deployed.

4.7.4 Chapter Summary

This chapter of the thesis discussed the research findings that were analyzed from the data set collected from the interviews conducted with the Branch Manager of *Vodafone Company in Community One Tema*, and some Beneficiaries and users of the network. The research findings were analyzed and discussed under the four research questions set out in chapter one of the thesis to help achieve the aims of this study.

The next chapter presents a summary of all major findings of the study based on which conclusions were drawn and recommendations made. It also provides the limitations of the study, and implications for policy and future studies.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

This is the concluding chapter of the study. It summarizes some of the major findings, makes recommendations for policy and further research and concludes the study.

The study was guided by the following objectives;

1. To identify the factors that influence the company's involvement in CSR activities
2. To ascertain how CSR activities with Vodafone Healthline have helped to increase and retain its customer base.
3. To establish the effect of Vodafone Healthline as corporate social responsibility on customer satisfaction at Vodafone Ghana
4. To establish the effect of Vodafone Healthline as corporate social responsibility on the profitability of the organization

5.2 Summary of some major findings

The research study assessed the effect of Corporate Social Responsibility programmes in enhancing the overall business performance with a focus on *Vodafone Healthline* a TV programme. This analysis equally examines the relationships that exist between corporation social responsibility, branding strength and organization market share. The study sought to explore the *Vodafone Healthline* impact of business performance on Vodafone Ghana in profit maximization and growth in customers or subscribers. The study found a relationship between CSR and overall business performance of *Vodafone Healthline* was found to have also

contributed to the promotion of its activities through its CSR programmes. This means that the higher the perceived value of CSR efforts, the higher the brand value of the company and increase in revenue.

The study used interviews and focus group discussions to gather data from *Vodafone Ghana Tema Community one*, as well as some beneficiaries of *Vodafone Healthline* and users of the *Vodafone network in Tema Newtown*.

It was found that CSR activities as a good will towards society, contribute greatly to organizations building a stronger brand for profit maximization.

In order to gather data and analyze, a qualitative approach was used to get responses from respondents who seemed to be greatly moved by health-related CSR activities, as the majority made reference to *Vodafone Healthline's* immerse contribution in Ghana.

Again, with contribution and relevance of findings, the literature revealed the benefits derived from effective Corporate Social Responsibility practices. Corporate Social Responsibility plays a very important role in attracting stakeholders and maximizing profit and stakeholder confidence to organizations as discussed in Chapter 2.

5.3. Recommendation for policy

Many benefits have been highlighted by the researcher as increasing market values (Aupperle et al., 1985; McWilliams and Siegel, 2000), reducing risk (Moore, 2001), increasing loyalty and improving corporate reputation (Maignan et al., 1999). Corporate Social Responsibility (CSR) must have a positive impact on society and help to build a healthier community, but it can also be a part of a successful company plan. It establishes a critical ethical stance in which members are held accountable for carrying out their public responsibilities.

Based on the findings of the study and the conclusions gained from the analysis, the following recommendations are made.

Moreover, the cause of the CSR activity should be important for consumers. Hence, brand managers should seek a cause or problem, which consumers see as important or even necessary to deal with. In this case, customers indicated health related CSR activities to be the most cherished and hence this can guide CSR strategy formulation and implementation.

The results of this thesis can have a policy on organizations. It implies that CSR activities of organizations in the telecommunications industry in Ghana do not necessarily lead to brand support from customers. Hence, organizations cannot hide behind CSR activities while they offer poor quality service to build brands. Therefore, the quality of organization's offerings influences the support from customers for their brand and CSR activities lead to higher organizational brand value increases. Hence organizations should be more committed to their CSR activities and include such in their organizations' mission and objective.

Corporate Social responsibility activities is important for consumers. Hence, managers should seek a cause or problem, which consumers see as important or even necessary to deal with. In this case, customers indicated health related CSR activities to be the most cherished and hence this can guide CSR strategy formulation and implementation.

5.4. Recommendation for further study

Based on the finding made by the study, the researcher makes the following recommendations. Since this thesis is based on a single case company in the various telecommunications industry of Ghana, one recommendation for future research is to conduct a multiple case study, where the relevance and usefulness of the CSR activities in profitability are tested in companies within

different contexts, but with the common aim of enhancing business performance and increasing organisational brand value.

Furthermore, it would be important to explore whether factors such as industry conditions, company resources and government regulations affect companies' ability to work strategically with to obtain their CSR objectives. In this thesis, it is presumed that strategically integrated CSR programmes strengthen the position of the company and draws potential clients to the company.

Again, other researchers may also replicate this study in other communities and locations of the country to find out whether the findings reported in this study are specific to the communities studied or otherwise.

Most approaches to CSR, however, agree that profit is a necessary condition for operating business in a socially responsible manner. As a result, gathering empirical evidence on the consequences or implication of a financial crisis for CSR initiatives or activities and its effects on organizations would be useful.

For future research, it is recommended that a quantitative method or mixed method and a longitudinal study be adopted. Therefore, future studies should combine quantitative and qualitative approach. This may offer deeper understanding into the relationship between CSR activities and organisational profitability as well as brand value. In particular, the influence of CSR activities transcends on organisational profit, customer attraction and loyalty and financial performance.

A mixed method or quantitative study would allow for a large sample size and gain deeper assessment and understanding of the direct relationship between CSR and business performance or benefits and enable generalizability of the findings.

This study was mainly focus on a telecommunications company in Ghana which is *Vodafone* however, other companies carry out CSR activities on different scales. A study on CSR and organization's overall business performance can also be extended to other industries or sectors as manufacturing companies, banking and education among others. Again, a similar study can be carried out in a different community which would allow for comparison between organisation.

5.5. Limitation of the study

The following limitations were identified as a consequence of the methodologies employed in this study.

One of the limitations in gathering data for this thesis is financial constraint. Due to logistical and financial constraints the study was conducted in only two communities that is *Tema community one and Tema Newtown* therefore the outcome of this study cannot be generalized to reflect all *Vodafone* users.

The number of respondents in the qualitative interviews was limited due to some respondents who were not willing to be the interviewed or their views recorded. This study pleads with future research participants to volunteer in such studies to incorporate the research climate change in the country

The Corporate Social Responsibility data for the estimation of issues in this study were based largely on *Vodafone* customers and some users. The selection of the organization did not represent all stakeholders' perspectives in the country. Therefore, the results were limited to the

information obtained from one branch of *Vodafone* Ghana as a data source. Due to this lapse, findings cannot be generalized to other telecommunication organizations implementing CSR programmes.

5.6. Conclusion

The purpose of the study was to assess the effect of *Vodafone Healthline* as a corporate social responsibility, in enhancing the overall business performance. To achieve this, the research used the qualitative research approach, the triple bottom line theory and the Carroll's model. The study also was guided by research objectives and questions to form the theoretical bases of the study.

From the results, it was clear that corporate social responsibility initiative plays a vital role in the in increasing profit as well as market share.

The activities involved in *Vodafone Healthline* help to interact with its stakeholders and to make the CSR initiative responsive to the needs of the organisation and its clients. This finding supports the views of Theis-Berglmair (2005); Putnam (2000); and Chandler and Werther Jr (2014) that CSR is for the purposes of meeting organisational goals and societal needs, and hence there is the need for interaction between organizations and society in the implementation of any worthwhile CSR initiatives

It was also found that health related corporate social responsibility activities contributes to high interactions with society and people and the company than any other CSR activity.

In conclusion, it can be said that *Vodafone* corporate public relations as a concept and its involvement in corporate social reasonability cannot be overemphasized. It is therefore very

important for businesses to incorporate public relations in their strategic plans in order to successfully achieve organizational goals and objectives.

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APPENDIX I

INTERVIEW GUIDE

ASSESSING THE INVOLMENT OF VODAFONE HEALTH LINE AS A CORPORATE SOCIAL RESPONSIBILITY IN ENHANCING THE OVERALL BUSINESS PERFORMANCE. A CASE OF VODAFONE GHANA

My name is Gifty Otumfo, an MA Student from the Ghana Institute of Journalism (GIJ). I am conducting research on the above topic for the purposes of my dissertation. Kindly assist me by providing your responses to each question. All responses will be treated with the strictest confidentiality and used for academic research purposes only. I assure you that you will not be identified and your responses will be anonymized.

Thank you for agreeing to participate.

Section A: Background Information of Respondents

1. What is your position in this organisation?
2. How many years have you been working with Vodafone?

Section B: Corporate Social Responsibilities (CSR) of Vodafone Ghana

3. Can you tell me about Vodafone Ghana's Corporate Social Responsibility activities?
4. Has Vodafone Ghana undertaken any CSR projects / programmes in the community over the past 10 years?
5. If yes, can you list them?

6. What different types of activities fall under Vodafone CSR initiatives?

VODAFONE HEALTHLINE

7. Can you tell me about Vodafone Healthline?

8. What necessitated the initiation of Vodafone Healthline projects?

9. How have communities benefited from the Healthline projects?

10. In your estimation, how many people have benefited from the Vodafone Healthline?

11. How has these projects/programmes affected or impacted on the selected beneficiaries and communities?

12. How does Vodafone Ghana relate to the communities before selecting beneficiaries?

13. Has the company witnessed an increase in customers since the introduction of the Vodafone Healthline?

14. What impact does the Vodafone Healthline made to the profitability of the Company?

Section C: Effects of Corporate Social Responsibility (CSR)

15. Has the company been confronted with any challenges that hinder the implementation of CSR to some communities?

16. If yes, what are the challenges?

17. How were the challenges overcome by Vodafone Ghana on carrying out its CSR activity successfully?

18. What factors influence Vodafone's decision to perform CSR activities?

19. What benefits does the CSR activities bring to Vodafone Ghana?

20. Do you have anything else to say

Thank you for your time views and your time.

APENDIX II

INTERVIEW GUIDE FOR BENEFICIARIES OF VODAFONE HEALTHLINE

1. What do you know about Vodafone Ghana?
2. Do you use Vodafone Sim card?
3. Do you use Vodafone cash?
4. Have you gained from using Vodafone products and services?
5. How did you hear about Vodafone Healthline?
6. If yes, what is Vodafone Health line?
7. Have you been a beneficiary of Vodafone Health line?
8. Do you know any beneficiary of the Vodafone health line project?
9. If yes, how were you selected as a beneficiary
10. Do you and your family use Vodafone network because of the help the company provided for you.
11. Do have anything else to say

Thank you or your views and time

APPENDIX III

INTERVIEW GUIDE FOR USERS OF VODAFONE NETWORK

1. Why did you choose Vodafone over other networks?
2. How long have you been using Vodafone?
3. Do you have any intention to stop using your Vodafone sim card?
4. Do you know about any of their corporate social responsibility activities?
5. If yes, please mention them
6. What can you say about Vodafone Healthline?
7. How did you get to know about the Vodafone health line project?
8. Have you ever benefited from any of Vodafone's CSR activities either personally or in your community?
9. If yes, did that motivate you to convince your friends or family to start using Vodafone sim card?
10. Do you know of any beneficiary of the Vodafone health line project?
11. Do you have anything else to say?

Thank you for ideas and time