

**ASSESSING THE EFFECTS OF COMMUNICATION AND INTERNAL
STAKEHOLDER MANAGEMENT ON THE DELIVERY OF CORPORATE
SOCIAL RESPONSIBILITY PROJECTS**

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By

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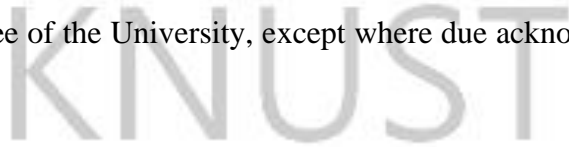
MASTER OF SCIENCE IN PROJECT MANAGEMENT



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DECLARATION

I hereby declare that this submission is my own work towards the Master of Science Degree in Project Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.



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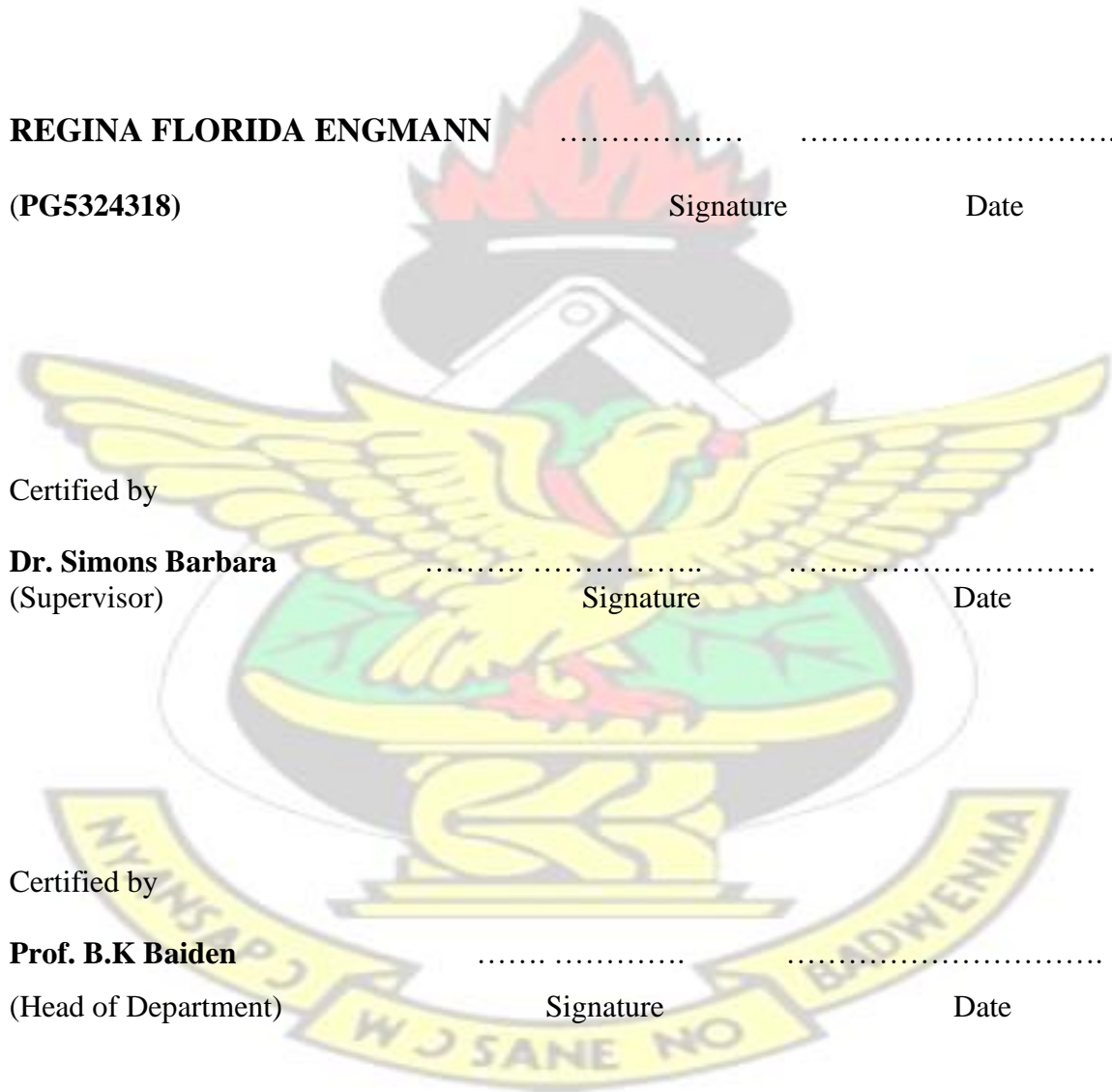
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ABSTRACT

Communication and Stakeholder management are key in project delivery as they attempt to address some of the problems faced in the construction industry. The study examined the effects of communication and stakeholder management on the delivery of Corporate Social Responsibility (CSR) projects. Focusing on MTN Ghana CSR projects, structured questionnaires were designed and administered to key personnel in the management of CSR projects of MTN. The data collected was analyzed using Relative Importance Index (RII) and other descriptive statistics. The results revealed that the communications management practices of MTN-Ghana in CSR projects include ensuring proper and frequent communication with all stakeholders of CSR-project(s); ensuring that favorable corporate CSR decisions and actions are communicated effectively to the company's stakeholders; engaging stakeholders in CSR decision making and inviting and establishing frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc. The internal stakeholder management practices also include formulation of strategies to manage/engage managers and employees (internal stakeholders), and engaging the company ensures managers and employees are ethical and socially responsible. The effects of communications and internal stakeholder management on the delivery of corporate social responsibility projects include the following: the CSR-project(s) are always completed to the satisfaction of a majority of the project stakeholders, CSR-project(s) always meets specified standards and qualities and CSR-project(s) conducted by the company are able to meet their time and cost requirements. Based on the above it was recommended that firms should take communication and stakeholder management seriously.

Keywords: Communication management, Internal Stakeholder management, Corporate social Responsibility.

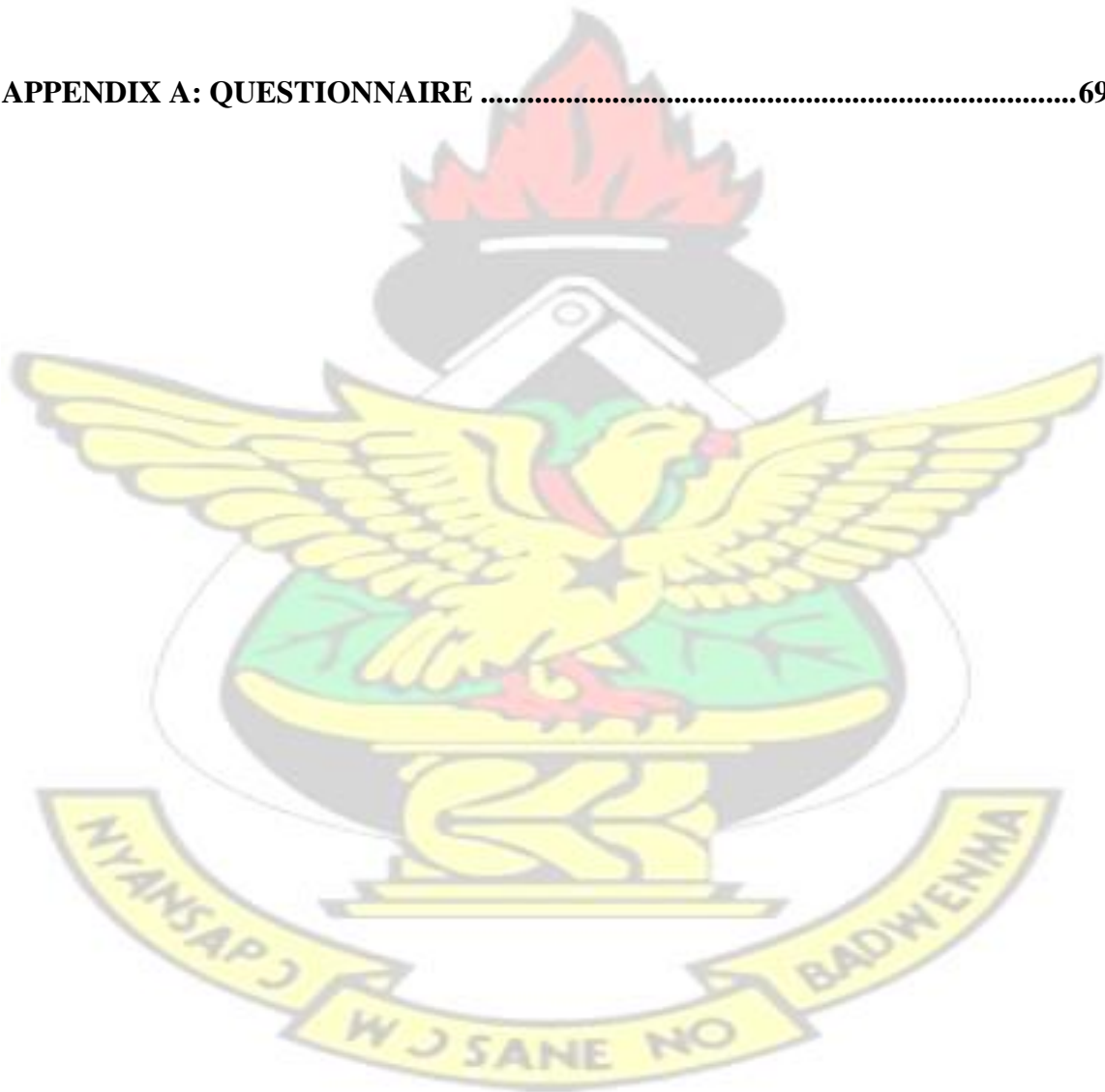
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DEDICATION

To the Almighty God

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Corporate social responsibility (CSR) is becoming increasingly relevant and significant to both the business sector and society in general, and how best to incorporate CSR principles into business practices has gathered substantial momentum in recent times (Carroll and Shabana, 2010; Moore and Spence, 2006; Welford et al., 2008). Corporate social responsibility is broadly defined as responsible business practices that influence three areas: the economy, society and the environment (Andriof and Waddock, 2003; Carroll and Shabana, 2010). The ideology of CSR according to Crane and Matten (2007), is to build a more just, fair, caring and better world, which is expected, in turn, to create a favourable operating environment for businesses and result in sustainable development for all concerned.

These CSR operations range from tiny donations to larger initiatives for sustainable social welfare practices, based on the funds an organisation has to undertake viable practices (Sharma et al., 2009). Trade honours of enormous and effective companies, with bounty of assets at their conclusion, have set the slant for being committed to feasible honours. While implementing such actions includes time, effort and money, company houses have realized that it (CSR) is one of the key ways an organisation can differentiate itself from its rivals (Bhagwat, 2011). The physical and intellectual advantages for organisation connected with CSR are enormous. A strong instrument such as CSR not only enhances the company's brand image and reputation, but also improves revenues and customer loyalty and enhances employee attractiveness and retention. By capitalizing on it, the organizations can progress their monetary execution and pull in more venture with colossal financial esteem (Graham et al., 2005; Bhatia, 2005; Raman, 2006). Castka et al. (2004) depicted

CSR as a concept to run organizations beneficially however in a socially and naturally dependable way in arrange to attain trade supportability and partner fulfillment. CSR's statement underlines corporate responsibility towards its various parties (Carroll and Shabana, 2010; Crane and Matten, 2007; Hörisch et al., 2014). In the setup of the Pseudo-Governmental Organization, running a successful plan / system requires a high level of participant leadership. Stakeholders are the people and or institutions who affect and are affected by the outputs or inputs of a project. According to Carroll and Shabana (2010), a stakeholder is any person or organization who can be positively or negatively impacted by, or can cause an impact on the action or the decisions of a company, government, or organization. Stakeholders in the NGO sector include everyone (both insiders and outsiders) who are involved in one way or the other in the project activities, inputs and outputs.

Hartman et al. (2007), highlight that internal stake-holders, Thus, CSR is one of the decisive reputation factors and appears to considerably influence an organization's attractiveness to potential and current employees (Lindgreen et al., 2009). Hence, CSR is one of the definitive notoriety components and shows up to impressively impact an organization's engaging quality to potential and current representatives (Lindgreen et al., 2009). Agreeing to Yang and Waterways (2009), inside directors and workers per se are too considered key coordinate drivers of CSR through exercises supporting dynamic labor arrangements, security guidelines, work security, and making organizational consensus-making for CSR. That is, executives have access to the individuals responsible for decision-making associated to CSR, or they are themselves. They therefore have the capacity to evaluate the significance and significance of stakeholder problems, select which problems should be regarded and engage in the decision-making process (Lindgreen et al., 2009).

Mishra and Suar (2010) also find that managers Play significant functions in the institution's decision-making and behavior and in this sense, directors have impressive impact over an organization's CSR association with respect to social and natural maintainability. This observational prove demonstrates that administration back for natural and social activities emphatically impacts an organization's citizenship introduction. Chao et al. (2009) suggest that such management support is decisive in building corporate practices and images. In other words, a firm's moral behavior is frequently utilized as a stage to upgrade corporate brand picture (Faisal, 2010). Therefore, inner executives have the incentive to engage in socially responsible operations in order to distinguish the identity of their company and safeguard the attractiveness of the branding as a whole. Similarly, O'Shaughnessy and others (2007) explain that from the perspective of MNEs, which are relatively new entrants in host markets, Often, CSR operations create corporate notoriety and portray strong picture, which considerably impacts the potential for achievement of the overseas market activity of the company.

Different shareholders will want results from projects that are very varying. An essential aspect of stakeholder administrators is the leadership of these conflicting perceptions from the original to the final execution stage (Neil, 2011). Stakeholder management involves process and control that must be planned and guided by underlying principles. In order to maintain good and stable stakeholder relations, firms also need to communicate clearly to the stakeholders. Corporate interaction can be defined as a leadership function that oversees and coordinates the job of communications professionals in various specialist fields, like media relations, public affairs and inner dialogue (Cornelissen, 2011). It has been characterized as an instrument of administration which implies all deliberately utilized shapes of inside and outside communication are harmonized as viably and productively as conceivable, with the in general objective of making a great premise for

connections with bunches upon which the company is subordinate (Nielsen and Thomsen, 2012). Defined in this way, corporate communication constitutes a useful perspective for the analysis of CSR management and marketing communication as a discipline which focuses on anticipating stakeholders' expectations, articulation of CSR policy and managing of different organization communication tools designed to provide true and transparent information about a company's or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders (Podnar, 2008). Management of communication can be described as the communication of managers at different levels with internal and external target groups the purpose being to realize a positive communication climate and a positive reputation (Berens et al., 2005). Corporate Social Responsibility has an incredible impact on the overall performance of companies thus assists their financial stability, promotes profits, empowers skilled employees, increases access to investment and capital. Carroll and Shabana, (2010) contends that stakeholder management and communication are vital for the success of a CSR project which in turn creates a positive image for businesses. Business buildings around the world, via corporate social responsibility initiatives, demonstrate their dedication to societies. Multinational companies (MNES) have made attempts to make people self-reliant on the path to fulfilling the desire to do anything for the society, providing some with drinkable water, hygiene services, medical services, vocational education and education camps, etc. (Zappala and Cronin, 2002). In view of these projects, the study seeks to evaluate the influence of communication and internal stakeholder management on corporate social responsibility projects of multinational enterprises using MTN-Ghana as a case.

1.2 PROBLEM STATEMENT

Corporate Social Responsibility (CSR) is a multidimensional construct that requires organizational change of strategies, processes, products, structure and corporate culture of the organization that perceives this philosophy. The implementation of the CSR concept requires companies to behave lawfully, improve livelihood in communities, and helping to open and retain loyal customers. In expansion, CSR could be especially imperative for directors at multinational undertakings (MNEs) since CSR might have positive impacts in supporting MNEs to draw in more gifted and committed workers in unused outside markets, which spurs MNE directors to plan backups to be socially capable (Park et al., 2014).

In an attempt to achieve and manage a positive reputation, the company requires a competent corporate communications management. A serious aspect of CSR to maintain a positive reputation is communication about practices in line with the CSR concept implemented by the company. Through this communication, which aims to promote dialogues and debates with critical stakeholders, identity is being constructed and reconstructed. Generally, CSR practices of the company need to be represented and sustained in the context of a continuous dialogue and interaction with stakeholders, because the constructive conversations are at the root of maintaining a good and fruitful relationship between the organization and its stakeholders. (Brahim and Arab, 2011).

The benefit of stakeholder management involves eliminating competing stakeholder interests, decreasing management's pressure to generate short-term outcomes, lowering costs associated with elevated stakeholder turnover and supplying the company with engaged stakeholders in a setting characterized by increased competition (Hörisch et al., 2014). Brahim and Arab, (2011), reported that in projects management, problem arises from the fact that the interests of the stakeholders are different and this causes difficulties

in the ability of managers to take into account the different interests of different groups and Harrison et al. (2010) held the view that effective communication is vital for the management of stakeholders of a project. In order to establish the relationship between communication management and stakeholder management for CSR projects by multinational enterprises, this study seeks to evaluate the influence of management of communication and internal stakeholders on corporate social responsibility projects enrolled by MTN-Ghana a multinational enterprise.

1.3 RESEARCH QUESTIONS

The study proposes the following research questions

1. What are the communications management practices of MTN-Ghana in Corporate social responsibility projects?
2. What are the internal stakeholder management practices of MTN-Ghana in Corporate social responsibility projects?
3. What are the effects of communications and internal stakeholder management on the delivery of corporate social responsibility projects?

1.4 AIM AND OBJECTIVES OF THE STUDY

1.4.1 Aim

The aim of the study is to examine the effects of communication and internal stakeholder management on the delivery of corporate social responsibility projects of Multinational enterprise.

1.4.2 Objective of the study

The study specifically seeks;

1. To assess the communications management practices of MTN-Ghana in Corporate Social Responsibility projects
2. To assess the internal stakeholder management practices of MTN-Ghana in Corporate Social Responsibility projects
3. To examine the effects of communications and internal stakeholder management on the delivery of corporate social responsibility projects.

1.5 SIGNIFICANCE OF THE STUDY

The research aims to increase the philosophical base of knowledge in the area of corporate social responsibility, interaction governance and participant governance. The study will provide additional knowledge that may serve as a reference or guide to managers of MNEs, project managers, and other stakeholders with interest in corporate social responsibility projects. The outcomes of this study would provide significant information on communication strategies and managing internal stakeholders. The study is beneficial to MNEs as it will provide basis to revise the goals for CSR projects. The outcome of the study forms the basis for developing better methods of investing in communities for corporate reputation. The findings will be of benefit to government and the communities that benefit from CSR projects as it would establish the essence of stakeholder involvement and efficient communication. This study will provide useful lessons and guidelines principally to advocacy and empowerment development Organizations and also to other agents and agencies who are involved in CSR programme/project management.

1.6 SCOPE OF THE STUDY

The study is confined to communications and stakeholder management and how they influence corporate social responsibility projects. The key focus of the thesis is to discuss the strategies adopted by multinational enterprises in managing communication and internal stakeholders. The scope of the study is limited to MTN-Ghana as one of the multinational enterprises that enrolls corporate social responsibility projects in Ghana. The selection of respondents for the study is limited to management and employees of MTN-Ghana (Accra) particularly those of the CSR department of the company.

1.7 BRIEF METHODOLOGY

The case study approach would be adopted as the research design for this study with quantitative methods for data gathering. Data would be gathered using questionnaires as the main collection tool. The respondents for the study would be management and employees of MTN-Ghana particularly those of the CSR department of the company. Secondary data would be gathered from journals and articles. Questionnaires would be used to collect data and analyzed using quantitative approach for analyzing quantitative. Descriptive and inferential analysis would be employed. Inferential statistics would be employed to establish the influence of communications management and stakeholder management on corporate social responsibility projects.

1.8 ORGANIZATION OF THE THESIS

The study would be structured into five sections: the first section provides the history of the study, the statement of problems, research goals and research issues, and the importance of the study techniques, scope and overview. The second chapter would review previous literature on corporate social responsibility, communications management and stakeholder

management. The chapter would also review the theories underpinning the study, conceptual framework and the empirical literature on the subject. The third chapter would outline the methodology employed for the study including, sample techniques, data collection techniques and strategies for analyzing the data. The fourth chapter would present the analysis of data and results presentation. The final chapter would provide the summary, conclusion and recommendations of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews literature on corporate social responsibility, communications management and stakeholder management. The chapter is organized into sections for conceptual review, theoretical and empirical review. The chapter concludes with the conceptual framework of the study showing the relationship between the study constructs'.

2.2 CORPORATE SOCIAL RESPONSIBILITY

In today's competitive business world, companies implement socially responsible activities in order to ensure the survival of the global society, while also ensuring the sustainability and prosperity of their own business operations (Skarmas and Leonidou, 2013). Even though the concept of corporate social duty began within the created Western majority rule governments, nowadays the concept itself is considered a worldwide development that includes and binds together distinctive viewpoints of society, from authoritative and non-governmental to the social and trade viewpoints (Sriramesh et al., 2007). The rapid spread of the concept of corporate social responsibility from Western countries to countries in transition and other countries throughout the world stimulated the creation of a new dimension of corporate social responsibility, the increase in complexity, as well as further popularization of the concept itself (Brammer et al., 2012). It can be concluded that the concept of corporate social responsibility in the past seventy years encompassed the key problems of the worldwide community and made maybe the foremost vital connect between society and the trade world. Apart from promoting the idea globally and developing contemporary corporate social obligation readings, unused burning problems and difficulties of global societies are additional factors for the

increasing complexity of the notion of global social duty (Moura-Leite and Padgett, 2011). In accordance with the continual increasing of complexity and ever-increasing Attaining and maintaining pressure from different groups of inner and outward participant's responsibility towards the community is becoming an increasingly difficult process for the company's management (Carroll and Shabana, 2010).

Apart from the simpler discovery of information related to the company's corporate social responsibility, Powerful growth of IT techniques and the development of social networks allowed for a continuing and two-way exchange of information between individual and profit and non-profit organizations throughout the world (Bicen and Cavus, 2011). As the nature of the Internet is unpredictable and allows for a speedy transfer of information within the global community, the consequences of such two-way communication are impossible to predict or control, therefore management and internal stakeholders must be very careful in expressing personal attitudes on websites and social networks. It can be concluded that digital transformation, and consequently the emergence of websites and social networks, significantly changed the power structure in communicating corporate social responsibility between profit and nonprofit organizations and their stakeholders (Fieseler et al., 2010). Successful communication of socially responsible activities towards stakeholders enables the creation of a more positive reputation of the company. Companies with a more positive reputation achieve better results than their competition that offers products and services of similar quality and price. Positive reputation, which presents valuable immaterial assets of a company, is almost impossible to completely copy from competitors, because it is a result of a whole array of different activities, the key activities being socially responsible activities (Boyd et al., 2016).

In order to effectively create a favorable position for businesses on national or international markets, it is essential to guarantee that the company's overall supply chain works in

accordance with social and environmental norms so that stakeholders can effectively distinguish the firm from its rivalry by interacting with the business. (Boehe et al., 2010). The result of the separation of companies based on corporate social duty is made by building positive discernment, believe and mindfulness in partners and that process of differentiation can take several years (Barin et al., 2008). For that reason, it is very difficult for competitor companies in the industry to effectively imitate the process of differentiation of a successful socially responsible company (Johansen et al., 2012). Differentiation based on corporate social responsibility is also appropriate for smaller companies, because it does not require investing of significant financial and non-financial resources (Boulouta and Pitelis, 2014). The benefits of differentiation, based on socially responsible activities, are created directly because of the readiness of consumers to pay more for products and services that are placed on the market by socially responsible companies (Bhattacharya et al., 2009). In any case of whether the separation of a company based on corporate social duty is accomplished on organizational or lower generation and benefit levels, the company will be able to get a competitive advantage and guarantee steadiness and development of its commerce operations by being a showcase pioneer (Boehe and Cruz, 2010).

Even though there are discrepancies in defining desirable levels of corporate social responsibility in business operations between the industries on the global market, corporate social responsibility is considered an imperative on the developed global market today, regardless of whether business operations of powerful corporations or small family businesses are observed. Both century-old corporations and small companies in the making are currently doing their best to satisfy the wants and needs of all key groups of stakeholders, not just shareholders, in order to maximize the triple foot line of economical commerce (Carvalho et al., 2010).

2.2.1 Determinants of CSR

Multiple studies have investigated various determinants of CSR and provided evidence that CSR is a multi-dimensional construct with determinants that have different characteristics (Reverte, 2009; Artiach et al., 2010; Padgett and Galan, 2010; Gamerschlag et al., 2011). Over the years, it has become clear that determinants of CSR either have certain firm characteristics, corporate governance characteristics or institutional or industry characteristics. This section discusses these three kinds of determinants and gives several examples of determinants found in previous studies.

2.2.1.1 Firm characteristics

Taking after inside or outside hypothetical points of view or both, numerous ponders have explored a few firm characteristics as determinants of CSR (Gamerschlag et al., 2010; Reverte, 2009; Padgett and Galan, 2010; Artiach et al., 2010). In this work, researchers and professionals explore on the off chance that certain firm characteristics as measure, benefit, capital structure, or ventures in RandD influence the firm's level of CSR engagement.

Concurring to different thinks about, a determinant that appears to have a critical impact on a firm's level of CSR engagement may be a firms' estimate (Artiach et al., 2010; Marano and Kostova, 2016). Over a long time, different ponders have examined the impact that measure has on CSR and came to the conclusion that company estimate is closely related to a company's engagement in CSR exercises. Taking after authenticity hypothesis, it is contended that bigger enterprises are more likely to contribute in CSR activities since of the more prominent open investigation over their behavior (Brammer and Millington, 2015; Marano and Kostova, 2016). The bigger the company appears to be, the more it locks in in CSR exercises to guarantee that the open sees the organization as true blue (Padgett and Galan, 2010; Artiach et al., 2010). Other firm characteristics regularly utilized

in experimental studies that examined CSR determinants are monetary characteristics such as productivity, use and speculations in inquire about and advancement (RandD) for casee (Gamerschlag et al., 2010; Reverte, 2009; Padgett and Galan, 2010; Artiach et al., 2010). More lucrative companies use more self-regulating processes to guarantee that the organisation is lawful for the public, according to Purushothaman et al. (2000). Profitability is regarded a determinant of CSR after this argument. Others proposed that leverage might be a determinant of CSR (Reverte, 2009; Purushothaman et al., 2000). According to a theoretical view of stakeholders, it is asserted that the amount of debt in the company's capital structure affects the significance of this creditor stakeholder group, and as a consequence, management is more likely to tackle their economic allegations than other stakeholder organizations, such as stakeholder organizations, who want the company to participate more in CSR operations. Hence, use is seen as a conceivable determinant that influences a company's level of CSR engagement. Another conceivable determinant regularly explored in later a long time is the venture in RandD (Padgett and Galan, 2010; Body and Rothenberg, 2008). Different studies examined RandD use levels of firms as a determinant of CSR, since they accepted firms that need to distinguish themselves by contributing in RandD, can do this by applying CSR perspectives into their items or into their forms or both. As a result, firms that contribute in RandD will moreover lock in more in CSR exercises through imaginative forms or items (Padgett and Galan, 2010; Frame and Rothenberg, 2008).

2.2.1.2 Corporate governance characteristics

Another stream inside the grant of finding CSR determinants centers on corporate administration. In this work, researchers and professionals center on angles such as possession and board individuals for illustration as conceivable determinants of CSR. The density of property is a significant factor of CSR, as per the Gamerschlag et al. (2010).

They discovered proof that density of possession affects a commitment of CSR companies. Businesses with bigger investors (shareholders holding a substantial proportion of shares) tend to be more involved in CSR operations than firms with more distributed shares (Gamerschlag et al., 2010). As a prospective determinant of CSR, other scientists concentrated on the form of property (Oh et al., 2011). Oh et al. (2011) distinguished between institutional, managerial and foreign property and discovered proof that distinct owners have distinct effects on the CSR commitment of a company. Harfsi and Turgut (2013) have taken a distinct strategy, arguing that board variety is a determining factor of CSR and finding that board diversity has a beneficial impact on the social company's performance. They contend that board diversity is a desirable element as it will enhance a company's capacity to connect with a wider client base and helps compete more efficiently in the extremely varied global marketplace (Harfsi and Turgut, 2013). Though, panel variety is a widely specified element that includes of several other elements such as sex, age, race and expertise of directors (Harjoto and Laksana, 2016 ; Harfsi and Turgut, 2013).

2.2.1.3 Industry or institutional characteristics

As determinants of CSR, business and institutional aspects were also explored in addition to company features and corporate governance features. It has become apparent that the sector in which a firm is involved appears to have a major impact on the level of CSR commitment of a corporation (Reverte, 2009; Gamerschlag et al., 2011; Marano and Kostova, 2016). That's, firms that are dynamic in more naturally delicate businesses, such as the mining, oil and vitality era businesses, tend to lock in more in CSR exercises than firms that are not dynamic in natural delicate businesses.

Reverte (2009) claims that media can play an significant role in mobilizing social movements such as environmental interest organizations, thus becoming part of the institution construction process, shaping standards of acceptable and legitimate CSR

practices. Reverte (2009) discovered proof that media exposure is a determinant of CSR (the number of publications about a particular company). Higher levels of media presentation lead to higher levels of CSR engagement (Reverte, 2009).

Marano and Kostava (2016) proposed other CSR institutional determinants such as the financial reliance of a firm on a specific nation and exposure to leading nations with higher CSR templates. They explored MNEs and their auxiliaries that work in complex transnational organizational areas with different, assorted, and conceivably clashing organization powers and inspected how such complex situations influence a firm's appropriation of CSR hones. They found prove that the quality of CSR organization powers is emphatically related to CSR selection as well as introduction to driving nations with more exacting CSR formats (Marano and Kostova, 2016).

Marano and Kostava (2016) proposed other CSR organizational factors such as the financial reliance of a company on a specific nation and exposure to nations with higher CSR layouts. They discovered proof that rivals and non-governmental organisations (NGOs), such as Greenpeace and Oxfam, have a major impact on CSR in developing markets in particular (Park and Ghauri, 2015).

2.2.2 Benefits of CSR

In line with the company's resource-based view, which suggests that sustained competitive advantage is based on attracting, accumulating and retaining resources that are difficult to replace and hard to imitate, employees are recognized in any company as a vital asset. (Mory et al., 2016; Story and Neves, 2016). So it is crucial to recruit and retain the right talented people. According to Turban and Greening (2000) and Story and Neves (2016), firms with high CSR ratings are perceived as more attractive employers than firms with moo evaluations which imminent applicant's likelihood to meet and likelihood to acknowledge a work offer are emphatically related with CSR rating. Turban and Greening

(2000) noted that CSR might be especially accommodating in enlisting tall quality representatives who have a tall degree of business choice. Companies with an awful notoriety as a corporate citizen can confront noteworthy enrollment issues. The reason behind this lies in both, signaling hypothesis and personality hypothesis (Greening and Turban, 2000). Signaling hypothesis contends that representatives require total and exact data almost a potential boss some time recently tolerating a business contract, within the nonattendance of the accessibility of this data, representatives see to the characteristics of the firms to flag the sort of organization (Backhaus et al., 2002). Thus, CSR characteristics could serve as a signal about an organization's standards and principles to potential employees. The hypothesis of identity suggests that the sense of who a person is relies on the groups to which they belong, including the firm for which they work. It is asserted that by comparing themselves and the group to which they belong, people try to create a favorable self-image. Individuals are therefore more prepared to work for a business with a favorable reputation as they associate with that reputation (Backhaus et al, 2002). CSR's impacts are not limited to recruitment alone. CSR may influence the capacity of a company to maintain, grow and motivate staff. (Mory et al., 2016; Hopkins, 2003). As per Mory et al. (2016), CSR has a powerful impact on efficient organisational engagement (the extent of the emotional bond between staff and their employers) and a small impact on normative engagement (binding workers to the organisation based on standards and commitments). Among the most obvious intangible advantages of participating in CSR is enhanced worker morality, allegiance and happiness, according to Hopkins (2003). Bode et al. (2015) showed a favorable retention effect connected with staff involvement in an implicit social impact multinational initiative. Knowledge of this workforce is also maintained within the organisation by maintaining a workforce. It is the understanding of the workers

of a company that should be regarded as an essential asset. A loss of that understanding may adversely affect the profit of a company (Tryon, 2012).

The company's resource-based view claims that reputation is a resource that leads to a competitive advantage, indicating the company's attractiveness to stakeholders who then are more prepared to contract with it (Deepphouse, 2002). The company's resource-based view claims that reputation is a resource that leads to a competitive advantage, indicating the company's attractiveness to stakeholders who then are more prepared to contract with it (Deepphouse, 2002). CSR indirectly promotes strong efficiency by improving corporate reputation, according to Saeidi et al. (2015). While a good reputation increases the value of all that an organisation does, a poor reputation has an adverse impact on company results.

In a 2009 overview of Mckinsey, budgetary officers, venture experts, and CSR experts, contended that CSR impacts a firm's budgetary execution for the most part by the way in which it made strides a corporations' notoriety (Mckinsey Worldwide Study Comes about, 2009). Moreover, Lin-Hi and Blumberg (2016) contend that CSR may upgrade a firms' notoriety. Be that as it may, they caution for the reality that companies must not disregard the "avoiding bad" viewpoint of CSR since that perspective has more prominent impact on a firms' notoriety within the long run than the "doing good" viewpoint of CSR has. In other words, within the long run corporate notoriety is more influenced by not practicing "avoiding bad" than by practicing "doing good" (Lin-Hi and Blumberg, 2016).

According to the asset-based view, careers are crucial not only because of their wealth creation capacity, but also because their unquantifiable personality makes replication significantly more hard by competing companies (Barney and Clark, 2007).

Moreover, a firm's capacity to get to capital may well be an impact of CSR. Typically clarified to allude to a company's ability to draw in ventures, which, in turn, give the

companies with the reserves required to function and develop, in this manner setting up its relationship to monetary execution. Agreeing to Aristocrat (2008), speculators these days have a propensity to contribute their reserves in organizations that are appearing tall CSR appraisals. Too, Cheng et al. (2014) contend that firms with way better CSR execution confront altogether lower capital limitations. They given prove that both way better partner engagement and straightforwardness around CSR execution are vital in decreasing capital limitations. Another think about conducted by El Fiend et al. (2011), found that the cruel fetched of value is essentially lower for firms with tall social execution. It is contended that CSR engagement is likely to advantage the firm by diminishing the taken a toll of value capital (El Fiend et al., 2011).

2.3 STAKEHOLDER CONCEPT

The concept of stakeholder according to Bryson et al. (2002), refers to persons, groups or organizations that must somehow be considered by leaders, managers and front-line staff. According to Freeman (1984), a stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives.

Similarly, Vink et al. (2008) also described stakeholders as anyone whose interest may be impacted negatively or positively by the project and who may influence the project's success or failure. Sunderland (2006), indicated that the stakeholder relates to any individual or organisation that is actively engaged in a project or whose interests may be impacted by project execution or closure, either positively or negatively. In other words, there was a formal obligation for the project from the stakeholder.

According to the IFC (2007), stakeholders are individuals or organizations directly or indirectly impacted by a project, as well as those who may have a project interest and/or the capacity to impact its result, either positively or negatively. Stakeholders may include local communities or people and their official and informal officials, domestic or local

officials, politicians, religious leaders, civil society organisations and special interest groups, scholarly community, or other companies (Johnson and Scholes, 2002).

Kalsern (2002), likewise gave a more extensive perspective on the idea partners when he included customers, end clients, temporary workers, advisors, worker's organizations, like associations, open specialists, budgetary foundations, insurance agencies, controlling associations, media, outsiders, and contenders as partners. As per Kalsern (2002), partners types incorporate essential partners: those eventually influenced, either decidedly or adversely by an association's activities; auxiliary partners: people or associations who are in a roundabout way influenced by an association's activities (mediators) and key partners who can likewise have a place with the initial two gatherings and have critical impact upon or significance inside an association.

2.3.1 The Role of Stakeholders

Attention to stakeholders is crucial throughout the strategic management process, according to Bryson (2004) and Freeman (2010), because achievement for government organizations and definitely survival depends on fulfilling key stakeholders. The role of the stakeholders is to produce a system that best meets their needs, be willing to work with others, particularly those outside chosen specialties, share all information, including work in progress, and to actively expand their knowledge and skills (Achterkamp and Vos, 2008). It tends to be maintained that the job of task partners may incorporate yet not restricted to: give assets (time, cash, and so on.) to the venture group, instruct venture implementers about their locale, invest energy to give and explain necessities, be explicit and exact about prerequisites, settle on auspicious choices concerning venture implementers appraisal of expense and possibility, audit and give convenient input with respect to significant work antiquities of undertaking implementers and immediately convey changes to necessities (Achterkamp and Vos, 2008). These jobs viably characterize

the connection between the undertaking group and its partners, a relationship that must be regarded for a venture to be effective.

Attention to stakeholders is needed to assess and enhance political feasibility, especially when it comes to articulating and achieving the common good (Bryson *et al.* 2002; Campbell and Marshall, 2002). Stakeholders are important to satisfy those involved or affected in that requirement for procedural justice; procedural rationality and legitimacy have to be met (Eden and Ackermann, 1998; Alexander, 2000). But what gets more challenging is all the outsiders who may be impacted by the activity and who might have an interest.

2.3.2 Types of Stakeholders

As the interest of consumers, government bodies, non-government organizations and other groups of stakeholders for potential company contributions to the development of the community has been increasing for decades, so is the concept of corporate social responsibility gaining significance within managerial circles throughout the global economic network by the day (Skarmas, Leonidou, 2013). Actively tracking the interests of stakeholders and satisfying the needs of key internal and external stakeholders enables greater sustainability of business operations, greater competitive advantage and an increase in loyalty of employees and consumers (Pirsch *et al.*, 2007).

2.3.2.1 Internal Stakeholders and Internal Stakeholder Management

Internal stakeholders are the parties, individuals or groups involved in the company's leadership. They can affect and be affected by the entity's achievement or failure because of the organization's concern (Pirsch *et al.*, 2007). Essential Stakeholders is the second name of the Internal partners. Inner Stakeholders are committed to giving administrations to the organization. They are profoundly influenced by the choices, execution, gainfulness and different exercises of the organization (Mishra and Suar, 2010). Without inside

partners, the association won't have the option to get by over the long haul. That is the reason they greatly affect the organization. Further, they are the ones who know every one of the insider facts and inner issues of the element. The interior partners incorporate workers, proprietors, administrators, and Investors.

The motivation behind why inside directors and workers are focal partners impacting MNE CSR is presumably twofold. To begin with, human asset rehearses, for example, strategies toward association relations, representative interest in basic leadership, remuneration strategy, working conditions, and end of constrained/youngster work, depict an association's CSR toward representatives (Mishra and Suar, 2010). By redesigning such corporate guidelines, firms can fulfill workers, improve their activity responsibility, upgrade money related and non-monetary execution, and in the long run secure inward momentum for CSR. Hartman et al. (2007), feature that partners, including organization officials, administrators, and representatives, by and large attempt to cling to higher work guidelines, create CSR exercises, and add to society so as to pull in and hold significant workers and keep up the high spirit. That is, CSR is one of the conclusive notoriety factors and appears to significantly impact an association's allure to potential and current workers (Lindgreen et al., 2009). Moral notoriety and CSR activities may help set up a bond between the association and its representatives, which results in lower worker turnover by bringing out positive responses from workers' families and companions. Likewise, CSR may be especially significant for administrators at MNEs in light of the fact that CSR could have constructive outcomes in supporting MNEs to pull in progressively skilled and submitted workers in new remote markets, which persuades MNE supervisors to structure auxiliaries to be socially capable (Qu, 2007). Second, as indicated by Yang and Rivers (2009), inner directors and workers, in essence, are likewise viewed as key direct drivers of CSR through exercises supporting dynamic work arrangements, wellbeing benchmarks,

professional stability, and making hierarchical agreement making for CSR. That is, chiefs approach or are themselves, the individuals responsible for basic leadership identified with CSR. Hence, they can evaluate the significance and significance of partner issues, select which issues ought to be considered, and take an interest in actualizing the choices (Lindgreen et al., 2009). So as to keep up great and stable partner relations, firms likewise need to impart clear and solid moral business esteems. These qualities are primarily picked and executed by directors. Greening and Gray (1994) likewise find that administrators assume significant jobs in situating the association and its choices and activities, and in this sense, supervisors have impressive impact over an association's CSR inclusion with respect to social and natural supportability. This experimental proof demonstrates that administration support for natural and social activities decidedly impacts an association's citizenship direction. Chao et al. (2009) recommend that such administration support (CSR deliberately picked by directors) is unequivocal in structure corporate practices and pictures, which means CSR is certainly not a straightforward strategic reaction to some hot issues however ought to be considered at the degree of by and large MNEs. At the end of the day, the moral direction of a firm is regularly utilized as a stage for improving the image of the corporate brand (Faisal, 2010). In this way, internal officials have the motivating force to participate in socially mindful tasks so as to recognize the character of their organization and protect the engaging quality of marking all in all. In like manner, O'Shaughnessy et al. (2007) clarify that a great deal of work in CSR receives the supposition that CSR is driven by firm-explicit factors and are the result of administrative choices with respect to corporate objectives, methodologies, and asset allotment. Moreover, CSR tasks regularly produce corporate notoriety from the perspective on MNEs, which are nearly new participants in host economies, and portray solid picture,

which impressively impacts the probability of accomplishment of the abroad showcase auxiliary action.

2.3.2.2 External Stakeholders and External Stakeholder Management

Outside Stakeholders are those invested individuals, who are not a piece of the administration, yet they in a roundabout way influenced by crafted by the organization. They are the outside gatherings that structure some portion of the business condition (Hopkins, 2012). They are otherwise called Secondary Stakeholders. They are the clients of money related data of the organization, so as to think about its exhibition, gainfulness, and liquidity. Outside Stakeholders don't take an interest in the everyday exercises of the element, yet the activities of the organization influence them. They manage the organization remotely and have no clue about the inner issues of the organization (Godfrey, et al., 2009). Outer Stakeholders incorporate providers, clients, leasers, customers, contenders, society and Government.

Buyers are maybe a typical sort of partner who exercise weight on an association on the off chance that they accept the firm doesn't act in a socially capable manner, especially in light of the fact that their entrance to moment and free data on a huge number of choices has turned out to be considerably simpler (Lindgreen et al., 2009). At the end of the day, MNEs may lose their clients and business to contenders if the association's items and conduct neglect to arrive at purchasers' moral principles.

Consumer responses and actions against MNEs' socially responsible or irresponsible practices cause MNEs to change their attitude and strategy toward CSR (Yang and Rivers, 2009). Thus, to attract and retain customers, MNEs attempt to address the preferred and desirable values of the society in which they have operations. Similarly, Mishra and Suar (2010) suggest that consumers often infer positively about certain products in cases where they believe that the firm is acting as a socially responsible entity. According to them, such

inferences generate consumer goodwill, positively affect purchase intention, and increase market share, in that the proactive corporate citizenship and excellent CSR record of companies function as a signal enhancing organizational attractiveness. The same logic is more effectively applicable when the firms are MNE subsidiaries. Because MNEs are firms owning different national origins, their irresponsible behavior can easily aggravate relationships with local consumers and also become a fuse persuading consumer to reduce consumption of the subsidiary products, initiate legal action against them, spread negative word-of-mouth about undesirable business practices and eventually boycott the products of MNEs.

Christopher (2000), demonstrate that corporate challenge emerges between inventory network systems, as opposed to between individual firms. All together words, corporate upper hands are reliant upon the association's own skill, yet in addition, the degree to which it has appropriately settled the store network with providers, client organizations and different accomplices. Since one unit of stockpile chains is related and impacts the notoriety and execution of different units in the system (Faisal, 2010), MNEs need to expand their technique past the hierarchical limit to their business teammates in their production network. MNE backups may address the significance of co-building CSR rehearses with their accomplices to improve social execution, which brings about learning and data stream identified with CSR inside store network systems.

Some firms in socially responsible engagement have a propensity to attain strict compliance with social standards by imposing sanctions on other not-compliant firms (Faisal, 2010). In the case where the former is a business collaborator and it is a large and powerful organization, pressure for better social and environmental performance represents a formidable institutional force that can efficiently exclude a partner firm, which appears socially irresponsible, from the marketplace. In addition, colleagues considering

CSR arrangements as a basic corporate mission may expect partners to record that their crude materials, segments, or administrations satisfy natural and moral guidelines (Lindgreen et al., 2009). These requests from business associates may lead MNE units to receive willful sets of accepted rules and projects with respect to socially capable exercises so as to keep up their business exchange.

As MNEs continuously endeavor to geographically expand their overseas markets, globalization has become an issue of interest not only to businesspeople, but also to local societies and communities in general (Torres-Baumgarten and Yucetepe, 2009). According to Walzer (1992: 9), an organization's basic principles that is associated with company obligations and moral rights reflect 'a set of standards to which all societies can be held'. Thus, CSR in foreign markets deals with the MNEs' obligations based on the standards of the local community (Husted and Allen, 2006). In the same vein, social activists have been pushing businesses to focus on CSR efforts, which are increasingly being echoed by local communities in which the firms operate. As is often the case, the behaviors of MNEs are under more intense scrutiny from local communities (Torres-Baumgarten and Yucetepe, 2009). By meeting local communities' social norms and requirements, MNEs are acknowledged as an integrated part of societies and gain reputation, confidence and legitimacy (Russo and Perrini, 2010). The advantages of meeting the requirements of a local society include the granting of operating permits and access to local community resources and infrastructure that can enable local business.

Governments around the world do seem to have an increasing interest in the inspecting of behaviors of MNEs, which will effectively force international companies to be "good corporate citizens". Government regulations related to CSR consist of inducements for MNEs to develop socially responsible behaviors and penalties against breaches of the laws and duty (Yang and Rivers, 2009). The legislation, regulations and public policies imposed

by governments are generally the fundamental principles to operate in host countries (Crilly et al., 2008), and coercively and commonly applied to the business activities within their boundaries. Due to this, governments have recently become viewed as one of the most important change agents affecting corporate actions by defining the rules of the game for companies (Qu, 2007). Since the majority of government legislation institutionalizes and codifies the moral values of a society (Crilly et al., 2008), if MNEs violate the laws and the fact is discovered, MNEs may be subjected to legal sanctions and some criticism from members of society. Therefore, MNEs need to conform to the legal environment that has been created by local governments. In addition, governments have been involved in a new form of political connection with MNEs to encourage responsible and sustainable business practices (Albareda, Lozano, and Ysa, 2007).

According to Luo's (2006) explanation, MNE-governmental relations are essential for international expansion, and firm growth, as host governments can forcefully influence the parameters of investment, production, localization, and management. He further suggests that the interaction between MNEs and host governments is a multifaceted, lively, and inter-reliant process in which MNEs can develop their relationships with governments.

2.4 CSR COMMUNICATION MANAGEMENT

Cornelissen (2012) argued that corporate communication is a leadership function which provides a structure for efficient coordination of all inner and external communication with the general objective of creating and retaining favourable reputations with stakeholder organizations on which the organisation depends. Therefore, corporate communication is a strategic instrument for achieving mutual comprehension between the organisation and its stakeholders and for handling and retaining the reputation of the company.

Modern organizations are becoming communities of people who work successfully motivated by sharing common goals in the context of shared values (Clark, 2000). An

essential condition for the existence of the company as an open, flexible system of interconnected stakeholder groups is the design of a competently planned and implemented communication policy. It is necessary for the dissemination of messages raising the awareness of the stakeholders about the CSR actions of the company. The purpose of communication of the activities that the company carries out in harmony with the principles of CSR is to present it as ethical, socially responsible and open.

Of particular importance for the success of the programs implemented by the organization in connection with the CSR concept, is the adoption, internalization, and implementation by the employees (Shen, 2011). For this purpose, the company must have a corporate culture that promotes the values that support the perception and application of CSR initiatives for the benefit of all its stakeholders and society as a whole. If organizational practices, including some of the programs developed by the organization in line with this concept, are perceived by members as necessary to improve the well-being of specific groups of stakeholders and society as a whole, they will be identified very much stronger with the organization. Companies that are actively engaged in campaigns in line with the CSR concept are much more attractive as employers when recruiting new employees. Consequently, communication to promote perception and actions in line with the CSR postulates must be carefully and competently constructed and implemented.

The communication of the CSR initiatives of the company should also provide support for their implementation by external stakeholder (Scott and Lane, 2000). Thus, additional competitive advantages to its essence, positives of its image and reputation, as well as increasing the tendency to invest in it, the use of the products and services it provides. That said, it represents the ability of the external stakeholders of the organization to perceive it as responsive and sensitive to the actual public problems, for example through the corporate philanthropy that helps and enhances its positive reputation.

Increasing the efficiency and effectiveness of CSR communication should be imperative to measure and evaluate its impact. If this communication is based on the ongoing dialogue and discussions between the company and the stakeholders it interacts with, it will help legitimize the company as a socially responsible. Therefore, the "stakeholder dialogue" is an essential component of CSR and is perceived as significant for the success of the company. It minimizes the lack of understanding by the stakeholders about the meaning of practices, reduces skepticism regarding of their authenticity, which is expressed in the return of investments and increasing financial and non-financial standard performance of the company (Amaladoss and Manohar, 2013; Golob and Podnar, 2014). As noted by Du et al. (2010), the transparency of information related to the company's CSR activities positively affects its identity.

2.4.1 CSR communication strategies

In light of Grunig and Hunt's (2000) portrayal of models of advertising, three sorts of partner relations as far as how organizations deliberately take part in CSR correspondence Vis-a - Vis their partners include: the partner data methodology; the partner reaction procedure; and the partner contribution system. In the advertising hypothesis contended (Grunig and Hunt, 2000) that half of all organizations rehearsed single direction correspondence (as far as open data) to their partners, and just 35% rehearsed two-way correspondence forms (as far as either two-way uneven or two-way symmetric correspondence).

2.4.1.1 Stakeholder information strategy

Communication is viewed as feedback on what will be accepted and tolerated by the public. This is an evaluative method of evaluating whether a specific communication effort has enhanced the company's knowledge of stakeholders—and vice versa. Based on the

market survey outcomes in which executives make sense, corporate management will champion and 'give meaning' to their choices (Morsing and Schultz, 2006).

Organizations embracing a partner data model participate in dynamic press relations projects and simultaneously produce data and news for the media, just as an assortment of handouts, leaflets, magazines, actualities, numbers and figures to educate the overall population. Governments, non-benefit associations and numerous organizations basically utilize the open data model. The partner data model accept that partners are powerful as they can either give support regarding obtaining propensities, indicating devotion and commending the organization, or they can indicate resistance as far as illustrating, striking or boycotting the organization (Smith, 2003). Accordingly, the organization must advise partners about its well meaning goals, choices and activities to guarantee positive partner support.

A few businesses are engaged in CSR projects because corporate managers think it is morally 'the correct thing to do' (Paine, 2001), and this often-sincere desire to enhance social circumstances in the local or international society promotes their data strategy for stakeholders. Top management, confident that the business is doing the correct thing, thinks that the business only needs to effectively educate the general public about what it is doing to create and retain beneficial stakeholder assistance. One of stakeholder data strategies 'strategic tasks is to guarantee that beneficial corporate CSR choices and actions are efficiently communicated to stakeholders in the company.

The task of the Corporate Communications department is to ensure that a coherent message is conveyed in an attractive manner and that the focus is on designing the concept message (Morsing and Schultz, 2006), i.e. that the CSR message conveys, for example, how the CSR initiatives show a common concern, are linked to the core business and show organizational support (Scott and Lane 20).

2.4.1.2 Stakeholder response strategy

The partner reaction system depends on a 'two-way uneven' correspondence model, rather than the two-way symmetric model of the partner contribution methodology. In the two models, correspondence streams to and from people in general. In any case, there is a prominent distinction between the two models in that the two-way topsy-turvy accepts an awkwardness from the impacts of advertising for the organization, as the organization doesn't change because of the advertising (Einwiller and Will, 2008). Or maybe, the organization endeavors to change open frames of mind and conduct. All things considered, the organization needs to connect with partners by settling on the corporate choices and activities significant for them on the grounds that the organization needs outer underwriting from outside partners. The corporate correspondence office will normally gather information or a market study to understand where the organization has improved and can improve its CSR endeavors (Morsing and Schultz, 2006).

Communication is viewed as feedback on what will be accepted and tolerated by the public. This is an evaluative method of evaluating whether a specific communication effort has enhanced the company's knowledge of stakeholders—and vice versa. Based on the market survey outcomes in which executives make sense, corporate management will champion and 'give meaning' to their choices (Morsing and Schultz, 2006).

In spite of the fact that these correspondence procedures are seen as two-route strategies in Grunig and Hunt's advertising models, we expand on their model as we stress that reacting to partners is still rather sender arranged. The partner reaction methodology is a transcendently uneven methodology, as the organization has the sole aim of persuading its partners of its engaging quality. Partners are seen as being persuasive, however as latently reacting to corporate activities. In an organization's endeavors to comprehend partner worries in a CSR viewpoint, it risks just hearing its very own voice being reflected back;

the organization asks its partners inquiries inside a structure that welcomes prevalently the appropriate responses it needs to hear. What tries to be a two-way correspondence system is extremely a single direction technique for supporting and strengthening corporate activities and character.

2.4.1.3 Stakeholder involvement strategy

The partner association procedure, interestingly, expects an exchange with its partners. Influence may happen, yet it originates from partners just as from the association itself, each attempting to convince the other to change. Preferably, the organization, just as its partners, will change because of participating in awry correspondence models, for example, dynamic cycles of sense-production and sense giving procedures (Crane and Livesey, 2017). Since the partner association procedure takes the thought of the partner relationship to an outrageous, organizations ought to impact as well as try to be affected by partners, and along these lines change when vital. While this could apply to Freeman's partner conceptualization, it would likewise challenge his partner idea with respect to the degree to which an organization should change its (CSR) exercises when partners challenge existing (CSR) exercises and the degree to which an organization should demand its very own conceivably dissimilar appraisal (Freeman, 2010). Instead of imposing a specific CSR initiative on stakeholders, the Stakeholder Engagement Strategy encourages simultaneous negotiation with its stakeholders to investigate their issues with respect to the business while also accepting modifications when needed (Bryson, 2004). By participating in dialog with stakeholders, the business ideally guarantees that it keeps up with not only the concurrent expectations of its stakeholders, but also its potential impact on those expectations, as well as allowing those expectations to affect the business itself and alter it.

The partner inclusion system is in concordance with the partner data procedure in the presumption that partners are persuasive as far as their help of, or resistance to, the organization, and it agrees with the partner reaction technique in that partner desires ought to be examined utilizing supposition surveys. The contribution methodology, nonetheless, further expects that, while educating and reviewing is important, it isn't adequate. Partners should be associated with the request to create and advance positive help just as for the organization to comprehend and simultaneously adjust to their worries, for example, to build up its CSR activities. Along these lines, the partner association technique proposes that organizations connect regularly and methodical in discourse with their partners so as to investigate commonly helpful activity – expecting that the two gatherings engaged with the exchange are eager to change (Morsing and Schultz, 2006).

In organizational practice, the primary top management task in the involvement strategy of stakeholders becomes one of ensuring that the organization is able to establish a continuous and systematic interaction with multiple stakeholders.

2.5 THEORETICAL REVIEW

The theoretical foundations of the study are reviewed in this section. Theories discussed in this section include the stakeholder theory, resource dependency theory and resource-based view relating to CSR.

2.5.1 Stakeholder Theory

Each association has a gathering of individuals or people who contribute or communicated their view towards the accomplishment of an element (Freeman and Philips, 2002). Partner the board has formed into one of the present administration hypothesis' most enveloping ideas (Stoney and Winstanley, 2001). Freeman's (1984) 'partner perspective on the firm' instrumentally characterizes a partner as any gathering or person who can influence or is

influenced by the accomplishment of the association's destinations' and he recommends that there is a requirement for 'incorporated methodologies for managing various partners on different issues' (1984). While Freeman surrounded and divided partners as components of corporate key arranging, he, in particular, showed the direness of partners for the mission and motivation behind the organization, and in doing as such, additionally recommended the positive monetary ramifications of better associations with partners. In accordance with Freeman's reasoning, numerous different researchers have sought after the investigation of the connection between corporate social execution and monetary execution, however, the ends so far paint a misty picture (Margolis and Walsh, 2003).

Stakeholder theory has created a focus in latest years on the significance of involving stakeholders in the development of long-term value (Andriof et al., 2002). This is a method that focuses on creating a long-term mutual connection rather than just concentrating on instant profit. This does not indicate that profit and economic survival are insignificant, but the process argument is that businesses need to frequently engage with a variety of stakeholders on whom reliance is essential in order to profit and survive. The emphasis is shifted from focusing on corporate stakeholders to focusing on the communication that corporations have with their stakeholders based on a relational and process-oriented perspective (Andriof and Waddock, 2002). This means an enhanced stake in knowing how executives are able to handle interactions with stakeholders rather than the stakeholders themselves. This improves the scope of government relations and marketing managers' stakeholder interactions by practicing their authority and communication skills to a strategic capacity for all functional executives to relate to various stakeholders.

In this view, stakeholder relationships were even suggested as a source of competitive advantage (Andriof and Waddock 2002, Post et al. 2002, Johnson-Cramer et al. 2003) as those firms with powerful relationships with other organisations, institutions and partners

are in a better place to create relational rents through particular asset interactions, knowledge-sharing routines, complementary.

The partner relationship is accepted to comprise of 'intuitive, commonly connected with and responsive connections that set up the very setting of doing present-day business and make the preparation for straightforwardness and responsibility' (Andriof et al. 2002). This brings the thought of interest, exchange, and contribution to the focal point of the partner hypothesis, with a reasonable motivation (and yearning) from vote based standards.

While the exchange is the instrument, understanding and agreement are frequently viewed as the arrangement on which to base further choices and activity, and subsequently to proceed with the joint effort. As contended by Johnson-Cramer et al. (2003) 'The pith of partner exchange is the co-making of shared comprehension by organization and partner'. Today, support and exchange have turned into a characteristic component of corporate self-introductions.

2.5.2 Resource dependency theory

Resource dependence theory (RDT), originated from the work of Pfeffer and Salancik (1978), suggests that access and control over external resources are essential elements to organizational success, and therefore, firms must carefully implement strategies to maintain access to these resources.

Key stakeholders, such as shareholders, employees, customers, suppliers, and the community, have control over these resources, and could influence management decisions and gain control over the firm (Harjoto and Laksmana, 2016). As organizations depend on many different actors who can put conflicting social demands on the firm (Oliver, 1991) and a firm cannot satisfy all demands, RDT predicts that a firm will pay more attention to social actors who control critical resources (Frynas and Yamahaki, 2016).

The RDT is in line with the stakeholder theory since RDT proposes that stakeholders ultimately control a firm's access to external resources and firms must manage their relationship with primary and secondary stakeholders to ensure that such access to resources is maintained (Helmig et al., 2016). The main difference between the two theories lies in the assumption and prescription of the theories. While stakeholder theory prescribes that the firm needs to work with the firm's constituencies on a basis to improve both firm and stakeholder performance, the RDT, on the other hand, takes a rather more self-interested position. These assumptions suggest that managers will treat outside constituencies more self-interestedly (Bear et al., 2010). Adopting a RDT view, it is argued that CSR can help firms to secure the flow of critical resources controlled by various stakeholders. For example, if a firm is highly dependent on rural local communities in developing countries, the firm can invest in local development initiatives in health and education in order to secure the local communities as a critical resource (Kassinis and Vafeas, 2006; Hess and Warren, 2008; Frynas and Yamahaki, 2016). Access and control over external resources can be a driver, which thus can explain why companies engage in CSR activities.

2.5.3 Resource-based view

The asset-based view (RBV), as presented by Wernerfelt (1984) and refined by Barney (1991), presumes that organizations are packs of heterogeneous assets and capacities that are defectively portable crosswise over firms. Barney (1991) contends that assets ought to have alleged VRIN attributes. That is assets should be significant, uncommon, incomparable and non-substitutable, so as to shape a potential hotspot for supportable upper hand (Barney, 1991; Huang et al., 2015). As it were, interesting assets are said to prompt firm heterogeneity, and firm heterogeneity would then be able to prompt supported upper hand. Firms that at last have a practical upper hand ought to have the option to

outflank different firms and will consequently win predominant returns (McWilliams and Siegel, 2010).

CSR involvement can help companies create VRIN resources to deliver internal and external benefits (McWilliams and Siegel, 2010; Frynas and Stephens, 2015; Mellahi et al., 2016). Investments in socially responsible activities can have internal advantages by helping a company develop new resources and capabilities related to know-how and corporate culture.

In actuality, putting resources into social obligation exercises has significant outcomes on the creation or consumption of central impalpable assets, to be specific those related with representatives (Branco and Rodrigues, 2006). The outer advantages of CSR are identified with its impact on corporate notoriety. Corporate notoriety can be comprehended as a key elusive asset, which can be made or erased as a result of the choices to connect with or not in social obligation exercises. Firms with great social obligation notoriety may improve relations with outer entertainers (Chen et al., 2006; Lourenço et al., 2014). They may likewise draw in better workers or increment current representatives' inspiration, assurance, responsibility and devotion to the firm (Branco and Rodrigues, 2006). These inside and outside advantages will help firms to separate themselves from their rivals and at last, will help firms to make a practical upper hand over their rivals. It is contended that accomplishing a supportable upper hand could be a factor that drives enterprises to take part in CSR exercises.

2.6 EMPIRICAL REVIEW

This section of the chapter reviews empirical literature internal stakeholder management and CSR, communications management and CSR.

2.6.1 Internal Stakeholder Management and Corporate Social Responsibility

Although the idea of corporate social responsibility is focused mainly on external stakeholders, the management of the organization must not overlook the impact of socially responsible operations on inner stakeholders and their role in the idea. The efficacy of conducting socially responsible activities equally depends on external and internal stakeholders (Waddock and Googins, 2011). Palmer (2012), Points out that, in applying the notion of corporate social responsibility and generating advantages, the main job of leadership is to strike a balance in the complex network of interactions with stakeholders. This is not a easy job, given that management is confronted with the often inconsistent interests of inner and external stakeholders, which sometimes makes it very difficult to select actions to fulfill all important stakeholders (Pedersen, 2006). Apart from the positive effect on profitability and economic growth, it has been shown that the concept of corporate social responsibility positively affects employee satisfaction, motivation and loyalty, while allowing management to extract the best qualities from each employee, which contributes directly to the development of positive business trends (Torugsa et al., 2012).

Ali and coauthors (2010) arrive at a comparable decision, expressing that a more elevated amount of corporate social duty decidedly influences the devotion of workers which altogether improves the viability of business forms. A more noteworthy degree of inspiration, unwaveringness, and fulfillment brought about by socially dependable business tasks permits the workers and other inward partners to relate to hierarchical qualities (Kim et al., 2010). It might be construed that the effects of socially trustworthy activities are a way for the outside accomplices just as internal accomplices of the association who go about as a solid correspondence channel towards external get-togethers of accomplices additionally (Collier and Esteban, 2007). The idea of corporate social

obligation can be viewed as an effective apparatus for a human asset the board by utilizing trust, fulfillment and worker inspiration. It is less difficult for the administration to accomplish a supportable upper hand when they are in the situation to hold exceptionally instructed and spurred representatives, and the idea of corporate social duty speaks to the very plan of action that decidedly adds to a lower change of workers (Lee et al., 2013). As an increasing number of profit and non-profit organizations decides to implement socially responsible activities, situations in which partnerships are formed between entities from the profit and non-profit sectors are more and more frequent. Such partnerships, formed in order to conduct socially responsible activities between companies and non-government organizations, but other groups of stakeholders as well, enable transfer of knowledge and skills that directly improves the employees and the management (Seitanidi and Crane, 2009). To successfully implement the concept of corporate social responsibility within an organization, it is necessary for all internal stakeholders to proactively take part in the process, both on individual and collective levels, in order for such success to improve the relationships with external stakeholders and society as well as enable the generation of financial and non-financial benefits for the company (Basu and Palazzo, 2008). Although investing in socially responsible activities most often requires initial investment of financial resources, the company has the possibility, by proper communication with its stakeholders, to achieve financial returns on investment and thus increase the value of proprietary interests in the long term (Smith, 2007). It is therefore hypothesized that *internal stakeholder management has a positive effect on corporate social responsibility projects.*

2.6.1 Communications Management and Corporate Social Responsibility

In an investigation of the perspectives on supervisory groups in enormous organizations, Arvidsson (2010) finds that organizations take part in CSR exercises to evade negative

effects as opposed to being driven by a will to accomplish social upgrades or act in a way that is on a very basic level accepted to be correct. Morsing and Schultz (2006) create three CSR correspondence techniques. In light of observational outlines and earlier look into, the creators contend that administrators need to move from advising and reacting to including partners in CSR correspondence itself. The reason that directors need to extend the job of partners incorporate CSR correspondence forms on the off chance that they need to improve their endeavors to fabricate authenticity, positive notoriety, and enduring partner connections.

Mamantov (2009) describes methods of attaining employee engagement. The author cites using emotional interactions and encouraging cooperation through society and demonstrating fundamental importance as variables in the communication strategy of CSR that will assist businesses achieve the goals of their staff. The paper also states that the method involves the link between employers and staff. Morsing (2006) indicates that communicating attempts of corporate CSR through internal stakeholders is one of the most strong communication strategies presently available to enhance the identification of members or to cause misidentification. While CSR messages actually communicate to external stakeholders, they also serve inner objectives such as strengthening corporate identity and building institutional membership identification. Johansen and Nielsen (2011) create a structure through a review of CSR, corporate identity, corporate communication and stakeholder literature that takes into consideration the distinct stakeholders ' stakeholders, i.e. customers, shareholders, staff, non-governmental organizations and vendors. The authors argue that different stakes condition different types of dialogue, based on the discursive terms of form and script. The creators contend besides that the partner directions of the CSR, corporate personality and corporate correspondence controls can fortify discourse. It is recommended that discourse might be fortified by building a

system that connections the stakes held by key partner gatherings to explicit exchange structures and contents. Fieseler (2011) takes a gander at how to value investigators at the German stock trade in Frankfurt see financial, legitimate, moral and magnanimous duty systems. The proof acquired proposes that duty issues are progressively winding up some portion of standard speculation investigation. In any case, for them to have a bigger impact later on, speculator relations faculty must edge obligation systems in a manner that is progressively predictable with the monetary network's point of view. Specifically, the effect of CSR measures on vital improvement, aggressive expectation and making trust with partners are key in utilizing CSR in budgetary correspondences. It is therefore hypothesized that *communications management has a positive effect on corporate social responsibility projects.*

2.6.2 Internal stakeholder Management, Communications Management and Corporate Social responsibility.

Positioning of the company on the market, as a socially responsible organization, demands detailed knowledge of the concept of corporate social responsibility and adequate models of digital communication by the management, but also by the rest of the internal stakeholders, who are a key, reliable and transparent communication channel towards external stakeholders (Polonsky and Jevons, 2006). The achievement and viability of directing socially mindful exercises additionally rely upon adjusting the technique of corporate correspondence to the fast advancement of data correspondence innovations just as to the improvement of informal communities and the Internet (Dutot et al., 2016). Computerized change in imparting social obligation began in the 1990s (Isenmann, 2006), and empowered the partners with PC aptitudes to effectively discover opportune and brief data about corporate social duty, yet in addition the general business tasks of the organization (Cho et al., 2009). It is therefore hypothesized that *communications*

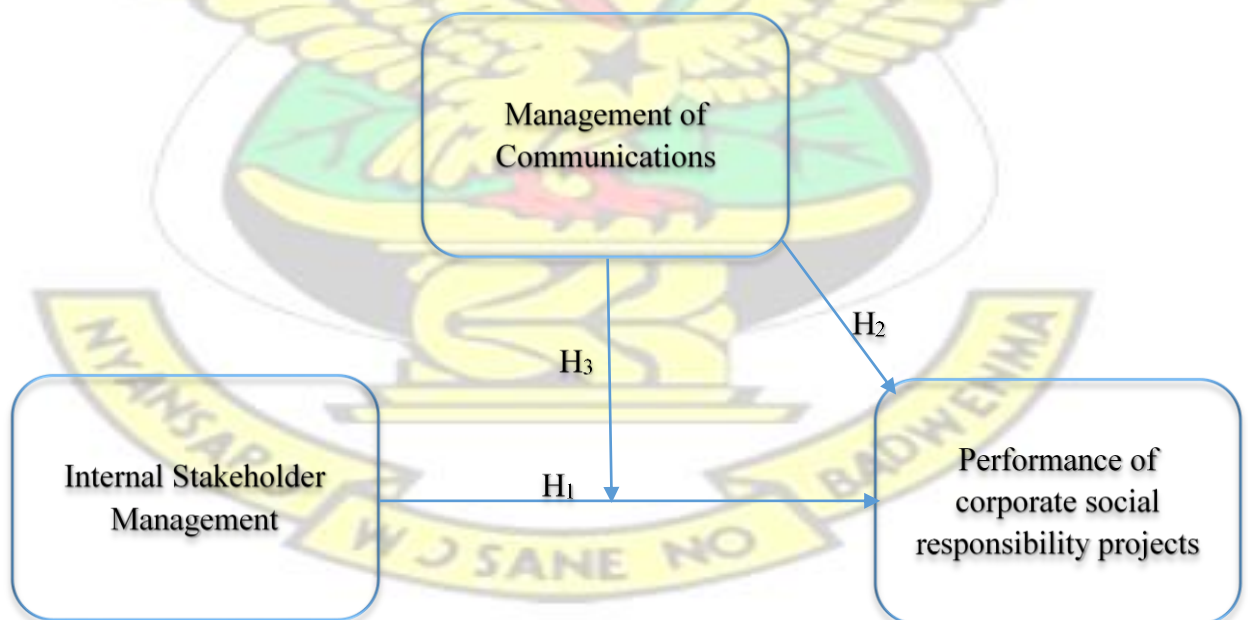
management moderates the relationship between internal stakeholder management and corporate social responsibility.

2.7 CONCEPTUAL FRAMEWORK

According to Mugenda and Mugenda (2003), a conceptual framework is as a hypothesized model pointing out the model and the connection between the dependent and independent variables. Kothari (2004), indicated that an independent variable or the informative variable is the assumed factor of the varieties of the reliant variable, while a needy variable identifies with the variable which the scientist wants to expound or elaborate.

The conceptual framework for this study considers internal stakeholder management and communications management as independent variables and corporate social responsibility as dependent variable.

Figure 2.1 Conceptual Framework



Source: Field Data (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the methods and procedures that was used to gather information for the study. This section presents the research designs and approach, data type and source, population for the study, the sampling and the sampling techniques, information collection instruments as well as data analysis techniques. The chapter further presents the organizational profile of MTN-Ghana.

3.2 RESEARCH DESIGN

As indicated by Burns and Grove (2001), the examination structure of an investigation encourages the specialist to plan and actualize the investigation such that will assist the scientist with obtaining planned outcomes, consequently expanding the odds of getting data that could be related with the genuine circumstance.

The study adopted the case study approach. Case study research design is a process of finding out the realities of a specific situation which presents a problem that needs to be solved and is of interest to the researcher (Yin, 2013). Yin, (2009) provides an explicit definition of a case study, stating that “it is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. The case study inquiry copes with the technically distinctive situation in which there would be many more variables of interest than data points, and as one result relies on multiple sources of evidence, with data needing to converge in a triangulating fashion, and as another result benefits from the prior development of theoretical propositions to guide data collection and analysis”. Such a study attempts to describe some aspects of a population or an existing

phenomenon by selecting individuals to complete questionnaire.

This study further adopted a quantitative method approach for data collection and analysis, so that the researcher may best understand the internal stakeholder management and communications management concepts and its impact on corporate social responsibility at MTN-Ghana. Quantitative study approaches, rendering to Marczyk *et al.* (2005) endeavours to exploit neutrality, dependability, and generalisation of results, and is obviously attentive in forecast. According to Stange *et al.* (2006) the method involves the use of questionnaire to create new knowledge and such involvement can be concurrent or sequential use of quantitative method to follow a line of inquiry.

3.3 POPULATION OF THE STUDY

Polit and Hungler (1999), characterized a populace as a total or totality of the considerable number of items, subjects or individuals that comply with a lot of details. As per Hair *et al.* (2010), the objective populace is said to be a predetermined gathering of individuals or items for which inquiries can be posed or perceptions made to create required information structures and data. For this investigation, the objective populaces incorporated the workers of MTN-Ghana especially those of the CSR division of the organization.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUE

3.4.1 Sample Size

Sample size according to Amin (2005), comprises a selected portion of a larger population considered qualified to provide opinions and facts on a subject of study. The respondents comprised the manager and employees of MTN-Ghana. More specifically, purposive sampling method was used to select managers particularly those of the CSR department of the company. Zikmund (2003) stated that, the larger the sampling size of a research, the

more accurate the data generated. The whole population size of 32 was considered as the sample size due to the purposive sampling technique that was used.

3.4.2 Sampling Technique

Sampling techniques according to Amin (2005), refers to the methods used to select a study sample. Sampling can be said as the selection of a subset of individuals or elements from a general population (Lance and Hattori, 2016). Since the data required for this study needs different people who have also have different knowledge and awareness about CSR projects, the study adopted the purposive sampling technique to select respondents. This strategy restricted number of people who have expertise in the area being researched. In the case of the employees, the simple random sampling method was used.

3.5 DATA COLLECTION METHOD

Data collection is very critical in this research, as the information helps in the understanding of the theoretical framework of the study (Bernard, 2002). Therefore, according to Bernard *et al.*(1986), the selection of the method in which data will be collected be done with sound judgment, since improper data collection can affect the analysis.

The researcher used two sources of data; thus primary and secondary information. The primary data was collected through a well-structured questionnaire. Sanders (2007) noted questionnaire is used for explaining research which enables the study to critically assess the relationship between variables, in particular cause-effect relationship. The information was gathered through questionnaire from the selected sample of respondents/ employees of MTN-Ghana.

The auxiliary source was utilized to enhance the essential information. Distributed and unpublished articles, diaries, course readings, and web productions on the topic portrays

the auxiliary wellsprings of information. As indicated by Sekaran (2003), auxiliary information are past information gathered and recorded by another specialist or association, for the most part for various purposes other than the present issue or topic under scrutiny.

A quantitative methodology with a close-ended questionnaire was adopted as the measuring instrument for the purpose of this research. Closed questionnaires can be administered concurrently to groups of individuals as they are less expensive and time consuming than other measuring instruments. The questionnaire was structured into four (4) sections which sought to collect data on demographics (part A), internal stakeholder management practices (part B), communications management (part C), and success of CSR projects (D). The scale technique of the Likert type has been used to range answers with a numerical value of 1-5. The use of this specific technique of scaling was to guarantee that the research study shows the capacity to evaluate the reactions and evaluate the answers quantifiably so that a pattern or trend can be generated to evaluate research hypotheses. As hypothesized by Neuman (2003), it is a method of asking the same questions to many individuals and examining their responses.

3.6 DATA ANALYSIS METHOD

After congregating these data through the medium of questionnaires supported with the secondary data, a thorough analysis was conducted on it to draw empirically based conclusion.

The tools of analyses included Statistical Package for Social Sciences (SPSS) version 21, and Microsoft excel. The data was analyzed based on the answers that were received from the respondents.

Descriptive statistics are brief descriptive coefficients that summarize a given set of data, which can be either a representation of the entire population or a sample of the population. Descriptive statistics are used to describe the basic features of data in a study. They provide simple summaries about the sample and the measures (Trochim, 2006). Descriptive Statistics was employed in this study to present quantitative descriptions in simpler summary.

Inferential statistics including regression was used to show the relationship and the strength/degree as well as direction of associations between variables and to show interdependence of independent variables and dependent variable. Thus, both the strength of the relationship between variables and the influence of independent on dependent variable and statistical significance was assessed.

3.6.1 Validity and Reliability Test

The reliability of an instrument is the degree of consistency which is attributed to the measures it is supposed to be measuring (Shaba, 2008). Cronbach's alpha coefficient will be calculated for each field of the questionnaire. George and Mallery (2003), proposed rule of thumb for interpreting the Cronbach's alpha values was applied where Cronbach alpha ≥ 0.9 is excellent, $0.9 < \text{but} \geq 0.8$ is very good, $0.8 < \text{but} \geq 0.7$ is good, $0.7 < \text{but} \geq 0.6$ is acceptable, $0.6 < \text{but} \geq 0.5$ is questionable, $0.5 < \text{but} \geq 0.4$ is poor, and $0.4 >$ is unacceptable.

Test Validity refers to how well a test measures what it is purported to measure (Cozby, 2001). It is the extent to which inferences, conclusions, and decisions made on the basis of test scores are appropriate and meaningful.

Exploratory factor analysis was performed in order to determine whether all the scales applied in this study have construct validity (Abdul-Halim and Che-Ha, 2009). The

examinations of the components as per Hair et al. (2006) is the proportion of the sufficiency of inspecting, a measurable test to evaluate the degree of between connections among the factors used. Bartlett's Test of Sphericity (Bartlett's Test) and Kaiser-Mayer-Olkin (KMO) show the proportion of examining sufficiency (Hair et al., 2006). Bartlett's Test of Sphericity (Bartlett's Test) is critical at $p < 0.05$ for the exploratory factor investigation to be viewed as fitting and KMO is lower than 0.5 isn't appropriate, and exploratory factor examination ought not to be performed (Pallant, 2007).

3.7 Profile of Ghana MTN-Ghana

After the purchase of Investcom in 2006, MTN, the major telecommunications service provider in Africa and the Middle East, joined the Ghanaian industry. The overriding mission of MTN is to be a vehicle for economic growth and development in Ghana, helping to foster the strong development potential of Ghana from the provision of world-class telecommunications products and services to innovative and sustainable social investment initiatives in corporations.

With over 12 million subscribers, MTN is the market leader in Ghana's increasingly competitive mobile telecommunications industry, providing its valued subscribers a variety of interesting Postpaid and Prepaid subscriptions products and services. The coverage of MTN's network is vast. It encompasses 10 regional capitals, significant towns, and many distant and rural regions. To expand its coverage and capability across the nation, the firm continues to invest strongly in infrastructure.

MTN's business over its 22 impressions is administered by five qualities - Leadership, Innovation, Relationships, Integrity, and a Can-Do soul. These qualities have added to MTN's advancement as the main player in developing markets of Africa and the Middle East, with an absolute worldwide supporter base of more than 200 million, serving a

populace under permit of more than 500 million individuals. MTN conveys exceptionally structured correspondence arrangements and is centered around giving superb media communications benefits over the African landmass under the way of thinking of improving access to financial strengthening.

The organization comprehends that the most ideal approach to increase a focused edge in a nearby market is to offer various items and administrations modified to suit ways of life and desires. An indispensable administration of MTN's activities is MTN Business, which gives information arrangements and suitable IT foundation to little, medium and enormous scale organizations with the reason for them to convey up-to-speed productivity in their tasks.

3.8 Corporate Social Responsibility

The MTN Foundation is a Corporate Social Responsibility (CSR) the executives' structure for the MTN Group's connected activities over its 22 tasks. The MTN Ghana Foundation was built up in 2007 as a solitary reason vehicle to drive all MTN's CSR activities in the nation. The Foundation presently has three center territories – Health, Education and Economic Empowerment. The Foundation is set up as a different legitimate element with its free Board of Directors and Patrons who supervise the activities of the Foundation. Its responsibility is revolved around the financial improvement of the nation through the take-off of fitting and maintainable social mediations in networks everywhere throughout the nation. The principle point of the Foundation is to have a wide network affecting and supporting national and worldwide improvement needs. It encourages association and sharing of assets to accomplish common destinations.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the results of the study and discussion of findings in relation to literature. There are basically five sections in this chapter. The first section presents the background details of the respondents while the remaining sections presents the findings of the study based on the study objectives.

4.2 PROFILE OF RESPONDENTS

Table 4.1 shows the profile of the respondents selected for the study. These respondents are from the MTN-Ghana. From the results, Majority of these respondents have had a formal education. Specifically, 20% were diploma holders, 67% as degree holders while the remaining 13% of the respondents had obtained their masters' degree. In addition, 27% of the respondents have a working experience between 3-5 years, 56% of them have 6-8 years of working experience, while 13 % had 9-11 years of experience. The remaining 3% had 11-13 years of working experience. The figures above give enough justification about the credibility of the respondents.

Table 4.1: Background of Respondents

Sn	Respondent Profile	Frequency	Percentage
1	Level of education		
	(a) Diploma	6	19.00
	(b) Degree	22	69.00
	(c) Master's degree	4	12.00
	Total	32	100.00
2	Years of working experience		
	(b) 3 -5 years	10	31.00
	(c) 6 – 8 years	17	53.00
	(d) 9 – 11 years	4	13.00
	(e) 11 – 13 years	1	3.00
	Total	32	100.00

Source: Field Data(2019)

4.3 INTERNAL STAKEHOLDER MANAGEMENT PRACTICES

Despite the fact that the idea of corporate social obligation is essentially situated towards outside partners, the association's administration must not disregard the impact of socially dependable exercises on the inside partners and their job in the idea. As argued by Waddock and Googins (2011) the efficacy of conducting socially responsible activities equally depends on external and internal stakeholders. There is the need therefore to ensure internal stakeholder management for the successful delivery of corporate social responsibility projects undertaken MTN. The first objective of the current study was to examine the stakeholder management practices of the respondents. Table 4.2 shows the results. Discussions of some of the practices are presented below.

Table 4.2 Ranking of internal stakeholder management practices

Sn	Stakeholder management Practices	RII = $\frac{\sum w}{(S * N)}$	Rank
1	In initiating a CSR-project, the company formulates appropriate strategies to manage/engage managers and employees	0.90	1st
2	The company determines and assess the level of association or closeness of managers and employees with the CSR-project (s)	0.85	2nd
3	The managers and employees do perceive that CSR as an important mechanism which is potentially contributing to the creation of the value of the cooperation.	0.75	3rd
4	The company insists that the managers and employees are socially responsible	0.70	4th
5	The management and employees mostly perceive that when CSR enhances its competitive advantage, it eventually improves the economic value of the firm	0.65	5th
6	The managers and employees believe that firms need to contribute to local communities, societies and markets	0.64	6th

Source: Field Data (2019)

In initiating a CSR-project, the company formulates appropriate strategies to manage/engage managers and employees.

As Collier and Esteban (2007) rightly pointed out, the impacts of socially responsible operations are not only directed at external stakeholders, but also at inner stakeholders who operate as a trustworthy channel of communication to external stakeholder organizations. Basu and Palazzo (2008) further stated that in order to successfully implement the concept of corporate social responsibility within an organization, it is necessary for all internal stakeholders to proactively take part in the process and by so doing, the company is able to manage or engage managers and employees both on individual and collective levels. From the current study, the respondents revealed that they formulate plans and strategies to manage internal stakeholders. This finding agrees with Collier and Esteban (2007).

The company determines and assesses the level of association or closeness of managers and employees with the CSR-project (s)

Another way the company manages its internal stakeholders according to respondents is that it determines and assesses the level of association or closeness of managers with the CSR-projects. According to the respondents, as companies or organizations decide to implement socially responsible activities, situations in which partnerships are formed between entities including other stakeholders and employees. Through this closeness or partnerships, knowledge and skills are transferred directly to improve employees and the management. This finding is similar with that of Seitani and Crane (2009).

Moreover, most participants have a perception that CSR should be perceived by executives and staff as a significant mechanism that possibly contributes to corporate value development. In order to manage internal stakeholders in the activity of CSR-projects, the respondents indicated that both managers and employees should accept the fact that CSR contributes to the creation of corporate value and therefore should be managed effectively in order to implement these CSR-projects. This finding too is similar with that of Lee et al., (2013).

4.4 COMMUNICATIONS MANAGEMENT PRACTICES ON CORPORATE SOCIAL RESPONSIBILITY PROJECTS

Cornelissen (2012) argued that corporate communication is a leadership function which provides a structure for efficient coordination of all inner and external communication with the general objective of creating and retaining favourable reputations with stakeholder organizations on which the organisation depends. Therefore, corporate communication is a strategic tool that helps to achieve mutual understanding between the organization and its stakeholders, as well as managing and maintaining the company's reputation. In the current study, the researcher sought to identify the communication management practices adopted in the delivery of CSR projects. Table 4.3 shown the key practices of the firms.

Table 4.3 Ranking of communications management practices

Sn	Strategies	RII = $\frac{\sum w}{(S * N)}$	Rank
1	The company ensures proper and frequent communication with all stakeholders of CSR-project(s)	0.90	1st
2	The business guarantees that favourable CSR choices and actions are efficiently communicated to the stakeholders of the business	0.85	2nd
3	The company involves its partners in making corporate decisions and actions relevant for them	0.75	3rd
4	The business invites and initiates regular, systematic and pro-active dialog with stakeholders, such as opinion makers, business critics, media, etc.	0.70	4th
5	The company informs its company partners about its good intentions, decisions and actions to ensure positive stakeholder support	0.65	5th
6	The company engages its partners by making the corporate decisions and also making the actions relevant for them	0.64	6th
7	The company typically conducts an opinion poll or a market survey to make sense of where the company has hopefully improved and can improve its CSR efforts	0.62	7th

Source: Field Data (2019)

The company ensures proper and frequent communication with all stakeholders of CSR-project(s)

Concerning communication management, majority of the respondents indicated that the company ensures proper and frequent communication with all stakeholders of CSR-projects. According to the respondents modern companies like MTN-Ghana and others are becoming communities of people who work successfully motivated by sharing goals in the light of shared values. They further added that proper and frequent communication with all stakeholders help to make decisive decision concerning CSR-projects to be implemented. This finding of the respondents is not different from that of Clark (2000).

The company ensures that favourable organizational CSR decisions and actions are communicated effectively to the company's stakeholders

In addition, most of the respondents indicated another key strategy to ensure communication management. In order for the company's stakeholders to undertake any CSR- projects, they must get some informed decision from them; therefore the respondents are of the view that the company's ensuring that favorable organization decisions and actions are effectively communicated with these stakeholders. This finding is similar with that of Shen (2011).

The company engages the partners of the company by making the corporate decisions and actions relevant for them

As argued by Shen (2011) that the company must have a corporate culture that promotes the values that support the perception and application of CSR initiatives for the benefit of all its stakeholders and society as a whole. It is noted that if organizational practices, including some of the programs developed by the organization in line with this concept, are perceived by members as necessary to improve the well-being of specific groups of stakeholders and society as a whole, they will be identified very much stronger with the organization. This finding is not different from that of the respondents.

The company invites and establishes frequent, systematic and pro-active dialogue with partners, i.e. the media, opinion makers, corporate critics, the media, etc

Moreover, as argued by Amalados and Manohar (2013) that If this communication is based on the ongoing dialogue and discussions between the company and the stakeholders it interacts with, it will help legitimize the company as a socially responsible. Therefore, the "stakeholder dialogue" is an essential component of CSR and is perceived as significant for the success of the company. This finding is similar with that of the respondents.

4.5 EFFECTS OF COMMUNICATION AND STAKEHOLDERS MANAGEMENT ON THE DELIVERY OF CSR-PROJECTS

Corporate Social Responsibility has an incredible impact on the overall performance of companies and assists their financial stability, promotes profits, empowers skilled employees, increases access to investment and capital. Carroll and Shabana, (2010) indicated that stakeholder management and communication are vital for the success of a CSR project which in turn creates a positive image for businesses. Table 4.4 shows the ranking of the effects of communication and stakeholder management on the delivery of CSR-projects. Some of the key effects are discussed below.

The CSR-project(s) enrolled by the company is always completed to the satisfaction of a majority of the project stakeholders

In determining the success of CSR-projects, majority of the respondents have the perception that CSR-projects are always completed to the satisfaction of a majority of the project stakeholders. They indicated that this particular success of CSR-project is as a result of stakeholder management and communication. This finding is similar to that of Carroll and Shabana (2010).

The CSR-project(s) initiated by the company always meets specified standards and qualities

The ideology of CSR according to Crane and Matten (2007), is to build a more just, fair, caring and better world, which is expected, in turn, to create a favorable operating environment for businesses and result in sustainable development for all concerned.

Therefore any CSR-projects initiated by the company always meets specified and qualities.

This finding is similar to that of the respondents as indicated in Table 4.4.

Table 4.4 Ranking of the effects of communication and stakeholders' management on the delivery of CSR-projects

Sn	Success	RII = $\frac{\sum w}{(S * N)}$	Rank
1	The CSR-project(s) enrolled by the company is always completed to the satisfaction of a majority of the project stakeholders	0.90	1 st
2	The CSR-project(s) initiated by the company always meets specified standards and qualities	0.85	2 nd
3	CSR-project(s) conducted by the company are able to meet the time frame	0.75	3 rd
4	CSR project are able to able to meet its cost requirement	0.74	4 th
5	The funds that are invested in CSR-project(s) always contribute to industrial growth by improving local market technology and management understanding.	0.70	5 th
6	The funds invested in CSR projects are always complementary to the economic development requirements of the host country	0.65	6 th
7	Every year our business utilizes a part of the retained earnings to assist the local community build up public infrastructure and protect the environment	0.64	7 th
8	The business always fulfills our product and/or service commitments and is committed to adapting to the requirements of local customers.	0.62	8 th
9	The CSR-project(s) initiated by the company has enhanced image and reputation	0.60	9 th

Source: Field Data (2019)

CSR-project(s) conducted by the company are able to meet the time frame

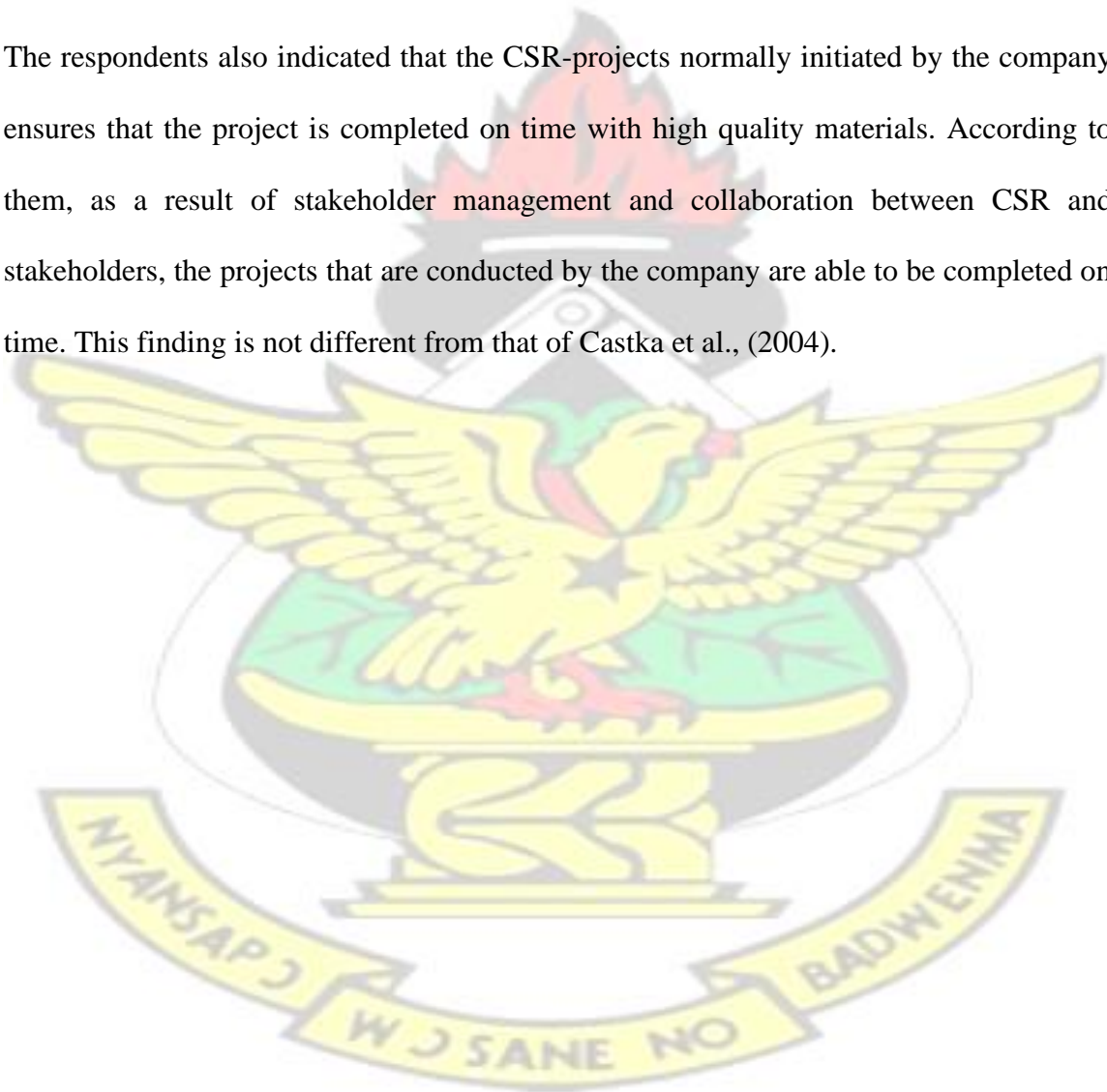
Another major effect cited by the respondents was that through effective communication and stakeholder management CRS project are executed with delays. This finding goes to confirms the early report by Shabana (2010) communication management helps to prevent project delays.

The resources that are invested in CSR-project(s) always seem to contribute to industrial development by enhancing technological and managerial knowledge in the local market

In addition, Castka et al. (2004) described CSR as a notion for profitably running organisations in a socially and environmentally accountable manner to attain sustainability and satisfaction of stakeholders. This stakeholder's satisfaction is a result of the investment in CSR-projects through enhancement of managerial and technological knowledge in its local market. This finding too agrees with that of the respondents.

CSR-project(s) conducted by the company respects the time frame and performance criteria

The respondents also indicated that the CSR-projects normally initiated by the company ensures that the project is completed on time with high quality materials. According to them, as a result of stakeholder management and collaboration between CSR and stakeholders, the projects that are conducted by the company are able to be completed on time. This finding is not different from that of Castka et al., (2004).



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

A summary of the research findings are presented in this chapter. This summary is presented in accordance with the objectives of the study. The conclusions draw from the results of the study are also presented together with recommendations for consideration in future projects.

5.2 SUMMARY OF FINDINGS

The current study was designed to investigate into the communication and stakeholder management practices of MTN Ghana on its Corporate Social Responsibility (CSR) projects. The effects of those practices on the delivery of the CSR projects were also examined. Based on the results assessment, the main findings are as follows.

Objective 1: To assess the communication management practices of MTN-Ghana in CSR projects

The following are some of the major practices

- (i) The company ensures proper and frequent communication with all stakeholders of CSR-project(s).
- (ii) The organization guarantees that ideal corporate CSR choices and activities are conveyed viably to the organization's partners.
- (iii) The company should engage stakeholders when it is making the corporate decisions and actions which are relevant for them.
- (iv) The company must invite and establish some frequent, systematic and pro-active dialogue with its stakeholders, i.e. opinion makers, corporate critics, the media, etc.

- (v) The organization advises partners about its honest goals, choices, and activities to guarantee positive partner support.
- (vi) The company does engage its stakeholders when making the corporate decisions and actions relevant to them.
- (vii) The organization typically conducts an opinion poll or a they often conduct a market survey to make sense of where the company has hopefully improved and can improve its CSR efforts

Objective 2: To assess the internal stakeholder management practices of MTN-Ghana in CSR projects

With respect to the above, the following were found:

- (i) In initiating a CSR-project, the company formulates appropriate strategies to manage/engage managers and employees (internal stakeholders)
- (ii) The company determines and assess the level of association or closeness of managers and employees with the CSR-project (s)
- (iii) The managers and employees do perceive that CSR as an important mechanism potentially must contributing to the creation of corporate value
- (iv) The company ensures that the management and employees are ethically and socially very responsible

Objective 3: To examine the effects of communications and internal stakeholder management on the delivery of corporate social responsibility projects.

The major effects were:

- (i) The CSR-project(s) enrolled by the company is always completed to the satisfaction of a majority of the project stakeholders

- (ii) The CSR-project(s) initiated by the company always meets specified standards and qualities
- (iii) CSR-project(s) conducted by the company are able to meet the time frame
- (iv) CSR project are able to able to meet its cost requirement
- (v) The assets put resources into CSR-project(s) consistently add to mechanical improvement by upgrading innovative and administrative information in the nearby advertise.

5.3 CONCLUSION

It is evident from the finding of the study that effective communication and stakeholder management play a significant role in the delivery of construction projects. Problems with cost overruns, delays, poor quality work, disputes among other problems can be handled with effective stakeholder management.

5.4 RECOMMENDATION

Based on the findings of the study it is recommended that communication and stakeholder management should be taken as a matter of necessity in the delivery of construction projects. This practice has huge bearing on the success of project delivery. It is also recommended that corporate bodies should fulfil their corporate social responsibility obligations.

5.5 FUTURE STUDIES

It is recommended that future studies should extend the scope by looking at other companies. This will help to obtain a much broader picture about the issue.

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APPENDIX A: QUESTIONNAIRE

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI**

SURVEY QUESTIONNAIRE

This questionnaire is meant to collect data for academic study at Kwame Nkrumah University of Science and Technology (KNUST). The general objective of the study is ‘**evaluate the impact of management of communication and internal stakeholders on corporate social responsibility projects of Multinational enterprises using MTN-Ghana as a case**’. Your response to this questionnaire would be highly appreciated and all the information you give will be treated as confidential. Thank you.

PART A: Background information of Respondents (Kindly tick as appropriate)

1. What is your highest education level?
 Secondary Certificate () Certificate () Diploma () Bachelor’s Degree ()
 Master’s Degree () Doctorate () Other (Specify)
3. How long have you worked with MTN-Ghana?
 0-2 years () 3-5 years () 6-8 years () 9-11 years () 11-13 years ()
4. What is your position in the company?.....
5. Which department are you currently positioned?.....

PART B: INTERNAL STAKEHOLDER MANAGEMENT

6. Please use a 5-point scale measuring from 1= **Strongly Disagree**, 2=**Disagree**, 3 = **Neutral**, 4= **Agree**, 5 = **Strongly Agree**, to provide responses to the following statements on *internal stakeholder management*

	1	2	3	4	5
The company determines and assess the level of association or closeness of managers and employees with the CSR-project (s)					
The managers and employees perceive CSR as an important mechanism potentially contributing to the creation of corporate value					
In initiating a CSR-project, the company formulates appropriate strategies to manage/engage managers and employees					
The managers and employees perceive that CSR enhances competitive advantage, and eventually improves the economic value of the firm					
The company ensures managers and employees are ethical and socially responsible					
The managers and employees believe firms need to contribute to local countries, societies and markets					

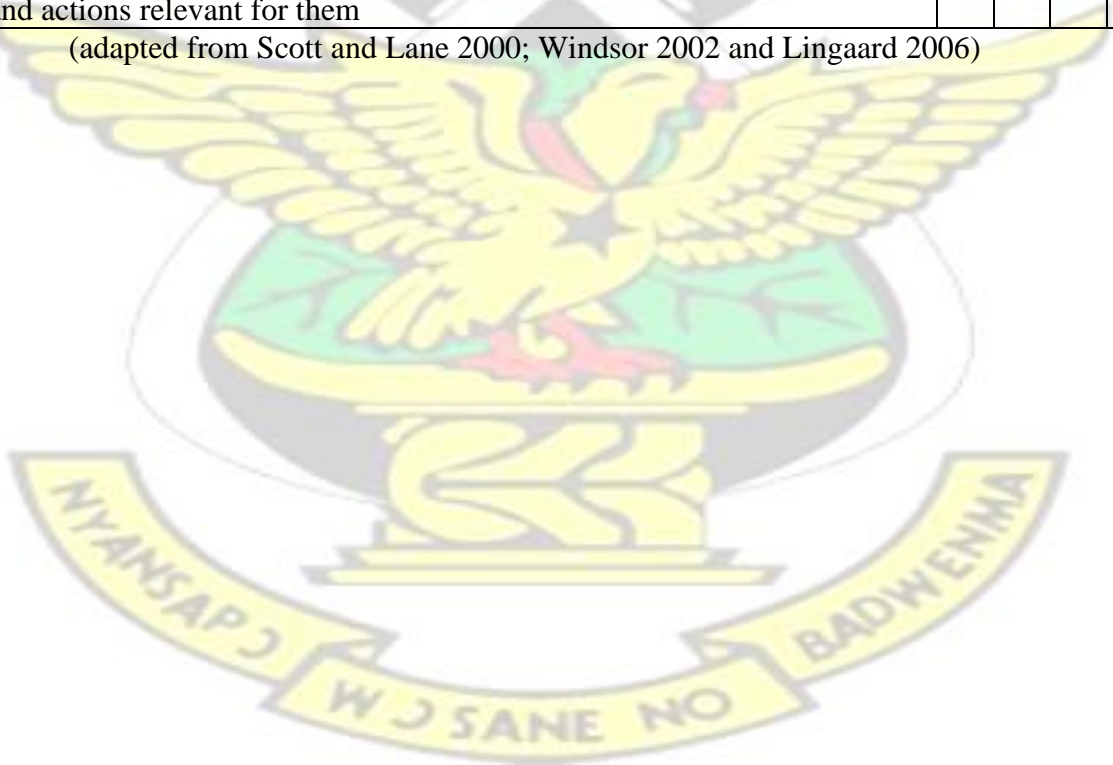
(adapted from Munilla and Miles, 2005)

PART C: COMMUNICATIONS MANAGEMENT

7. Please use a 5-point scale measuring from 1= *Strongly Disagree*, 2=*Disagree*, 3 = *Neutral*, 4= *Agree*, 5 = *Strongly Agree*, to provide responses to the following statements on communications management

	1	2	3	4	5
The company ensures proper and frequent communication with all stakeholders of CSR-project(s)					
The company ensures that favourable corporate CSR decisions and actions are communicated effectively to the company's stakeholders					
The company designs appealing CSR-concept messages					
The company invite and establish frequent, systematic and pro-active dialogue with stakeholders, i.e. opinion makers, corporate critics, the media, etc					
The company informs stakeholders about its good intentions, decisions and actions to ensure positive stakeholder support					
The company typically conducts an opinion poll or a market survey to make sense of where the company has hopefully improved and can improve its CSR efforts					
The company engages stakeholders by making the corporate decisions and actions relevant for them					

(adapted from Scott and Lane 2000; Windsor 2002 and Lingaard 2006)



PART D: SUCCESS OF CSR-PROJECTS

8. Please use a 5-point scale measuring from 1= *Strongly Disagree*, 2=*Disagree*, 3 = *Neutral*, 4= *Agree*, 5 = *Strongly Agree*, to provide responses to the following statements on success of CSR-projects

	1	2	3	4	5
The CSR-project(s) enrolled by the company is always completed to the satisfaction of a majority of the project stakeholders					
The CSR-project(s) initiated by the company always meets specified standards and qualities					
CSR-project(s) conducted by the company respects the time frame and performance criteria					
The resources invested in CSR-project(s) always contribute to industrial development by enhancing technological and managerial knowledge in the local market.					
The resources invested in CSR-project(s) are always complementary to the host country's economic development needs					
Each year our company uses some portion of retained earnings to help the local community to consummate the public infrastructure and environmental protection					
The company always honors our promises regarding product and/or service offerings and is dedicated to adapt to the local consumers' needs					
The company, through CSR-projects has maintained good and stable relationships with local suppliers, distributors, and other business partners.					
The CSR-project(s) initiated by the company has enhanced image and reputation					

