

**ASSESSING THE EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY  
(CSR) PROJECTS IN THE SHAI OSUDOKU DISTRICT  
A CASE STUDY OF GOLDEN EXOTICS LIMITED**

By

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## DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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## **ABSTRACT**

The purpose of the study was to assess the effects of Corporate Social Responsibility (CSR) Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. The study was guided by three specific objectives, which were to identify the effects of CSR in the Shai Osudoku District, determine how corporate organizations respond to the needs of the community and to identify the barriers to effective implementation of CSR projects in the Shai Osudoku District. The study employed a mixed method approach. Both questionnaire and interview guide were designed to collect data from Opinion Leaders in (5) selected communities in the Shai Osudoku District. Staff of the CRS Department of Golden Exotics Limited were also included in the study. The data gathered was analyzed using SPSS version 23. The analysis employed descriptive statistics in the form of frequencies, percentages, mean, minimum, maximum and standard deviations. The study found that the implementation of CSR by Golden Exotics Limited has positive impact on the communities. This includes improved socio-economic livelihood, increased access to potable water, increased access to basic school infrastructure, teaching and learning materials and improved healthcare delivery. The study again revealed that Golden Exotics Limited selects a community for CSR project through needs assessment and request from the community. The study also found that the major barriers to effective implementation of CSR projects in the Shai Osudoku District were land litigation, inadequate support from the communities and land documentation issues. The study recommends that Golden Exotics Limited should strengthen their effort in liaising with community authorities to identify areas or opportunities available to them to better the lives of the people through the provision of some social amenities. This will go a long way to improve the general living standards of the people.

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## **DEDICATION**

I dedicate this work to my wife Yaa Antwiwaa (Okonore Yaa) and my three daughters; Akosua Konadu, Adwoa Kesewaa and Afua Amponsaa for their support, love and care.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY**

Organizations operate in environments and their operations can have both positive and negative implications in the environments and societies they operate. As organizations perform their daily activities they relate with the people and the communities in their environment hence, the need to be responsible for their actions. In particular, customers collectively get attracted to socially and environmentally conscious businesses (Marin & Ruiz, 2007). Thus, Corporate Social Responsibility (CSR) has become an important part of business practice over the last decade, which has led many companies to dedicate some of their annual reports and websites to CSR activities (Mohr, 2013). Corporate social responsibility is simply a reference to the company's obligations to society, and especially to its stakeholders and those who influence its policies and practices (Khanifar, Nazari, Emami and Soltani, 2012).

CSR began to take hold in the United States in the 1970s when the notion of "social contract" between business and society was proclaimed by the Economic Development Commission in 1971. In order to "consent", businesses have a duty to respond constructively to social needs. Today, we often talk about "business license". In other words, it contributes not only to the products sold but also to the company. The social contract defines three responsibilities and is still applied today: creating jobs and promoting economic growth through good management, managing business in a fair and honest way with regard to employees and customers, the community and environmental conditions.

Work more involved with improvements (Association of Corporate Citizenship Professionals (ACCP, 2012).

In Ghana, the government alone cannot solve social problems and this has affected the implementation of the country's CSR concept. Organizations were therefore called to implement social programs (Amponsah and Dartey-Baah, 2011). The concept of CSR is the integration of social and environmental concerns of companies in the company's business activities and dialogue with stakeholders (Ofori et al, 2018).

Amponsah and Dartey-Baah (2011) stated that the concept of CSR has tended to focus on the external environment to the neglect of the internal environment from where employees operate in Ghana. Corporate contribution to national development has, therefore, become inevitable as some of these organizations operate in the communities in which the inhabitants or natives who are employed by these organizations contribute immensely to its growth. In this regard, these organizations are also required to give back to the communities. This is done through the provision of social amenities for the people. Some of these social interventions affect positively on the lives of the people. For others they are not fully utilized and even some abandoned. In Ghana, the socialist orientation of Kwame Nkrumah, the first president, probably gave the impression that a state enterprise could solve social problems, whether good or bad. This has somewhat limited the social obligations of businesses to pay taxes. However, recently, only the government cannot handle social issues and some voices clearly require organizations to implement social programs. This has influenced the implementation of the concept in this country. CSR activities in Ghana are led by large multinational corporations. Multilateral problems in the country - for indigenous firms primarily engaged in retailing and producing primary

products because of per capita income, weak currency, capital flight, low productivity, low savings, etc. Almost impossible. Adopt social behavior (Amponsah-Tawiah, Dartey-Baah, 2011).

## **1.2 STATEMENT OF THE PROBLEM**

The current business environment is characterized by the specific role of government, disclosure of corporate information, investor pressure and the demand for increased competition between suppliers/stakeholders in the labor market. Because of these characteristics, organizations adopt CSR initiatives (Ngari, 2016). While these efforts may be short-term costs without direct economic benefits to the organization, they actively promote social and environmental change. As Scholtens (2006) explains, CSR is becoming a visible central part of businesses and businesses around the world. Consumers and governments are increasingly concerned about the sustainability and environmental impact they face when making profits.

Enforcing corporate social responsibility can be very difficult, as it tends to put undue pressure on businesses to meet their social needs (Baughn et al., 2007). Corporate social responsibility projects are flourishing in developing countries and have promising prospects (Baskin, 2006), but some of the imperatives of CSR contribute to the development and face the poorest regions of the world. The ability to resolve fallback issues remains a concern, and many corporate social responsibility initiatives are promoted by Western organizations (Banerjee and Duflo, 2007; Dobers and Halme, 2009). These organizations undertake social projects under corporate social responsibility. Some of these projects are requested from the communities and others are provided by these organizations

when they see the need. Some of these projects are fully patronized and well maintained by the inhabitants. Others are poorly patronized or utilized while others are abandoned. When this happens the question that comes to mind is; are the people getting full benefits from these projects? It is for this reason that this study seeks to investigate whether CSR is having a positive or negative effect on the lives of the people.

While a school of thought believes that undertaking these social responsibilities has an impact on the lives of the people, another school of thought holds a contradictory view. Several studies have been conducted into the issue of CSR and financial performance in many organizations, very little research has been conducted on how CSR initiatives impact development including Corporate Social Responsibility (CSR) Projects in the Shai Osudoku District of the Greater Accra Region of Ghana. This has created a knowledge gap that needed to be filled. To address this problem, this study intends to investigate the effects of CSR of Golden Exotics Limited on the lives of the people of the Shai Osudoku District.

### **1.3 RESEARCH QUESTIONS**

The study sought to address the under listed research questions.

1. What are the effects of CSR in the Shai Osudoku District?
2. Are corporate organizations able to meet the people's expectations?
3. What are the barriers to effective implementation of CSR projects in the Shai Osudoku District?

## **1.4 AIM OF THE STUDY**

The aim of the study was to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana.

### **1.4.1 Objectives**

In achieving the aim, the specific objective were

1. To identify the effects of CSR in the Shai Osudoku District.
2. To determine how corporate organizations respond to the needs of the community.
3. Identify the barriers to effective implementation of CSR projects in the Shai Osudoku District.

## **1.5 Justification of the Study**

This research will provide a comprehensive view of the effects of CSR in the communities in Shai Osudoku District. The study will present the advantages and perceptions of CSR Projects. Therefore, it will be significantly useful for management to justify on CSR implementations that will maximize the use of the facilities by the people and reduce the ones that will attract low patronage and in turn enhance their activities.

It will also bring out the CSRs that impact positively and negatively on the lives of the people.

In terms of research, the study will go a long way to add to existing literature, which can be used for further research.



## **1.6 Research Methodology**

Even though there are several types of research designs, this study employed exploratory mixed method where quantitative data was collected first and based on the results of the quantitative data a follow up with a qualitative data collection and analysis. A mixed research method was used to allow respondents to state their views on the effect of CSR projects. The questionnaire was developed, grouped and arranged based on the study objectives to collect quantitative data and imported into Statistical Package for Social Scientist (SPSS) for analysis. The qualitative data was collected using key informant interview guide and analyzed to provide additional data to the quantitative data. The findings from this analysis tool were presented in tables and charts. The study population for this research was the inhabitants in the communities and the corporate organization (Golden Exotics Limited) in the district. The targeted population was selected opinion leaders and managers of the organization from the Shai Osudoku District Assembly (SODA). The purposive sampling technique was used to sample the managers of the corporate organization and some opinion leaders in the communities for the research. The purposive sampling technique was used because the researcher has detailed list of the organization's managers and the opinion leaders in the district from SODA.

## **1.7 Scope and Delimitation of the Study**

The study was conducted in the Shai Osudoku District. The study was delimited to Golden Exotics Limited and the beneficiary communities in the district.

## **1.8 Organization of the study**

The research study has been captured in five chapters and these are as follows: The first chapter will give an overview of the study, which includes background of the study, the objective of the study and significance of the study. It is preceded by Chapter two which contains relevant literature of the subject matter. The Third Chapter entails necessary research procedures to carry out the study. The content of this chapter includes the study type and design, the population for the study, sample size and sampling techniques to be used. The next chapter, which is the fourth highlight an analysis of the result in the findings. The fifth chapter provides a summary of the findings, draw a conclusion and make recommendations to ensure an improvement in CRS Implementation in corporate organizations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter seeks to explain and review related literature on Corporate Social Responsibility. Some of the issues that would be featured in this chapter may include but not limited to a conceptual exhibition of Corporate Social Responsibility; the components of corporate social responsibility; theories and empirical review.

#### **2.2 CORPORATE SOCIAL RESPONSIBILITY**

The company is a playground for all commercial activities that affect the business activities of companies. Halal (2000) argued that business operations should achieve social goals. The interests of the different stakeholders must be taken into account. However, one still wonders if companies should be socially responsible (Tsoutsoura 2004). The pros and cons of CSR recognize the importance of social issues for business success (Husted et al, 2006). You can see that companies are paying more attention and resources to contribute to customers, employees, and the community than to look for pure profits (Halal, 2000).

A socially responsible company goes beyond the "business of business" by taking social responsibility. Focusing solely on short-term performance has made it difficult to gain the trust, retention, reputation of the company and customer innovation. Tackling social problems inappropriately can lead to criticism, which is not good for any company (Davis, 2005).

The concept of corporate social responsibility (CSR) requires lengthy discussion because of the diversity of its history. To date, in the business world, evidence has raised concerns

for society as a whole. Although there are many definitions of CSR, researchers focus on new concepts of CSR. According to Murthy and Manoj (2004), CSR behavior can be defined as a company's discretionary behavior to promote social problems.

Joyner, Payne & Raiborn (2002) stated that CSR is a category of economic, legal, ethical and valuation activities for an entity that responds to the values and expectations of society. They also added that Corporate Social Responsibility (CSR) was our main expectation for efforts in the form of public health, public safety, and environmental protection. In this concept, they explained that value and ethics affect the company's perception of social responsibility and are influenced by local activities, rules or standards. In today's world, CSR can be defined in all aspects of business behavior. As a result, the effects of these activities are integrated into all professional programs (Orgrizek, 2001, Anim and Cudjoe 2015). Therefore, by defining ethics in CSR, CSR promotes corporate ethics and social participation, contributes to economic development, supports charitable programs, improves the quality of its employees and improves the services provided.

For their part, Freeman and Liedtka (1991) argue that the social responsibility of management can encourage inefficiencies because it attempts to repair past experiences. The concept of corporate social responsibility became widespread in the 1960s. This is due to an increase in disposable income at the time. This has allowed people to focus on other issues beyond their livelihood, revealing the weakness of capitalism in caring for business stakeholders (Asongu, 2007). Concern that the government cannot solve many social problems has raised concerns about CSR (Asongu, 2007). The conversation about corporate social responsibility has changed from the time of modern history to the present.

Traditional discussions on corporate social responsibility issues have focused on economic, legal and ethical obligations.

Modern CSR discussions focus on the use of CSR as a strategic tool. CSR initiatives are aligned with business objectives that benefit not only society but also businesses (Lantos, 2001). In this respect, the company conveys its image and elevates its reputation by announcing its CSR activities. Lantos (2001) also adds that corporate CSR activities are designed to impact the business and enhance the brand image that actively reflects the company's reputation and profits.

Jones (1997) found that addressing social responsibility often requires short-term sacrifices but usually brings long-term benefits. Therefore, CSR should be considered as an investment that produces economic returns (McWilliams and Siegel, 2001). Lowellin (2009) argues that Corporate Social Responsibility (CSR) can lead a company to a stronger position in society. It implies that it is naive to expect businesses to embrace greater social responsibility without requiring anything in return. When taking responsibility, the company will bear the costs, and in return, will claim their rights. Some argue that corporate social responsibility is simply a window or an attempt to anticipate the role of the government as a strong multinational monitoring agency (Ofori, 2016; Sarker, 2014).

### **2.3 COMPONENTS OF CORPORATE SOCIAL RESPONSIBILITY**

For corporate social responsibility (CSR) to be accepted by conscious entrepreneurs, it must be designed to cover all corporate responsibilities. Carroll (1996) suggested that four types of social responsibility: economic, legal, ethical and charitable constituted global CSR. In addition, these four categories of CSR components can be described as pyramids.

To ensure that all these responsibilities are always within a certain range, it is only in recent years that moral and charitable functions have played an important role. Each of these four categories is remarkable.

### **2.3.1 Economic Responsibilities**

Historically, professional organizations have been created as economic units designed to provide goods and services to members of society. Profit motivation has been created as the main incentive to entrepreneurship. Above all, business organizations were the main economic unit of our society. As a result, its main role was to produce products and services that consumers wanted and that they realized acceptable benefits. At one point, the notion of profit was converted into a notion of maximum profit and then become an eternal value. All other responsibilities of the company depend on the financial responsibility of the company.

### **2.3.2 Legal Responsibilities**

Society does not simply approve business according to the purpose of profit. Companies are required to comply with the laws and regulations issued by the federal, provincial and local governments as basic rules that a business must exercise. As a partial achievement of social contracts between companies and society, companies should fulfill an economic mission under the law. Legal responsibility reflects a codified view of ethics that incorporates the basic concept of fair functioning adopted by legislators. They are presented as the next layer of the pyramid describing historical evolution, but they are deemed to coexist with financial accountability as a fundamental tenet of the free enterprise system.

### **2.3.3 Ethical Responsibilities**

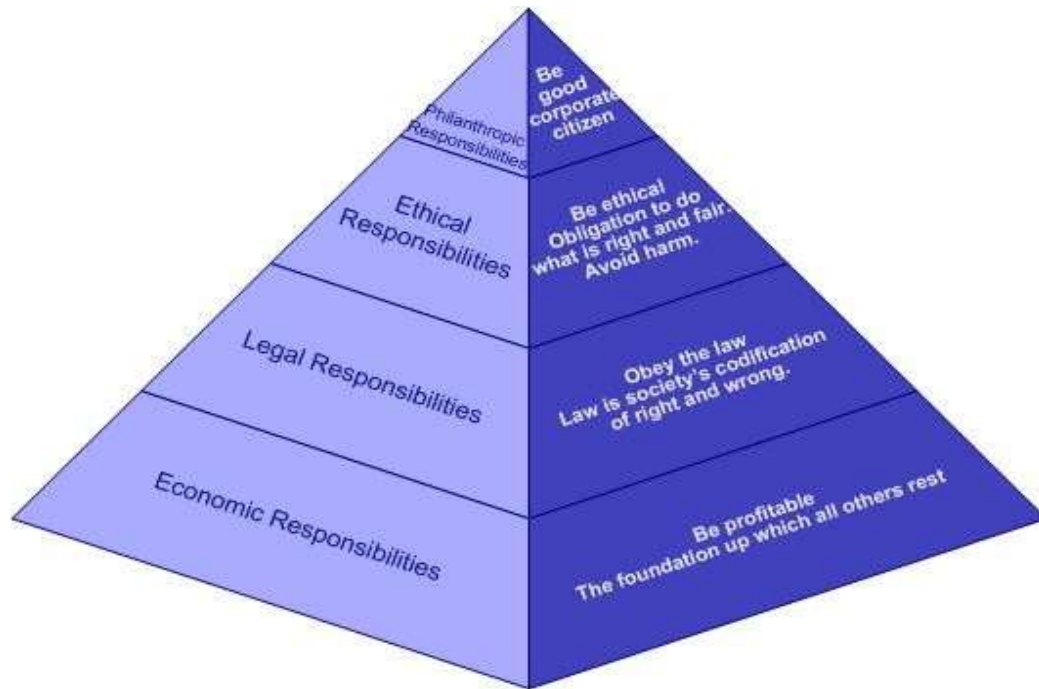
Economic and legal responsibilities include justice and the ethical rules of justice, but ethical responsibility includes activities and practices that society members expect or prohibit, even if they are not codified by law. It will be. Ethical responsibility incorporates standards, rules or expectations that reflect concerns about the respect or protection of the personal rights of consumers, employees, shareholders, and communities, as well as what they consider fair, equitable or consistent. In some ways, changes in morality and values are detrimental to the introduction of the law. Because it's the engine of creating laws and regulations. For example, movements in the environment, politics and consumer rights reflect fundamental changes in social values and can, therefore, be considered as moral captains responsible for subsequent legislation. In another sense, moral responsibility can be seen as encompassing the new values and rules that society expects from society, even if it reflects a higher level of performance than the company seeks. In this sense, ethical responsibility is often inappropriate or often exposed to public debate about its legitimacy, which complicates the task of business. The business ethics movement over the last decade has always established moral responsibility as a legitimate element of CSR. Although described as the next layer of the CSR pyramid, you should always know that you are interacting dynamically with the category of responsibility. In other words, while constantly expanding the category of legal obligations, businessmen expect more work than required by law.

### **2.3.4 Philanthropic Responsibilities**

Charitable activities include corporate behavior that meets society's expectations that a business will become a good corporate citizen. This includes active participation in actions

or programs that promote human well-being or goodwill. Donations of funds and business hours, such as donations to the arts, education or the community, are examples of charitable organizations. A leadership loan program that demonstrates leadership in the United Way Community Campaign represents charitable organizations. The difference between charity and moral responsibility is that the first is not morally expected. The community wants companies to spend their money, facilities and time on programs and humanitarian goals, but it does not consider immorality if it cannot achieve the desired level. As a result, charity is more cautious or voluntary on the part of society, although society still has social expectations. One of the notable reasons for distinguishing moral responsibility from the charity is that some companies feel socially responsible when they are good citizens of the community. This distinction highlights important points included in CSR but is not limited to charitable donations. Figure 2.1 illustrates the pyramid of corporate social responsibility. It starts with the basic idea that economic performance is influenced by everything else and shows four elements of CSR. At the same time, companies must comply with the law to codify society with acceptable and unacceptable behavior. Then it belongs to the company to be moral. The most basic level is the obligation to do what is right, just and equitable and to avoid or minimize harm to stakeholders (workers, consumers, the environment, etc.). Finally, businesses must be socially responsible for the community. This leads to a charitable responsibility that companies are expected to bring to the community of financial and human resources and improve the quality of life.





Carroll's CSR Pyramid

**Figure 2.1 Components of Corporate Social Responsibility**

Source: Carroll's CSR Pyramid, 2018

## 2.4 THE CONCEPT OF COMMUNITY DEVELOPMENT

Community development combines the concept of "community" with "development". The basic elements of community development are expressed to varying degrees in many definitions. "Growth" is the process of increasing options. This means new choices, diversification, reflections on a variety of obvious problems and forecasts of change. Growth includes change, improvement, and vitality. Directed efforts to improve participation, flexibility, equity, attitude, institutional functioning and quality of life. It is the creation of wealth. Wealth means that people have value in addition to dollars. This is a definite addition to the good of the community and avoids the zero-sum situation where the work created here is a lost job. Ismail (2009, p.5) generally defines a community as a

group of "people with a common purpose, who are interdependent to meet specific needs, who live close to each other and who interact regularly." All members of the team have common expectations and are responsible for these expectations. This group is respected and cared about the personality of other members of the community. The community has a sense of community, a commitment to team happiness and a sense of community defined as a willingness to communicate openly and react to others and to yourself. More importantly, some community leaders are responsible for the success of community events based on the needs and emotions of the community. Community leaders are people who influence others and are responsible for their actions, achievements and social well-being. Community Development (CD) is a community initiative to empower individuals and groups in partnership with external organizations or businesses and provides these groups with the skills to change the community. These skills often involve using local resources and building political power by forming large social groups that deal with common agendas. Community promoters need to understand how they work with individuals and their impact on community attitudes within a broader social system (Ismail, 2009). Community competence is the combined influence of community commitment, resources, and skills. It can be used to harness the potential of the community and address community issues and opportunities (Aspen Institute, 2000). The vitality of the community lies in the ability of the local socio-economic system to survive, to generate employment, income and wealth, and to maintain it if it does not improve the relative economic status. Community economic development is the discovery and use of local resources and opportunities to promote sustainable economic activity and employment (Hack et al, 2014).

## **2.5 THEORETICAL FRAMEWORK**

The study was guided by three theories. These include the theory of relational theory, stakeholder theory, triple bottom line theory, and theory of the firm. These theories are discussed in the below section.

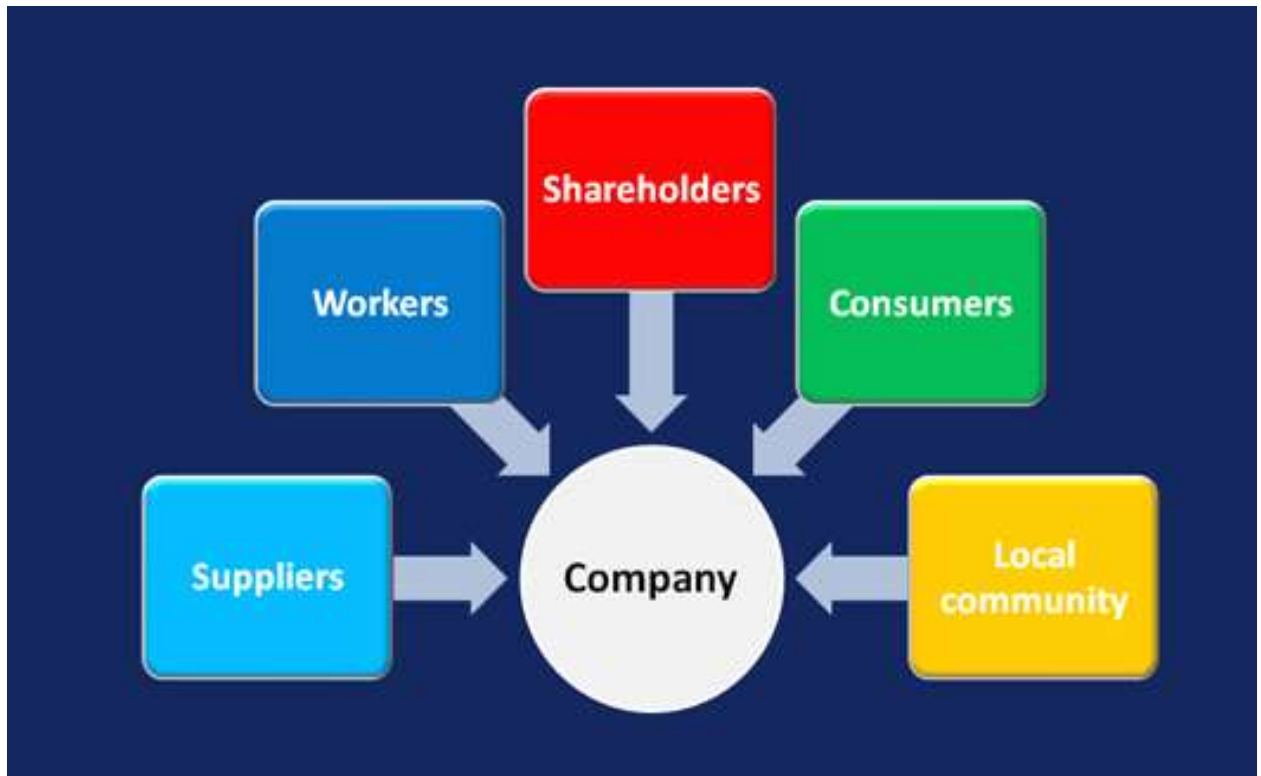
### **2.5.1 Relational theory**

Relational theory is at the root of a complex relationship between a company and the environment. As the term implies, the interaction between the two is at the heart of the CSR analysis. The relational theory is then divided into four subgroups of theory. 1) social contract theory, 2) corporate citizenship theory, 3) stakeholder theory, 4) business and society. The relational theory refers to the fundamental problem of justifying the ethics of economic activities in order to obtain a theoretical basis for the analysis of social relations between firms and society. This approach to CSR is based on respect for human rights, workers' rights, and the environment. As a result, CSR arises from the moral justification in the company's society and its understanding is included in the justification of the social behavior that justifies the behavior of the company. The theory of corporate citizenship strongly depends on the type of community mentioned. Basically, this is the relationship between the company and its stakeholders. The stakeholder approach has been developed as one of the strategies to improve business management. Stakeholder involvement is also a way of understanding reality to manage socially responsible business behavior. The stakeholder approach also sees businesses as an interconnected network of different interests, self-creation and community building are interdependent and people act altruistically. Finally, it is proposed that the commercial and social approach refers to a "social enterprise" where CSR appears as an interaction between two entities. One of the

measures of CSR is the obligation for individuals to examine the results of social decisions and actions. The other is the development of economic value in society. In the form of general relationships, the social responsibility of the enterprise must reflect the extent of the social power at its disposal.

### **2.5.2 Stakeholder's Theory**

The study is also based on the stakeholder theory of which supporters were free men in 1984. This theory assumes that a company has stakeholders who can profit or be negatively affected by the company's behavior. Traditionally, stakeholders are individuals or groups that can affect the activities, successes or failures of an institution (Fontaine, Haarman and Schmid, 2006). An organization is simply a set of all types of stakeholders and its main purpose is to manage stakeholder interests at all costs. All stakeholders need to be differentiated and this can be done by grouping them with the organization (Fontaine, Haarman and Schmid, 2006). Key players include customers, society, suppliers, employees, and shareholders (Friedman & Miles, 2006). In this study, theory is used to interpret career functions, including the identification of ethical or philosophical principles for its operation and management. In this regard, companies initiate constructive contributions and interactions from stakeholders and achieve unique and desirable results that should influence consumer behavior, such as organizational growth, increased profitability, and organizational stability.



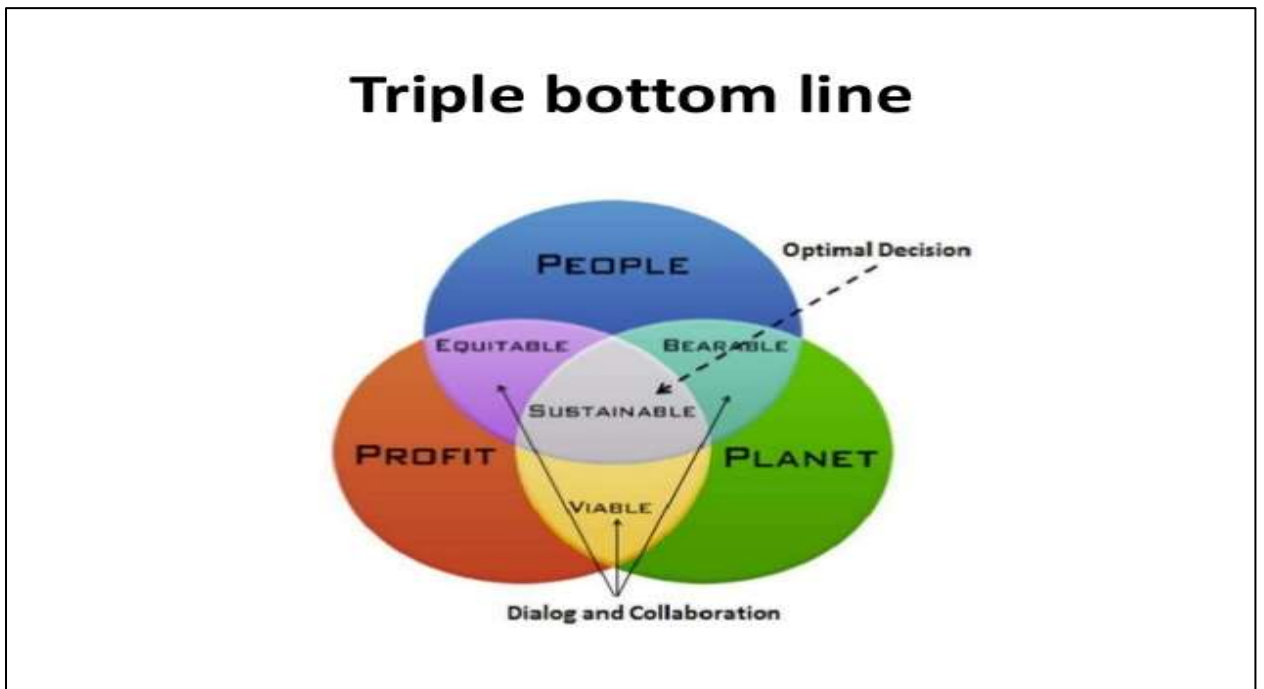
**Figure 2.2 Stakeholders theory.**

**Source: Author's Development (2019)**

### **2.5.3 Triple Bottom Line Theory**

Triple Bottom Line (TBL) is another theory of CSR. The theory was developed by Elkington in 1994. The theory assumes that a company is a member of a moral society. That way, the company has a social responsibility. The theory focuses on the sustainability of the company in the long run. The theory says that companies must consider three separate levels of behavior. This is social sustainability, economic sustainability and environmental sustainability (Elkington, 2004). There are seven major engines in this theory. This includes markets, transparency, technical life cycles, values, partnerships, time and corporate governance (Elkington, 2004). These driving forces are called revolutions. The first revolution is believed to be mainly caused by competition in the market. More

and more companies are challenging customers and financial markets with regard to some aspects of TBL's performance prospects and financial commitments. The second revolution is driven by changes in the values of people and society around the world. The third revolution on transparency suggests that companies are subject to thorough scrutiny (Elkington, 2004). The fourth revolution is in life cycle technology. The fifth revolution is expected to accelerate the formation of new partnerships between organizations. The Sixth Revolution aims to promote a drastic change in the way people manage and understand time in an organization. The seventh and final revolution is corporate governance. Indeed, a good corporate governance system is best for companies as good corporate governance helps build sustainable capital (Elkington, 2004). With TBL, companies should focus on drivers that actively contribute to the image in the mind of the customer when making decisions.



**Figure 2.3 Triple Bottom Line Theory**

**Source: Investopedia, 2019**

#### **2.5.4 The Managerial Theory**

The theory of management theory that focuses on business management in which CSR is discussed internally (Secchi, 2007). This means that all parties outside the organization are taken into account in the decisions of the organization. Management theory emphasizes that a company's social responsibility derives from the level of social power it holds and assumes that the company is a citizen with specific involvement in the community. The management theory is divided into three subgroups. 1) Corporate Social Performance (CSP). 2) Social Responsibility, Audit and Reporting (SAAR), 3) Social Responsibility of Multinational Enterprises. The CSP aims to measure the contribution of social variables to economic performance. The problem is that business owners consider both social and economic factors. The company assumes that it depends on society for its growth and sustainability. In conclusion, management theory arouses interest in the sense that CSR measures the socio-economic performance of a company by taking into account socio-economic variables and links the ideology of social responsibility to the strategy of social responsibility. the company. Secchi (2005) further analyzes that SAAR is closely linked to its contribution to social performance through accounting, management and reporting procedures. Companies are participating in SAAR activities because of their communication needs, better stakeholder engagement and the concerns of journalists. SAAR means that the company is responsible for its actions. In this way, companies are managed and regulated as part of their actions to carry out their main activities and are accountable to the communities concerned. Multinational corporations are growing as a result of global competition and the challenges they face. This aspect of management

theory stems from the responsibility of the manager to define useful CSR tools to enable multinational companies to survive abroad.

## **2.6 CHALLENGES IN THE IMPLEMENTATION OF CSR**

The design and implementation of corporate social responsibility require a long-term commitment and vision on the part of managers, which is a major challenge for organizations (Faulkner, 1995). The high percentage of low-income communities in the world prevents communities from adequately supporting CSR firms as they spend most of their profits on other things (Euromonitor, 2006, World Bank, 2007).

### **2.6.1 Failure to engage Key Stakeholders**

Since most corporate social responsibility programs are not environment-specific, individual companies need to invest in specific CSR programs. Businesses and organizations can not usually engage stakeholders in the key social issues that the CSR program needs to address. This is not only a challenge for the organization but also the successful implementation of CSR interventions (Van Marrewijk, 2003). According to Cone (2010), it is clear that 81% of American consumers are fighting for the opportunity to buy products related to the cause. They believe that the purchase is an investment in a corporate social responsibility program and, in this regard, they contribute to the cause. Companies can benefit from CSR interventions if they get the right information from internal and external stakeholders. Unfortunately, the awareness of stakeholders is very low, making the successful implementation of most social interventions impossible. (Du et al., 2010). In recent years, most entrepreneurs have combined health, education and environmental interventions (Sharma and Kiran, 2012a).



Modern trends in network-based operational networks underscore the need for business globalization through links between stakeholders around the world. This has introduced new stakeholders throughout the business process. The transformation of business activities has altered the market power of traditional customers and investors to include other stakeholders such as workers, communities, regulators, small businesses, NGOs, suppliers, and political leaders. It was. All these actors played an important role in the implementation of CSR activities. This shift in market power, including from other stakeholders, can lead to social risk issues in the management of the organization. Most companies thought that social risk was due to the way in which their actions and those of others in the work environment created vulnerabilities. Stakeholders can mobilize the motivations for these vulnerabilities to enable businesses to change their behavior. Thus, the vision of social actors is very necessary management of social problems, but it embodies the corporate strategy of multinational companies. The implementation of CSR interventions has enabled companies to face social challenges. CSR interventions are an integral part of risk management for global companies, and stakeholder engagement authorities can provide a wealth of information on emerging and current social issues in the risk management plans of the world social risk management. Is. Incorporating corporate social responsibility into corporate strategy or core activities can create significant challenges (Kytile and John, 2005).

### **2.6.2 Inadequate Skills needed to carry out Corporate Social Responsibility**

The organization mainly includes people who enjoy certain rights and fulfill their obligations and responsibilities to be citizens of the country. As a result, organizations face many stakeholders with many responsibilities. CSR issues may not be related to the

relevance but to the personal values and responsibilities of the people who make up the social organization. If people do not have enough skills and do not develop their maturity in a socially responsible way, CSR cannot exist. Therefore, it is imperative that society and businesses acquire the skills and maturity needed to educate individuals and to successfully design and implement corporate social responsibility (Takala 1999, Thevenet, 2003).

Since CSR and stakeholder concepts are interdependent, it is necessary to assess the correlation between companies and society. The director of the organization plays an important role in removing images from the point of view of social and environmental performance. Increasing individual awareness through influence can radically change corporate social responsibility. In order to make an organization more accountable, individuals must first reflect their position, behavior, value system and expectations in the organization and society. This further strengthens the process of designing and implementing the entire CSR intervention (Kakabadse et al., 2005). According to Jonker and Schoemaker (2004), companies with corporate social responsibility must acquire the skills to make decisions and adopt broader, deeper and richer behavior.

### **2.6.3 Transparency Issues**

In a study conducted by Zsolnai (2002), lack of transparency was one of the major challenges that were identified. This is an expression by the organization that there is a presence of transparency gap on the part of implanting bodies as they tend not to disclose sufficient information regarding their programs, audit issues, impact assessment and utilization of funds.

#### **2.6.4 Lack of clear CSR guidelines**

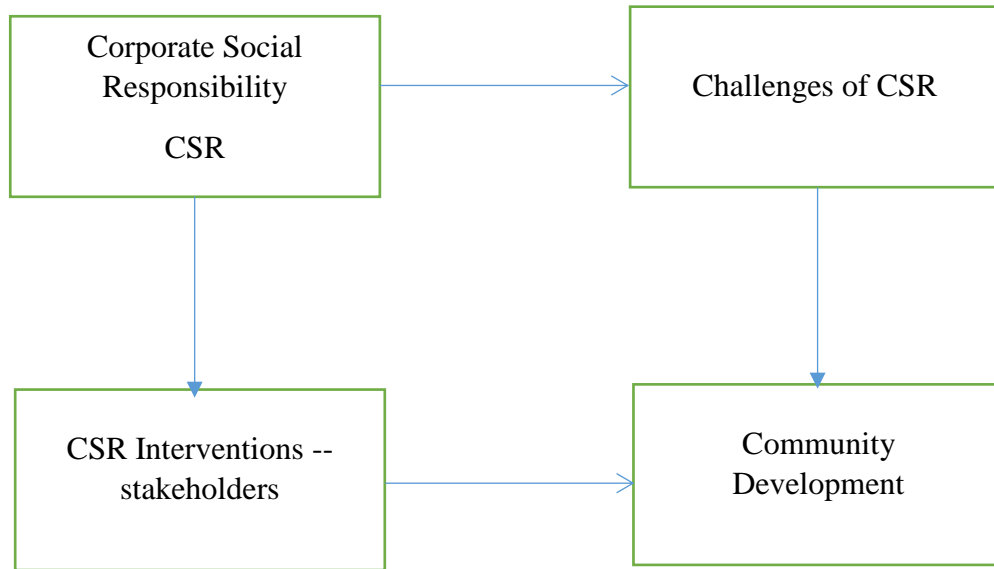
Another critical challenge has to do with the issue of availability of clear legal guidelines/procedures or policy directives to provide informed guidance to CSR initiatives of organizations. It is imperative that the scale of CSR programs of organizations should be determined by the size of the organization. Precisely, the larger an organization, the higher its CSR initiatives.

#### **2.6.5 Lack of consensus on implementing CSR**

The implementation of CSR is challenged by the lack of consensus amongst local agencies in relation to CSR projects. Due to the absence of consensus, there is sometimes duplication of intervention. This results in a competitive spirit between local implementing bodies rather than having collaborative approaches on issues. The implication is that there is a limited capacity of organizations to undertake an impact assessment of their CSR projects.

### **2.7 Conceptual Framework**

The conceptual framework as shown in figure 2.4 below provides an understanding of the nature of CSR initiatives in corporate organizations. As discussed in an earlier section of the review, CSR refers to a set of planned interventions by corporate bodies in the quest to address social problems that are to some extent or entirely as a result of their activities in a community environment. On the other side, stakeholders comprise of individuals or groups with a legal interest in the bureaucratic and/or substantive aspects of an organizations activity (Donaldsonson and Preston, 1995 as cited in Asumah, 2015). These stakeholders are usually the drivers of CSR activities. This is displayed in the diagram below.



**Figure 2.4 Conceptual Framework**

**Source: Author's Construct (2019)**

As depicted by Fig 2.4, the outcome of CSR is the formulation and implementation of social interventions. These interventions are usually under the control of stakeholders. The implementation of this intervention, in as much as it comes with benefits, comes with huge challenges to organizations is shown in figure 2.4 above. Even though CSR initiatives are geared towards community development, it has a direct or indirect implication on the organization as well. It is therefore required that organizations officially equip themselves with required skills and also engage all relevant stakeholders in the quest to overcome the barriers associated with the designing and implementation of CSR projects. It is also important that a proper needs assessment study is conducted prior to the formulation and implementation of CSR projects. This will ensure that completed projects are put to efficient use.

## **2.8 EMPIRICAL REVIEW OF RELATED STUDIES**

This section highlights various studies conducted to show corporate social responsibility.

### **2.8.1 Investments on Philanthropic Responsibilities**

Companies that practice CSR are responsible for their actions and, through their activities, have a positive impact on the environment, society, consumers, employees, communities and other stakeholders. One of these responsibilities involves charitable work, also known as discretionary responsibility. Resources provided by businesses for social, educational, entertainment and/or cultural purposes are best described. As seen in Park, Lee and Kim (2014), a charitable organization, chooses how to voluntarily assign resources to charitable and community service activities to achieve marketing objectives and other business-related goals. There is no clear social expectation regarding the performance of the company. Corporate charity is part of the ethical and social commitment of an organization. These are values that the organization accepts to be ethical and social standards, as evidenced by its mission, organizational goals, and organizational culture (Park, Lee, and Kim, 2014). Evidence from the Nairobi Stock Exchange is a study of the impact of corporate social responsibility on the financial performance of the banking sector. Nyamute and Batta (2014) found that corporate social responsibility (CSR) is dependent on organizations around the world. Admitted more and more. This survey, based on the multiple regression analysis of 11 banks published in the NSE over the period 2008-2012, shows that CSR has little impact on the financial performance of the banking sector in Kenya and that there is a slight difference between CSR and financial performance. The study found that there was a positive relationship. This means that activities such as investing in the education sector can help to slightly improve the financial performance of

a bank. In addition, the study concludes that in the banking sector in Kenya, CSR activities are not aimed at improving the financial performance of the bank, but for other reasons, such as building a brand image or not customer loyalty. Gichohi (2014) also studied the impact of corporate social responsibility on the financial performance of companies listed on the Nairobi Stock Exchange. We have attempted to establish the impact of CSR on the financial performance of 14 companies listed on the Nairobi Stock Exchange. In this study, asset returns were used to measure financial performance. CSR investments were measured using monetary spending on social activities. Data comes from audited financial statements, website publications, and annual reports. Secondary data was acquired from 2010 to 2014. It was established that CSR had a positive but unimportant impact on financial performance. The result of the study was that none of the variables was strongly correlated. The study also concluded that there is a positive but unimportant relationship between CSR and financial performance. Factors such as the amount of investment in the resources provided by the corporation for social, educational, entertainment and/or cultural purposes were perceived to enhance the company's reputation, but it was financial performance. This does not necessarily mean that it would lead to a significant increase in the study. The study recommended that companies be socially responsible in order to increase the value of the company for shareholders. The study also recommends that CSR is not seen as a voluntary initiative, but a mandatory practice for companies. Finally, a business-to-business policy must be developed and implemented to ensure that the company acts in an ethically and socially responsible manner for all stakeholders (Gichohi, 2014).

### **2.8.2 Investment on Ethical Responsibilities**

Ethical responsibility is an obligation to follow a path that is morally right. Business ethics is tied to the theory of ethics that sets rules and rules that help people distinguish between right and wrong (Fryer, 2016). Business ethics is, therefore, the establishment of principles that guide the behavior of people. As Bassell, Fischer, and Friedman (2015) have pointed out, businesses must act responsibly and ethically with respect to reputation management, moral obligations and law enforcement. This means that when a company does business, it has to take into account the social impact. Business ethics is anchored in sustainability and focuses on such things as environmental pollution, plant closures, waste disposal, and so on. (Fryer, 2016). Research has been conducted on the importance of some of these activities. For example, Mungai (2015) investigated the impact of corporate social responsibility on the financial performance of a Kenyan manufacturing firm. This study aimed to determine the impact of corporate social responsibility on the financial performance of a Kenyan manufacturing firm. This descriptive and speculative statistical study was performed using secondary data. The data was collected using structured data collection and an analysis of the financial statements of Kenyan manufacturing companies. The survey covers 68 manufacturing companies of the Kenya Manufacturers Association. The data were analyzed using several regression models. Research has shown that there is a close and important direct link between the social responsibility of a Kenyan company and the financial results of a manufacturing company. The results of this study showed that corporate social responsibility had little impact on financial performance relative to total assets, which had a significant impact on financial performance. For example, engaging in ethical responsibilities, such as ensuring that the product has no ethical implications, only

raises public awareness of the manufacturing company, which in turn will produce financial results. The study also showed that corporate participation in social responsibility was voluntary and aimed at improving the social well-being of communities. The study concluded that many Kenyan manufacturing firms participate in CSR activities, but that this has little impact on the financial performance of manufacturing firms. An important recommendation of this study is that the manufacturers of the Kenya Manufacturers Association engage in CSR activities, particularly to increase the customer base as a small and medium-sized manufacturer. This study suggests further studies by small and medium-sized enterprises on the impact of corporate social responsibility on the financial performance of Kenyan manufacturing firms (Mungai, 2015). In another study, Osino (2013) investigated the relationship between corporate social responsibility in Kenya and the financial performance of SMEs. This study aimed to overcome the weaknesses of previous studies and to provide a better understanding of these problems by examining the relationship between these variables from the point of view of Kenyan SMEs. The study included the top 100 SMEs active in Kenya in 2012, surveys used to collect data on corporate social responsibility and corporate financial statements to collect data on financial performance variables. Consists of. Asset returns are used to measure a company's financial performance using regression analysis and are applied to the analysis of financial variable data. The study also found that there was a positive and significant correlation between net income and other variables in the study, such as asset returns and income used in poverty alleviation programs. It also means that there is a positive relationship between net income, CSR, financial performance and growth in total assets. The results also show



a significant correlation between the return on assets and CSR and growth in net income (Osino, 2013).

### **2.8.3 Investment on Legal Responsibilities**

Corporate responsibility is a requirement imposed by law. To ensure the profitability of your business, it is wise to specify that you comply with all applicable laws in your daily business. It is a very important responsibility. The law is an important starting point for any business and most large companies also have their own statement of corporate principles defining the values and basic standards of good corporate citizenship. According to the theory of corporate social responsibility (Elkington, 2002, Harrison and Wicks, 2013). Legal responsibility can range from securities regulation to labor law, environmental law and even criminal law (Lambooy, 2014). Thus, in the context of CSR, a variety of private self-regulatory instruments have been created that relate to social or environmental aspects of economic activity, such as codes of conduct and private labels. Some are unilaterally adopted by multinationals. Others have been developed in collaboration with NGOs or international organizations. Where these products, when mentioned in employment contracts, have become an integral part of supply chain contracts and often have legal effect in labor law and private law. Similarly, research is underway to determine the economic benefits of these efforts for banks. Simon (2014) conducted a survey on the impact of corporate social responsibility on the financial performance of Kenya's 100 largest SMEs. This is especially evident in large companies that use it as a business positioning tool and continue to reap high profits from CSR's positive market perception. While CSR is likely to have a positive impact on financial performance, those who do not believe that CSR implies the implementation of a series of potentially costly

actions. Although research on the impact of CSR on financial performance is intensive, the results of the survey are contradictory, focusing on large firms and excluding SMEs. In this study, the impact of CSR on the financial performance of small and medium-sized Kenyan firms is measured by the financial performance of SMEs with the highest financial performance, followed by asset returns. I tried to determine using the lowest trade and manufacturing. The study recommends increasing investments in CSR to increase the profitability of small businesses (Simon, 2014).

Ngari (2016) also conducted a study on the impact of corporate social responsibility on the financial performance of Kenyan commercial banks. His research has placed greater emphasis on the sustainability aspects of these companies and their impact on the environment, as consumers and governments seek profit and corporate social responsibility. He argued that this was a visible and central element of society. As a result, this study aimed to establish the impact of CSR activities on the financial performance of 39 Kenyan commercial banks, with a focus on CSR activities in the areas of education, health, and social services. environment. This study used a transversal descriptive study plan. This study used only secondary data for the five years 2011 to 2015, taken from the official financial statements of the 39 banks. The data collected was analyzed using the Social Science Statistics Package (SPSS) version 24, using descriptive statistics and speculative statistics, and presented in tabular form. This study shows a significant positive relationship between CSR activities in education and financial performance, a slight negative relationship between CSR activities in the health field and the performance in terms of finances, CSR activities in environment and financial performance in banks. A non-significant but positive performance relationship was observed. It was concluded that

CSR activities had a financial impact on the performance of banks. The study recommends that bank managers allocate more resources to the various activities of CRS (Ngari, 2016), as CSR activities have a significant impact on banks' financial performance.

#### **2.8.4 Investment on Economic Responsibilities**

The first responsibility of the company is financial responsibility. In other words, it means that companies must be primarily interested in making a profit. This is due to the simple fact that if a company does not make money, it will not last long, employees lose their jobs and cannot even think about fulfilling their social responsibility. Before thinking that a business is a good corporate citizen, you must first be able to make a profit. Economic responsibility is tied to the shareholder perspective of making more profits to maximize profits for shareholder wealth. Epstein and Buhovac (2014) argued that the creation of a profit was ultimately the responsibility of a single good manager of corporate citizenship rankings. Therefore, the main objective of a company is to maximize the wealth of the shareholder by making sufficient profits. This allows companies to meet the needs of other stakeholders. Companies must first make profits to comply with all laws and finally be charitable so that social responsibility is not created without a solid profit base, often left to the discretion of management. Activities need to be carried out (Khan, Muttakin and Siddiqui, 2013). A survey conducted by Nyakundi (2009) on corporate social responsibility and its impact on poverty reduction (an example of Safaricom's CSR program in Mukuru Slum) aimed to establish a level of knowledge and attitude regarding Safaricom's CSR activities. Identify the source of information between the target groups. Determine the level of community involvement in CSR and establish a relationship between CSR activities and increasing household income. The interested population consisted of residents of

Mukulslam, beneficiaries of Safaricom's CSR activities. The sample size consisted of 100 members of a charity targeting CSR. The sample was obtained from the frame obtained from the Mukulslam development project. The data was collected using a structured questionnaire. As a result, radio, television, and newspapers were the most relevant sources of CSR information for slum dwellers. The use of the website was the least favorite channel for the poor. Coincidentally, it has been established that the majority of slum dwellers own a radio, a television and a mobile phone. Respondents had access to the communication channel used by Safaricom. Safaricom conducted a CSR in Mukuru, but the beneficiaries were not involved in identifying the interventions that led to low participation. Communication of CSR activities has made a minor contribution to improving the education of children and the safety of targeted beneficiaries. CSR activities did not help to reduce respondents' medical expenses. Moreover, there was no relationship between CSR communication and the reduction of rents, water, and medical expenses. The study concluded that communication of Safaricom's CSR activities did not contribute to reducing poverty in Mukulslam. It was concluded that this would not have a direct impact on Safaricom's performance, but the company benefits because of the attractiveness of the CSR it has acquired. Nzovah (2012) also investigated the factors that influence the practice of corporate social responsibility by Standard Chartered Bank in Kenya. This survey indicates that the adoption of Corporate Social Responsibility (CSR) has increased significantly in recent years. This growth indicates that CSR is proliferating in board agendas in many departments. Therefore, modern businesses need to give a more complete business sense to ensure feasibility.

Prove you understand. In the context of international organizations operating in various host countries, the purpose of this study was to determine the factors that affect Standard Chartered Bank Kenya's CSR practices.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The aim of the study is to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. To achieve these objectives, effectively, the researcher took several steps that formed the research methodology. This chapter presents a detailed description of the various steps taken by the researcher during the course of the study. Where necessary, the reason or reasons why such steps were taken were provided by the researcher.

The research method is how the researcher intends to execute the research under study. It involves the tactics and processes needed to enhance the completion of an empirical study. There has been a long history of the emergence of the quantitative and qualitative research methodology in social science. Already there have been some research models or paradigms in place. These paradigms are the quantitative and qualitative approach. To some scholars, these models are recognized as an institutionalized world view with concrete, assumptions, arguments, and propositions universally accepted (Morgan, 2007). It is worth mentioning that prior to the 1970s, the positivist school of thought was ruling as a hegemonic in the paradigm of knowledge. The supporters of the positivism school had crescendo that the positivist paradigm of quantitative research was adjudged the best mode of academic research (Howe, 1992). Shortly the period, the 1980s saw the rise to prominence of constructivism school with its qualitative research. The period has been described as the hay days for qualitative research paradigm (Denzin and Lincoln, 2005). Qualitative research is defined by Shank (2002) as “a form of systematic empirical inquiry

into meaning”. In the opinion of Ospina (2004), the word empirical used in this definition means that the qualitative study is underpinned on the cosmic acceptable approach of conducting research.

On the other hand, inquiry can be explained as the processes in which researchers position their minds to understand people from the position of those persons outside their research work. To add to the definition by Shank (2002) is that in qualitative research approach “researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them.” Mustafa (2010) defined qualitative research to mean a type of research that is “concerned with phenomena relating or involving kind/quality.” He categorized qualitative research to include the following; ethnography, case study research, and grounded theory research.

Osuala (2007) however has leveled some criticisms on the use of the qualitative methodology in research. The qualitative research is time-consuming as regards the time needed by the researcher to collect and analyze data. In the view of Osuala, there is a critical need for the researcher to spend a considerable amount of time in the research setting in order to examine, holistically and aggregately, the interactions, reactions, and activities of the subject.” Quantitative research method, on the other hand, is defined by Mustafa (2010) as the research that is based on the measurement of quantities. In the view of Biggam (2008) quantitative research “refers to research that is concerned with quantities and measurements.” Tewksbury, (2009) defines quantitative methods as “the amount or quantity of whatever it is that is being studied. In the same vein, Creswell, (2009) defines quantitative research as “involving the processes of collecting, analyzing, interpreting, and writing the results, of a study.” The quantitative research method is categorized by Babbie

(1990) and Keppel (1991) into two strategic groups; survey and experimental research strategies. The survey explains with numeric the pattern, behavior and the views of a population by means of aggregating a sampling size of the population. The study used a mixed methodology to find answers to research questions. The comparative research method was used for this study. The comparative research method as explained by Creswell (2017), examines a phenomenon in two or more environments with the objective of comparing and contrasting the differences in its manifestations. The basis for the choice of this research design is due to the fact that the research topic sought to examine a specific phenomenon in four communities in order to compare and contrast the manifestations of the CSR concept in the different environments (Creswell, 2017).

### **3.2 RESEARCH DESIGN**

A mixed method design was effectively used for this research. Bryman (2017), explained the sequential exploratory mixed method as the collection of qualitative data for analysis and, subsequently, generates topics that, in turn, are used to derive the development of a quantitative instrument for further exploration of the research problem. The study focused on assessing the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. Five communities in the Osudoku District has benefited from CSR projects of Golden Exotics Limited, which this study intends to investigate how these projects have facilitated development in the district.



### **3.3 STUDY POPULATION**

The population of a research refers to the total number of elements (people, animals, objects or events) that could provide the kind of information needed by a researcher in order to answer research questions.

Taking the above into consideration, it could be deduced that the population of this study comprises the key stakeholders in the formulation and implementation of CRS projects as well as beneficiaries of these projects. The study targets opinion leaders in all five communities including Osuwem, Kasunya, Asutuare, Atrobinya, and Volvo which have benefited from CRS projects of Golden Exotics Limited. Apart from them, the project staff of the corporate social responsibility department will be included to explore the challenges in the implementation of CSR project. Therefore, the population of this study is made up of the opinion leaders in the communities and the staff of Golden Exotics Limited.

### **3.4 SAMPLE SIZE**

Researchers are usually unable to collect data from the entire members of their population (Marczyk, DeMatteo and Festinger, 2017; Yin, 2017; Chow, Shao Wang, and Lokhnygina, 2018). This is usually the case because, the members of the population are either too many for data to be collected from all of them, or they are spread out on a very wide geographical area where the researcher could not have access to all of them during the time period available for the study (Etikan, Musaand Alkassim, 2016; Creswell and Creswell, 2017; Ary, Jacobs, Irvine and Walker, 2018; Nardi, 2018; Chow, Shao Wang, and Lokhnygina, 2018). The study sampled 76 opinion leaders from the five selected communities in the District.

### **3.5 SAMPLING TECHNIQUE**

Due to the fact that the sample is meant to be a representation of the entire population, researchers usually adopt a specific method in selecting the members of the sample (Moradi, Enkavi and Tajkhorshid, 2015; Castillo, Dorman, Gaunt and Hardcastle, 2016; Marczyk, DeMatteo and Festinger, 2017). The method adopted by a researcher in selecting the sample of a study is known as the sampling technique (Castillo, Dorman, Gaunt and Hardcastle, 2016; Marczyk, DeMatteo and Festinger, 2017; Ghoshdastidar and Dukkupati, 2018). The sampling techniques used in selecting the members of the population, in many ways, influences the credibility of the final findings of a study (Marczyk, DeMatteo and Festinger, 2017; Ghoshdastidar and Dukkupati, 2018).

There are several sampling techniques adopted by researchers, usually based on the research design and the objectives of the study (Moradi, Enkavi and Tajkhorshid, 2015; Castillo, Dorman, Gaunt and Hardcastle, 2016; Marczyk, DeMatteo and Festinger, 2017). However, as a rule of thumb, it is usually expected that researchers adopt a quantitative sampling technique when a quantitative research design was adopted; and adopt a qualitative sampling method when a qualitative research design was adopted (Moradi, Enkavi and Tajkhorshid, 2015; Castillo, Dorman, Gaunt and Hardcastle, 2016; Marczyk, DeMatteo and Festinger, 2017).

However, such considerations and rules of thumb are discarded when the entire population of a study also forms the sample, as is the case with this study. In that case, the researcher adopts what is known as the census (Moradi, Enkavi and Tajkhorshid, 2015; Marczyk, DeMatteo and Festinger, 2017; McCarthy, Whittaker, Boyle and Eyal, 2017). Census refers to a situation where the researcher selects the entire population of the study to form the

sample (Moradi, Enkavi and Tajkhorshid, 2015; Marczyk, DeMatteo and Festinger, 2017; Veal, 2017). Therefore, this study adopted a census.

### **3.6 DATA COLLECTION INSTRUMENTS**

The main data collection instruments used were focus group discussions, structured interviews and questionnaires to collect primary data from the opinion leaders and Golden Exotics Limited staff who were included in the study. The groups participated in a focus group discussion and questionnaire, and structured interviews were used to collect data from individual respondents. The focus group discussion addressed the sub-themes of how Golden Exotics Limited responds to the needs of the communities and the barriers to effective implementation of CSR projects in the Shai Osudoku District. The questionnaire is composed of three (3) main sections; section one is on the respondent's demographic information, section two on corporate social responsibility and the third section on community development.

### **3.7 DATA COLLECTION PROCEDURE**

In an attempt to collect information from the respondents (sample members), researchers usually adopt certain ways or means (Marczyk, DeMatteo and Festinger, 2017; McCarthy, Whittaker, Boyle and Eyal, 2017; Veal; 2017). The means through which a researcher collects data from the members of the population is known as the data collection instrument (Marczyk, DeMatteo and Festinger, 2017; McCarthy, Whittaker, Boyle and Eyal, 2017; Veal; 2017). There are a number of data collection instruments available to researchers, but as a qualitative study, this study adopted the interview schedule.

In order to obtain primary data, personal interviews will be used. The researcher, with written questions to the respondents, will use the structured interview. In this context, structured interview protocols require specific objective questions in orderly order. In addition, the questions are well structured; designed and organized according to the purpose of the study. This process will encourage the participants to respond to the questions as accurately as possible. In order not to disrupt the normal schedule of the respondents or be unable to administer the survey instrument due to the absence of the sample members, the researcher will initially make contacts with the various community leaders to book an appointment with the sample members. This will ensure that the researcher had access to as many of the sample members as possible. Despite this arrangement, the researcher would also conduct the interview with the respondents through a phone interview.

### **3.8 DATA PROCESSING AND ANALYSES**

This comprises of the collection, computing, modeling and analyzing of data with the purpose of unearthing the required information for making inferences, suggesting conclusions and supporting decision-making.

#### **3.8.1 Coding and Data Entry**

A coding sheet was developed and numerical codes were assigned to all the data of each questionnaire that were non-numerical. As new answers from successive questionnaires arose, the coding sheet was updated with the new codes that were generated during the coding process.

The data were encoded in each of the questionnaires and the codes were then entered into the SPSS software for analysis after the variables in the questionnaires were used to develop themes. Also, the questionnaires were randomly selected through systematic sampling for cross-checking of data after the information was entered in the SPSS software to delineate distortions and ensure data authenticity. The errors detected through the systematic random sampling process were less than the probability value ( $p = 0.05$ ) of the total data entered in the SPSS software that was corrected to safeguard reliable data modeled for the analysis.

### **3.8.2 Data Analysis**

Since this study adopted a mixed approach, the data collected was in both qualitative and quantitative form. This implied that mixed data analysis procedures have to be employed. Thus, the data collected was analyzed using different statistical procedures. The specific data analysis method employed at each stage of the data analysis process was described in detail as and when they were used in the data analysis process. They can therefore be found in the next chapter.

The data analysis was done mainly with the software known as statistical package for social sciences (SPSS) version 23, a data analysis software meant for the analysis of quantitative data. It was chosen for the data analysis due to its functionality and ease of use. Microsoft Excel was also used extensively, but mainly for drawing charts and graphs.

## **3.9 ETHICAL CONSIDERATIONS**

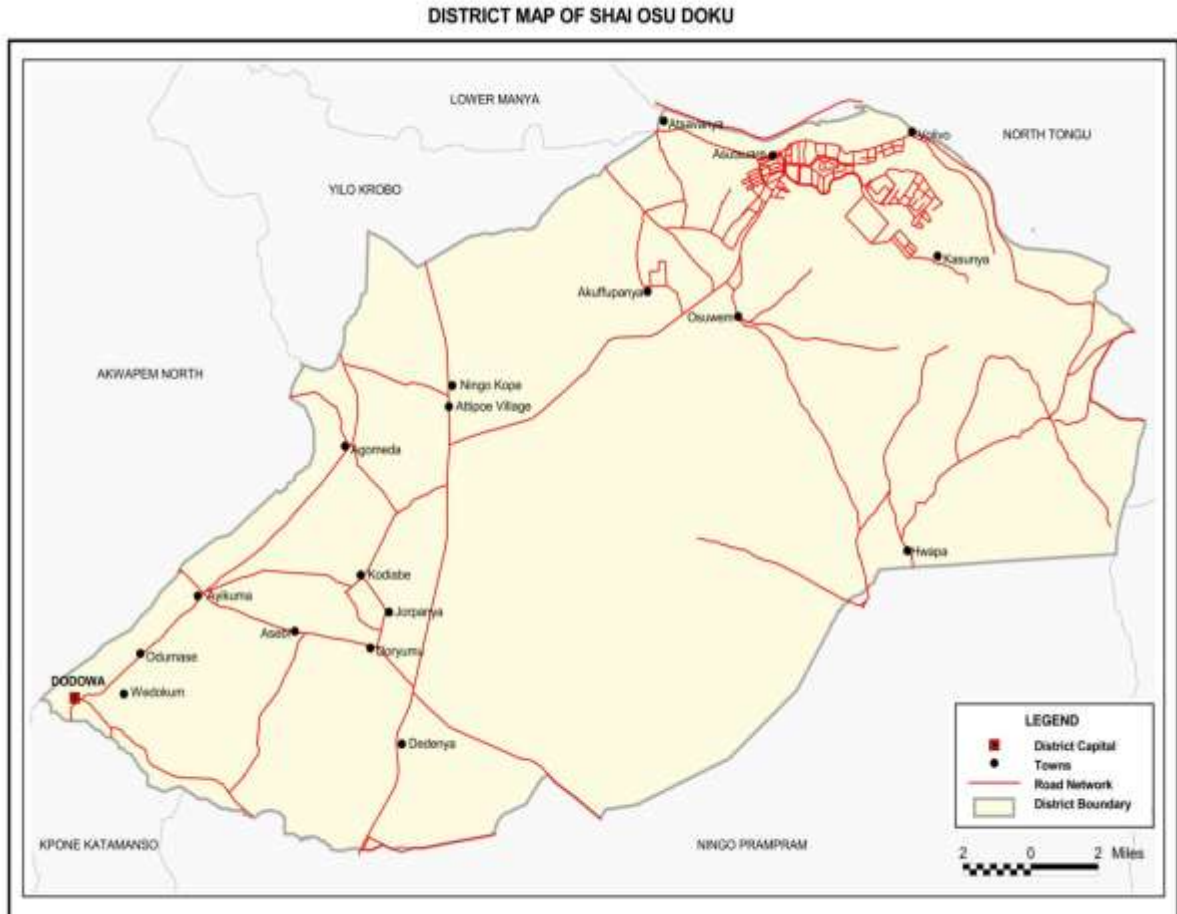
During this study, two important ethical considerations were employed. First, the researcher took steps to ensure the anonymity of those who provide information during the

data collection process. This was in line with one of the most important ethical principles of academic research, which underlines the need to protect the identity of those who provided information during the data collection phase. This generally ensures that there is no form of harm, harassment, intimidation or otherwise due to their decision to participate in the data collection process.

Second, the researcher will recognize, to the extent possible, the work of other researchers who have been consulted in this study. The reporting unit provide a complete list of all previous work reported in this study.

### **3.10 RESEARCH SETTING**

The Shai-Osudoku District is situated in the South-Eastern part of Ghana in the Greater Accra Region. In all, the district occupies a total land area of about 968.361 square km. The district has Dodowa as its capital. Based on LI 2137, Dangme West District was split into two in June 2012 to have Ningo Prampram District and Shai-Osudoku District. It shares boundaries with the North Tongu District to the North-East, Yilo and Lower Manya Districts to the North-West, Akwapim North District to the West, Kpone Kantamanso District to the South-West, Ningo Prampram District to the South and the Ada West District to the East. The Volta River washes the North-Eastern portions of the district.



**Figure 3.1: A Map of Shai-Osudoku District**

**Source: Shai-Osudoku District Assembly Office (2019)**

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 INTRODUCTION**

This chapter presents the empirical results of the study and the discussion of the findings from the field. First, it describes the demographic characteristics of the respondents of Kewum Atrobinya, Volivo, Asutsuare, Kasunya and Osuwem. The chapter goes on to look at the presentation and discussion of the data on the specific objectives. The findings are based on what the researcher collected through structured interviews with staff of Golden Exotics Limited and closed questions with the Opinion Leaders from the various communities that were sampled from the Shai Osudoku District in the Greater Accra Region, Ghana. The data collected were coded and analyzed with respect to the objectives that drove this study. The data analysis was done mainly with the software known as statistical package for social sciences (SPSS) version 23, a data analysis software meant for the analysis of quantitative data. It was chosen for the data analysis due to its functionality and ease of use. Microsoft Excel was also used extensively, but mainly for drawing charts and graphs.

Therefore, it has been divided into themes and sub-themes to fit the objectives of the research.



#### 4.2 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

A total of 76 respondents, including Assemblymen, Unit Committee Members, Church Leaders, Head Teachers, PTA Chairpersons, and other Opinion Leaders were included in the study; 16 from Kewum Atrobinya, 15 from Volivo, 12 from Asutuare, 17 from Kasunya and 16 from Osuwem.

**Table 4.1: Distribution of Respondents**

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	58	76.3
Female	18	23.7
<b>Total</b>	<b>76</b>	<b>100</b>
<b>Age Range</b>		
18-25 years	2	2.6
26-30 years	2	2.6
31-35 years	10	13.2
36-40 years	16	21.1
41-50 years	46	60.5
<b>Total</b>	<b>76</b>	<b>100</b>
<b>Marital Status</b>		
Single	6	7.9
Married	70	92.1
Widowed	0	0.0
<b>Total</b>	<b>76</b>	<b>100</b>
<b>Educational Background</b>		
Illiterate	24	31.6
Basic	16	21.1
Secondary/Technical	26	34.2
Tertiary	10	13.2
<b>Total</b>	<b>76</b>	<b>100</b>
<b>Years of stay in the community</b>		
Below 5 years	10	13.2
5-10	14	18.4
Above 10 years	52	68.4
<b>Total</b>	<b>76</b>	<b>100</b>

Source: Field Data (2019)

From the result of table 4.1, 58 out of the 76 respondents were men which represented 76.3% and 18 women which represented 23.7%. This simply implies that there are more men involved in community leadership. Traditionally, community affairs and administration has been the domain of men. This is evident from the gender imbalance of leaders and office bearers across community, local council, and associations. Women have not been active in local politics and are relatively inactive in public processes due to institutional, socio-economic and cultural constraints. However, times are changing. There is now an acceptance that women can and do play a vital role in community affairs, particularly in contributing to the achievements of community security, development, and progress (Hassan, 2008).

The respondents fell within the age ranges of 18-25 years, 26-30, 31-40 and 41-50 years, representing 2.6%, 2.6%, 13.2%, 21.1% and 60.5% respectively. Deducing from this data, the majority of the respondents were within the age range of 41-50 years, while the minority of respondents fell within the age range of 40 years or more. The age distribution denotes that, the respondents under the study were youth. The results contradict the findings of Hassan (2008) who opined that there is a difficulty in getting younger people to participate and to take over the leadership role. And that the younger sets of residents are not so keen to take over due to other priority such as work and childcare. They are not comfortable in giving full commitment to social work and prefer to participate in meetings or activities when they have the time.

Table 4.1 further illustrates that 70 representing 92.1% of respondents were married, followed by

6 respondents forming 7.9% who were single and none of the respondents was recorded to be widowed or widower. Table 4.1 shows that majority of the respondents only attained a basic and secondary school education. From the results out of 76 respondents, 16 people indicating 21.1% attained basic education and 26 respondents representing 34.2% received secondary/technical education. Only 10 respondents had attained tertiary education while 24 respondents representing 31.6% had no educational background or formal education. Observing the educational level among respondents, it can be concluded that, opinion leaders were largely literates.

More analysis on the number of years participants have been staying in the various communities in table 4.1, shows that 10 respondents indicating 13.2% have been staying in the various communities for just below 5 years, 14 respondents have been staying in the various communities for 5-10 years while the remaining majority 68.4% have been staying in the various communities for more than 10 years. This indicates that the study sampled respondents who have been staying in various communities for many years and could provide credible information to examine the impact of Golden Exotics Limited CSR activities in the communities.

The occupational profile of the various communities was dominantly farming activities. Majority of the residents are largely depending on subsistent farming and trading for their livelihood. It can be said that residents are in need of livelihood support in one way or the other to extend their businesses to improve on the living standard of their families. The level of poverty is very prominent among farmers and most farming communities in Ghana (Molini and Paci, 2015) and availability of capital is required in such areas to help these

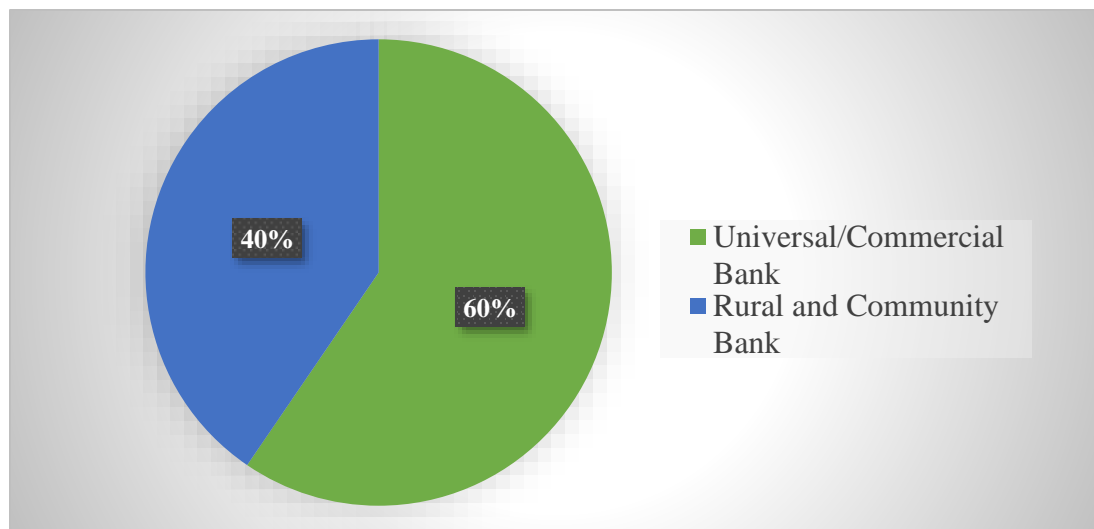
small-scale farmers and traders in acquiring needed capital for working and scaling up in their subsistence farming and other businesses (Dixon, Gibbon, Gulliver and Hall, 2001).

### **4.3 CORPORATE SOCIAL RESPONSIBILITIES OF GOLDEN EXOTICS LIMITED**

This section deals with the respondent's knowledge of Golden Exotics Limited with the Shai Osudoku District and its Corporate Social Responsibility initiative in the various communities.

#### **4.3.1 Awareness of Golden Exotics Limited**

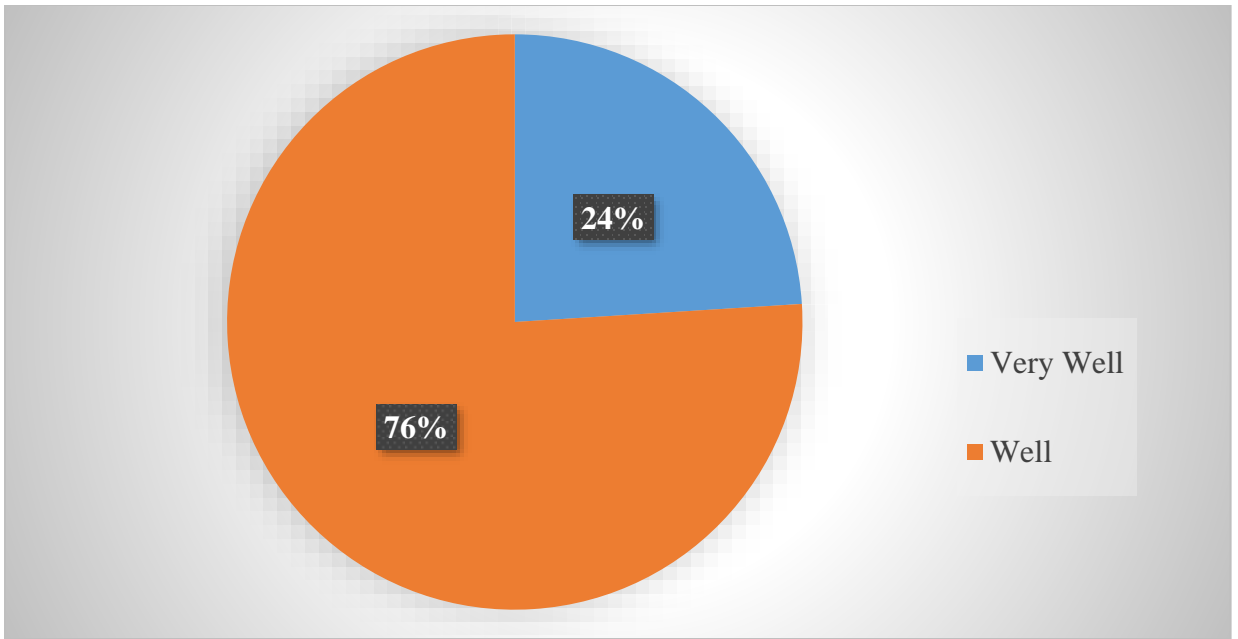
The study sought to examine the level of awareness of Golden Exotics Limited within the Shai Osudoku District. The results as presented in Figure 4.1 shows that all the respondents affirmed they are aware of Golden Exotics Limited as Banana Plantation and Processing Company within the District. The results produced evidence that Golden Exotics Limited is well known among the people of Shai Osudoku District.



**Figure 4.1: Awareness of Golden Exotics Limited**

### **4.3.2 Perception of Golden Exotics Limited's Relation with the Communities**

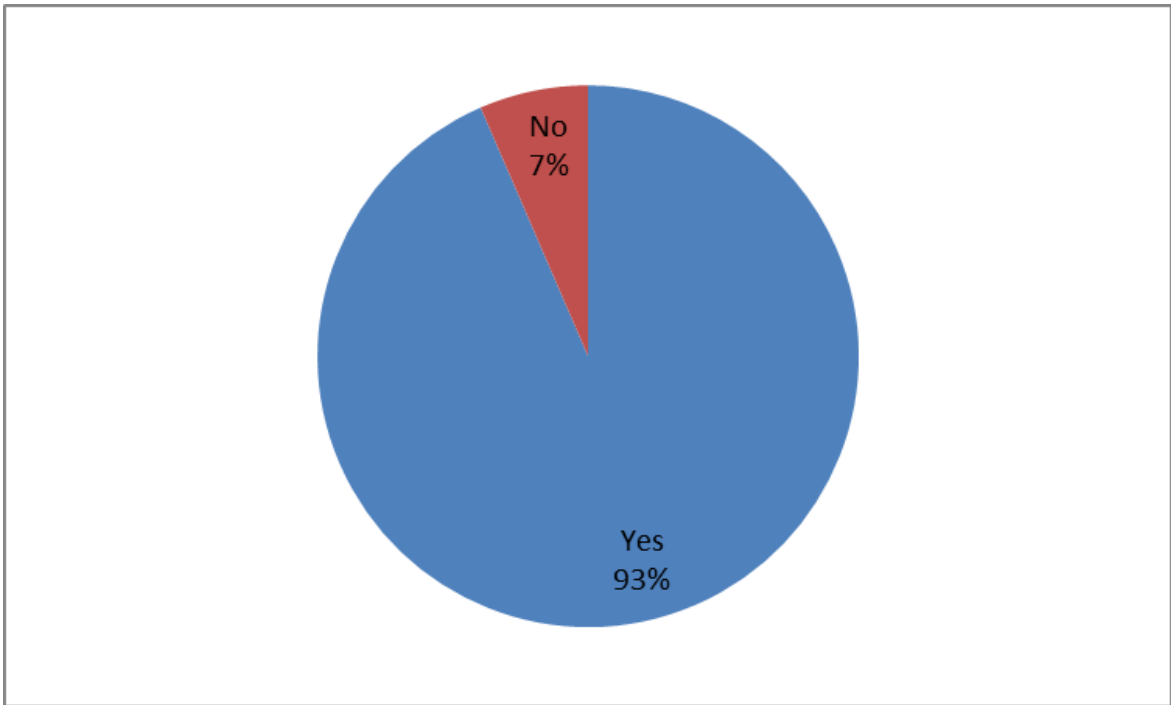
The study sought to examine the respondent's perception of Golden Exotics Limited relationship with the communities within the Shai Osudoku District. The results as presented in Figure 4.2 shows that majority (76%) of the respondents indicated that Golden Exotics Limited has been relating to communities in the District very well while the remaining 24% also indicated that Golden Exotics Limited has been relating to communities in the District well. The results produced evidence that Golden Exotics Limited has a well-established relationship with communities in the Shai Osudoku District. These findings further explain the commitment of the company in carrying out its CSR in order to improve the standard of living of the community (Asumah, 2015). As depicted by Asumah (2015) as cited in Holme and Watts (2000), CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society.



**Figure 4.2: Golden Exotics Limited Relation with the Communities**

#### **4.3.3 Knowledge of Corporate Social Responsibility**

The study sought to know if respondents had knowledge of Corporate Social Responsibility. Figure 4.3 below revealed that majority of the respondents had some level of knowledge of Corporate Social Responsibility. The results as presented shows that 93% of the respondents who participated in the study indicated that they had knowledge about Corporate Social Responsibility while the remaining 7% indicated otherwise that they do not have any knowledge of Corporate Social Responsibility. The result is conclusive that the study included individuals with sufficient knowledge about the subject under inquiry. The result is consistent with that of Agyemang (2015) who revealed high knowledge Corporate Social Responsibility among Telco Users.

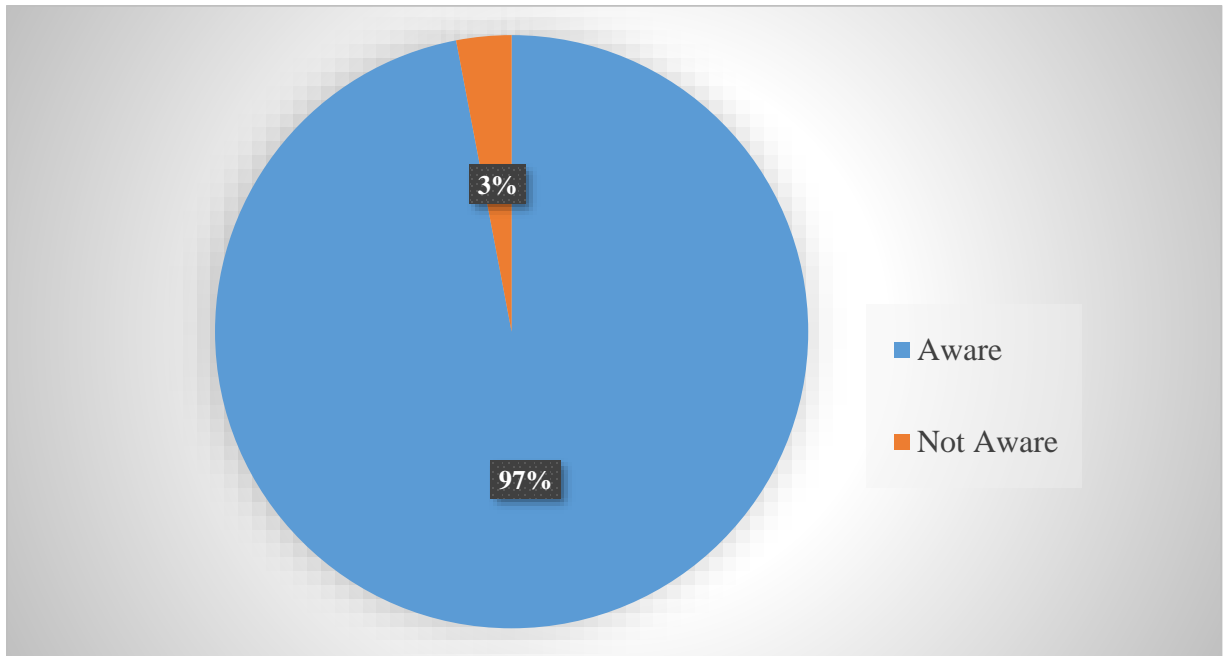


**Figure 4.3 Knowledge of Corporate Social Responsibility**

#### **4.3.4 Awareness of Golden Exotics Limited’s Corporate Social Responsibility**

The study inquired whether respondents were aware that Golden Exotics Limited undertakes corporate social responsibility to help their communities. The figure 4.4 below revealed that majority the respondents indicated they were aware of Corporate Social Responsibility undertaken by Golden Exotics Limited to help communities in the Shai Osudoku. The results as presented shows that 97% of the respondents who participated in the study indicated that they were aware of Corporate Social Responsibility undertaken by Golden Exotics Limited while the remaining 3% indicated otherwise that they were not aware of any Corporate Social Responsibility undertaken by Golden Exotics Limited to help communities in the Shai Osudoku District. The result is conclusive that the respondents were highly aware of CSR activities of Golden Exotics Limited to help communities in the Shai Osudoku District. The result confirms the earlier assertion of

(Mandhachitara and Poolthong, 2011; Wajdi et al, 2007), that majority of subscribers of Telecommunication companies were aware they provide CSR services to deprived communities and vulnerable people in society.



**Figure 4.4 Awareness of Golden Exotics Limited's Corporate Social Responsibility**

#### **4.4 CSR INITIATIVES OF GOLDEN EXOTICS LIMITED**

The study envisaged identifying Golden Exotics Limited CSR initiative with the communities in which it operates. A more detailed study on the corporate social responsibility of Golden Exotics Limited is presented in Table 4.2. Twelve (12) items measuring corporate social responsibility of Golden Exotics Limited were captured in this study. All the variables were measured using a 5-point Likert scale (1=strongly disagree to 5=strongly agree). The average mean for all the Twelve (12) items was 2.58. From the table (Table 4.2), it was noted that the company mostly carried out 4 out of 12 CSR activities. These included, Golden Exotics Limited is the major source of employment to majority of the citizens in your community (M = 4.50; SD = 0.503), Golden Exotics



Limited donates learning materials such books to schools in the community (M = 4.61; SD = .675), Golden Exotics Limited provides material assistance for the construction of new schools and renovation of old school blocks (M = 3.84; SD = 1.826) and The company is concerned with environmental issues in the community (M = 4.58; SD = 1.023).

**Table 4.2 CSR Initiatives of Golden Exotics Limited**

<b>CSR Initiatives</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>
Golden Exotics Limited is the main source of employment to the majority of the citizens in your community	4.50	.503	3 <sup>rd</sup>
Golden Exotics Limited donates learning materials such books to schools in the community	4.61	.675	1 <sup>st</sup>
Golden Exotics Limited provides schools with computers and accessories to promote computer literacy in the community	1.07	.356	12 <sup>th</sup>
Golden Exotics Limited provides material assistance for the construction of new schools and renovation of old school blocks	3.84	1.826	4 <sup>th</sup>
The Golden Exotics Limited has built accommodation facility for teachers in the community	2.05	1.773	6 <sup>th</sup>
Golden Exotics Limited provide scholarship to students in the community	2.66	1.717	5 <sup>th</sup>

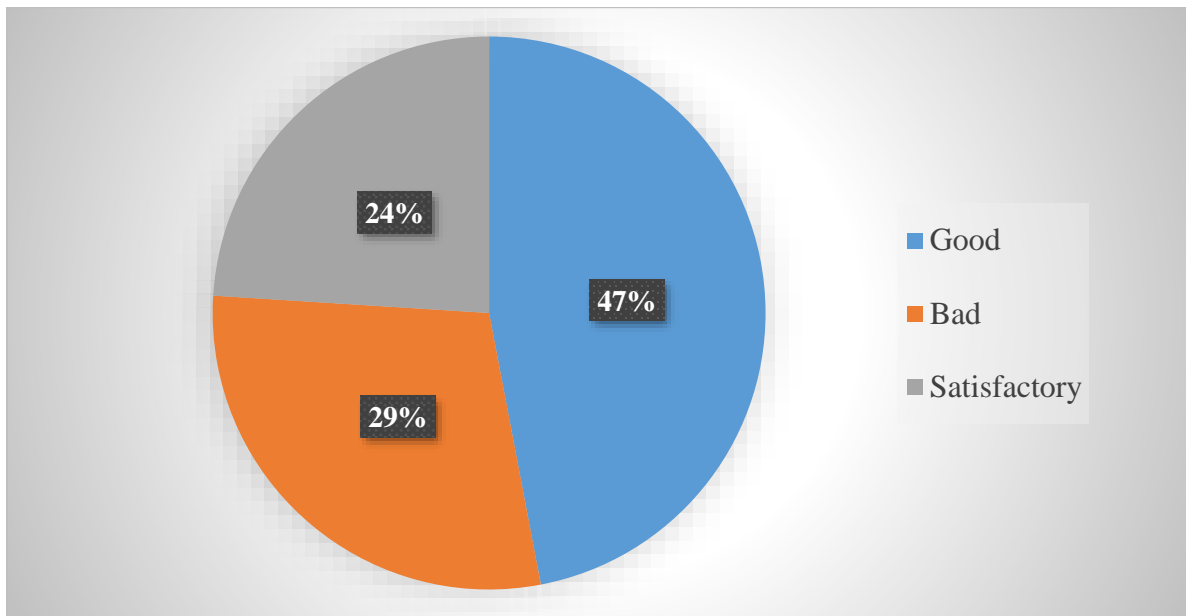
Golden Exotics Limited has built healthcare facilities in the community to promote healthcare delivery	1.75	1.504	9 <sup>th</sup>
The company provide medical services to the community	1.13	.525	10 <sup>th</sup>
The company is concerned with environmental issues in the community	4.58	1.023	2 <sup>nd</sup>
Golden Exotics Limited provides good drinking water to the community	1.92	1.590	7 <sup>th</sup>
Golden Exotics Limited undertakes cleaning exercise in the community	1.08	356	11 <sup>th</sup>
Golden Exotics Limited has sponsored youth development programs in the community	1.76	1.355	8 <sup>th</sup>

**Source: Field Data, 2019**

#### **4.5 COMMUNITY DEVELOPMENT**

The study sought to examine the current state of development in communities in the Shai Osudoku District. Figure 4.5 below shows the perception of the respondents on the state of community development. 24% of the respondents indicated that the state of the community was satisfactory, whereas 29% indicated that it was bad. There were 47% of the respondents who posited that the state of community development was good. The study further went on to examine if infrastructure provided by Golden Exotics Limited provided the needed development in communities in the Shai Osudoku District. The results revealed that the perception of the respondents on whether the infrastructure provided by Golden

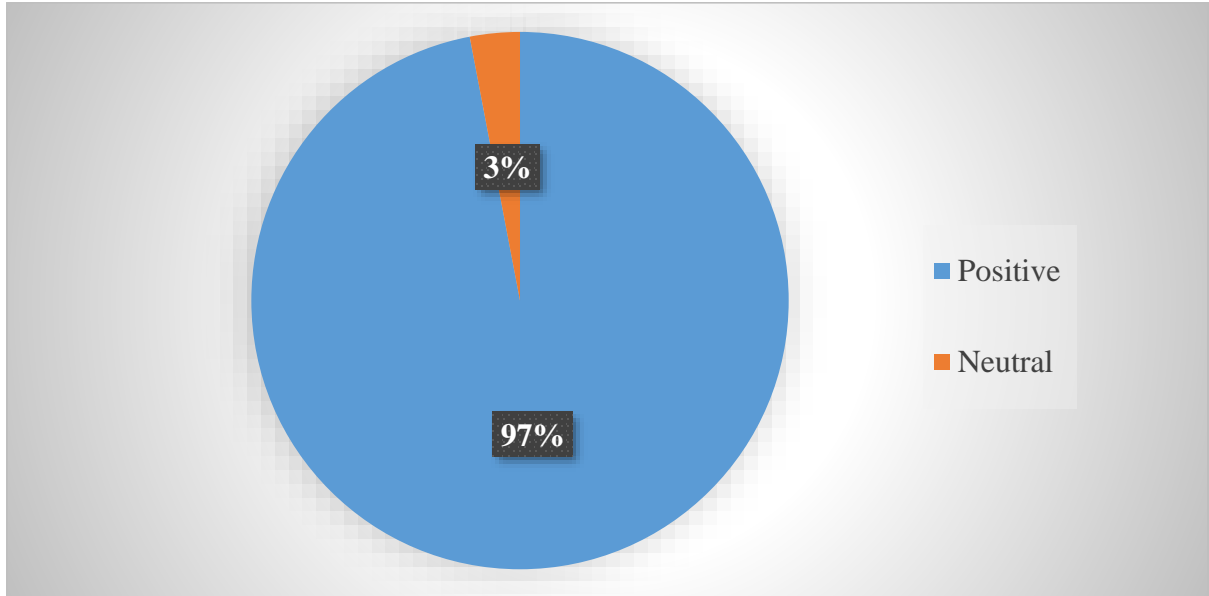
Exotics Limited revealed that infrastructure provided by Golden Exotics Limited provided the needed development in communities in the Shai Osudoku District.



**Figure 4.5: Community Development**

#### **4.6 IMPACT OF CSR ON COMMUNITY DEVELOPMENT**

An assessment of the state of community development also revealed that majority of the study participants (97%) stated that the corporate social responsibilities of Golden Exotics Limited has a positive impact on the community, whilst only 3% indicated otherwise as shown in Figure 4.6 below. A similar study conducted by Asumah (2015) indicated that CSR activities of Ashanti Gold Mines have a positive impact on the community. However, an earlier study conducted by Mensah (2009) in the same community indicated a contradictory result. Apronti (2017) also indicated that CSR as a greenwashing mechanism held that current CSR initiatives cannot contribute to long-term community development but more important is corporation's compliance to the rules and regulations that govern the industry.



**Figure 4.6 Impact of CSR on Community Development**

#### **4.7 SUMMARY OF QUALITATIVE INTERVIEW WITH GOLDEN EXOTICS**

##### **LIMITED STAFF**

As part of the study, the research intended to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. Specifically, to identify the effects of CSR in the Shai Osudoku District, determine how Golden Exotics Limited responds to the needs of the community and to identify the barriers to effective implementation of CSR projects in the Shai Osudoku District. In the effort to achieve this objective, an in-depth interview was conducted with four (4) staff of the Golden Exotics Limited who were directly involved in CSR activities of the company. All the staff affirmed that Golden Exotics Limited been involved in several projects/programs in the communities over the past 10 years in Shai Osudoku District.

The table below provides a summary of few of CSR activities of the company over the past 10 years in Shai Osudoku District.

**Table 4.3 CSR Activities of Golden Exotics Limited**

<b>Projects</b>	<b>Community</b>
Construction of Basic School Classroom Block	Kasunya
Construction of Chief Place	Kasunya
Renovation of Asutsuare Health Centre	Asutsuare
Construction of Osudoku Sec/Tech Science Laboratory	Osudoku
Provision of Potable at Kasunya	Kasunya
Construction of Vocational Training Centre at Osuwem	Osuwem
Supply of reading materials to basic schools	

**Golden Exotics Limited (2019)**



**Figure 4.7: Picture of Osuwem Vocational Training Centre**



**Figure 4.8: Picture of Osudoku Sec/Tech Science Laboratory**



**Figure 4.9: Picture of Kasunya Water Project.**

The study further determined how Golden Exotics Limited responds to the needs of the community. The respondents were asked to indicate how Golden Exotics Limited selects a community for CSR project. A staff of the Golden Exotics Limited testified to the fact that

Golden Exotics Limited selects a community for CSR project through needs assessment and request from the community. The Assistant Manager was of the view that:

*“We select a community for CSR project by need assessment through community consultation and request from the leadership of the communities”*

A Quality Controller of Golden Exotics Limited also indicated that;

*Selection of a community project was done by a needs assessment.*

The interview also inquired how these projects/programs affected the communities in which they were implemented. The discussion revealed several outcomes of the projects in the communities including improved socio-economic livelihood, increased access to potable water, increased access to basic school infrastructure and teaching and learning materials in the schools in the communities and improved healthcare delivery. A Respondent indicated that the projects have;

*“Improved socio-economic livelihood”*

*“Increased access to potable water”*

*“Increased access to basic school infrastructure and teaching and learning materials in the schools in the communities.”*

In as much as the implementation of CSR project of Golden Exotics Limited has a positive outcome on the communities, there are several factors that militate the efforts of the company regarding practicing its corporate social responsibilities to the communities. The discussion revealed that major among the factors that militate the efforts of the company regarding practicing its corporate social responsibilities to the communities were land litigation, inadequate support from the communities and land documentation issues. The design and implementation of corporate social responsibility require a long-term

commitment and vision on the part of managers, which is a major challenge for organizations (Faulkner, 1995). The high percentage of low-income communities in the world prevent communities from adequately supporting CSR firms as they spend most of their profits on other things (Euromonitor, 2006, World Bank, 2007).

Van Marrewijk (2003) also indicated that most corporate social responsibility programs are not specific to the environment and therefore, individual companies need to invest in specific CSR programs. Businesses or organizations generally fail to engage stakeholders in the key social issues that their CSR programs must address. This is not only a challenge for organizations but also hinders the successful implementation of CSR interventions.

In a study conducted by Zsolnai (2002), lack of transparency was one of the major challenges that were identified. This is an expression by the organization that there is a presence of transparency gap on the part of implanting bodies as they tend not to disclose sufficient information regarding their programs, audit issues, impact assessment and utilization of funds.

Asumah (2015) also indicated that another critical challenge has to do with the issue of availability of clear legal guidelines/procedures or policy directives to provide informed guidance to CSR initiatives of organizations. It is imperative that the scale of CSR programs of organizations should be determined by the size of the organization. Precisely, the larger an organization, the higher its CSR initiatives. The implementation of CSR is challenged by the lack of consensus amongst local agencies in relation to CSR projects. Due to the absence of consensus, there is sometimes duplication of intervention.



This results in a competitive spirit between local implementing bodies rather than having collaborative approaches on issues. The implication is that there is a limited capacity of organizations to undertake an impact assessment of their CSR projects (Asumah, 2015).

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

In this chapter, the summary and conclusions of the results are presented in sections, 5.2 and 5.3 respectively while some strategic recommendations are presented in the section 5.4

#### **5.2 SUMMARY OF FINDINGS**

The overall goal of this study was to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. The specific objectives of this study involved identifying the effects of CSR in the Shai Osudoku District, determine how corporate organizations respond to the needs of the community and identify the barriers to effective implementation of CSR projects in the Shai Osudoku District. The researcher was guided by this set of objectives in order to achieve the ultimate goal of this study. These objectives informed the thematic areas for the literature review. Both known and new concepts were reviewed to give further clarity to the study. Next was the methodology which gave directions on how to collect the data and the choice for a particular approach. An exploratory mixed-method design was effectively utilized for this research because of the researcher's quest to unearth all possible root causes of the different manifestation of the CSR concept in the Shai Osudoku District. Both primary and secondary data sources were used to aid in achieving the research objectives. The primary data were collected through the use of structured interviews and questionnaires whereas the secondary data were physically obtained from Golden Exotics Limited. A content analysis was used in analyzing the data. This required that codes, sub-categories, and

categories were generated having in mind the research objectives. Once the above steps were fulfilled, the researcher came out with some findings discussed in the earlier chapter. However, a summary of the key findings has been discussed below.

The results revealed that Golden Exotics Limited is well known among the people of Shai Osudoku District and the Company has a well establish a relationship with communities in the Shai Osudoku District. This finding further explains the commitment of the company in carrying out its CSR in order to improve the standard of living of the community. The study found that the respondents were highly aware of CSR activities of Golden Exotics Limited to help communities in the Shai Osudoku District. The result confirms the earlier assertion of Mandhachitara and Poolthong, 2011; Wajdi et al, 2007.

The main CSR initiatives as revealed by the respondents included source of employment to majority of the citizens in your community ( $M = 4.50$ ;  $SD = 0.503$ ), Golden Exotics Limited donates learning materials such books to schools in the community ( $M = 4.61$ ;  $SD = .675$ ), Golden Exotics Limited provides material assistance for the construction of new schools and renovation of old school blocks ( $M = 3.84$ ;  $SD = 1.826$ ) and The company is concerned with environmental issues in the community ( $M = 4.58$ ;  $SD = 1.023$ ).

The results revealed that the perception of the respondents on whether the infrastructure provided by Golden Exotics Limited provide the needed development in communities in the Shai Osudoku District. Majority of the respondents indicated that infrastructure provided by Golden Exotics Limited provided the needed development in communities in the Shai Osudoku District. An assessment of the state of community development also revealed that the majority of the study participants (97%) stated that the corporate social responsibilities of Golden Exotics Limited have a positive impact on the community.

In determining how corporate organizations respond to the needs of the community. The study found that the Golden Exotics Limited selects a community for CSR project through needs assessment and request from the community.

Again, the study found several effects of CSR in the Shai Osudoku District including improved socio-economic livelihood, increased access to potable water, increased access to basic school infrastructure and teaching and learning materials in the schools in the communities and improved healthcare delivery.

The study also revealed that the major among the factors that militate the efforts of the company regarding practicing its corporate social responsibilities to the communities are land litigation, inadequate support from the communities and documentation issues.

### **5.3 CONCLUSION**

The objective of the study was to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. The study findings respond to a large extent the research questions in this study. It can be deduced from the study that the implementation of CSR by Golden Exotics Limited has a positive impact on the communities.

It has been established from the study that Golden Exotics Limited selects a community for CSR project through needs assessment and request from the communities. The study found that the major barriers to effective implementation of CSR projects in the Shai Osudoku District are land litigation, inadequate support from the communities and land documentation issues.

## **5.4 RECOMMENDATIONS**

Based on the findings, the following recommendations are suggested;

1. Golden Exotics Limited should strengthen their effort in liaising with community authorities to identify areas or opportunities available to them to better the lives of the people through the provision of some social amenities. This will go a long way to improve the general living standards of the people.
2. Golden Exotics Limited should involve the communities in the planning, formulation, implementation, and evaluation of CSR projects. This will eliminate stakeholder conflict that arises in some communities.
3. Governments and local authorities should explore the areas where a certain amount of tax will be used by Golden Exotics Limited to undertake community-based projects such as schools, electricity, clean water, jobs, and income-generating activities. This can be in the form of tax exemptions. This will make Golden Exotics Limited be more responsible in the area of work and contribute significantly to national development.
4. Last but not least, stringent and rigorous efforts at re-forestation and other measures aimed at restoring back degraded lands to its original state after farming activities should be intensified by the Company. These will not only reduce the negative environmental and health impacts on the people but also land would be available particularly to farmers for agricultural purposes.

## **5.5 SUGGESTIONS FOR FUTURE RESEARCH**

The study aimed at exploring the effects of Corporate Social Responsibility Projects. However, the limitations of this study require that the study is conducted within a different

and broader context for further understanding. The following areas have been identified for further investigation:

This research focused on the impact on the community. Other major areas such as the impact on the implementing company must be considered as a research topic for study.

The research was also limited to five communities; therefore, the researcher suggests that further studies should focus on including more communities and also from different regions to throw more light on the effects of Corporate Social Responsibility Projects.

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**APPENDIX I**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**INSTITUTE OF DISTANCE LEARNING**

**MSC. PROJECT MANAGEMENT**



**Opinion Leaders Questionnaire**

Dear Sir/Madam.

This questionnaire is designed to undertake a research on the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. You have been selected to participate in the study because you are an opinion leader in your community. Your contribution towards the completion of this questionnaire will be highly appreciated and the information provided will be used for academic purposes only and shall be treated with the utmost confidentiality it deserves.

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**Section A: Community Profile**

- i. Name of Community.....
- ii. Population of the Community.....
- iii. Major Ethnic Group in the Community.....
- iv. Major occupation in the community.....

**Section B: Background Information of Respondents**

- 1. How old are you?  18-25  26-30  31-35  36-40  41-50
- 2. Gender Status.  M  F
- 3. Marital Status.  Married  Single
- 4. Educational Status. No education  Basic Education  Secondary/ Technical  Tertiary
- 5. Role in the community.....
- 6. For how long have you been staying in your community?  
Below 2 years  2-4 years  5-10 years  11-15 years  16 and above

**Section C: Corporate Social Responsibilities of Golden Exotics Limited**

- 7. Have you heard of Golden Exotics Limited?  Yes  No
- 8. If yes, how did you hear about Golden Exotics Limited?  
.....
- 9. How has Golden Exotics Limited been relating with your community?  
Very well  Well  Not very well  Not well at all
- 10. Please indicate to the extent to which you agree or disagree with the following statements about corporate social responsibilities of Golden Exotics Limited in your community using the scales below.  
1-Strongly Disagree  
2-Disagree  
3-Neutral

4-Agree

5-Strongly Agree.

<b>CSR Initiatives</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Golden Exotics Limited is the main source of employment to majority of the citizens in your community					
Golden Exotics Limited donates learning materials such as books to schools in the community					
Golden Exotics Limited provides schools with computers and accessories to promote computer literacy in the community					
Golden Exotics Limited provides material assistance for the construction of new schools and renovation of old school blocks					
Golden Exotics Limited has built accommodation facility for teachers in the community					
Golden Exotics Limited provides scholarship to students in the community					
Golden Exotics Limited has built healthcare facilities in the community to promote healthcare delivery					

The company provides medical services to the community					
The company is concerned with environmental issues in the community					
Golden Exotics Limited provides good drinking water to the community					
Golden Exotics Limited undertakes cleaning exercise in the community					
Golden Exotics Limited has sponsored youth development programmes in the community					

**Section D: Community Development**

11. What is the state of development in this community?

Good  Bad  Satisfactory  Don't know

12. Do you think infrastructure provided by Golden Exotics Limited provide the needed development in your community?

Yes  No

13. If yes, please indicate the type of infrastructure that provide the needed development in the community

.....

.....

.....

14. Does Corporate Social Responsibility of Golden Exotics Limited address the community needs?

Yes  No

15. How does it address the community needs?

.....  
.....  
.....

What impact has Golden Exotics Limited had on the community?

Positive Impact  Neutral  Negative Impact

16. Explain your choice in Question (16)

.....  
.....

**Thank you for your time. God bless you.**

**APPENDIX II**

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**INSTITUTE OF DISTANCE LEARNING**

**MSC. PROJECT MANAGEMENT**



**Staff Interview Guide**

**Dear Sir/Madam.**

This is a research to assess the effects of Corporate Social Responsibility Projects in the Shai Osudoku District in the Greater Accra Region of Ghana. You have been selected to participate in the study because you are a staff of Golden Exotics Limited which is the case study for this research. Your contribution towards the completion of this study will be highly appreciated and the information provided will be used for academic purposes only and shall be treated with the utmost confidentiality it deserves.

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**Section A: Demographic Characteristics**

1. Place of Interview.....
2. Time ..... Date of Interview.....
3. Position of Interviewee.....
4. Gender of Interviewee.....



5. Length of Service of Interviewee with Golden Exotics Limited

.....

6. Has Golden Exotics Limited been involved in any projects/programmes in the community over the past 10 years in Shai Osudoku District?

.....  
.....  
.....  
.....

7. Please list the projects/programmes that Golden Exotics Limited has been involved in the communities over the past 10 years.

.....  
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.....  
.....

8. How do you select a community for CSR projects?

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.....  
.....

9. What are the major purposes of the projects/programmes that Golden Exotics Limited is involved in?

.....  
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.....  
.....

10. How has these projects/programmes affected the communities in which they are being implemented?

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.....  
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11. Are there factors that prevent the company from practicing its corporate social responsibilities to the communities?

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12. If yes, please list the challenges that the company encounter during the implementation of its corporate responsibilities to the communities

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13. How does the company resolve these challenges to carry out its corporate social responsibility successfully?

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14. Additional comments

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.....  
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**Thank you for your time. God bless you.**