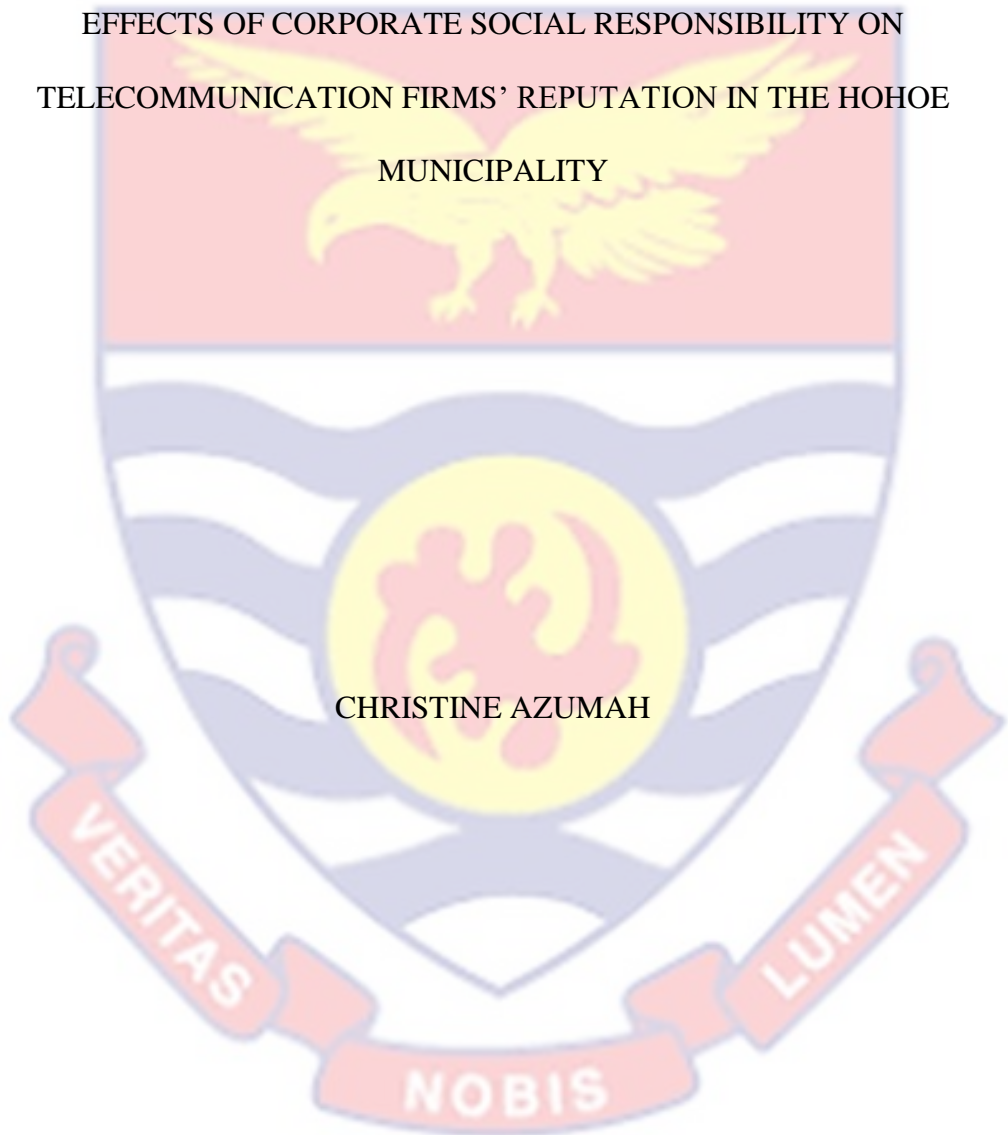


UNIVERSITY OF CAPE COAST

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON  
TELECOMMUNICATION FIRMS' REPUTATION IN THE HOHOE  
MUNICIPALITY

CHRISTINE AZUMAH



2022

UNIVERSITY OF CAPE COAST

The background of the page features a large, faint watermark of the University of Cape Coast crest. The crest is a shield with a red top section containing a yellow eagle with wings spread. Below the eagle are three wavy blue and white horizontal stripes. In the center of the shield is a yellow circle containing a red stylized figure. At the bottom of the shield are two red banners with white text: 'VERITAS' on the left and 'LUMEN' on the right.

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON  
TELECOMMUNICATION FIRMS' REPUTATION IN THE HOHOE  
MUNICIPALITY

BY

CHRISTINE AZUMAH

Dissertation submitted to the Department of Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Management

MAY 2022

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: ..... Date: .....

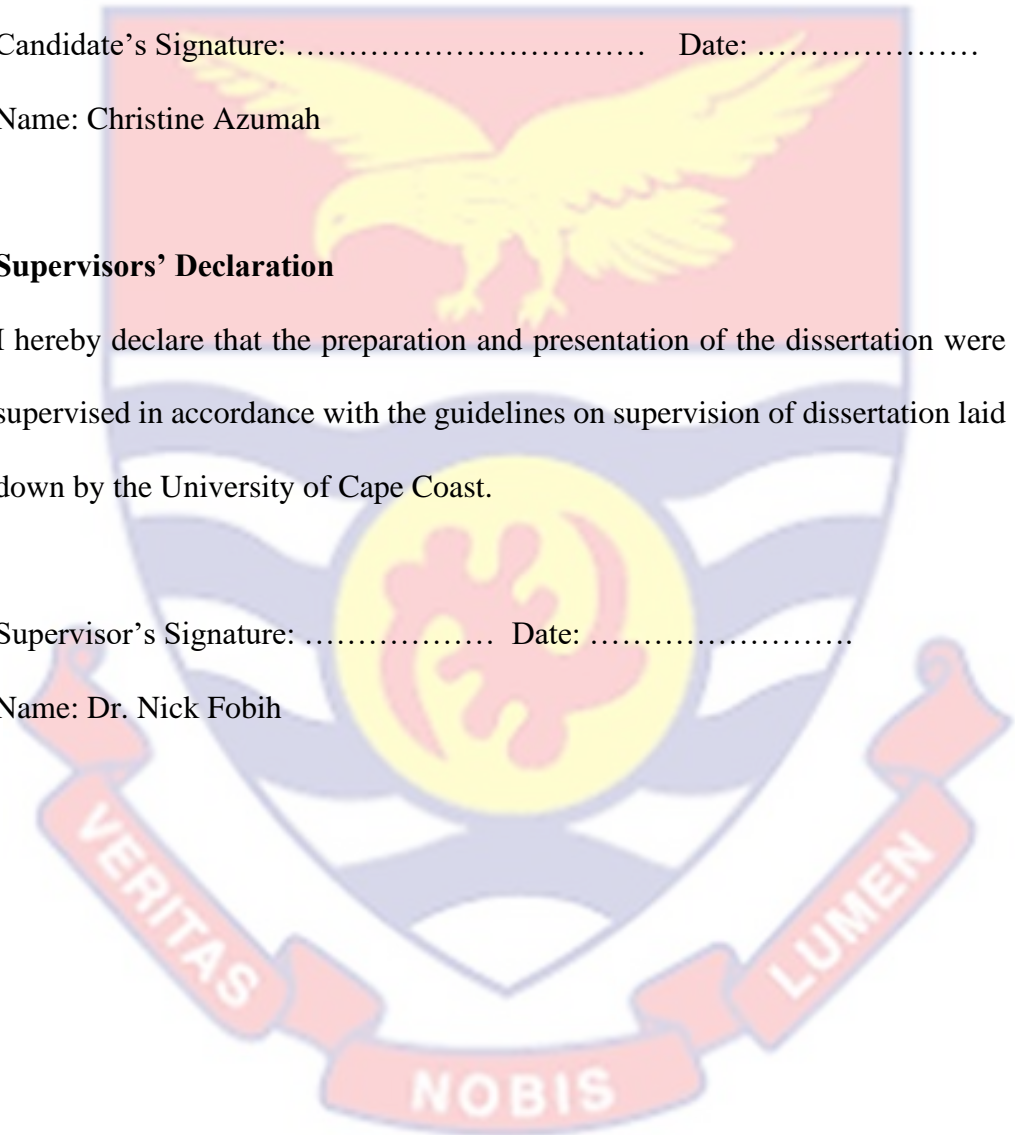
Name: Christine Azumah

### Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

Name: Dr. Nick Fobih



## ABSTRACT

The study sought to examine the effects of corporate social responsibility on corporate reputation of telecommunication firms in the Hohoe municipality. The specific objectives sought to; assess the effects of economic responsibilities on corporate reputation, legal responsibility on corporate reputation, ethical responsibilities on corporate reputation and philanthropic responsibilities on corporate reputation. The study was guided by explanatory research design, based on quantitative methods with a questionnaire as its key data gathering instrument. Data gathered was analysed using SPSS version 20. Primary data were collected from 108 staff of the telecommunication firms in the Hohoe Municipality. The main finding of the study revealed that, there was a positive link between economic responsibilities and corporate reputation, the vital role legal responsibilities play in corporate reputation and also, telecommunication firms the adhered to the legal requirements of their communities and the country as whole are more inclined towards enhancing their corporate image. With reference to the findings, it was recommended that the managers of telecommunication firms should improve their CSR activities to enhance the corporate reputation. Moreover, the managers in these firms should note that, in order to enhance their business' reputation, paying attention to their economic, legal ethical and philanthropic responsibilities should be key objectives to be achieved.

**KEY WORDS**

Corporate Social Responsibility

Economic

Ethical

Legal

Philanthropic

Reputation



## ACKNOWLEDGEMENTS

I want to thank Dr. Nick Fobih of the Department of Management who through his input and guidance in diverse manners towards this Dissertation. Also, I am thankful to the staff of the telecommunication firms in the Hohoe Municipality for contributing immensely to the success of this work.





## DEDICATION

To my husband and children



## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Purpose of the Study	5
Research Objectives	5
Hypotheses	6
Significance of the Study	6
Delimitation	7
Limitation	7
Organisation of the Study	7
CHAPTER TWO: LITERATURE REVIEW	
Introduction	8
Theoretical Review	8
Stakeholder Theory	8
Implication of the Stakeholder Theory to the Study	9

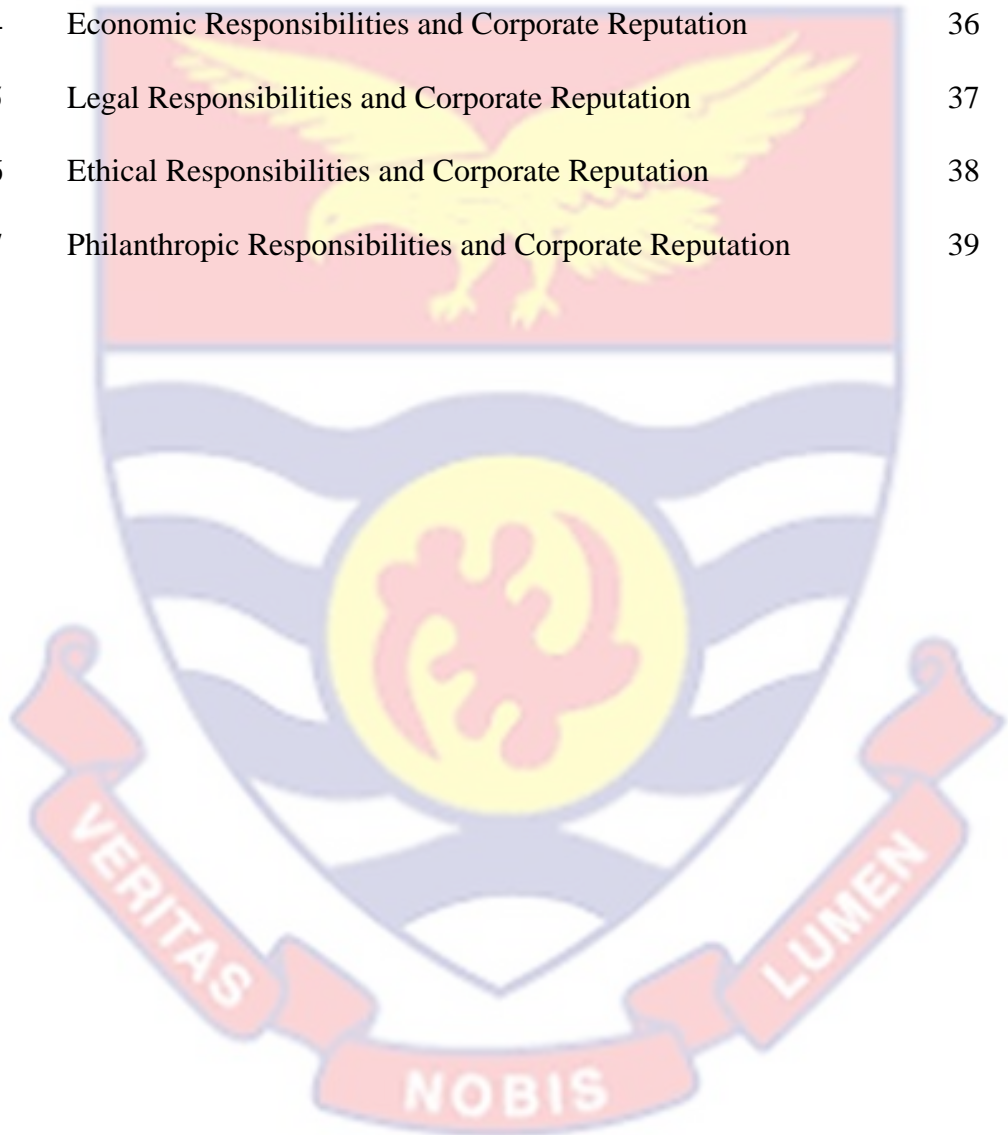


Carroll’s Pyramid of CSR	9
Economic Responsibilities	9
Legal Responsibilities	10
Ethical Responsibilities	10
Philanthropic Responsibilities	10
Conceptual Review	11
Corporate Social Responsibility (CSR)	11
Corporate Reputation	15
Legal Responsibilities of CSR initiatives and Corporate Reputation	20
Ethical Responsibilities of CSR initiatives and Corporate Reputation	21
Philanthropic Responsibilities of CSR initiatives and Corporate Reputation	22
Conceptual Framework	23
Chapter Summary	23
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	24
Research Approach	24
Research Design	26
Study Area	28
Sample Size and Sampling Procedures	28
Source of Data	29
Data Collection Instruments	29
Validity and Reliability of the Instrument	30
Data Collection Procedure	30
Measurement of Variables	31

Data Processing and Analysis	31
Ethical Considerations	31
Chapter Summary	32
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Introduction	33
Demographic Characteristics of Respondents	34
Response Rate	35
Ethical Responsibilities and Corporate Reputation	38
Chapter Summary	40
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	
Introduction	41
Summary of the Study	41
Summary of main Findings	42
Conclusion	43
Recommendations	44
Suggestions for Further Research	45
REFERENCES	46
APPENDIX A	56
INTRODUCTORY LETTER	56
APPENDIX B: QUESTIONNAIRE	57

## LIST OF TABLES

Table	Page
1 Measurement of constructs	26
2 Cronbach Alpha values for the variables	33
3 Demographic Characteristics of Respondents	35
4 Economic Responsibilities and Corporate Reputation	36
5 Legal Responsibilities and Corporate Reputation	37
6 Ethical Responsibilities and Corporate Reputation	38
7 Philanthropic Responsibilities and Corporate Reputation	39



## LIST OF FIGURES

Figure	Page
1 Linking Carroll (1999)	23



## CHAPTER ONE

### INTRODUCTION

As competition continues to drive firms to improve their reputation, they also require effective socially responsible strategies to attain such reputation (Fombrun, 1996; Wolska, 2013). To attain this feat, companies need to assess policies that will make their business effective by ensuring they possess some good reputation relative to their competitors (Wolska, 2013). In this case, companies are becoming more aware and concerned with the need for corporate social responsibility (CSR) as a strategic tool for firms to improve their reputation (Gotsi and Wilson, 2001). While the basis of CSR emanate from the notion of helping communities among actions of companies (Carroll & Buchholtz, 2006), the importance on utilizing CSR as an important conduit for building and sustaining reputation has become a key business driver in today's business (Fombrun & Van Riel, 1997).

The interest to invest in CSR actions highlights that it is just the right thing which should be done by companies. Porter and Kramer (2006), and Brammer, Millington and Rayton (2007), affirmed that CSR is recognized an important means through which firms could attract the various stakeholders and keep them. It has been well advanced that organisations that take decisions in relations to incorporating CSR activities into their business strategy are likely to improve their reputation (Porter & Kramer, 2006).

#### **Background to the Study**

Along with the increasing global competition and speedy changes in the business environment is also the need for telecommunications firms to improve on their standards of reliability, performance and quality. Also, such firms need



to increase their social and environmental responsibilities towards stakeholders. Increasing competitiveness demands that firms need to increase their legitimacy toward stakeholders by engaging in socially responsible actions (Carnevale & Mazzuca, 2014). Also, socially responsible firms need to develop a responsible attitude, not only for themselves, but for the stakeholders such as society and customers to improve their reputation (Williams & Barrett, 2000).

It has been argued by some scholars (Williams & Barrett, 2000; Carroll & Shabana, 2010) that organizations could enhance their image through engaging in corporate social responsibility initiatives. Thus, CSR has emerged as an effective tool for making companies become part of the society and being responsible to the society for their actions. The CSR concept has been clarified as an idea in which firms mix social and environmental concerns in their business events on a deliberate premise (European Commission, 2001). Further, CSR is recognized as an important channel for enhancing supportable source of revenue, regarding social dissimilarities and setting out business chances for employees and the society (Amponsah-Tawiah & Dartey-Baah, 2011).

CSR has been branded by Marrewijk (2003), as firms' engagements with societal apprehensions in communications with interested stakeholders. CSR have been regarded as an important conduit that compiles companies to engage in socially responsible actions toward societies (Marquis & Qian, 2014). Some researchers in the CSR domain (McWilliams & Siegel, 2001; Dawkins, Jamali, Karam & Zhao, 2016; Kaplan & Kinderman, 2017; Brieger, Terjesen, Hechavarria & Welzel, 2018), have advanced that several firms take part societal and eco-friendly apprehensions into their actions to contribute to welfare of their stakeholders.



Some scholars (eg, Kechiche & Soparnot, 2012; Forcadell & Aracil, 2017), opined those greater attentions have been paid to the connection between CSR and corporate reputation because of its substantial roles in improving firms image. Corporate image has been discussed as the overall impression that reflects the perception of interested parties (Lai, Chiu, Yang & Pai, 2010). Stakeholders structure their evaluation of corporate image from the signs they get from such organizations (Brammer & Millington, 2005). Firms' exhibition signals, signs of their contributions add to stakeholders' opinions about such firms CSR actions (Brammer & Millington, 2005).

The telecommunications obligation to more socially responsible events has fascinating consequences. Accordingly, the connections among CSR and reputational exposure in the telecommunications industry could be translated through stakeholder and social identity theories, which perceive CSR as a significant instrument accessible to firms to expand their authenticity toward interested parties and to further develop straightforwardness toward financial assistance (Carnevale & Mazzuca, 2014).

Different parties are requiring telecom firms to work on their social and ecological performance. Given this orientation, Jo, Kim and Park (2015), argued that telecommunication firms are creating viable CSR programs, corporate duty approaches and the board frameworks to work on their standing and execution developing effective CSR programs and strategies to improve their reputation and performance. It has been established that CSR activities has been linked with firms achievement, including economic accomplishment (Tsoutsoura, 2004); consumer confidence (Marin, Ruiz & Rubio, 2009); consumer purchasing conduct (Mohr, Webb & Harris, 2001) and consumer fulfilment

(Coldwell, Billsberry, Meurs & Marsh, 2008; Castaldo, Perrini, Misani & Tencati, 2009). This means that CSR actions are an effective indicator of a firm's reputation (Williams & Barrett, 2000).

Building on the stakeholder theory (Freeman, 1984), CSR is connected to organization's relationship with its key stakeholders such as consumers. Hence, this association may enable firms to enhance their reputation (Williams & Barrett, 2000). Therefore, the thrust of this research is to examine the effect of CSR on corporate reputation.

### **Statement of the Problem**

The survival and continued existence of a company in the competitive business environment is dependent on building effective corporate reputation. Williams & Barrett (2000) and Carroll & Shabana (2010), argued that one of the mechanism through which firms can improve their reputation is through engaging in CSR actions. Based on this, companies including telecommunications have focused more on enhancing their reputation and it is evident that CSR has been used as an effective tool in this regard (Sen, Bhattacharya & Korschun, 2006). Even though, some researchers (Brammer & Millington, 2005; Pelozo & Shang, 2011; Park, Lee, & Kim, 2014), examined the nexus in relation to CSR and corporate reputation, such connections are still unknown in the telecommunication industry and the exact nexus are not clear (Lee, Cin & Lee, 2016).

Further, while prior research studied the link regarding CSR practice and corporate reputation (Brammer & Millington, 2005; Pelozo & Shang, 2011), none of these studies utilized Carroll (1999)'s idea of activities that can be classified as CSR to test the nexus between CSR and corporate reputation.

Fatma and Rahman (2016), opined that while there may be many studies (Brammer & Millington, 2005; Peloza & Shang, 2011; Park, Lee, & Kim, 2014) on CSR in advanced economies relative to emerging economies, the importance of CSR is more prominent in emerging economies like Ghana.

As a result, the advancement of CSR in the context of Ghana has become significant and subject of interest for researchers (Abugre, 2014; Atuguba & Dowuona-Hammond, 2006). Fundamentally, the private sector including the telecommunication firms are under extra pressure to integrate CSR policies into their corporate objectives to meet stakeholders' needs. Hence, the study sought to assess the connection between CSR and corporate reputation.

### **Purpose of the Study**

The purpose of the study is to examine the effects of corporate social responsibility on corporate reputation of all the telecommunication firms in the Hohoe municipality.

### **Research Objectives**

The study is guided by the following objectives. These are to:

1. Assess the effects of economic responsibilities on corporate reputation.
2. Assess the effects of legal responsibility on corporate reputation.
3. Examine the effects of ethical responsibilities on corporate reputation.
4. Examine the effects of philanthropic responsibilities on corporate reputation.

### **Research Questions**

1. What are the effects of economic responsibilities on corporate reputation?
2. What are the effects of legal responsibility on corporate reputation?

3. What are the effects of ethical responsibilities on corporate reputation?
4. What are the effects of philanthropic responsibilities on corporate reputation?

### **Hypotheses**

The following four hypotheses were generated to examine the effects of CSR on corporate reputation:

H<sub>1</sub>: There is a significant positive connection between economic responsibilities and corporate reputation.

H<sub>2</sub>: Legal responsibility is positively related to corporate reputation.

H<sub>3</sub>: There is a significant positive relationship between ethical responsibilities and corporate reputation.

H<sub>4</sub>: There is a significant positive link between philanthropic responsibilities and corporate reputation.

### **Significance of the Study**

The study results will contribute to the understanding of existing works on the associations regarding CSR and corporate reputation. Moreover, the finding of this study will support telecommunication firms in bringing new strategies for the practice of their CSR. Furthermore, the study findings would benefit telecommunication firms in formulating CSR which will incorporate social, environmental, ethical, consumer concerns into business actions and core strategy to improve their reputation. Finally, the study findings will help telecommunication organizations to realize positive effects on their reputation while maximizing their values, shareholders and stakeholders.



### **Delimitation**

The accessible population for this study will include employees of the telecommunication companies including MTN, Vodafone and Airtel Tigo in the Hohoe municipality.

### **Limitation**

The results of this study should be taken with some considerations in the light of the subsequent limitations. Questionnaires were used as a means of data due to the study's quantitative nature. In this sense, due to the work nature of the staff, some of them felt they were busy and unwilling to answer the questionnaire. Further, some respondents stated that the questions were bulky to fill. Possibly, respondents would have found it easier if some items were reduced in number.

### **Organisation of the Study**

The examination was coordinated into five fundamental sections. Chapter one was comprised of the introduction of the study, background, problem statement, objectives of the study, research questions, hypotheses, significance of the study, delimitation, limitation and organization of the study. Chapter two included the literature review, which makes critical analysis of information about the proposed topic of research that has been done by authorities and academics. Section three took a gander at the study design and methods employed in the study. Section four likewise contained the study findings and discussions. Chapter five summarized the main findings, conclusion and recommendations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter reviews literature on CSR and corporate reputation. It also presents the theoretical, conceptual and empirical reviews of the study. The final section presents on the conceptual framework for the study.

#### Theoretical Review

The theories of CSR and corporate reputation have been examined over the years in various related studies. One theory thus, stakeholder theory as well as Carroll (1999)'s idea of actions that can be classified as CSR have been reviewed in this section. The following describe details of the theory.

#### Stakeholder Theory

The stakeholder theory is the theory of organizational management and ethics that establishes the principles and values of a company's management (Freeman et al., 2002). Stakeholder perspectives (Freeman, 1984), posits that CSR is made up of concurrent management of many stakeholder groups. Freeman (1984) opined that engagement in CSR activities can help lessen the possibility of negative regulatory, legislative and fiscal actions. The theory maintains that firm's responsibilities should include stakeholders that determine their survival and success of a firm (Freeman, 1984).

Freeman (1984), defined stakeholders as a recognized group of people interested in a firm's business actions. Freeman (1984) pointed out that because company's deals with stakeholders, they should proactively respond to their needs as such. Companies that carefully seek to serve the interests of stakeholders will create more value (Freeman, 1984; Freeman, Harrison &



Wicks, 2009). Maignan and Farrell (2004) have suggested that firms can implement CSR initiatives and strategies to address the concerns of the parties interested in their activities.

### **Implication of the Stakeholder Theory to the Study**

It can be deduced from the stakeholder theory that the management of companies should be interested in addressing the concerns of key stakeholders of an organization. Stakeholders are the main concerns for companies because, being profit generating entities, their satisfaction and business relations are vital for its sustainability. The theory argues that the importance of stakeholders cannot be ignored hence, the need for socially responsible firms to implement good business practices via CSR initiatives. Further, the theory maintains that companies should engage in proper execution of CSR policies in ways that can lead to positive link with its stakeholders in order to improve their trust.

### **Carroll's Pyramid of CSR**

CSR constructs advocated by Carroll's (1999), are the most generally utilized framework for explaining CSR activities (Crane & Maten, 2004; Jamali, 2008). It has been well advanced that the responsibilities of corporate entities to society are namely, economic, legal, ethical and philanthropic. The economic responsibility as per Carroll (1999), forms the groundwork of the constructs. He further explained both legal and ethical responsibilities as the next constructs. The last level includes philanthropic responsibility which is the highest level of all the responsibilities. The following describe details of each responsibility.

### **Economic Responsibilities**

The economic responsibility guarantees the returns on investments to shareholders, job creation and fair compensation for employees and business

development (Mohtsham Saeed & Arshad, 2012). Carroll's (1991), economic responsibility stipulates that it is the main duty of companies to make goods and services available to meet the needs of customers as well as the society. Hence, to attain this feat, firms have the duty to supply the public with goods and services they want at affordable prices. Also, companies are economically responsible for themselves. Thus, making a profit so that they can continue to produce goods and services available for their customers they conduct their business operations with (Carroll, 1991).

### **Legal Responsibilities**

According to Carroll (1991), companies are usually expected to act by the rules entrenched as the basic principles. Conchius (2006), presented that the legal obligation of business firms incorporates respecting laws relating to goods and services and consumers. It has been stated that when companies observe, act and follows the local laws that govern their businesses, it sends indications to its customers that it fulfils the local regulations.

### **Ethical Responsibilities**

According to Virvilaite and Daubaraite (2011), ethical responsibilities mean doing business morally. Carroll (1991), opined that ethical responsibility of companies denotes the values various stakeholders see as reasonable. Thus, business organizations should behave in manners viewed as being reasonable.

### **Philanthropic Responsibilities**

In this context, companies willingly devote their employee's working hours and resources to provide for societies and improving the world around them. According Carroll (1991), the philanthropic responsibility of companies requires them to contribute in monetary terms and other resource to provide for

society. Carroll's (1991) philanthropic activities include firms constructing new schools and awarding of scholarships to brilliant but needy students among others.

## **Conceptual Review**

### **Corporate Social Responsibility (CSR)**

While the CSR concept has developed over the years in business literature, many researchers have different perspective in terms of the concept and its definition (Brown, 2012; Hanzaae & Rahpeima, 2013; Waddington, Chelladurai & Skirstad, 2013). The attempt to define CSR resulted in unsatisfying outcome. Lee, Choi, Moon and Babin (2014) contented that corporations describe their CSR events to meet the requirements of the parties interested in their business. However, the most primary and distinctive definition attributed to CSR stems from the work of (Bowen, 1953). Bowen (1953), explained CSR as the commitments of business people to utilize those strategies and actions that conform to the standards and norms of the society.

CSR has several explanations. Kotler & Lee (2005) indicated that CSR refers to a commitment of a company to enhance the well-being of the community by implementing business practices and thus contributing significant resources to that effect on a discretionary basis. The use of discretion suggests that a company is not mandated by law in the provision of CSR. Thus CSR is a voluntary commitment in which a company makes decision in the application of its business practices. Again, community well-being is the conditions and ecological issues which affect the lives of people within a particular community. The European Commission (2011) refers to CSR as a concept through which a company appropriately cares about both the society

and environment by incorporating them into its main operations and thus voluntarily. Geoffrey, Sprinkle & Maines (2010) stated that CSR covers a broad range of a company's activities relating to the well-being of all stakeholders; employees, investors, customers, humanitarian institutions, suppliers, as well as future generations.

In the view of Carroll (1979), in order for a company to be a good corporate citizen, there are four basic responsibilities that it needs to undertake and these responsibilities define CSR. These responsibilities comprise ethical, legal, economic, and philanthropic. This definition by Carroll is called the pyramid of CSR (Figure 1), It is accepted among various authors in the field of CSR and it is often cited in the local and international literature (Park, Lee & Kim, 2014; Stanisavljević, 2017).

Moreover, some researchers (McWilliams & Siegel, 2000; Schwartz & Carroll, 2003; Turker, 2009a; Chung, Yu, Choi, & Shin, 2015), described CSR activities as the optional administrative actions geared towards the welfare of all key stakeholders. According to Carroll (1999), CSR became popular in the 1950s when firms and academic scholars began researching into the concept examine the relationship between businesses and societies. Despite its conceptual development and theoretical foundation dating back in the 1950s, CSR has gained massive popularity in 1990 (Carroll, 1999, 2015). The philosophies and conceptions of CSR are measured as a western event because these developed countries have a strong institutional environment where regulation is very effective and fair. It has been established that CSR and its effective application are excellent for growing economics made up of weak institutional setting characterized with arbitrary use of the law, bureaucratic



contradictions and uncertainties linked to ownership and bribery (Jamali & Mirshak, 2007; Kuznetsov, Kuznetsov & Warren, 2009).

Atuguba and Dowuona-Hammond (2006) and Ofori (2008) affirmed that in Ghana, there are no adequate documents and information on CSR activities. However, there are documented policies, laws and practices that serve as guidelines for CSR actions in the country such as Ghana's land policy. Freeman (1984) indicated that even though communities are mostly concerned about the abusive business practices of companies, these companies are also concerned about the responsible treatment of all interested parties.

Accordingly, companies are gradually spending in CSR initiatives as a vital conduit to reduce the negative effects of their activities on stakeholders (De Roeck & Delobbe, 2012). Moreover, Moir (2001) claimed that CSR engagement is seen as a means of building responsible and sustainable growth in achieving balance between economic, environmental and social aspects without ignoring the expectations of shareholders. Skare and Golja (2014) postulate that being socially responsible business is a major factor of economic growth and reputation.

Castaldo, Perrini, Misani and Tencati (2009), argued that firms that implement socially responsible actions are likely to have strong exchange associations between company's and its stakeholders. Rodrigo and Arenas (2008), affirmed that well planned socially responsible initiative enable firms to obtain enhance their image as well as improves their nexus with the individuals. Porter and Kramer (2011), argued that while companies integrate socially responsible event into their business objects, the various stakeholders are increasingly mandatory to attach themselves to CSR activities initiated by the

firm. Carroll (1991), guaranteed that organizations have the duty to meet stakeholders assumptions. Carroll (1991), claimed that CSR must incorporate the responsibilities of corporate entities to society.

### ***Economic responsibility***

Economic responsibility is the first dimension of CSR. This explains the responsibility of a company to make a productive and profitable business and at the same time generating wealth (García de los Salmenes, Herrero & Rodríguez del Bosque, 2005). In every economy, there three basic economic units — companies, individuals, and governments — of which companies represent the essential economic units. To this effect, companies have the ultimate responsibility of producing goods and services which are desirable to society (Carroll, 1991). By producing goods and services, companies generate profit through sale to customers and the profit thus becomes the basis for which a company can satisfy the interest of its shareholders and subsequently satisfy the needs of the environment and the society. Profits are important in rewarding owners, investors, and enhancing business growth (Carroll, 2016).

### ***Legal responsibility***

The second dimension of CSR is Legal responsibility. Companies are expected to fulfil their economic responsibility in accordance with the stipulated legislation as defined by authorities (Park et al., 2014). According to Carroll (1991), it required that a company commit to their economic mission by complying with appropriate legislation available. Carroll (2016) stated that companies are expected and required to operate in compliance with appropriate legislation. It is significant to state that disrespecting legislation has its negative consequences on customers' behaviour towards the company image which



subsequently affects the overall sales performance of the company (Park et al., 2014).

### ***Ethical responsibility***

Ethical responsibility refers to behaviour and activities which though are not the requirement of the law are required or forbidden by society (Carroll, 1979, 2016). According to Carroll (1991), ethical responsibility refers to various norms, standards, and expectations that are considered to be fair and just by employees, shareholders, customers, and society. Carroll, (1991) also stated that ethical responsibility refers to the adoption of new standards and values expected of companies by a society; though those standards and values may reflect a higher standard of performance than the standards expected by law. It is important to note that when a company does something contrary to the expectation of society in terms of proper behaviour, the company is said to have acted unethically. To this effect, if the expectations of society are not met by the company, the company would be subjected to public criticism and boycotts, etc. (Srblijinović, 2012).

### **Corporate Reputation**

The concept of corporate reputation according to Fombrun and Shanley (1990) relates to the impression of stakeholders on corporate based on their experience and perception. Similarly, Helm, Eggert and Garnefeld (2010), explained the construct as an overall evaluation of a firm by its stakeholders. Brammer and Pavelin (2006), claimed that a firm's reputation is augmented when stakeholder expectations are met through CSR initiatives. The result of CSR should be high corporate image. As indicated by Aula (2010), corporate image is imperative to a business organization. He notwithstanding, advocated

this by building up that without a decent corporate standing, such organizations cannot survive.

Aula (2010), contended that corporate image affects the partners of firms hence such firms need to enhance their image through CSR initiatives. While the rising supportability concerns filling society, the joining of natural and social activities into an organization's plan of action offers some benefit to stakeholders (Smith, 2003). This is because with CSR policies and its effective implementations, a company is more likely to gain trust and legitimacy from its stakeholders (Smith, 2003).

A corporation's social and environmental performances have been shown to positively influence their rate reputation (Pivato et al., 2008). Filho, Wanderley, Gómez and Farache (2010) stressed that CSR is linked to corporate reputation. CSR engagement shows that a firm is worried about stakeholders' inclinations, perceives the common connection among society and the organization (Carroll & Shabana, 2010). An organization might attempt certain events in its CSR strategy to build its reputation. A few researchers (Hamori, 2003; Cravens & Oliver, 2006; Pirson & Malhotra, 2008) believed that legitimate attempting to reinforce confidence among individuals and firms, concentrating of remarkable workers, satisfying its staff and the sale rate assists firms with building their reputation.

According to Gazzola (2014), by further developing firms image, such firms may be able to attain their feat. Some researchers (Vidaver-Cohen, 2007; Gök and Özkaya, 2011) believe that a company with a decent image stand the chance of enhancing the trust and loyalty of their customers. It has been

advanced that building a firm's image is linked to active participation in CSR activities (Fombrun, 1996, Wolska, 2013).

### **Empirical Review**

#### **Perception of corporate social responsibility among employees**

Baffoe (2018) examined the idea of CSR activities in some selected companies. In all, three companies that adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited, and Activa Insurance Ghana. In the study, the mixed-method approach and a cross-sectional survey design were employed in gathering data. Precisely, the concurrent mixed-method approach was used to gather data at the same point in time.

A hierarchical regression analysis was used in analysing the survey data from 322 usable responses, while the content analysis was also used in analysing the 2015 yearly reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analysed to confirm the findings revealed in the reports of these three companies used in the study. Findings from the study showed that the CSR activities of the three companies were more philanthropic and external, with a keen focus on education and health. Yet, Baffoe's (2018) research finding was limited to companies in the banking and insurance sectors, ignoring those in the mining sector.

#### **Corporate social responsibility and job satisfaction of employees**

A corroborative study by Glavas & Kelly (2014) explored how employee perception of the treatment of others outside the organization vis a vis how they were treated within the organisation affected their job attitudes. Their

research sampled 827 workers in 18 firms, to specifically find out how their commitment to the organisation was affected by how their firms carried out their internal and external CSR activities. Findings from the study showed that employee perception of CSR was positively linked to organisational commitment. Yet, Glavas and Kelly's (2014) study was written in the western context. More so, the authors neglected to consider the impact of employees' perspectives of CSR on JS.

Closon, Leys & Hellemans (2015) researched on CSR and organisational commitment and JS in Belgium, using the stakeholder theory as a theoretical framework for the study. Their study found that ethical and legal external CSR practices influenced employee affective commitment, while JS was also positively influenced by external and internal CSR practices. However, the authors' research was conducted in Belgium: a non-Ghanaian context.

Newman, Nielsen & Miao (2015) studied the effect of employee perception of CSR activities on their organisational citizenship behaviour, JS, and job performance among three organisations in China, using the social identity theory as a theoretical foundation. The study results indicated that employees' perception of their CSR towards social and non-social stakeholders strongly predicted organisational citizenship behaviours. On the contrary, employees' perception of CSR in relation to the government, employees, and customers were not predictors of both JS and job performance. This result contradicts the finding of the study by Closon et al. (2015) in Belgium, in which JS was also positively influenced by external and internal CSR practices, creating inconsistency in the literature.



Baffoe (2018) examined the association between CSR and JS in leading Ghanaian companies. In all, three companies that adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited, and Activa Insurance Ghana. The study adopted the mixed-method approach and a cross-sectional survey design in gathering data. Precisely, the concurrent mixed-method approach was used in gathering data at the same point in time.

A hierarchical regression analysis was used in analysing the survey data from 322 usable responses, while the content analysis was also used in analysing the 2015 yearly reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analysed to corroborate the findings from the annual reports of the companies used in the study. Findings from hierarchical regression analysis showed that employee perception of CSR influenced JS. However, Baffoe's (2018) finding was limited to companies in the banking and insurance sectors, and not the mining sector.

### **Economic responsibilities of CSR initiatives and Corporate Reputation**

The stakeholder theory holds that companies should be mindful of the effects their actions could have on their stakeholders in order to enhance their reputation (Freeman et al., 2010). In addition, Carroll's (1991) economic responsibility stipulates that it is the main responsibility of companies to make goods and services available for consumers as well as the society. Hence, to attain this feat, firms have the duty to supply the public with goods and services they want at affordable prices. Highlighting the tenet of the stakeholder theory

and Carroll's (1991) economic responsibility, it is the duty of firms to make goods accessible to buyers.

Mårtensson and Berndtros (2014) Branco and Rodrigues (2006), argued that for organizations to be able to make their products available, CSR is a genuine tool in this regards and an approach to further develop its financial standings, social and profits. An investigation by Tan and Komaran (2006) affirmed the positive nexus between the two variables. Plus, Lee, Kim, Lee and Li (2012) also submitted that economic responsibilities are linked to corporate image. CSR has been identified as an important tool to develop an organization's relations with investors, bringing about expanded monetary execution (Orlitzky, et al., 2003). Given argument above, it is theorised that:

*H<sub>1</sub>*. There is a significant positive connection between economic responsibility and corporate reputation.

### **Legal Responsibilities of CSR initiatives and Corporate Reputation**

According to Carroll (1991), companies are usually expected to act by the rules entrenched as the basic principles. Lee (2012) claimed that regulation regarding CSR events influence corporate reputation. Some prior studies show that consistence with buyer insurance laws and client security laws further improves reputation (Cotton, Sohail & Scott, 2005). Carroll (1991) holds that companies are expected to act by the rules entrenched as the basic principles. Conchius (2006), presented that the legal obligation of business firms incorporates respecting laws relating to goods and services and consumers. It has been stated that when companies observe, act and follows the local laws that govern their businesses, it sends indications to its customers that it fulfils the



local regulations which help improve their reputation (Pinkston & Carroll, 1996). Hence, it is hypothesized that:

*H<sub>2</sub>*. There is a significant positive relationship legal responsibility and corporate reputation.

### **Ethical Responsibilities of CSR initiatives and Corporate Reputation**

Carroll (1991), opined that ethical responsibility of companies denotes the values stakeholders see as reasonable. Thus, business organizations should behave in manners viewed as being reasonable. Building on Carroll's CSR model, ethical behaviour of employees influences corporate reputation (Hazrati, Zohdi, Zohdi, Seyedi & Dalvand, 2012). Corporates products and services that satisfy stakeholders boost companies' reputation (Shaw et al., 2007; Hanif et al., 2010).

According to Virvilaite and Daubaraite (2011), the link concerning ethical responsibilities and corporate reputation mean doing business morally. Carroll (1991), opined that ethical responsibility of companies denotes the values various stakeholders see as reasonable. It has been argued that employees tend to behave according to their opinions concerning their firms CSR activities which improve their reputation (Robbins & Judge, 2015). Some prior investigations suggested some reasons for the association in relation to CSR activities and reputation. Primarily, these studies (Ismail, 2009; Turker, 2009; Skudiene & Auruskeviciene, 2012) opined that firm's policies involving good relationship with stakeholders have influence on their reputation. Based on the discussion above, it is hypothesized that:

*H<sub>3</sub>*. There is a significant positive relationship between ethical responsibility and corporate reputation.

## **Philanthropic Responsibilities of CSR initiatives and Corporate Reputation**

According to Carroll (1991), the philanthropic responsibility of companies requires them to contribute in monetary terms and other resource to provide for society. Pointing to this argument, corporate philanthropic activities directly enhance firms' reputation (Galbreath, 2010). In this context, companies willingly devote their employee's working hours and resources to provide for societies and improving the world around them. According Carroll (1991), the philanthropic responsibility of companies requires them to contribute in monetary terms and other resource to provide for society.

Philanthropic activities include firms constructing new schools and awarding of scholarships to brilliant but needy students (Carroll and Shabana, 2010; Onlaori & Rotchanakitumnuai, 2010). Empirically, some researchers in the CSR domain (Bhattacharya et al., 2008; Porter & Kramer, 2011; Mirvis, 2012) are of the opinion that social responsible actions enable firms to meet the desires of stakeholders which then improve their reputation. Hejjas, Miller and Scarles (2018) recognized that once firms' employee's carry out the CSR actions, it can help the firm to enhance its reputation. Hence, their cooperation in executing CSR actions will lead to more output (Dežmar, 2015). Hence, it is hypothesized that:

*H<sub>4</sub>*. There is a significant positive relationship ethical responsibility and corporate reputation.

### Conceptual Framework

In view of the narration from the above hypotheses, the conceptual framework for this present study is developed and displayed in Figure 1. The framework basically connects Carroll (1999)'s idea of activities that can be classified as CSR to corporate Reputation.

#### Carroll (1999)'s idea of activities of CSR

##### Independent Variables

##### Dependent Variable

##### Corporate Social Responsibility

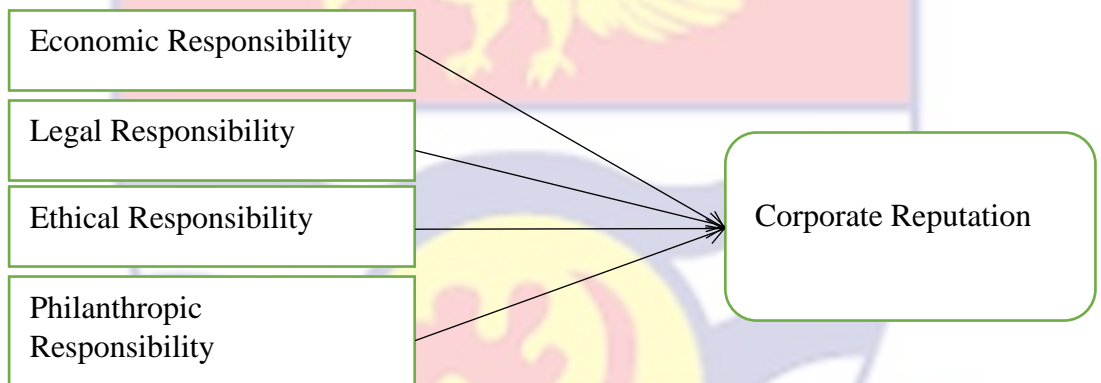


Figure 1: Linking Carroll (1999)'s idea of activities of CSR to corporate reputation. Source: Author's construct (2020)

As indicated in figure 1, the association concerning CSR and corporate reputation means that firms that entrust themselves to Carroll (1999)'s idea of activities of CSR stand the chance to improve their reputation.

### Chapter Summary

This chapter reviewed the literature on CSR and corporate reputation. In this case, the definitions of the key concepts, theory and its implications have been discussed in detail. The hypotheses outlined in chapter one have been reviewed. The chapter is also made up of empirical reviews and the development of a conceptual framework.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

The study evaluated the effects of CSR on corporate reputation in the Hohoe Municipality. This chapter discusses the research methods used in the study.

#### Research Approach

Research approaches are generally classified into three main types; quantitative, qualitative, and mixed-methods. Quantitative studies are usually used in the natural sciences and are usually based on information that is numerically measured (Leppink, 2016). It is the research approach, which is focused on the development of testable objectives/hypotheses (Howell, 2013) which can be generalised across different fields. The quantitative approach places an emphasis on the principle of reliability and statistical compartmentalization, as confirmed by Burns & Burns (2008). Generally, surveys, personality tests, and standardised research instruments are used in the quantitative research approach (Creswell & Creswell, 2017).

The qualitative research approach depends upon systematic procedure and techniques, where the researcher builds subjective elements into the findings and conclusions (Crotty, 1998). The basis of this kind of research is to understand why and how things (such as disease, health, and illnesses) happen and not just about what, where, and when? This can be said are the reasons the qualitative research approach is most appropriate when conducting exploratory studies (Rahman, 2017). This is because it stresses smaller units of samples



rather than larger samples in order to assist a deeper study and analysis of the subject at stake (Leppink, 2016).

The mixed-method combines both quantitative and qualitative methods; and it involves collecting and analysing both quantitative and qualitative data in a particular study, or several studies (Creswell & Clark, 2011). The use of the mixed-method type of research is based on the basis that it provides a clear understanding of the research problems than using only one approach only (Leppink, 2016). Scholars suggest, however, that the research approach used should accommodate the research objectives (Leppink, 2016; Yin, 2017), and the type and quality of data to be collected (Jick, 1979).

Since the research objectives of this study seek to collect large data that can be measured numerically and where scales of measurement for variables are already established in the literature, the quantitative research approach was employed for the study. There are many advantages of the use of the quantitative method; among them is; it covers various events, where the researcher combines statistics from a larger sample size (Amarantunga & Baldry, 2002). The quantitative approach also improves the use of statistical data analysis methods; and this is to aid in generalisation of findings from the study (Creswell & Creswell, 2017). Generalizations from testing of statistical hypotheses lead to general inferences about population features, and quantitative approaches are typically regarded as deductive in nature. Quantitative approaches are sometimes described as presuming the existence of a single “truth” that is independent of human experience (Lincoln, Lynham & Guba, 2011). It was also discovered that quantitative research findings may be predictive, explanatory, and confirmatory (Williams, 2007 as cited in Bernard & Bernard, 2012).



## Research Design

There are three basic designs adopted by researchers in conducting research; exploratory, descriptive, and explanatory (causal). Each of these designs has its purpose and thus can be adopted in different ways (Malhotra & Malhotra, 2012). The exploratory research design involves the process of discovering new ideas and insights rather than collecting precise statistical data. Exploratory research mostly takes the form of open-ended questions and thus responses to that effect may not be measurable statistically; but they provide quality information that is necessary for discovering new insights and initiatives that need to be addressed (Yin, 2017). Exploratory research methods include focus group, survey, literature research, and case studies (Darabi, 2007).

Again, descriptive research describes the sample population through a numerical expression of data and as such, it is considered to be conclusive. Descriptive research is preplanned and well structured compared to exploratory. Descriptive research is adopted to enable the researcher to define the opinions, attitude, and behaviour of the sample population concerning the subject under consideration (Robson, 1993). The questions employed for descriptive research have pre-planned responses from which respondents may choose from. This allows the researcher to make statistical inferences about the data. That is, it becomes easy for the researcher to evaluate the significance of the results in relation to the population being investigated; as well as the changes in the attitudes, opinions, and behaviours of respondents within a particular period of time (Bryman & Bell, 2015). Notwithstanding the positive side of descriptive research, the questions formulated under descriptive research do not give proper insights on the research problem compared to exploratory research.

It must be stated clearly that given that the research objectives of this study are both descriptive (objective one) and predictive in nature (objective two and three), the descriptive-explanatory research design was employed for this study. This is because the explanatory research explains the relationship between and among various variables employed in specific research. Descriptive research just like explanatory research is also quantitative. It is pre-planned and well-structured in nature. Explanatory research presents two objectives. These are; to understand the cause and effect variables, and also to determine the level of the relationship existing between the cause and effect variables (Yin, 2017).

Sekaran and Bougie (2016), defined research design as a strategy which stipulates how data concerning to a given research should be collected, measured and analysed. Similarly, Akubia (2011) clarified research design as the procedure that researchers establish in a study including the hypotheses and operational inferences to the final analyses of the data collected. Sekaran and Bougie (2016) and Saunders and Lewis (2016) stated that research design is in three folds thus, exploratory, descriptive and causal designs. Thus, exploratory design is employed when researchers have little information about how study variables have been dealt with by prior studies (Sekaran & Bougie 2016; Saunders & Lewis, 2016).

Furthermore, descriptive design is usually utilized when researchers want to describe and understand the characteristics of study variables. Moreover, causal design is adopted when researchers want to determine how one variable causes another variable to vary (Sekaran & Bougie 2016). Given this postulations, this investigation employed explanatory research design. This

is because, it is mainly appropriate for determining among different aspects of occurrence under investigations (Babbie, 2001).

### **Study Area**

The study area includes telecommunication firms consisting of MTN, Vodafone, Airtel Tigo and Glo in the Hohoe Municipality. The choice of these telecommunication firms in the Hohoe Municipality is because the researcher is familiar with the respondents hence would aid in data gathering. The total number of telecommunication organizations which had registered with the National Communication Authority consists of MTN, Vodafone, Airtel Tigo and Glo.

### **Sample Size and Sampling Procedures**

A sample is the representative portion of the population selected for a particular study (Ofori & Dampson, 2011; Sekaran & Bougie, 2016). Saunders (2016) posits that scholars use sample surveys instead of census since a complete coverage of the entire population is difficult. Sample surveys help researchers to conduct research in a most efficient manner. The available population of the study consists of 150 employees of all telecommunication organizations in the Hohoe Municipality. Based on Krejcie and Morgan (1970), to ensure a 5% margin error, 108 employees was randomly selected from the 150 employees. A simple random sampling was used. Simple random technique was employed for this particular study since in Ghana data gathering is challenging as maximum individuals do not answer and return questionnaires (Gyensare, Anku-Tsede, Sanda & Okpoti, 2016).

### **Source of Data**

Primary data are original data sources that are collected fresh and for the first time. Based on the purpose of this study, a primary data source was used to collect data. Primary data source was used because it suggests new ideas for the study (Easterby-Smith et al., 2008). Saunders and Lewis (2012), submitted that primary data are collected from the unknown source. It has been argued that researchers have to collect primary data that are relevant, accurate, current and unbiased to a study (Saunders & Lewis, 2012). Primary data can be collected through observations, interviews, questionnaire among others. In this regard, a questionnaire was chosen as the most appropriate instrument in collecting the primary data for this study.

### **Data Collection Instruments**

The data were gathered by using self-administered questionnaire with structured questions derived from multiple sources. The use of questionnaire survey approach was driven by the study objectives, the data type to be gathered (Touliatos & Compton, 1988). This method was considered appropriate for this research because the variables studied were those that could not have been observed but could only be obtained by finding the respondents views, opinions and feelings (Touliatos & Compton, 1988).

Moreover, the instrument had an advantage of saving time since the respondent had to only tick from predetermined ideas of their views. Further, many respondents could fill the questionnaire without the presence of the researcher. Filling the questionnaire without the presence of the researcher affords the respondents the opportunity to objectively answer the questions without fear of being victimized. Therefore, in-depth and reliable data were



generated in a short time from respondents (Mugenda & Mugenda, 2003). This survey method was used for all respondents selected for this study.

### **Validity and Reliability of the Instrument**

Validity is the precision with which a phenomenon is described (Ogah, 2013). Common sources of invalidity according to Joubert and Ehrlich (2007), are selection, data and confounding bias. To reduce selection bias, a multistage sampling method was used to select separately the sample of the various categories in order to achieve a good representation. The sample therefore involved employee in the organization. To reduce information bias, researcher will use survey instruments with comparable population and study design and with high validity levels. The researcher carefully selected data collection methods and analysis in other to reduce confounding bias to considerable level. Cronbach Alpha ( $\alpha$ ) test (1964) was used to measure internal consistency.

Joubert and Ehrlich (2007), define reliability as having the same results even if the measures were taken multiple times. Reliability will be achieved by using relatively large sample size. The instrument considered was derived from used, tested and standardized instruments to minimize random measurement error.

### **Data Collection Procedure**

An introductory letter from the Department of Management was obtained to prove the authenticity of this research. Also, the introductory letter will be given to the managers of the telecommunication firms for respondents to be convinced that the study is for academic purposes. Copies of the introductory letter were made available to all the participants who fall within the domain to participate. The reason is to make it possible for the participants



to familiarize with the issues for discussion. Ethical considerations relating to this present study was communicated to ensure the protection of information to be gathered from respondents. After explaining the rationale of the study to them, a convenient date was set for the administration of the instrument to the respondents.

### **Measurement of Variables**

Following the position of (Maignan & Ferrell, 2000; Galbreath & Shum, 2012) CSR was measured using Carroll's four responsibilities of CSR initiatives. The scale is suitable for this study because numerous actions of CSR have been determined. For measuring reputation, this investigation depended on Weiss, Anderson and MacInnis's (1999) six measurement scale.

### **Data Processing and Analysis**

The data collected from the questionnaires were checked for errors, coded and then entered into the SPSS version 20 for analysis. The demographic variables were described using frequencies and percentages of the responses. The data were manipulated using Pearson correlation and regression analysis. The sample characteristics were described using Pearson's correlation coefficient ( $r$ ) to find the connection regarding the variables of interest.

### **Ethical Considerations**

Awases (2006), advanced that ethics is mostly associated with morality of right and wrong in the society. Hence, Rubin and Babie (2016), posit that it is important that individuals engaged in research to be aware of issues relating to ethical issues. Ethical considerations involve the issues of confidentiality of the respondents for a study. Such ethical consideration consists of participant being informed about the aims of the study, methods and benefits of the study,

allowing voluntary consent (Edginton et al., 2012). The researcher took the greatest care to inform participants of the purpose of the study and asked to participate voluntarily during the research process.

The researcher guaranteed the confidentiality of the participant's responses. Patten & Newhart (2017) conducted a study and revealed three major ethical considerations that must be used in every study. These are anonymity and confidentiality, voluntary participation, and respondents' right to privacy. To that effect, the researcher ensured every possible means to comply with these ethical issues. All the respondents participated in the data collection at free will without any coercion. To ensure the strictest form of voluntary participation, the respondents were made to understand that they were free to opt-out from the research anytime they chose to do so.

In terms of privacy, respondents were allowed to answer the questions individually and unclear questions were appropriately dealt with individually. Again, regarding the issue of anonymity and confidentiality of information, respondents were not made to indicate their names on the questionnaires. Moreover, no indication was made on the questionnaire to solicit details relating to personal addresses or postal addresses. Again, respondents were assured that their information wouldn't be used against them and thus were meant for academic purposes only.

### **Chapter Summary**

This chapter gave details of the study designs and methods. Ethical considerations and measures of ensuring the validity and reliability of the study were sufficiently explained.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter contains data analysis and the findings of the research. Chapter Three presented information relating to the specific research methods, procedures and techniques that were employed to approaching the conduct of the empirical primary data gathering, processing, analysis and presentation of findings. This chapter presents information relating to the findings in respect of the specific research objectives and hypotheses that were pursued. Again, detailed discussions regarding the findings with reference to implications and previous empirical positions were done for each of the specific objectives that were analysed. The chapter first of all gives information on the demographics of the respondents and then follows through with other specific research objectives.

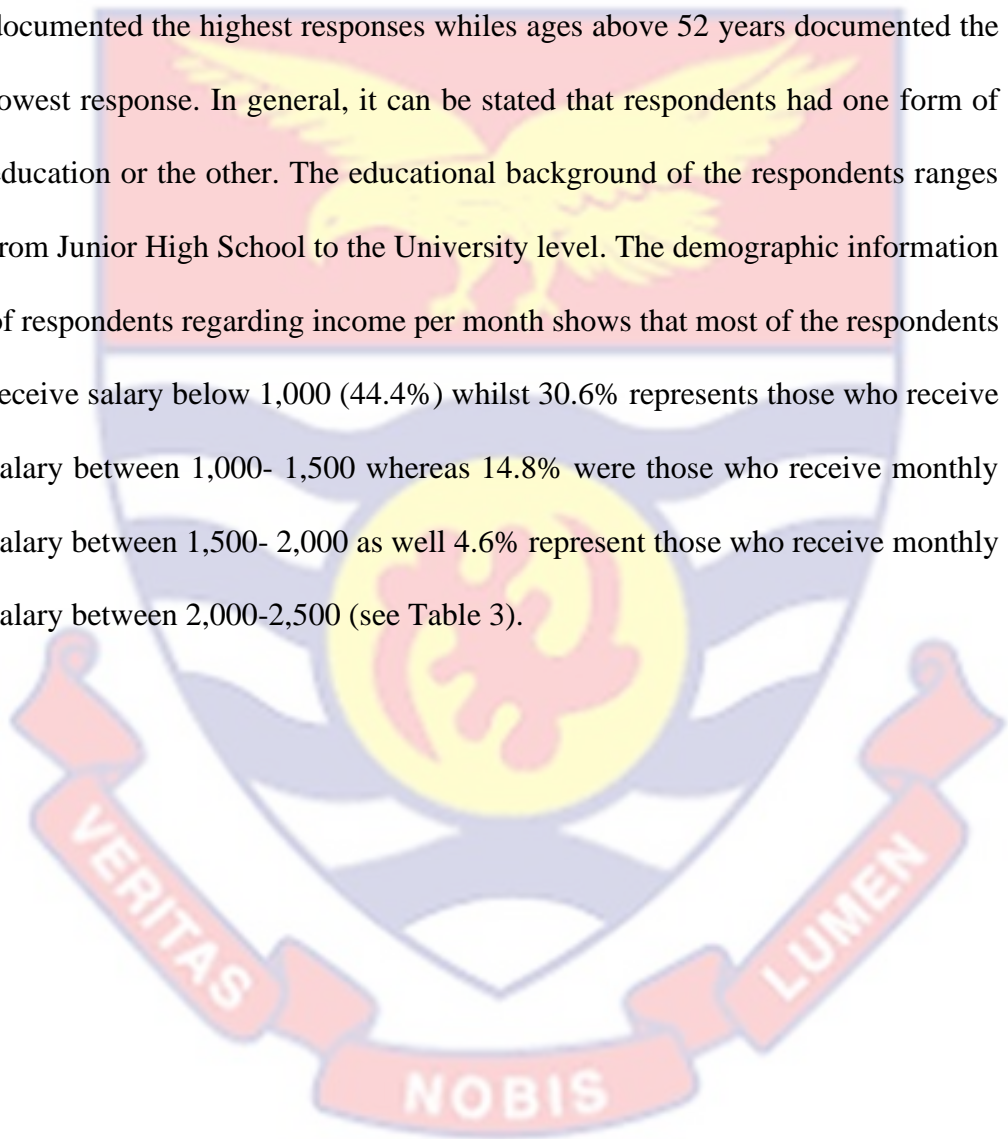
Following Bryman and Bell (2011), a Cronbach Alpha  $\geq .7$  demonstrate adequate reliability. As presented in Table 2, it can be established that an overall Cronbach Alpha ( $\alpha$ ) = .916 was realized. This study therefore met the minimum threshold for all the variables that were considered as shown in table.

**Table 1: Cronbach Alpha values for the variables**

Variable	Alpha value
Economic Responsibility	.916
Legal Responsibility	.864
Ethical Responsibility	.895
Philanthropic Responsibility	.768

### Demographic Characteristics of Respondents

The demographic characteristics of respondents were in relation to their sex, age, educational qualification and income per month. The study documented that more females (52.8%) than males (46.3%) dominated the sample for the research. The result shows that the ages between 21-31 years documented the highest responses while ages above 52 years documented the lowest response. In general, it can be stated that respondents had one form of education or the other. The educational background of the respondents ranges from Junior High School to the University level. The demographic information of respondents regarding income per month shows that most of the respondents receive salary below 1,000 (44.4%) whilst 30.6% represents those who receive salary between 1,000- 1,500 whereas 14.8% were those who receive monthly salary between 1,500- 2,000 as well 4.6% represent those who receive monthly salary between 2,000-2,500 (see Table 3).





**Table 2: Demographic Characteristics of Respondents**

Variable	Frequency	Percentage
<b>Sex</b>		
Male	50	46.3
Female	57	52.8
<b>Age ( Years)</b>		
21 – 31	55	50.9
32 – 41	34	31.5
42 – 51	12	11.1
Above 52	6	5.6
<b>Educational Level</b>		
JHS	8	7.4
SHS/O Level/A	10	9.3
Level		
Diploma	36	33.3
First Degree	30	27.8
Master's	18	16.7
PhD	4	3.7
<b>Income per Month</b>		
Below 1,000	48	44.4
1000-1,500	33	30.6
1,500-2,000	16	14.8
2,000-2,500	5	4.6
Others	4	1.9

Source: Source: Field Survey, Azumah (2021)

### Response Rate

A total of one hundred and seven (107) usable responses were obtained from the staff, resulting in an overall response rate of 99.07 %.

### Hypotheses Testing

Fritzsche and Oz (2007), submitted that examining study hypotheses may begin once the right estimations have been structured. The path coefficients and its associated p-values were used to affirm the hypotheses formulated.  $H_1$ . There is a significant positive connection between economic responsibilities and corporate reputation. This is to assess the connection between economic



responsibilities and corporate reputation. Table 4 provides the summary of analysis of responses.

**Table 3: Economic Responsibilities and Corporate Reputation**

Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	T-value	F	Sig.
.618	.068	.057	4.100	19.072	.001

Source: Field Survey, Azumah (2021)

As displayed in Table 3, the results indicates a positive nexus between economic responsibilities and corporate reputation with a coefficient ( $\beta = 0.618$ ,  $p < 0.001$ ). Table 3, further reveals that much of the variation in corporate reputation is explained with R<sup>2</sup> of 0.068 and t-value of 4.100 with economic responsibilities. The R<sup>2</sup> value 0.068 indicates that 68% of the variance in corporate reputation can be attributed to economic responsibilities. This finding links the research hypothesis that associates telecommunication economic responsibilities and corporate reputation thus, confirming hypothesis 1.

This finding implies that economic responsibilities enhance corporate reputation. This finding relates to prior studies of (Tan & Komaran, 2006; Lee, Kim, Lee & Li, 2012) that economic responsibilities of CSR completely influence corporate reputation. Also, the result connects to Plus, Lee, Kim, Lee and Li's (2012) submission that economic responsibilities are linked to corporate image. CSR has been identified as an important tool to develop an organization's relations with investors, bringing about expanded monetary execution (Orlitzky, et al., 2003). Similarly, the finding of this study connect to

the submission of Branco and Rodrigues (2006), and Carroll (1991) that engaging in CSR events is a real performance boost that improve a company’s economic and its long-term profits.

**Legal Responsibilities and Corporate Reputation**

*H*<sub>2</sub>. There is a significant positive legal responsibilities and corporate reputation. This intends to test the nexus regarding legal responsibilities and corporate reputation. Table 4 provides the summary of analysis of responses.

**Table 4: Legal Responsibilities and Corporate Reputation**

Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	T-Value	F	Sig.
.802	.064	.070	4.617	21.566	.000

Source: Field Survey, Azumah (2021)

As revealed in Table 4, it can be proven that legal responsibilities and corporate reputation are connected positively with a co-efficient ( $\beta = 0.802, p < 0.000$ ). The result reveals that much of the variation in corporate reputation is explained with R<sup>2</sup> of 0.064 and t-value of 4.617 with the legal responsibilities. The R<sup>2</sup> value 0.064 indicates that the 68% of the variance in organizational objectives can be explained by corporate reputation. This finding connects the research hypothesis that associates telecommunication legal responsibilities to corporate reputation thus, confirming hypothesis 2.

This finding implies that the more telecommunication firms take their legal responsibilities into account in their business, the more likely they can enhance their reputation. This finding links to previous investigations (Cotton, Sohail & Scott, 2005) that consistence with buyer insurance laws and consumer security laws further improves reputation. The findings also relates Carroll’s (1991) that when companies observe, act and follows the local laws that govern

their businesses, it sends indications to its customers that it fulfils the local regulations which help improve their reputation (Pinkston & Carroll, 1996).

**Ethical Responsibilities and Corporate Reputation**

*H<sub>3</sub>*. There is a significant positive relationship ethical responsibilities and corporate reputation. This hypothesis examines the association between ethical responsibilities and corporate reputation.

**Table 5: Ethical Responsibilities and Corporate Reputation**

Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	Value	F	Sig.
.127	.063	.076	4.223	20.690	.000

Source: Field Survey, Azumah (2021)

The results in Table 5 indicate important linkage between ethical responsibilities and corporate reputation with a path coefficient ( $\beta = 0.127, p < 0.000$ ) connecting ethical responsibilities to corporate reputation is significant thus, supporting hypothesis 3. It can be confirmed from Table 6 that the variation in the corporate reputation is explained with R<sup>2</sup> value of 0.063 and t-value of 4.223 with the ethical responsibilities. The R<sup>2</sup> value 0.063 indicates that the 63% of the variance in corporate reputation can be explained by ethical responsibilities.

This finding indicates that ethical responsibilities improve corporate reputation. This finding indicates that telecommunication firms that operate ethically have the tendency to improve their corporate reputation. Therefore, the finding lends supports to previous studies of (Puneet & Ashish, 2012; Hazrati, Zohdi, Zohdi, Seyedi & Dalvand, 2012) that ethical behaviour of employees’ influences corporate reputation. The study result is also in line with Hanif et al.

(2010) submission that corporates products and services that fulfill the promises made to stakeholders enhance companies' reputation.

**Philanthropic Responsibilities and Corporate Reputation**

**Table 6: Philanthropic Responsibilities and Corporate Reputation**

Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	TValue	F	Sig.
.562	.048	.065	4.725	20.500	.000

Source: Field Survey, Azumah (2021)

The result in Table 6 indicate that philanthropic responsibilities enhance corporate reputation with a path coefficient ( $\beta = 0.562, p < 0.000$ ) linking philanthropic responsibilities to corporate reputation is significant thus, supporting hypothesis 4. It can be confirmed from Table 6 that the variation in the corporate reputation is explained with R<sup>2</sup> value of 0.048 and t-value of 4.725 with philanthropic responsibilities. The R<sup>2</sup> value 0.048 indicates that the 48% of the variance in corporate reputation can be explained by philanthropic responsibilities.

This finding indicates that philanthropic responsibilities improve corporate reputation. This finding indicates that telecommunication firms that engage in philanthropic responsibilities have the tendency to improve their corporate reputation. Therefore, the finding lends supports to prior studies of (Bhattacharya & Sen 2003; Marin & Ruiz 2007; Calabrese & Lancioni, 2008; Lii & Lee, 2012) that philanthropic responsibilities including firms construction of new schools and awarding of scholarships to brilliant but needy students improves corporate image.



### Chapter Summary

The chapter detailed data analysis and findings. It covered findings based on the research questions, and analysis on descriptive statistics and hypotheses. Descriptive statistics on socio-demographic details of respondents were illustrated in this chapter. Hypotheses testing and regression analysis concluded the chapter. The next chapter deals with discussions and conclusions. It highlights significance of the study and made recommendations on future studies to explore the topic further.





## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents the summary, conclusions and recommendations of the study. However, the summary, conclusion and recommendations were based on the objectives and the results established from the analysis and interpretations.

#### Summary of the Study

The thrust of this investigation is to examine the effects of CSR on corporate reputation of telecommunication firms in the Hohoe Municipality. The study was guided by these three objectives, thus, to assess economic responsibilities on corporate reputation; assess legal responsibilities on corporate reputation; examine ethical responsibilities on corporate reputation and examine philanthropic responsibilities on corporate reputation. The applicable literature and hypotheses showing the associations among the variables of concern have been reviewed.

A simple random sampling method was used to select 108 employees of telecommunication firms in the Hohoe Municipality. The study was guided by explanatory research design with a questionnaire administered to the employees of the telecommunication firms. Furthermore, the study employed SPSS version 20 to analyse the data. Moreover, two theories including the stakeholder and social identity theories have been reviewed as the main basis for the study. In addition, the study had some limitations.

Although, this study helped explain the effects CRS actions have on corporate reputation of telecommunication firms, it should be regarded as the

first time findings in the context of the telecommunication firms in the Hohoe Municipality till other research work reproduce that with tests from wide scope. Furthermore, the collection of data was through questionnaires due to its quantitative nature. Some of the respondents felt they were too busy and reluctant in responding to the instrument.

### **Summary of main Findings**

This section presents the summary findings of the study.

#### **Economic Responsibilities and Corporate Reputation**

The results extend findings of earlier studies concerning the positive nexus between economic responsibilities and corporate reputation (Tan & Komaran, 2006; Lee, Kim, Lee & Li, 2012). Specifically, the findings provide empirical confirmation that CSR has been identified as an important tool to develop an organization's relations with investors, bringing about expanded monetary execution (Orlitzky, et al., 2003). Also the finding of this study connect to the submission of Branco and Rodrigues (2006), and Carroll (1991) that engaging in CSR activities is a real performance boost that improve a company's economic and its long-term profits.

#### **Legal Responsibilities and Corporate Reputation**

Similarly, the study documented the vital role legal responsibilities play in improving corporate reputation (Cotton, Sohail & Scott, 2005). It has been advanced that consistence with buyer insurance laws and consumer security laws further improves reputation. The findings also relates Carroll's (1991) that when companies observe, act and follows the local laws that govern their businesses, it sends indications to its customers that it fulfils the local regulations which help improve their reputation (Pinkston & Carroll, 1996).

### **Ethical Responsibilities and Corporate Reputation**

The results extend findings of earlier studies in the nexus concerning ethical responsibilities and corporate reputation (Puneet & Ashish, 2012; Hazrati, Zohdi, Zohdi, Seyedi & Dalvand, 2012). Specifically, the findings provide confirmation that ethical behaviour of employees' influences corporate reputation (Shaw et al., 2007; Hanif et al., 2010). The study result is also in line with Hanif et al. (2010) submission that corporates products and services that fulfil the promises made to stakeholders enhance companies' reputation.

### **Philanthropic Responsibilities and Corporate Reputation**

The results extend findings of studies in the connection regarding philanthropic responsibilities and corporate reputation (Bhattacharya & Sen 2003; Marin & Ruiz 2007; Calabrese & Lancioni, 2008; Lii & Lee, 2012). Precisely, the findings provide empirical confirmation that that philanthropic responsibilities including firms construction of new schools and awarding of scholarships to brilliant but needy students improves corporate image (Bhattacharya & Sen 2003; Marin & Ruiz 2007; Calabrese & Lancioni, 2008; Lii & Lee, 2012)

### **Conclusion**

The thrust of this study is to examine the effects of corporate social responsibility on corporate reputation of telecommunication firms in the Hohoe Municipality. In relation to the study objectives, four hypotheses were confirmed through SPSS. However, the following conclusions were drawn from the findings when the four hypotheses were tested:

Firstly, the study highlights evidence for the positive link between economic responsibilities and corporate reputation. The study recognized that

economic responsibilities have greater importance in enhancing corporate reputation. Again, the study acknowledged the vital role legal responsibilities play in corporate reputation. I discoursed that telecommunication firms the adhered to the legal requirements of their communities and the country as whole are more inclined towards enhancing their corporate image. In addition, the study recognized that ethical and philanthropic responsibilities enhance corporate reputation.

### **Recommendations**

The findings of this study provide some substantial implications for the managers' telecommunication firms in the Hohoe Municipality. Primarily, since it has been recognized that the effects CSR on corporate reputation of telecommunication firms in the Hohoe Municipality is significant, the study recommends that the managers' telecommunication firms in the Hohoe Municipality should take into account their economic responsibilities in the conduct of their business. Decision makers of the telecommunication firms needs to note that, even though, it may cost more to bring in new strategies for the practice of their CSR, the telecommunication firms will benefit in the long run, because such investments lead to enhanced performance.

Next, the managers' telecommunication firms are entreated to formulate and implement policies on CSR as a channel to boost their reputation. Finally, the managers' telecommunication firms are required to pay attention to the influence of Carroll's (1991) model on corporate reputation. Although, there is a direct association regarding CSR and corporate reputation, the management of the telecommunication firms should adopt other activities that can enable them to improve their reputation.



### Suggestions for Further Research

It is thought that future study on CSR in corporate reputation would be extended further in other sectors to confirm the connection in this current investigation.



## REFERENCES

- Abugre, J. B. (2014). Managerial role in organizational CSR: Empirical lessons from Ghana. *Corporate Governance*.
- Akubia, L. (2011). *The effect of motivation on the performance of teachers in the Ghana Education Service (A case study of Obuasi Municipality)*. Unpublished thesis submitted to the Kwame Nkrumah University of Science Technology.
- Amponsah-Tawiah, K., & Dartey-Baah, K. (2011). Corporate social responsibility in Ghana. *International Journal of Business and Social Science*, 2(17).
- Atuguba, R., & Dowuona-Hammond, C. (2006). Corporate social responsibility in Ghana. *A report to (FES-foundation), Ghana*.
- Awases, M. (2006). *Factors affecting performance of professional nurses in Namibia*. Doctoral thesis, University of South Africa.
- Babbie, E. (2001). *The practice of social research* (ed.). Belmont, CA: Wadsworth/Thomson Learning.
- Bhattacharya, C. B., & Sen, S. (2003). Consumer–company identification: A framework for understanding consumers’ relationships with companies. *Journal of marketing*, 67(2), 76-88.
- Brammer, S., & Millington, A. (2005). Corporate reputation and philanthropy: An empirical analysis. *Journal of business ethics*, 61(1), 29-44.
- Brammer S., Millington A. & Rayton B. (2007). The contribution of corporate social responsibility to organizational commitment. *Journal of Human Resource Management*, 18(10), 1701-1719.

- Branco, M. C., & Rodrigues, L. L. (2006). Corporate social responsibility and resource-based perspectives. *Journal of business Ethics*, 69(2), 111-132.
- Brieger, Steven A., Siri A. Terjesen, Diana M. Hechavarría, and Christian Welzel. "Prosociality in business: A human empowerment framework." *Journal of Business Ethics* 159, no. 2 (2019): 361-380.
- Bryman, A. & Bell, E. (2011). *Business research methods, 3rd edition*. Oxford University Press.
- Calabrese, A., & Lancioni, F. (2008). Analysis of corporate social responsibility in the service sector: does exist a strategic path?. *Knowledge and Process Management*, 15(2), 107-125.
- Carnevale, C., & Mazzuca, M. (2014). Sustainability report and company valuation: evidence from European stock markets. *Business Ethics: A European Review*, 23(1), 69-90.
- Carroll, A. B. (2016). Carroll's pyramid of CSR: taking another look. *International journal of corporate social responsibility*, 1(1), 3.
- Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & society*, 38(3), 268-295.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International journal of management reviews*, 12(1), 85-105.

- Castaldo, S., Perrini, F., Misani, N., & Tencati, A. (2009). The missing link between corporate social responsibility and consumer trust: The case of fair trade products. *Journal of business ethics*, 84(1), 1-15.
- Coldwell, D. A., Billsberry, J., Van Meurs, N., & Marsh, P. J. (2008). The effects of person–organization ethical fit on employee attraction and retention: Towards a testable explanatory model. *Journal of Business Ethics*, 78(4), 611-622.
- Cotton, A. P., Sohail, M., & Scott, R. E. (2005). Towards improved labour standards for construction of minor works in low income countries. *Engineering, Construction and Architectural Management*.
- Crespo, A. H., & del Bosque, I. R. (2005). Influence of corporate social responsibility on loyalty and valuation of services. *Journal of business ethics*, 61(4), 369-385.
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. Sage publications.
- Dawkins, C. E., Jamali, D., Karam, C., Lin, L., & Zhao, J. (2016). Corporate social responsibility and job choice intentions: A cross-cultural analysis. *Business & Society*, 55(6), 854-888.
- De Roeck, K. & Delobbe, N. (2012). Do environmental CSR initiatives serve organisations' legitimacy in the oil industry? Exploring employees' reactions through organisational identification theory. *Journal of Business Ethics* 110(4), 397-417.
- Easterby-Smith, M., Lyles, M. A., & Tsang, E. W. (2008). Inter-organizational knowledge transfer: Current themes and future prospects. *Journal of management studies*, 45(4), 677-690.



- Edginton, M., Enarson, D., Zachariah, R., Reid, T., Satyanarayana, S. Bisell, K., Hinderaker, S. G. & Harries, A. D. (2012). Why ethics is indispensable for good-quality operational research. *Public Health Action*, 2(1), 21-22.
- Fatma, M., & Rahman, Z. (2016). The CSR's influence on customer responses in Indian companying sector. *Journal of Retailing and Consumer Services*, 29, 49-57.
- Fombrun, C. J. (2007). List of lists: A compilation of international corporate reputation ratings. *Corporate Reputation Review*, 10(2), 144-153.
- Fombrun, C. J. (1996). *Reputation: Realising value from the corporate image,* Boston, Massachusetts, Harvard Business School Press.
- Fombrun, C., & Van Riel, C. (1997). The reputational landscape. *Corporate reputation review*, 1-16.
- Forcadell, F. J., & Aracil, E. (2017). European company's reputation for corporate social responsibility. *Corporate Social Responsibility and Environmental Management*, 24(1), 1-14.
- Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and “the corporate objective revisited”. *Organization science*, 15(3), 364-369.
- Fu, G., Wang, J., & Jia, M. (2012). The Relationship between Corporate Social Performance and Financial Performance: Modified Models and Their application. *Journal of Contemporary Managemet. Cina*.
- Galbreath, J., & Shum, P. (2012). Do customer satisfaction and reputation mediate the CSR–FP link? Evidence from Australia. *Australian Journal of Management*, 37(2), 211-229.

- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4), 597-607
- Gotsi, M., & Wilson, A. M. (2001). Corporate reputation: seeking a definition. *Corporate communications: An international journal*.
- Gyensare, M. A., Anku-Tsedo, O., Sanda, M. A., & Okpoti, C. A. (2016). Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development*.
- Hanif, M., Hafeez, S., & Riaz, A. (2010). Factors affecting customer satisfaction. *International research journal of finance and economics*, 60(1), 44-52.
- Hazrati, S. S., Zohdi, M., Zohdi, M. H., Seyedi, S. M., & Dalv, M. R. (2012). Examining impacts of the salespersons ethical behavior on the customers satisfaction, trust and commitment. *African Journal of Business Management*, 6(14), 5026-5033.
- Jo, H., Kim, H., & Park, K. (2015). Corporate environmental responsibility and firm performance in the financial services sector. *Journal of business ethics*, 131(2), 257-284.
- Kaplan, R. & Kinderman, D. (2020). The Business-led globalization of CSR: Channels of Diffusion from the United States into Venezuela and Britain, 1962-1981. *Business and Society* 59(3), 439-488.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.

- Kuznetsov, A., Kuznetsova, O., & Warren, R. (2009). CSR and the legitimacy of business in transition economies: The case of Russia. *Scandinavian Journal of Management*, 25, 37-45.
- Lee, K. H., Cin, B. C., & Lee, E. Y. (2016). Environmental responsibility and firm performance: the application of an environmental, social and governance model. *Business Strategy and the Environment*, 25(1), 40-53.
- Lee, Y. K., Lee, K. H., & Li, D. X. (2012). The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees. *International Journal of Hospitality Management*, 31(3), 745-756.
- Lii, Y. S., & Lee, M. (2012). Doing right leads to doing well: When the type of CSR and reputation interact to affect consumer evaluations of the firm. *Journal of business ethics*, 105(1), 69-81.
- Maignan, I., & Ferrell, O. C. (2000). Measuring corporate citizenship in two countries: The case of the United States and France. *Journal of Business Ethics*, 23(3), 283-297.
- Marin, L., Ruiz, S., & Rubio, A. (2007). The role of identity salience in the effects of corporate social responsibility on consumer behaviour. *Journal of business ethics*, 84(1), 65-78.
- Marin, L., Ruiz, S., & Rubio, A. (2009). The role of identity salience in the effects of corporate social responsibility on consumer behavior. *Journal of business ethics*, 84(1), 65-78.
- Marrewijk, M. V. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics*, 44(2-3), 95-105.

- Marquis, C., & Qian, C. (2014). Corporate social responsibility reporting in China: Symbol or substance? *Organization science*, 25(1), 127-148.
- McDonald, G., Svensson, G., & Galbreath, J. (2010). How does corporate social responsibility benefit firms? Evidence from Australia. *European Business Review*.
- McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of management review*, 26(1), 117-127.
- Mohr, L. A., Webb, D. J., & Harris, K. E. (2001). Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *Journal of Consumer affairs*, 35(1), 45-72.
- Moir, L. (2001). Corporate governance: *The International Journal of Business in Society*.
- Ofori, D. (2008). Executive and management attitudes on social responsibility and ethics in Ghana. Some initial exploratory insights. *Global partnership management journal*, 1(1/2), 14-24.
- Ofori, R., & Dampson, D. G. (2011). Research methods and statistics using SPSS. *Amakom-Kumasi: Payless Publication Limited*.
- Onlaor, W., & Rotchanakitumnuai, S. (2010). Enhancing customer loyalty towards corporate social responsibility of Thai mobile service providers. *World academy of science, engineering and technology*, 40(6), 41-52.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and



- financial performance: A meta-analysis. *Organization studies*, 24(3), 403-441.
- Park, J., Lee, H., & Kim, C. (2014). Corporate social responsibilities, consumer trust and reputation: South Korean consumers' perspectives. *Journal of Business Research*, 67(3), 295-302.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.
- Puneet, S., & Ashish, N. (2012). Social responsibility and ISO 26000 standards: a new beginning. *Advances in Management*.
- Rodrigo, P. & Arenas, D. (2008). Do employees care about CSR programs? A typology of employees according to their attitudes. *Journal of Business Ethics*, 83(2), 265-283.
- Rubin, A. & Babbie, E. R. (2016). *Empowerment series: Research methods for social work*. Cengage Learning.
- Saunders, M. N., & Bezzina, F. (2015). Reflections on conceptions of research methodology among management academics. *European management journal*, 33(5), 297-304
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Methods. Business Students 4th edition* Pearson Education Limited, England.
- Saunders, M. N. K. & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project*. Pearson.
- Schaefer, B. P. (2008). Shareholders and social responsibility. *Journal of Business Ethics*, 81(2), 297-312.

- Sekaran, U., & Bougie, R. (2010). Theoretical framework in theoretical framework and hypothesis development. *Research methods for business: A skill building approach*, 80.
- Sekaran, U. & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Skare, & Golja (2014). The impact of government CSR supporting policies on economic growth. *Journal of Policy Modelling* 36(3), 562-577.
- Smith, H. J. (2003). The shareholders vs. stakeholders debate. *MIT Sloan Management Review*, 44(4), 85-90.
- Tan, G. Y. W., & Komaran, R. V. (2006). Perceptions of corporate social responsibility: an empirical study in Singapore; strategic management policy.
- Tsoutsoura, M. (2004). Corporate social responsibility and financial performance.
- Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of business ethics*, 85(4), 411-427.
- Turker, D. (2009). How corporate social responsibility influences organizational commitment. *Journal of Business ethics*, 89(2), 189.
- Velentzas, J. (2010). Ethical dimensions in the conduct of business: Business ethics, corporate social responsibility and the “ethics in business” as a sense of business ethics. In *Paper presented at the International Conference on Applied Economics–ICOAE*.
- Williams, R. J., & Barrett, J. D. (2000). Corporate philanthropy, criminal activity, and firm reputation: Is there a link?. *Journal of Business Ethics*, 26(4), 341-350.

Wolska, G. (2013). Corporate social responsibility in Poland—theory and practice. *Journal of International Studies*, 6(2).



APPENDIX A

INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT

*Telephone:* 03321 32440/32444 Ext. 219/220

*Direct:* 03321 37870

*Telegrams:* University, Cape Coast

*Telex:* 2552, UCC, GH.

UNIVERSITY POST OFFICE  
CAPE COAST, GHANA



Dear Sir/Madam,

INTRODUCTORY LETTER FOR CHRISTINE AZUMAH

The bearer of this letter, Christine AZUMAH is an MBA (Management) student of the Department of Management, School of Business. She is writing her dissertation on the topic: “EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON TELECOMMUNICATION FIRMS’ REPUTATION IN THE HOHOE MUNICIPALITY”.

We would be grateful if you could assist her with the filling of the questionnaires and any other information that she may need to complete her work.

We appreciate your co-operation.

Yours faithfully,

*Signed*

N.O.O.

HEAD



**APPENDIX B: QUESTIONNAIRE**  
**UNIVERSITY OF CAPE COAST**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF MANAGEMENT**

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Business Administration (Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: **“EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON TELECOMMUNICATION FIRMS’ REPUTATION IN THE HOHOE MUNICIPALITY”**. This research is in partial fulfilment of the requirement for the award of a Master of Business Administration Degree in Management at the University of Cape Coast.

All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible.

Thank you

Christine Azumah

## APPENDIX B: QUESTIONNAIRE

### QUESTIONNAIRE FOR STAFF

Dear Sir/Madam,

I am a student pursuing Master of Business Administration in Management at the University of Cape Coast. This investigation is to assess the effects Corporate Social Responsibility on Corporate Reputation. Your opinions are very vital to the success of the study. The information obtained from the questionnaire will in no way reflect the identities of the people participating.

#### Section A: Demographic Data

Kindly provide the appropriate response and tick [] the box that correctly describes you.

1. Sex: Male  Female
2. Age 21 - 31 years  32 - 41 years  42 - 51 years  above 52 years
3. Educational Qualification: Never been to school  JHS  SHS/O<sup>o</sup> level/ A level  Diploma  First degree  Master's  PhD  Other Specify .....
4. Income per month below 1,000  1000 – 1,500  1,500 – 2,000  2,000 – 2, 500  other .....

#### Section B: Corporate Social Responsibility (CSR)

The table below shows statements with respect to your own feelings about your company's corporate social responsibility (CSR) activities. Please indicate your agreement with each statement by **ticking** () the most appropriate

column: Where **1** represent a least agreement whilst **7** represent a highest agreement.

<b>Section B: Corporate Social Responsibility (CSR)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Economic Aspect</b>							
My company employs each process to reply every customer's dissatisfaction.							
The company's service quality is successively enhanced.							
Customer satisfaction is utilized as an indicator of my company's business performance.							
My company's profits have been successfully maximized.							
Great efforts are exerted to lower the operating costs by my company.							
<b>Legal Aspect</b>							
The directors of my company are instructed about applicable environmental laws.							
My company's products satisfy legal standards.							
My company's contractual agreements are always respected.							
My company strives to consent to all laws pertaining to hiring and employee benefits.							
Non-discrimination among employees in compensation and promotion is supported by internal procedures in my company.							
<b>Ethical Aspect</b>							
My company has an inclusive code of conduct.							
My company's staffs are obliged with professional standards.							
Senior managers supervise the possible negative effects of the company's activities in my society.							
Justice toward workers and business partners is an essential section of my company's staff assessment procedure.							
My company provides all customers with full and precise information by sales assistants and staffs.							
<b>Discretionary Aspect</b>							
My company offers more competitive salaries than any other company.							
The staffs of my company are encouraged to join civil society that supports our community.							

Elastic corporate procedures allow staffs of the company to better harmonize profession and personal life.							
My company support collaboration with local businesses and schools.							
Local sports and cultural activities are encouraged by my company.							

**Section B: Corporate Reputation (CR)**

The table below seeks to identify the level of your firms’ corporate reputation. Please indicate your agreement with each statement by **ticking** (√) the most appropriate column: Where 1 represent a least agreement whilst 7 represent a highest agreement.

<b>Section B: Corporate Reputation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Customers’ comprehensive sense of total experience in the corporate is excellent.							
Customers are optimistic about long-term future of this corporate.							
The corporate is characterized with honesty.							
The corporate is characterized with credibility.							
The corporate is characterized with dependability.							
Customers’ comprehensive sense of total experience in the corporate is excellent.							

Thank you.



