

**A STUDY OF THE BENEFITS OF AIRTEL GHANA'S CORPORATE SOCIAL
RESPONSIBILITY ON THE BENEFICIARIES-A CASE STUDY OF LA-
WIRELESS CLUSTER OF SCHOOLS**

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ABSTRACT

This study was set up to examine the perceptions of beneficiaries about Corporate Social Responsibility (CSR) performed by corporate entities in general, identify the benefits of Airtel Ghana's CSR projects in La-Wireless Cluster of Schools and explore the ways that the project can be sustained. It was found that respondents believed the CSR is an obligation for businesses, implementing CSR should be a responsibility of every company, there should be more public recognition for companies doing a lot of CSR projects, companies show they are more concerned about the community rather than their profit when they carry out CSR projects, and business engagement in social issues is an effective and constructive way of addressing social needs. Respondents also indicated that the motivations of companies for undertaking CSR activities are ethical motivation of top management, promotion of corporate image towards positive and to gain commercial advantage to new markets. On the benefits of Airtel Ghana's CSR projects at La-Wireless Cluster of Schools, it was found that respondents believed that the Airtel Ghana CSR projects namely the Coderdojo, state of the art library and ICT centre, evolve with STEM, connected classroom, back to school initiative, and capacity building for teachers are helping improve teaching and learning especially in the areas of Science Technology, Engineering and Mathematics and also equipping pupils and teachers with lifelong skills. On the issue of sustainability of the CSR projects by Airtel Ghana, respondents believed that the best body to maintain the projects to ensure its sustainability was Airtel Ghana itself, and the least was for a fund to be created so that members of the beneficiary communities contribute toward the maintenance of the project. Based on the findings, it was recommended that Airtel Ghana should expand some of the CSR initiatives such as the back to school and connected classroom to other deplorable area to enable poor but needy students acquire the basis thing they need for school and to help deprived schools take advantage of schools that have facilities to share.

DEDICATION

I dedicate this dissertation to the Lord God Almighty for the gift of life and grace to perform this research. My greatest gratitude to Prof. Edward Badu, my supervisor for his guidance and scrutiny to ensure this work was a success. Dr Kissi for his counsel from the beginning of this study. Mr. Ernest Kofi Agorde for his profound assist from beginning to the end of this dissertation. To Maame Dufie Cudjoe (former Senior Manager for CSR -Airtel Ghana Limited) who spearheaded most of the Airtel Ghana Limited's CSR initiatives in La-wireless Cluster of Schools, I say thank you for the good work done, the information and your support. I am grateful to Mr. Edward Opoku Menu the Circuit Supervisor, all the head teachers and teachers of La-wireless Cluster of Schools for their warm reception and assistance in obtaining my information for this work. Prophet Manasseh Atsu , Mr. R. Osafo-Ampaw and my family for their unending love and prayers.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

In the performance of their day to day activities, businesses are expected to take responsibility for the happenings in their environment while customers are attracted to companies which are environmentally friendly and socially responsible to the community they operate (Marin & Ruiz,2007). In view of this, most businesses have moved from the practice of declaring annual profit to show their financial performance to a practice of listing the number of projects they have undertaken as part of their corporate social responsibility (CSR) activities.

These socially responsible activities they embark on boost the image of the company through publicity and community events (Zeithaml, Jo &Bitner,2009). The advent of CSR has seen many businesses becoming active contributors to the environment in which the operate than before (Ofori & Hinson, 2007).

Since Ghana gained independent from colonial rule, a lot of efforts have been made by successive governments to improve the infrastructural needs of the citizenry. The government, however, cannot do it all and thus needs the support of the private sector to ensure the infrastructural deficit is closed. According to Ofori and Aboagye-Antwi (2005), CSR is the integration of social and environmental concerns by companies in their business operations and in their interaction with stakeholders on a regular basis.

Airtel Ghana Limited, now trading as AirtelTigo, is one of the leading telecommunication companies in Ghana, with a subscriber base of 10 million. Airtel Ghana Limited is a solid, dynamic and innovative brand, providing a wide range of telecommunications services,

including mobile voice, data mobile, financial services and business connectivity solutions. Launched in November 2017, from a merger between erstwhile Airtel and Tigo, Airtel Ghana Limited is the second-largest Mobile Network Operator in Ghana. With its core vision, “A better life for our customers”, transforms lives through sustainable corporate social investment initiatives (<http://www.airteltigo.com.gh/one-big-family>). Airtel Ghana, believes that it’s fortunes as a business is intertwined with those of the communities in which they operate – as they grow and flourish, their business also grows. Supporting communities to thrive through Corporate Social Responsibility (CSR) initiatives is central to their operation. Under Airtel’s school-adoption initiative, the company works closely with the Ghana Education Service to improve the quality and delivery of education to children in underprivileged communities (Ghana/starrfmonline.com/103.5FM). Airtel Ghana has undertaken many educational CSR initiatives across the country especially at La-Wireless and other public schools, which are also part of their adopted schools in Ghana. Some of the initiatives include building a brand-new furnished library, an ultra-modern new ICT center, the coderdojo initiative (coding club), STEM initiative (Science, Technology, Engineering and Mathematics) and donation of stationaries to La-Wireless at the beginning of every academic year (Back to school initiative) among others (www.ghanaweb.com).

Airtel Ghana has received several awards because of these initiatives including: Best CSR Initiative at the Africa Carrier Awards (2016) and the Global Carrier Awards (2016). Airtel Ghana’s former CEO, Lucy Quist become a thought leader in STEM and received several commendations including two personal prestigious awards: Best CSR CEO of the Year (GHACEA 2016) and Excellence in Corporate Responsibility (Glitz Africa Women of the Year honours). Notwithstanding, implementing some of these Corporate Social Responsibility

initiatives can be very challenging, as it tends to put undue pressure on companies to satisfy societal needs (Baughn et al., 2007). Even though there are flourishing Corporate Social Responsibility projects in developing and promising perspectives (Baskin, 2006). The issue is how has the various CSR initiatives, Airtel Ghana has embarked on, improved education in the lives of the beneficiaries (La-Wireless and Mataheko Cluster of Schools).

1.2 PROBLEM STATEMENT

It cannot be denied that CSR by corporate organizations have impacted positively on several communities in Ghana. There are some communities, but for CSR, would not be enjoying social infrastructure such as health centers and educational institutions.

There exists abundance of literature on research conducted into corporate social responsibility. While the implementation of CSR projects in communities sounds positive, often the companies which undertake these projects fails to go back to the communities to find out whether or not these projects are beneficial and are for filling the objectives in which the projects were set to achieve.

There is also the challenge where some corporate entities, under the guise of performing CSR, attempt to short chain the communities in which they are operating with shoddy projects especially where state holder or beneficiaries give the impression that the project is a favour rather than the responsibility of the corporate entity. Eweje (2007) puts it succinctly that the communities, above all, want social development projects that provide hope for a stable and prosperous future. There is therefore the need to study the extent these services are received and perceived by beneficiaries of CSR which would help close the gap between what beneficiaries expect and what corporate entities present to them. On a study on the perception

of Beneficiaries on cooperate social responsibility programmes sponsored by DCBL Dalmiapuram, Tiruchirappalli District, Tamil Nadu” by Ignatius(2014); it was revealed that the beneficiaries were very happy with the programmes conducted by the organization.

There is also a need to seek the views of beneficiaries about the sustainability of the CSR projects by Airtel Ghana i.e. to delves into how the projects can be maintained for them to last long and not deteriorate. it is also expedient to know which institution should be held responsible for the maintenance of the CSR projects.

Several scholarly works abound on the study of CSR like CSR and strategy by Ofori and Hinson (2007); CSR and the aspect of the regulatory regime by Anku-Tsedde and Deffor (2014), just to mention a few.

A review of the above and other related CSR research, however, indicates that there is dearth of research on the benefits of CSR activities on the intended beneficiaries. This gap identified is what have motivated this study which seeks to assess the benefits of CSR projects undertaken by Airtel Ghana Ltd on it beneficiaries; the perceptions of beneficiaries about CSR in general and to find ways in sustaining these projects.

1.3 RESEARCH QUESTIONS

- a) What are the perceptions of beneficiaries in La-Wireless Cluster of Schools about CSR activities in general?
- b) What are the benefits of the Airtel Ghana’s CSR activities on La-Wireless Cluster of Schools?
- c) What are some of the strategies in place to sustain Airtel Ghana’s CSR projects in La-Wireless Cluster of Schools?

1.4 AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to explore the benefits of Airtel Ghana's CSR on La-Wireless Cluster of Schools. To this end, the specific objectives are:

- a) To examine beneficiaries' perceptions about Corporate Social Responsibility (CSR) in general;
- b) To identify the benefits of Airtel Ghana's CSR projects in La-Wireless Cluster of Schools; and
- c) To identify ways of to sustain the Airtel Ghana's CSR projects in La-Wireless Cluster of Schools.

1.5 SCOPE OF STUDY

Theoretically, the scope of this study is limited to various types of Corporate Social Responsibility initiatives Airtel Ghana limited, trading as AirtelTigo, has embarked on at the La-Wireless : the benefits of their CSR initiatives on the specific educational needs of La-Wireless Cluster of Schools; and examine feedback from the schools, the type of strategies and policies they have put in place to sustain the projects/initiatives.

1.6 SIGNIFICANCE OF THE STUDY

- a) The findings of this study will help to identify some of the pressing needs of public schools in Accra and the effects of these needs on education in La-Wireless Cluster of Schools.
- b) The study will help policy makers to formulate law, polices and initiatives to help improve education in La-Wireless Cluster of Schools.

- c) The study will help Airtel Ghana limited to improve on their educational CSR initiatives.
- d) The study will also add to literature on CSR and guide for future studies in the field of educational CSR initiatives by telecommunication companies in Ghana.

1.7 METHODOLOGY

The research methodology employed in carrying out the research would comprise of; population of study, sample size, sampling technique, the research design, sources of data and procedure for data collection and analysis among others.

1.7.1 Research Population

The research population of this study would be the pupils, teachers, head teachers and the Circuit supervisors of the La-Wireless Cluster of Schools.

1.7.2 Sample Size

The sample size would be a cross section of the research population of the study with the help of the published tables by Glenn (1992).

1.7.3 Sampling Technique

Due to limited time to complete this study, the researcher would use a sampling technique which would be relevant to the study which is Purposive Sampling Technique. With this technique, all respondents would be selected based on their experience and their involvement in the CSR initiatives, for them to be able to give the needed information necessary for the study.

1.7.4 Research Design

For this study, the descriptive type of research design would be used with specific focus on survey method. This is due to the fact that, data collection for the study would be well structured, using questionnaires.

1.7.5 Research method

The researcher would take advantage of the survey method. Details of this method are discussed in Chapter Three.

1.7.6 Data Collection and Data Analysis Methods

Questionnaire would be used to collect data from the pupil, teachers, head teachers, and Circuit supervisors. The questionnaire would be close-ended. The quantitative data (questionnaire) would be analyzed with Statistical Package for Social Scientist (SPSS). There would also be the need for secondary sources of data which would be collected from journals, books, annual reports, and websites, that would be useful for a comprehensive review of literature on the issues of Corporate Social Responsibility.

1.8 STRUCTURE OF STUDY

The whole research consists of Five (5) main chapters;

Chapter One deals with introduction to the study, Problem statement, Aims and Objectives, Research Questions, Significance of the Study, Scope, research questions and research methodology. Chapter Two is centered around reviews of the theoretical and conceptual framework of the dissertation (Review of Related Literature) whereas Chapter Three (Methodology) **captures** the Research Design, Population, Sampling, Data Collection

instruments and Procedures and Data Analysis Plan for the study. Chapter Four consist of the Presentation and Discussion of Findings Chapter Five Captures Summary, Conclusions and Recommendations.

1.9 Chapter Summary

This chapter presented an introduction to the whole study by providing a background, problem of the study, research questions, objectives, scope of the study, significance and structure of the study. The next chapter will situate the study in a theoretical framework and review some empirical studies on the Corporate Social Responsibility.

CHAPTER TWO

THEORETICAL/CONCEPTUAL AND EMPIRICAL FRAMEWORK

2.0 Introduction

This chapter presents the theoretical and empirical (review of related literature) framework of the study. These frameworks will help put the study in perspective and help in the analysis and discussion of the research findings.

2.1 Theoretical/Conceptual Framework

Theories have been defined by various scholars over the years. These definitions are based on the context in which they used them. Miller (2005) indicates that theories are defined differently by different schools of thoughts depending on the needs of the theorists and their beliefs about the social world and the nature of knowledge within which the definition was sought.

According to Baran and Davis (2009) a theory refers to any organized set of concepts, explanations, and principles of some aspect of human experience. However, they also note that theories have numerous definitions. Bailey (1982) stated that a theory offers an explanation and predictions of social phenomena and relating the phenomena to some other phenomena (p.12). this helps in the better understanding of the social world. To Littlejohn and Foss (2008) theories are “any organized set of concepts, explanations, and principles of some aspect of human experience” (p. 14).

Griffin (1994) puts it clearer by stating that a theory “explains an event or behaviour, brings clarity to a jumbled situation, draws order out of chaos, synthesizes the data, focuses our attention on what is crucial and helps us ignore what makes little difference” (p. 34).

On the significance of theories Parson (1938) lists four reasons why theories are necessary. Firstly, theories provide us with a selective criterion as to what is important and what to neglect. Secondly, it provides a basis for coherent organisation of the factual material, without which the study will be unintelligible. Thirdly, theories provide a basis for the selection and organisation of known facts and also reveals the gaps in our existing knowledge and their importance thereby constituting an important guide to the direction of a fruitful research. Finally, it provides a source for cross fertilization of related fields of utmost importance through the mutual logical implications of different analytical systems (p.20). Silvermann (2000) also states that a scientific finding is usually assessed in relation to the theoretical perspective from which it is derived and to which it may contribute.

All these show that theories are essential to any kind of study since it helps put the study in perspective and enables the researcher focus on what is important to study and what should be ignored in the process of the study. Also, they serve as a check on what is found in a study and its relation to existing knowledge.

For the purpose of this study, the main theory in the framework is the Hierarchical model of CSR or the CSR Pyramid by Carroll (1991). The model implies that there are a hierarchy or pyramid of responsibilities for organisations, moving from economic, legal, ethical to philanthropic responsibilities. The economic responsibility is seen as the foundation upon which all the others rest, that is, organisations are first and foremost economic in nature. In

effect, businesses are expected to produce goods and services and make profit from same. With respect to the legal responsibilities, organisations are expected to obey the laws governing businesses in their quest to make economic gains. While making economic gains and obeying the laws set out to govern their activities, organisations are also expected to be ethical by doing what is morally right and fair towards stakeholders. The smallest layer of the pyramid represented by philanthropic responsibilities explains an organisation's willingness enhance the quality of life of stakeholders through charitable donation and organisational support that are voluntary but seen as desirable by the society.

Schwartz and Carroll (2003), however, raised some limitations with the pyramid model. They argued that the model suggests a hierarchy that may make people conclude that the responsibility at the top is more important than the one at the base. Also, the pyramid framework cannot fully capture the overlapping nature of CSR domains. They propose an alternative approach to conceptualize CSR, known as the three-domain model (economic, legal, and ethical responsibilities). This is a Venn model framework with seven CSR categories from an overlap of three core domains. In this model, the philanthropic, is subsumed under the ethical and/or economic domains.

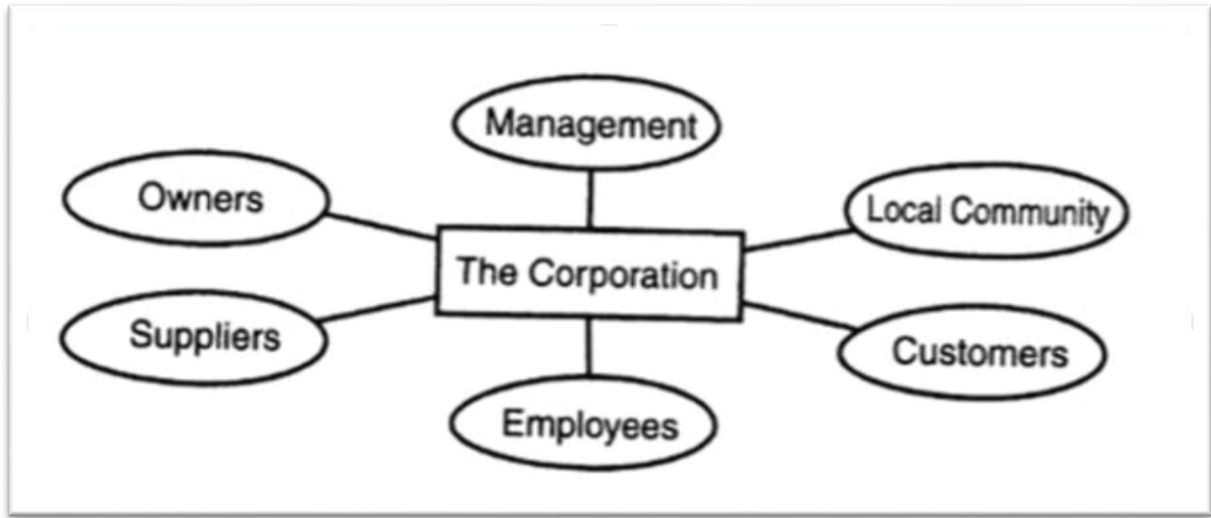
In a review of developing CSR in developing countries, Visser (2006), based on empirical studies by scholars such as Pinkston and Carroll (1996), Edmondson and Carroll (1999), and Burton et al. (2000), argued that culture may have an important influence on perceived CSR priorities. Visser (2006), therefore, contends that the order of CSR layers in developing countries differs from Carroll's (1991) pyramid model. Visser argues that in developing countries, even if economic responsibilities still get the most emphasis, philanthropy is given the second highest priority followed by legal and ethical responsibilities. This is because

philanthropy is seen as the most direct way to improve their living conditions in their immediate surroundings. The study of the CSR activities of Airtel Ghana in this community will present an insight into the CSR model at play in this context.

The other theory that will complement the CSR theory is the Stakeholder theory. This will help in the assessment of the effectiveness of the CSR projects carried out by Airtel Ghana. This theory was selected because Jason Potts, a senior associate with IISD's sustainable markets and responsible trade initiative stated that commitment to multi-stakeholder engagement is the most important underlying foundational pillar to any credible CSR programme (Geethamani, 2017). Also, Omran and Ramdhony (2015), after their critical review of theoretical perspectives on CSR disclosure, found that stakeholder theory appears to be most suitable for organisations working in developing countries.

The stakeholder theory was propounded by Edward Freeman. He holds that aside from the accountability to shareholders of an organisation, the organisation must consider the contrasting interests of all other stakeholders that can affect or be affected by the achievement or otherwise of the company's objectives (Freeman, 1984). Shareholders therefore include employees, financiers, customers, communities and other groups who would be affected or whose activities would affect or be affected by the organisation. Since the community forms part of the stakeholders of an organisation, its use in the study will help understand if the Airtel Ghana considered their interests before embarking on the CSR activities in the community.

Figure 1



MODEL OF AN ORGANISATION: From R. E. Freeman (2001, p.42). *A stakeholder theory of a modern cooperation.*

All the stakeholders as illustrated in the diagram are key in the achievement of the organisations set goals. If any them fails to provide their service, the company may not be able to attain its full potential.

Suppliers provide raw materials for the smooth running of the organisation. The customers exchange resources for the products of the firm and in return receive benefits of the product, while employee put in the work required for the organisation to grow in exchange for wages. The owners of the company hold the exclusive right to enjoy, make changes, use and shut down the organisation, while the local community's stake includes giving the firm the rights to build facilities and benefit from tax and social contributions of the firm. The management of the organisation undertakes the supervision of planning, organising, leading and controlling the affairs of the organisation through their subordinates. It is clear that without one of the arms, the others will not be able to function properly. As such, every part of the organisation

must see the others as important and therefore be involved in the decisions of the organisation. Boatright (2003) asserts that corporations ought to be operated for the benefit of all those who have a stake in the firm.

According to Andriof et al. (2002), most CSR projects emphasize the need to engage with the local community in order to develop long-term mutual relationships aimed at meeting the needs of the people rather than for profit maximization. This is closely associated with the need for the consideration of sustainability in all CSR projects as suggested by Crowther and Aras (2008). They state that sustainability refers to the effect of actions taken today that will affect the actions taken tomorrow. The stakeholders in the Airtel Ghana projects are Airtel Ghana and the La-Wireless community which benefited from the project. Specifically, the pupils, teachers, head teachers, and Circuit Supervisors of the La-Wireless and Mataheko Cluster of schools are identified as the major stakeholders to be interviewed and surveyed for the study.

2.2 Literature/Empirical Review

Corporate social responsibility (CSR) has become one of the standard business practices of today (Geethamani, 2017). Organisations all over the world are turning their attention to CSR in order to further some social good to promote development. In this light, the topic has attracted a lot of studies to find out the various dimensions of its scope. This part of the chapter reviews related literature on the benefits of CSR to the society, since this study seeks to access the effects of the CSR activities/projects of Airtel Ghana on some beneficiary communities.

Geethamani (2017) examined the advantages and disadvantages of corporate social responsibility. He argued that CSR is aimed at contributing to sustainable development by delivering economic, social and environmental benefits to all stakeholders. He identified that CSR activities by companies will: help avoid the excessive exploitation of labour, bribery and corruption; help companies know what is expected of them, thereby promoting a level playing field; help businesses to manage reputation, human resource, branding and making it easier to locate new communities; could help improve profitability, growth and sustainability; and help address key issues of underdevelopment around the world. Geethamani observed that CSR has the following disadvantages: additional bureaucracy, with rising costs for observance; costs of operation could rise above those required for continued profitability and sustainability; and reporting criteria may vary so much by company, sector and country, and they are in constant evolution (p.374). Despite the identified disadvantages of CSR, Geethamani asserts that “successful CSR initiatives take organisations beyond compliance with legislation and leads them to honour ethical values and respect people, communities and the natural environment. This article is relevant to the study because it suggests some of the effects in terms of advantages and disadvantages that the CSR activities may pose to beneficiaries and how beneficiaries may perceive the projects.

Amponsah-Tawiah and Dartey-Baah (2016) examined the usage of CSR in the mining industry in Ghana, specifically from the internal environment from where employees operate. They held that in this modern day, the survival of companies, depends on them taking into consideration other social issues that may appear not to have any direct bearing on the operations of their organisation and that organisations have the responsibility to examine their social environment, assess the impact of their operations is having on the environment and

vice versa. They found that CSR in the mining industry in Ghana started as a defensive and reactive measure to complaints from community members and civil society organisations. In the present day, however, it has become a proactive strategy of engagement. Mining companies now have dedicated departments involved in a range of activities aimed at community development. Also, CSR activities differed among companies depending on type of product mined, size of company, background of company and length of operation. The approach of CSR of the mining companies revolve around the community development approach. These include social investment support schemes, construction and establishment of sustainable livelihood programmes such as re-skilling community members in things such as grasscutter farming, snail farming, cane and basket weaving, soap and pomade making among others. These are some benefits the community members derive from the mining firms and what the firms believe will help reduce the communities' dependence on the mine for their economic sustenance and become self-sustaining after the mine closes.

They also found that the mining companies also extend their CSR to national institutions outside their immediate communities. Some of the services include providing practical attachment and provision of equipment and expertise to staff and students of University of Mines and Technology in Tarkwa, sponsoring of the Ghana National Team (Ghana Black Stars) by Goldfields Ghana Limited among others.

In spite of these laudable CSR activities by mining for the external environment, it was found that the organisations paid little or no attention to very important internal issues such as the health, safety and quality of life of employees who are the backbone of the companies. The recommended the conduct of an empirical study to tease out employers and employees understanding of the CSR concept in Ghana.

In a study on the benefits of corporate social responsibility: an empirical study, Galbreath (2008) sought to understand if there were benefits of engaging in CSR beyond traditional financial outcomes. The specific objectives were to find out the link between CSR, employee turnover and customer satisfaction. The study employed the Justice theory, equity theory and the expectancy-disconfirmation paradigm. Two hypotheses were tested. Hypothesis one stated that CSR will diminish employee turnover while hypothesis two stated that CSR is positively associated with customer satisfaction. The study was conducted on Australian firms who had 50 or more employees, are three years old or older, and with manufacturing or service classifications. The initial sample was 3,000 firms; 1,500 firms each from manufacturing and the services industry. The CEOs of these companies were the target of the study, since they were deemed the breadth of knowledge needed. The response rate to the mails and follow up letters was 10 per cent. Measurement of CSR was based on Carroll's (1979) conceptualization based on four important dimensions namely, economic, legal, ethical, and discretionary.

It was found that CSR appeared to diminish employee turnover while improving customer satisfaction. This means that CSR offers benefits beyond traditional financial-oriented rewards.

Similarly, Azina-Nartey (2018) examined beneficiary response to CSR by MTN Ghana Foundation in Nima in Accra. The study shed light on beneficiaries' attitudes towards CSR projects and the sustainability of the projects. In-depth interviews, artefact analysis and observation of beneficiaries and officials of the foundation were employed to collect data for the study.

The objectives the study addressed were: to explore the beneficiaries response and attitudes to MTN Ghana Foundation's educational projects in Nima and Ashaley Botwe; to explore the

extent and nature of beneficiary involvement in the execution of MTN Ghana Foundation's educational projects in Nima and Ashaley Botwe; to examine responses from beneficiaries in Nima and Ashale Botwe about strategies to sustain the projects and to explore MTN Ghana Foundations' reasons for undertaking CSR projects in Nima and Ashale Botwe.

The study revealed that the CSR activities were seen as a crucial in the development of the communities and therefore were receptive to the projects. There was also consultation between the Foundation and beneficiaries of the projects before the projects were executed. The maintenance of the project was however found to be problematic, since the beneficiaries lack the resources to maintain them. The MTN Foundation was also not ready to continue maintaining the projects after they were completed and handed over to the beneficiaries. This means that the sustainability of these project questionable. Since the current study is similar to this study, the current study provides an opportunity to find out how sustainable the Airtel Ghana CSR projects are compared to the MTN Ghana Foundation projects. It was also found that MTN Ghana Foundation embarked on the CSR interventions to meet the needs of the people and too build brand affinity.

Lastly, Adiyia (2016) assessed the effect of Newmont Ahafo Development Foundation's (NADeF) CSR activities on beneficiaries. The study focused on five communities in the then Brong Ahafo Region namely, Kenyase No. 1, Kenyasi No.2, Ntotroso, Gyedu and Wamahinso. It was a case study with the sample determined by the Slovin's formula. A systematic sampling method to select households. In all 98 houses were studied. It was found that NADeF's infrastructural projects such as classroom blocks, IC centres and teachers' bungalows have increased accessibility and promoted quality of education. Health facilities such as clinics and health screening programs had increased awareness creation on health

status of the people. The projects have also provided accommodation for community gatherings and adherence to cultural practices. Despite the positives, similar to Azina-Nartey (2018) the sustainability of the project was found to be problematic. This was as a result of lack of partnership, absence of fund for project maintenance and lack of long-term approach in development initiatives. He recommended the intensification of public-private partnership between NADeF and the district assembly in the area in the maintenance the projects to ensure sustainability. There should also be a fund set aside for project maintenance to ensure long and sustained use.

2.3 Chapter Summary

This chapter discussed theory, its importance and the theoretical framework adopted for this study. The Hierarchical Pyramid of Carroll (1999) and the Stakeholder theory of Freeman (1984) were discussed as the theoretical framework for the work. Some studies on benefits of CSR both to communities and companies were also reviewed to aid the discussion of findings in this study.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology of the study. It details the various processes followed in the conduct of the study to be able address the objectives and research questions set out. Specifically, the research design, population, sample size, sampling techniques, data collection and data collection instrument, and data analysis procedures were discussed.

3.1 Research Design

The study is designed adopted the quantitative research approach. The quantitative research deals with the quantification and analysis of variables to get results. It is therefore focused on the quantity (extent) of the occurrence of a certain phenomenon. It is concerned with the analysis of numerical data using statistical techniques to answer question about the “who, what, how much, where, when, how many, and how” of a phenomenon (Apuke, 2017). Quantitative data is gathered in numerical form and analysed with the aid of statistical tools (Aliaga & Gunderson, 2002). This is done with the aim of supporting or refuting alternate knowledge claims (Williams, 2007). Additionally, it allows the researcher to study larger groups randomly. This method also allows for the generalization of results to other populations (Apuke, 2017). The specific methods that can be used under the quantitative research are survey, correlational, experimental and causal comparative methods.

3.2 Research Methods

The survey method helped the researcher carried out the study. According Sunkamolson (2007) survey involves the use of a designed questionnaire to measure a given population's characteristics with the help of statistical methods. These help in the description of a certain reality among a group of people. Particularly for this study, the cross-sectional type of survey will be used to understand and describe the effects of the various CSR activities undertaken by AirtelTigo (Airtel Ghana Limited) among pupils and teachers in the La-Wireless Cluster of Schools. The cross-sectional survey is selected because this study seeks to collect data at one point in time La-Wireless Cluster of Schools to represent the population, which the cross-sectional survey, helps to do (Apuke, 2017).

3.3 Population of Study

Population refers to the large collection of objects or individuals with a specific set of characteristics which is the focus of a scientific study (Banerjee & Chaudhury, 2010; explorable.com). The population total for this study is 986 comprising of all the pupils, teachers, head teachers and the circuit supervisors of the La-Wireless Cluster of Schools who are the beneficiaries of the CSR projects of Airtel Ghana Limited. La Wireless Cluster of schools can be located at La in the Accra metropolis and in the La Dade Kotopon Municipal Assembly. There are seven(7) schools in the cluster namely; La-Wireless Kg, La-Wireless 1(Junior High School), La-Wireless 2(Primary And Junior High School), La-Wireless 3(Primary), La-Wireless 4(Junior High School), La-Wireless 5(Primary And Junior High School) and La-Wireless 6(Primary School) .There are 911 pupils as well as 67 teachers in the whole cluster. With 7 head teachers, La-Wireless Cluster of school is supervised by one Circuit supervisor.

This La-wireless was purposively selected due to time constrains and its proximity to the Airtel Ghana Limited, the providers of the project. The proximity will allow the researcher to gather the necessary information needed from Airtel Ghana Limited for the study.

3.3.1 Sample Size

There are various approaches to determining the sample size for a study. These include the using the entire population for the study (census), imitating the sample size of similar studies, using published tables, and applying formulas (Singh & Masuku, 2014, p.10). Published tables by Glenn (1992) were used as a guide to the selection of a sample size for the study. Glenn presented two tables for the selection of sample size. These are represented in **Table 3.3.1** and **Table 3.3.2** below.

Table 3.3.1: Sample Size for $\pm 5\%$ and $\pm 10\%$ Precision Levels where Confidence Level is 95% and $P=0.5$

Sample Size (n) for the precision (e)

Size of Population	$\pm 5\%$	$\pm 10\%$
500	222	83
1,000	286	91
2,000	333	95
3,000	353	97
4,000	364	98
5,000	370	98
7,000	378	99
9,000	383	99
10,000	385	99
15,000	390	99
20,000	392	100
25,000	394	100
50,000	397	100
100,000	398	100
>100,000	400	100

Source: Glenn (1992) *Table for selection of Sample Size adopted from* (Singh & Masuku, 2014, p.11)

Table 3.3.2: Sample Size for $\pm 5\%$ and $\pm 10\%$ Precision Levels where Confidence Level is 95% and $P=0.5$

Sample Size (n) for the precision (e)

Size of Population	$\pm 5\%$	$\pm 10\%$
100	81	51
125	96	56
150	110	61
200	134	67
250	154	72
300	172	76
350	187	78
400	201	81
450	212	82

Source: Glenn (1992) *Table for selection of Sample Size adopted from* (Singh & Masuku, 2014, p.11)

For the purpose of this study, using Glenn's (1992) Table 3.3.1 above, the sample size for the study is 228. 228 questionnaires were therefore administered to respondents and 150 questionnaires were retrieved representing 67.57% of the total sample size. This comprised 100 pupils, and 42 teachers (6 from each cluster school). A census sample was however used for the headteachers (7) and circuit supervisor (1) of the school.

3.3.2 Sampling Techniques

Sampling refers to the method of selection a subset of members of a population from which information will be collected for the purpose of a study (Singh & Masuku, 2014). The cluster sampling method was employed in this study. This method is used when natural but relatively homogenous groups are relevant in a population (Singh & Masuku, 2014). They also argued that it is also more practical than the random and stratified sampling. The entire population of the study is divided into groups or clusters and a random is selected from these clusters. For

the purpose of this study, the clusters are the pupil, teachers, headteachers and circuit supervisors. After the population is divided into this clusters, the systematic random sampling was used to select 100 students, and simple random sampling was used to select the teachers for the study.

3.4 Data Collection

Data collection for the study was done with the use of questionnaires. There are various methods for the collection of survey data which involved human participant. These include face-to-face interviews, telephone interviews and questionnaires. The selection of a method depends on a number of factors, including access to potential respondents, literacy level of respondents, subject matter, the motivation of respondents and availability of resources. Researcher administered questionnaires, a structured form, which contained close-ended questions were adopted for this study. With this the researcher reads the questions and possible options (for close-ended questions) for the respondent to answer. This was to ensure that where the respondent does not understand the question, the researcher explains to the respondent. This takes into consideration the fact that the pupils especially may not understand some of the questions. For the pupils, the questionnaires were administered to them in groups so as to reduce the time spent in administering the questions. The questionnaires were a combination of pre-existing questionnaire on beneficiary response/effect of interventions on beneficiaries and some questions that the researcher seems important to addressing the objectives and research questions of this study.

3.4.1 Secondary and Primary Information

The study will rely on both secondary and primary information as sources of data. Secondary information refers to information that has already been collected from a primary source by somebody else, but it is useful for this study. The secondary information for this study is information gathered from the internet and other documents about Airtel Ghana Limited, their CSR projects, and information about the La-Wireless Cluster of Schools.

Primary information comes directly from the researcher's interaction with the primary sources selected for the study. In this study, the primary information is gathered from pupils, teachers, headteachers, and circuit supervisors of the La-Wireless Cluster of School who were sampled for the study.

3.4.2 Airtel Ghana CSR Projects at La-Wireless Cluster of Schools being studied

a. Building of a Library and building and furnishing of ICT Centre

Airtel Ghana has commissioned a multipurpose state of the art Library and ICT centre for the La Wireless Cluster of Schools. The project under the company's 'School Adoption Programme' of which is expected to improve teaching and learning especially in the area of ICT with the provision of computers fully connected to the internet. Through the Schools Adoption Programme, Airtel Ghana worked closely with key stakeholders including community leadership, Municipal and District Assemblies to make quality education accessible to deprived communities across the country.

b. Coderdojo

Airtel Ghana and Coderdojo, the global organisation that focuses on building networks of free computer programming clubs, have teamed up to shape the minds and empower young coders and programmers in Ghana to develop technical and practical skills in line with Airtel Ghana's commitment to empower young people through Science, Technology, Engineering and Mathematics.

The partnership enables pupils of La Wireless Cluster of Schools and its environs to be trained in coding and programming by volunteers from Airtel Ghana and Coderdojo. Airtel Ghana and Coderdojo are focused on empowering young coders and programmers to use the knowledge and practical skills garnered to write codes, develop Apps and programmes that solve practical every day challenges in society. The coding and programming clubs (Dojos) provide fun, free and open learning environments where young people can meet others with similar interests, develop skills and build creative projects of their own.

c. Evolve with STEM

Evolve with STEM is an initiative launched by Airtel Ghana to change mindsets and empower young people to pursue Science, Technology, Engineering and Mathematics (STEM) and to use STEM as an accelerator for growth in the country and the continent as a whole.

The programme fits directly under Airtel Ghana's CSR focus on education and roped in with Airtel Ghana's Schools Adoption Programme where staff of Airtel drive the study of STEM in these schools with our products and services while donating educational materials to enhance learning in these schools.

Under this initiative a total of six schools have received donations in the form of STEM books, ICT infrastructure as well as various coding clubs. Evolve with STEM initiative to inspire belief and transform mindsets of young people towards the study of Science, Technology, Engineering and Mathematics because we believe that these subjects are empowering, inculcates problem solving in young people and prepares them for any future career path they choose to pursue. Furtherance to this, the investment at the La Wireless Cluster of Schools is a demonstration of our commitment to support education and truly empower young people with the requisite skills to excel in our technology driven society”.

d. Stem Initiative (Connect to Schools)

Airtel Ghana has introduced the ‘Connected Classroom’ project to encourage collaborative learning in schools with active STEM Clubs under its Evolve with STEM initiative.

Powered by the company’s superior data services, ‘STEM Clubbers’ from three schools – the La Wireless, Abossey Okai and Mataheko Roman Catholic Schools were connected via Skype to co-create, exchange ideas, knowledge and projects they are working on in their various clubs.

The STEM Club members were also mentored by a team from Airtel Ghana led by the Company’s CEO. The teams demonstrated how technology enables daily activities like communication via mobile phones and introduced participating pupils to the use of Social media platforms such as Skype for educational purposes.

During the session, Airtel Ghana's staff, used basic science principles to explain how mobile phone calls are initiated, connected and terminated. She also took participants through a basic course in coding and programming.

e. Back to School

Airtel Ghana continues to demonstrate commitment towards empowering students through its insightful educational projects such as the School Adoption Program and Evolve with STEM. Airtel Ghana has affirmed its commitment to the La Wireless Cluster of Schools, a member of its School Adoption Program, by donating educational materials to support the school during the current academic year.

The educational materials donated included school bags, exercise books, textbooks, science and mathematics activity materials and story books.

The Back to School Initiative is an event instituted to welcome students of schools which are part of the Company's School Adoption Program, back to school at the beginning of each academic year.

The School Adoption Program and Back to School Initiative affirms Airtel Ghana's strong focus on increasing children's access to quality education, especially in the STEM disciplines.

f. Capacity Building for Teachers

Airtel Ghana, the Smartphone Network, has teamed up with the Exploratory, an initiative of the Africa Women Advocacy Project and Novan Education to empower Science, Mathematics and ICT teachers from the Ablekuma Circuit schools in Accra as part of its Evolve with STEM CSR initiative.

Through the Evolve with STEM initiative, the Changemaker company seeks to mentor young people, reinvigorate STEM clubs and build capacity of teachers involved in STEM within beneficiary schools (Airtel Ghana).

3.4.3 Questionnaire Guide Design

The questionnaire for this study was designed taking into consideration the research objectives, questions, and theoretical underpinnings of the study. This is because the questions asked in the survey were supposed to help address the objectives and answer the research questions. The questionnaire was designed based on questionnaires used by other scholars to study a similar phenomenon like the one being studied by this current study.

3.5 Data Analysis

The analysis of data for the study was done through the use of Statistical Package for Social Sciences version 21 (SPSS) and thematic analysis. The responses from the questionnaire used for the data collection were coded in the SPSS after which the analysis was done. This was in the form of tables and figures generated pertaining to the objectives and research questions set for the study.

3.6 Ethical Considerations

Ethical considerations are very important in any kind of research. The ultimate aim is to protect the participants of any form of problem that may arise due to their participation in the research. Bryman and Bell (2007) stated some ethical principles that are important for any research. They include respect for dignity of research participants; obtaining full consent from participants; protection of the privacy of participants; confidentiality of research data;

ensuring anonymity of individuals participating in the study; declaration of affiliations in any forms, sources of funding and possible conflicts of interest; and acknowledgement of the works of other authors used in any part of the study.

In consideration of all these, firstly the researcher obtained an introductory letter from the Department of Construction Technology and Management, introducing the researcher to whoever wanted to participate in the study. The letter also assured the participant that the information obtained from the interaction would be treated with confidentiality and used for academic purposes only. This is to tell the participants that their information will not be used beyond the purpose for which it is collected. Also, for the purpose of anonymity, the names of participants were not included in the data that was collected. The use of tape recorders to record the interviews and taking of pictures for the study, received the approval of participants. The researcher has also ensured that all authors whose works have been used are duly acknowledged through in-text citations and the full reference provided at the end of the work. For the purpose of conflict of interest, I wish to declare that I am a staff of Airtel Ghana Limited and interested in finding out the effect or response of beneficiaries of our CSR work undertaken at the La-Wireless Cluster of Schools.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the finding of the study and discusses these findings in relation with previous studies on CSR. The findings were generated through the input of the field data collected into SPSS. The findings are presented using tables and figures.

Table 4.1.1: Gender of respondents

		GENDER		Total
		Male	Female	
	Pupils	49(32.7%)	51(34.0%)	100 (66.7%)
	Teachers	21(14.0%)	21(14.0%)	42(28.0%)
	Head Teachers	3(2.0%)	4(2.7%)	7(4.7%)
	Circuit Supervisor	1(.7%)	0	1(.7%)
Total		74(49.3%)	76(50.7%)	150(100.0%)

Source: *Field Survey, 2019*

4.1 Presentation of Findings

4.1.1 Personal Information

Table 4.1.1 shows that, out of the 150 respondents of the study, 49.3% (74) were males and 50.7% (76) females. Of this number, 66.7% (100) were students, 28% (42) were teachers, 4.7% (7) head teachers and 0.7% (1) circuit supervisor. They provided information to enable the study get the needed data.

4.1.2 Knowledge about Airtel Ghana CSR Initiatives in La-Wireless Cluster of Schools

Table 4.1.2: Knowledge about Airtel Ghana CSR Projects

	Do you know that Airtel Ghana Limited has undertaken some CSR projects for your school?		Total
	Yes	No	
Pupils	99	1	100
	66.0%	.7%	66.7%
Teachers	42	0	42
	28.0%	0.0%	28.0%
Head Teachers	7	0	7
	4.7%	0.0%	4.7%
Circuit Supervisor	1	0	1
	.7%	0.0%	.7%
TOTAL	149	1	150
	99.3%	.7%	100.0%

Source: *Field Survey, 2019*

This question sought to find out the knowledge of respondents about Airtel Ghana’s CSR project in their community, specifically within the La Wireless Cluster of Schools. It was found that almost all the respondents (99.3%) knew about the projects. Only one pupil indicated unawareness about the projects. This indicates that the CSR projects by Airtel Ghana are popular among the

4.1.3 Perceptions and Motivations for CSR Projects

In a bid to find out the views of respondents about the perceptions and motivations of the CSR projects, respondents were asked to state their agreement or disagreement to some questions.

Table4.1.3: CSR as a Business Obligation

	Do you agree: CSR is an obligation of businesses					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupils	40	23	17	9	11	100
	26.7%	15.3%	11.3%	6.0%	7.3%	66.7%
Teachers	34	5	3	0	0	42
	22.7%	3.3%	2.0%	0.0%	0.0%	28.0%
Head Teachers	6	1	0	0	0	7
	4.0%	.7%	0.0%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	0	1
	.7%	0.0%	0.0%	0.0%	0.0%	.7%
TOTAL	81	29	20	9	11	150
	54.0%	19.3%	13.3%	6.0%	7.3%	100.0%

Source: *Field Survey, 2019*

Table 4.1.3 indicates that over half (54.0%) of respondents are in strong agreement that CSR is an obligation for businesses, about twenty percent (19.3%) also agree, while 13.3% were neutral about whether CSR is a business obligation or not. Those who do not think CSR is an obligation of businesses 13.3% in total. This means that they are legally or morally bound to carry out CSR.

Table 4.1.4: CSR as Responsibility for Every Company

	Do you agree: implementing CSR should be the responsibility of every company					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupils	66	13	11	5	5	100
	44.0%	8.7%	7.3%	3.3%	3.3%	66.7%
Teachers	33	5	3	0	1	42
	22.0%	3.3%	2.0%	0.0%	.7%	28.0%
Head Teachers	6	1	0	0	0	7
	4.0%	.7%	0.0%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	0	1
	.7%	0.0%	0.0%	0.0%	0.0%	.7%
TOTAL	106	19	14	5	6	150
	70.7%	12.7%	9.3%	3.3%	4.0%	100.0%

Source: *Field Survey, 2019*

Responding to whether they agree or disagree that implementing CSR should be a responsibility for every company, close to three out of four respondents (70.7%) strongly agreed with 12.7% more that CSR should be a responsibility of every company. Less than ten percent (9.3%) of the respondents were uncertain as to whether CSR should be a responsibility of companies or not. Close to five percent (4.0%) and 3.3% disagree respectively that implementing CSR should be a responsibility of every company. This is presented in Table 4.1.4

Table 4.1.5: Public Recognition of Businesses for Doing CSR

PUBLIC RECOGNITION OF BUSINESSES DOING CSR					
	There should be more public recognition given to companies doing well in the area of CSR				Total
	Strongly Agree	Agree	Neutral	Disagree	
Pupils	95	2	3	0	100
	63.3%	1.3%	2.0%	0.0%	66.7%
Teachers	40	0	1	1	42
	26.7%	0.0%	.7%	.7%	28.0%
Head Teachers	7	0	0	0	7
	4.7%	0.0%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	1
	.7%	0.0%	0.0%	0.0%	.7%
TOTAL	143	2	4	1	150
	95.3%	1.3%	2.7%	.7%	100.0%

Source: *Field Survey, 2019*

As presented in Table 4.1.5, only 1 respondent disagreed that companies doing well in the area of CSR should be recognised. Over ninety-five percent (95.3%), that is 143 respondents, strongly agreed that public recognition should be given to companies involved in the CSR activities, in this case Airtel Ghana.

Table 4.1.6: Concerned with Community

IS COMPANY CONCERNED WITH COMMUNITY						
	Do you agree: The company is concerned about the community rather than their profit					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupils	48	38	14	0	0	100
	32.0%	25.3%	9.3%	0.0%	0.0%	66.7%
Teachers	0	25	8	5	4	42
	0.0%	16.7%	5.3%	3.3%	2.7%	28.0%
Head Teachers	0	4	2	1	0	7
	0.0%	2.7%	1.3%	.7%	0.0%	4.7%
Circuit Supervisor	0	1	0	0	0	1
	0.0%	.7%	0.0%	0.0%	0.0%	.7%
TOTAL	48	68	24	6	4	150
	32.0%	45.3%	16.0%	4.0%	2.7%	100.0%

Source: *Field Survey, 2019*

Per Table 4.1.6, close to half (45.3%) of respondents agreed that the motivation for CSR activities shows that the companies are more concerned with the community, that is, improving the lives of the people in the communities than profit. About one third (32.0%) of the respondents strongly believe this to be one of the motivations why companies such as Airtel Ghana carry out CSR activities. Another 45.3% also agree that improving the lives of the people rather than seeking for profit was one motivation that drives the CSR projects. Totally, 6.7% of respondents disagreed that CSR activities indicate that a company is concerned about the community while 16.0% neither agreed nor disagreed with this assertion.

Table 4.1.7: Nature of CSR Initiatives

ARE THE INTERVENTIONS POSITIVE						
	Do you agree: The interventions of the company through CSR are more positive than negative?					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupils	88	8	3	1	0	100
	58.7%	5.3%	2.0%	.7%	0.0%	66.7%
Teachers	28	8	4	1	1	42
	18.7%	5.3%	2.7%	.7%	.7%	28.0%
Head Teachers	4	1	2	0	0	7
	2.7%	.7%	1.3%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	0	1
	.7%	0.0%	0.0%	0.0%	0.0%	.7%
TOTAL	121	17	9	2	1	150
	80.7%	11.3%	6.0%	1.3%	.7%	100.0%

Source: *Field Survey, 2019*

Responding to the question about whether they thought the CSR initiatives by Airtel Ghana are positive, over eighty percent (80.7%) and another 11.3% strongly agree and agree respectively that this assertion is true. Nine respondents (6.0%) were neutral in their determination whether the interventions are positive or not and a total of 3 respondents disagreed, that is, 2 disagree, 1 strongly disagree, that the interventions were positive. These findings can be seen in Table 4.1.7.

Table 4.1.8: Business engagement in Social Issues as a way of addressing social issues

	Do you agree: that business engagement in social issues is an effective and constructive way of addressing social needs			Total
	Strongly Agree	Agree	Neutral	
Pupil	82	11	7	100
	54.7%	7.3%	4.7%	66.7%
Teacher	26	11	5	42
	17.3%	7.3%	3.3%	28.0%
Head Teacher	5	2	0	7
	3.3%	1.3%	0.0%	4.7%
Circuit Supervisor	0	1	0	1
	0.0%	.7%	0.0%	.7%
TOTAL	113	25	12	150
	75.3%	16.7%	8.0%	100.0%

Source: *Field Survey, 2019*

The last question on the perceptions and motivation for CSR projects sought to find out whether respondents agree that businesses engaging in social issues such as CSR is an effective and constructive way of addressing social needs, that is, the needs of the people in a community. No respondent disagreed with this notion. Over three out of four respondents (75.3%) strongly agree that this is true and another 16.7% agree to this assertion. Less than ten percent (8.0) were neutral in their judgement of whether this statement is to be agreed to or not. This is found in Table 4.1.8 of the results.

Table 4.1.9: Ethical Motivation

	Ethical motivation of top management				Total
	Strongly Agree	Agree	Neutral	Disagree	
Pupil	40	23	32	5	100
	26.7%	15.3%	21.3%	3.3%	66.7%
Teacher	17	10	13	2	42
	11.3%	6.7%	8.7%	1.3%	28.0%
Head Teacher	2	4	1	0	7
	1.3%	2.7%	.7%	0.0%	4.7%
Circuit Supervisor	0	0	1	0	1
	0.0%	0.0%	.7%	0.0%	.7%
TOTAL	59	37	47	7	150
	39.3%	24.7%	31.3%	4.7%	100.0%

Source: *Field Survey, 2019*

In Table 4.1.9, respondents gave their views on whether they thought the CSR projects by Airtel Ghana were based on some ethical motivation of its top management. In other words, whether the top management provided the projects from a moral obligation perspective. The results indicated that close to forty per cent (39.3%) strongly agrees and another 24.7% agrees that the projects were motivated by some ethical considerations of Airtel Ghana's top management. Less than five per cent (4.7%) disagrees, while close to one third (31.3%) neither agrees nor disagrees.

Table 4.1.10: Promote Corporate Image

	Promote corporate image				Total
	Strongly Agree	Agree	Neutral	Disagree	
Pupils	82	12	4	2	100
	54.7%	8.0%	2.7%	1.3%	66.7%
Teachers	41	1	0	0	42
	27.3%	.7%	0.0%	0.0%	28.0%
Head Teachers	6	1	0	0	7
	4.0%	.7%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	1
	.7%	0.0%	0.0%	0.0%	.7%
TOTAL	130	14	4	2	150
	86.7%	9.3%	2.7%	1.3%	100.0%

Source: *Field Survey, 2019*

Respondents were also asked to indicate whether they think companies such as Airtel Ghana provided the CSR projects to promote their corporate image and therefore receive a positive business reputation in the community. Per the results in Table 4.1.10, close to ninety per cent (86.7%) or respondents strongly agree that this is one of the reasons why Airtel Ghana provided the projects. An additional 9.3% also agree to this. Two (2) respondents out of the 150 indicated they disagreed while 2.7% neither agreed nor disagreed, that it, they were neutral.

Table 4.1.11: Commercial Advantage

	Commercial advantages to new markets					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupils	82	3	11	2	2	100
	54.7%	2.0%	7.3%	1.3%	1.3%	66.7%
Teachers	41	0	1	0	0	42
	27.3%	0.0%	.7%	0.0%	0.0%	28.0%
Head Teachers	6	1	0	0	0	7
	4.0%	.7%	0.0%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	0	0	1
	.7%	0.0%	0.0%	0.0%	0.0%	.7%
	130	4	12	2	2	150
	86.7%	2.7%	8.0%	1.3%	1.3%	100.0%

Source: *Field Survey, 2019*

As to whether respondents think that the CSR projects and initiatives by Airtel Ghana was for commercial advantage in the Ghanaian telecommunication landscape, close to ninety per cent of the respondents (86.7%) strongly agree to this as a factor. An additional 2.7% also think this is why companies such as Airtel Ghana provide such CSR initiatives in order to have a competitive urge. Eight per cent (8.0%) of respondents were not certain whether this was a factor or not while 1.3% each of respondents disagrees and strongly disagrees to this assertion. Table 4.1.11 presents these findings.

Table 4.1.12: Community Involvement in decision of projects

	What the community/school involved in the decision of which projects were needed in the community/school?		Total
	Yes	No	
Pupil	82	11	93
	57.3%	7.7%	65.0%
Teacher	41	1	42
	28.7%	.7%	29.4%
Head Teacher	7	0	7
	4.9%	0.0%	4.9%
Circuit Supervisor	1	0	1
	.7%	0.0%	.7%
TOTAL	131	12	143
	91.6%	8.4%	100.0%

Source: *Field Survey, 2019*

The involvement of communities in their developmental projects goes a long way in ensuring sustainability because the people see themselves as part of the project and therefore will do their best to ensure that project is kept in good shape. The respondents were asked to state if the community or school were involved in the decision of the choice of projects that were in the school. Majority of the respondents (91.6%) stated that the community was involved in the decisions related to the choice of projects in the community, while 8.4% stated the community was not involved. The findings are presented in Table 12. A document analysis of Airtel Ghana projects at La-Wireless Cluster of Schools showed that Airtel Ghana stated that through its Schools Adoption Programme, of which the La-Wireless Cluster of Schools is part, the company worked closely with key stakeholders including community leadership, Municipal and District Assemblies to make quality education accessible to deprived communities across the country. This gives an indication that the community was involved in the decisions of the projects. This is in line with Jason Potts assertion as cited by Geethamani (2017) that commitment to multi-

stakeholder engagement is the most important underlying foundational pillar to any credible CSR programme. It is also consistent with the stakeholder theory's demand that organisations must consider the contrasting interests of all their stakeholders whose action can affect or be affected by a company's achievement or failures. In this case the stakeholders whose interest Airtel Ghana sought was the community interest, since the activities of the community can affect or be affected by the decisions of Airtel Ghana.

4.1.13 Project Sustainability

The questions under this section sought the views of respondents about the sustainability of the CSR projects by Airtel Ghana. Sustainability delves into how the projects can be maintained in order for them to last long and not deteriorate.

Table 4.1.13: Sustainability of the projects

	Are the projects sustainable in the long-term?		Total
	Yes	No	
Pupils	88	12	100
	58.7%	8.0%	66.7%
Teachers	37	5	42
	24.7%	3.3%	28.0%
Head Teachers	6	1	7
	4.0%	.7%	4.7%
Circuit Supervisor	1	0	1
	.7%	0.0%	.7%
TOTAL	132	18	150
	88.0%	12.0%	100.0%

Source: *Field Survey, 2019*

Table 4.1.13 presents findings on the respondents' view on whether the CSR projects provided by Airtel Ghana were sustainable in the long term. In other words, whether they think the projects can last for several generations to also benefit from. Close to ninety per cent (88.0%)

of the respondents indicated that they think the CSR projects by Airtel Ghana will last long for different generations of pupils in the La-Wireless Cluster of Schools to use. The remaining 12.0% of respondents think the projects don't have a long-term sustainability span.

Table 4.1.14: Suggested ways to sustain the project

	What measures will you suggest for the school/community and company to adopt to sustain the project			Total
	Airtel Ghana should maintain the project	Create a fund for community members to contribute to maintain the project	Opinion leaders should appeal to Government to adopt the project	
Pupils	59	22	19	100
	39.3%	14.7%	12.7%	66.7%
Teachers	20	8	14	42
	13.3%	5.3%	9.3%	28.0%
Head Teachers	2	1	4	7
	1.3%	.7%	2.7%	4.7%
Circuit Supervisor	0	0	1	1
	0.0%	0.0%	.7%	.7%
	81	31	38	150
	54.0%	20.7%	25.3%	100.0%

Source: *Field Survey, 2019*

Respondents were asked to suggest ways by which the projects can be maintained so that they can be sustained for a long time. Results from Table 4.1.14 show that over half (54.0%) of the respondents think that the maintenance of the project should be in the hands of the providers of the projects, that is, Airtel Ghana. About a fourth (25.3%) of all the respondents however think that the Government of Ghana should be made to adopt the projects so that they will take charge of the maintenance of the projects. The last 20% of respondents think that the best way to maintain the projects to ensure sustainability is for a fund to be created so that community members can contribute towards the maintenance of the projects.

4.1.14 Effects of Projects on Beneficiaries

The last section of the questionnaire sought to find out the effects of the CSR projects of Airtel Ghana on the beneficiaries of the projects. All the respondents are in one way or other beneficiaries of the projects, in their capacity as either pupil, teachers, headteachers or as circuit supervisor.

Table 4.1.15: Coderdojo

	Do you agree: Coderdojo is empowering the Pupils of La-Wireless Cluster of Schools through training in coding and programming?			Total
	Strongly Agree	Agree	Neutral	
Pupils	89	8	3	100
	59.3%	5.3%	2.0%	66.7%
Teachers	38	3	1	42
	25.3%	2.0%	.7%	28.0%
Head Teachers	7	0	0	7
	4.7%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	1
	.7%	0.0%	0.0%	.7%
TOTAL	135	11	4	150
	90.0%	7.3%	2.7%	100.0%

Source: *Field Survey, 2019*

The first question of the section sought to find out the effect of the Coderdojo initiative on the pupils of the La-Wireless Cluster of Schools and their environs. The aim of the initiative was to help empower pupils through training in coding and programming. Nine out of ten (90.0%) respondents strongly agree that the project is delivering according to its aim. Of this, 59.3% (89) of the 66.7% (100) of pupils who took part in the survey and who the programme is targeted at, indicated that the programme is equipping them with coding and programming skills. An additional 7.3% of the respondents agree that this initiative is providing pupils in the La-Wireless Cluster of Schools with the needed skills in coding and programming. Only

2.7% respondents were neutral in their determination of whether the initiative is delivering what it promised to. These results are presented in Table 4.1.15.

Table 4.1.16: State of the Art Library

	Do you agree: Airtel Ghana's state of the art Library is improving the reading and interest in reading among Pupils of La-Wireless Cluster of Schools?			Total
	Strongly Agree	Agree	Neutral	
Pupils	80	17	3	100
	53.3%	11.3%	2.0%	66.7%
Teachers	34	7	1	42
	22.7%	4.7%	.7%	28.0%
Head Teachers	7	0	0	7
	4.7%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	1
	.7%	0.0%	0.0%	.7%
TOTAL	122	24	4	150
	81.3%	16.0%	2.7%	100.0%

Source: *Field Survey, 2019*

Secondly, as presented in Table 4.1.16, respondents stated their agreement or otherwise with whether the state of the Art Library provided by Airtel Ghana is improving interest in reading and reading habits among the Pupils and generally the community of La-Wireless Cluster of Schools. Over eighty per cent (81.3%) of the respondents strongly agreed that this was true. An additional 16.0% agree as well, with only 2.7% including three pupils, indicating they are neutral in determining whether it is delivering on its goal or not.

Table 4.1.17: State of the Art ICT Centre

	Do you agree: Airtel Ghana's state of the art ICT Centre is improving teaching and learning especially in the area of ICT?		Total
	Strongly Agree	Agree	
Pupils	86	14	100
	57.3%	9.3%	66.7%
Teachers	37	5	42
	24.7%	3.3%	28.0%
Head Teachers	7	0	7
	4.7%	0.0%	4.7%
Circuit Supervisor	1	0	1
	.7%	0.0%	.7%
TOTAL	131	19	150
	87.3%	12.7%	100.0%

Source: *Field Survey, 2019*

Thirdly, respondents assessed whether the state-of-the-art ICT centre of Airtel Ghana is helping in improving teaching and learning, especially in the area of ICT. Per Table 4.1.17, all respondents agreed that the state-of-the-art ICT centre is generally improving teaching and learning in the La-Wireless Cluster of Schools and specifically in the area of ICT. Almost ninety per cent (87.3%) strongly agree to this while the remaining 12.7% just agree.

Table 4.1.18: Evolve with STEM

	Do you agree: Airtel Ghana's Evolve with STEM is changing the mindset and empowering young Pupils in La-Wireless Cluster of Schools to pursue Science, Technology, Engineering and Maths?			Total
	Strongly Agree	Agree	Neutral	
Pupils	80	13	7	100
	53.3%	8.7%	4.7%	66.7%
Teachers	34	5	3	42
	22.7%	3.3%	2.0%	28.0%
Head Teachers	7	0	0	7
	4.7%	0.0%	0.0%	4.7%
Circuit Supervisor	1	0	0	1
	.7%	0.0%	0.0%	.7%
TOTAL	122	18	10	150
	81.3%	12.0%	6.7%	100.0%

Source: *Field Survey, 2019*

Fourthly, respondents also assessed the Evolve with STEM initiative by Airtel Ghana. The Evolve with STEM project is aimed at changing the mindset and empowering young pupils within the La-Wireless Cluster of Schools to pursue Science, Technology, Engineering and Mathematics. It was found, as presented in Table 4.1.18 that, over eighty per cent (81.3%) of the respondents strongly agree that this initiative is delivering as it is supposed to. Those who stated they agree only were 12.0% while the rest 6.7% of the respondents were neutral. In total, 93 out of the 100 pupils who participated in the survey indicated that the Evolve with STEM is helping them change their mindsets about the study of Science, Technology, Engineering and Mathematics.

Table 4.1.19: Connected Classroom Project

	Do you agree: Airtel Ghana's Connected Classroom project is increasing collaborative learning in school and should be expanded?			Total
	Strongly Agree	Agree	Neutral	
Pupils	74	23	3	100
	49.3%	15.3%	2.0%	66.7%
Teachers	27	12	3	42
	18.0%	8.0%	2.0%	28.0%
Head Teachers	2	3	2	7
	1.3%	2.0%	1.3%	4.7%
Circuit Supervisor	0	1	0	1
	0.0%	.7%	0.0%	.7%
	103	39	8	150
	68.7%	26.0%	5.3%	100.0%

Source: *Field Survey, 2019*

Fifthly, on whether the Connected Classroom initiative by Airtel Ghana was delivering the expected outcome, over two thirds (68.7%) of the respondents strongly agreed to this position. Additional 26.0% agree that the connected classroom project is increasing collaborative learning among schools and should be expanded. Only, 5.3% of respondents were unsure if the project was doing what it is expected to do or not. These are presented in Table 4.1.19.

Table 4.1.20: Back to School Initiative

	Do you agree: Airtel Ghana's Back to School Initiative which involves the donation of educational materials is increasing children's access to quality education and should be expanded?			Total
	Strongly Agree	Agree	Neutral	
Pupil	100	0	0	100
	66.7%	0.0%	0.0%	66.7%
Teacher	27	10	5	42
	18.0%	6.7%	3.3%	28.0%
Head Teacher	6	1	0	7
	4.0%	.7%	0.0%	4.7%
Circuit Supervisor	1	0	0	1
	.7%	0.0%	0.0%	.7%
TOTAL	134	11	5	150
	89.3%	7.3%	3.3%	100.0%

Source: *Field Survey, 2019*

The sixth question on effects of projects on beneficiaries, respondents indicated whether they agreed or disagreed on the assumption that the Airtel Ghana Back to School initiative which involved the donation of educational materials is increasing children's access to quality education and should be expanded. Almost ninety per cent (89.3%) of all the respondents strongly agree that this initiative is impacting on access to quality education greatly and therefore should be expanded. Significantly though, all the pupils (100%) strongly agreed to this. Additional 7.3% of the respondents also agreed that this initiative is good and should be expanded. Less than five per cent (3.3%) of respondents were however not certain if the initiative delivering and should be expanded. These findings are presented in Table 4.1.20.

Table 4.1.21: Capacity Building for Teachers

	Do you agree: Airtel Ghana's Capacity Building for teachers is helping bring teachers up to speed with the current trends in new approaches to teaching science, mathematics and ICT?					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Pupil	28	36	29	4	3	100
	18.7%	24.0%	19.3%	2.7%	2.0%	66.7%
Teacher	11	25	3	2	1	42
	7.3%	16.7%	2.0%	1.3%	.7%	28.0%
Head Teacher	5	2	0	0	0	7
	3.3%	1.3%	0.0%	0.0%	0.0%	4.7%
Circuit Supervisor	0	1	0	0	0	1
	0.0%	.7%	0.0%	0.0%	0.0%	.7%
TOTAL	44	64	32	6	4	150
	29.3%	42.7%	21.3%	4.0%	2.7%	100.0%

Source: *Field Survey, 2019*

The last item on the effects of the projects on beneficiaries sought to find out what respondents think about the capacity building of teachers' initiative of Airtel Ghana. Close to half (42.7%) of the respondents agree to this assertion while an additional 29.3% strongly agree that the capacity building for teachers' initiative is helping bring teachers up to speed with current trends of new approaches in the teaching of science, mathematics and ICT. Over twenty per cent (21.3%) of the respondents were not determined as to whether the initiative was building the capacity of teachers or not. Less than five per cent of respondents each disagree (4.0%) and strongly disagree (2.7%) that the capacity building for teachers' initiative is equipping teachers with new approaches to teaching science, mathematics and ICT.

4.2 Discussion of Findings

This study was set up to examine the perception of beneficiaries about CSR activities of Airtel Ghana in the La-Wireless Cluster of Schools, identify the effects of CSR of Airtel Ghana on the La-Wireless Cluster of Schools and explore ways of sustaining the project. This section discusses the findings of the study in relation to previous studies and the theoretical framework adopted for the study. The discussion is presented in a way to answer the research questions and address the objectives set out for the study.

4.2.1 Perceptions of Beneficiaries about CSR

Various questions were answered respondents to determine their perception about the CSR initiatives of Airtel Ghana at the La-Wireless Cluster of Schools. This question represents the first objective and research question for the study. The questions on perception bothered on whether respondents believed the CSR is an obligation for businesses; implementing CSR should be a responsibility of every company; there should be more public recognition for companies doing a lot of CSR projects; companies show they are more concerned about the community rather than their profit; business engagement in social issues is effective and constructive way of addressing social needs. Also, beneficiaries stated what they thought has motivated Airtel Ghana to implement the CSR initiatives they have done.

The finding of the study showed that respondents strongly agreed that CSR should be a business obligation whereby every business is legally and morally bound to carry out CSR activities in the community in which they operate. Similar to this, respondents also strongly agreed that CSR should be a responsibility of every company. The respondents also agreed that by the implementation of these CSR activities the company is concerned about their

community rather than the profit they intended to make. Furthermore, majority of the respondents were in strong agreement with the fact that the CSR interventions of Airtel Ghana in the La-Wireless Cluster of Schools are more positive than negative. Additionally, respondents strongly agreed that engagement in social issues through CSR by businesses is an effective and constructive way of addressing social needs of the people. These are in line with the Hierarchical model of CSR by Carrol (1991) which argues that one of the responsibilities in the pyramid of responsibilities of a company is the philanthropic responsibility. The philanthropic responsibility relates to organisation's willingness to enhance the quality of life of stakeholders through charitable donations and organisational support. Indeed, a document analysis of Airtel Ghana's CSR initiatives found that one of their aim is to ensure inclusive and equitable quality of education to ensure lifelong learning for all in line with the sustainable development goals. Airtel Ghana's linkage of the CSR activities to the sustainable development goals is consistent with Geethamani (2017) who argued that CSR is aimed at contributing to sustainable development delivering economic, social and environmental benefits to all stakeholders. This indicates these initiatives are aimed at enhancing the quality of life of its stakeholders.

Based upon these, a staggering 95.3% of respondents strongly agree that more public recognition should be given to companies contributing to the development of society in the area of CSR.

On what motives companies to provide CSR, respondents agreed or disagreed with whether it was based on ethical motivation of top management; promotion of corporate image and; to gain commercial advantage to new markets. Only about forty per cent (39.3%) strongly agree to this even though and additional 24.7% also agree, making a total of 64% agreement. This

sends mixed feelings that the respondents think that top management of companies similar to Airtel Ghana will not be motivated only by their moral obligations to the community to provide them interventions. Majority of respondents strongly agreed that promotion of corporate image for positive business reputation (86.7%) and the bid to secure commercial advantage in new markets (86.7%) are the other motivating factors of companies for providing CSR interventions. Consistent with this finding is Geethamani (2017) argument that CSR activities of companies will help businesses manage their reputation.

4.2.2 Benefits of Airtel Ghana CSR Initiatives for La-Wireless Cluster of Schools

The second objective and research question of the study was to find out the effects of the CSR projects of Airtel Ghana at La-Wireless Cluster of Schools on beneficiaries of the projects. This is done through an analysis of the responses of respondents' vis a vis the objectives of the projects. The projects in question are the Coderdojo, state of the art library, state of the art ICT centre, evolve with STEM, connected classroom, back to school and capacity building for teachers. The coderdojo, state of the art library, state of the art ICT centre, evolve with STEM, connected classroom and back to school are more pupil centered while the capacity building for teachers is teacher centered.

The Coderdojo project is a partnership between Airtel Ghana and Coderdojo, a global organisation that focuses on building networks of free computer programming clubs. The project is aimed at shaping the minds and empowering young coders and programmers in Ghana to develop technical and practical skills in line with Airtel Ghana's commitment to empower young people through Science, Technology, Engineering and Mathematics. The partnership enables pupils of La Wireless Cluster of Schools and its environs to be trained in

coding and programming by volunteers from Airtel Ghana and Coderdojo. This study found that 90.0% of all the respondents strongly agree and an additional 7.3% agree that the initiative is empowering the pupils of the La-Wireless Cluster of Schools with coding and programming skills. Of this, 59.3% of the 66.7% pupils who participated in the survey strongly agree and 5.3% more agree. This shows that since the project is targeted at the pupils, pupils see it as important and are therefore participating in it.

The state of the art library and ICT project relate to a multipurpose state of the art Library and ICT Centre commissioned by Airtel Ghana for the La-Wireless Cluster of Schools. The project is under the company's 'School Adoption Programme' and is expected to improve teaching and learning especially in the area of ICT with the provision of computers fully connected to the internet. Majority of respondents strongly agreed (81.3%) and agreed (16.0%) that the library was improving reading and interest in reading among pupils and for the ICT centre, 87.3% strongly agreed and the rest 12.7% agreed that it is improving teaching and learning in the La-Wireless Cluster of Schools. This in turn will develop the community since the skills will go a long way to position the children for better future opportunities. This is similar to Amponsah Tawiah and Darteh-Baah' (2016) finding of mining companies' establishment of sustainable livelihood programmes for their communities.

The evolve with STEM project is an Airtel Ghana initiative launched to change mindsets and empower young people to pursue Science, Technology, Engineering and Mathematics (STEM) and to use STEM as an accelerator for growth in the country and the continent as a whole. It was found that about ninety-four per cent of respondents (93.3%) are in agreement of the fact that the STEM programme is changing the mindset of pupils of the La-Wireless

Cluster of Schools on the study of Science, Technology, Engineering and Mathematics. This is made up of 81.3% of respondents who strongly agree and 12.0% who agree to this assertion. Out of those who strongly agreed were 53.3% out of the 66.7% of pupils who participated in the survey. This is significant because the initiative is targeted at students. Again, 8.7% of the pupils who participated in the study also agreed to this.

The Connected Classroom, also known as the Connect to Schools project is aimed at encouraging collaborative learning in schools with active STEM Clubs under its Evolve with STEM initiative. It is powered by the company's superior data services. STEM Clubbers' from three schools; the La Wireless, Abossey Okai and Mataheko Roman Catholic Schools were connected via Skype to co-create, exchange ideas, knowledge and projects they are working on in their various clubs. The study found that close to seventy per cent (68.7%) of the respondents strongly agreed that the initiative is delivering on its expectations. An additional 26.0% also agree to this assertion that the project is helping schools to collaborate in the area of STEM.

The Airtel Back to School Initiative is an event instituted by Airtel Ghana to welcome students of schools which are part of the Company's School Adoption Program, back to school at the beginning of each academic year. It involves the donation of educational materials such as school bags, exercise books, text books, science and mathematics materials and story books to support schools. Findings of the study showed that close to ninety per cent (89.3%) of all respondents strongly agreed that this initiative is increasing children's (pupils) access to quality education and therefore should be expanded. This is the only initiative which had all the 100 (66.7%) pupils who participated in the survey registering their strong agreement. This indicates that the Back to School initiative has been very impactful on the lives of the pupils.

The last initiative assessed in this study was the capacity building for teachers. With this initiative, Airtel Ghana has teamed up with the Exploratory, an initiative of the Africa Women Advocacy Project and Novan Education to empower Science, Mathematics and ICT teachers. The initiative seeks to reinvigorate STEM clubs and build capacity of teachers involved in STEM within beneficiary schools. The study found that just close to thirty per cent (29.3%) of all the respondents strongly agree that this initiative is helping bring teachers up to speed with current trends in new approaches to the study of science, mathematics and ICT. A little over forty per cent (42.7%) also agree. The curious thing about this finding is that 16.7% (25) of the 28.0% (42) of teachers who participated did not agree strongly. Only, 11 (7.3%) did. The explanation may be that some of the teachers who participated in the survey are not science, mathematics and ICT teachers so they may not know how effective the initiative might be to those who benefited from them. Also, considering the only Circuit Supervisor who contributed to the survey does not agree strongly, the capacity building initiative does not resonate well with the teachers who the initiative is targeted at, it needs to be looked at to find out where the missing is.

4.2.3 Sustainability of the Projects

The third objective and research question for the study aimed to explore ways of sustaining the projects from the respondents' point of view. In the survey, respondents were asked if they think the projects were sustainable in the long term and to suggest measures for the school and company to adopt to sustain the project. The options available were Airtel Ghana should maintain the project, a fund should be created for community members to contribute to maintain the project and lastly, opinion leaders should appeal to government to adopt the project and maintain it. Answering to if they thought the projects are sustainable in the long

term or not, close to ninety per cent (88.0%) of the respondents indicated yes while the remaining 12% said no.

On the ways in which the projects can be maintained the results indicated that the first choice of maintenance of the project by respondents was Airtel Ghana. This could possibly be because they provided it. Opinion leaders appealing to government to adopt and maintain the project turned out to be the second choice of responsibility for maintenance. The only Circuit Supervisor who participated in the survey and majority of the headteachers (4) out of the 7 headteachers who also participated in the study thinks the government should adopt the project for maintenance. This is significant because these persons are part of decision makers in the running of the schools. The least option suggested by respondents as a way of sustaining the project was for a fund to be created for community members to contribute to maintain the projects. Though this somehow confirms Visser's (2006) argument on CSR theory that the philanthropy responsibility of companies is given a higher priority than legal and ethical responsibilities in developing countries, the fact that the people's contribution to the maintenance of the project is least portrays that the people are not willing to sacrifice to keep the project that they have praised to be improving their lives.

4.3 Chapter Summary

This chapter presented the findings of the study which was set to find the perceptions of beneficiaries about the various CSR initiatives by Airtel Ghana in the La Wireless Cluster of Schools, examine the effects of the projects on the beneficiaries and explore ways to adopt to sustain the projects. Findings showed that the beneficiaries believe that the projects are producing the results that they were aimed at delivering. It also showed that the people believed that the best way for project to be maintained is by Airtel Ghana to maintain the project.

CHAPTER FIVE

CONCLUSION

5.0 Introduction

This chapter presents the conclusion of the study. Specifically, it presents the summary of findings, conclusion and recommendations for future studies and industry.

5.1 Summary of Findings

The study examined the perceptions of beneficiaries about Corporate Social Responsibility (CSR) activities by cooperate entities, identified the benefits of Airtel Ghana's CSR projects for beneficiaries at the La-Wireless Cluster of Schools and explored the ways that these project can be sustained. The major findings of the study are summarized below.

The study found that respondents believe that CSR is a business obligation and it should be a responsibility of every company operating in a community and were also in agreement that there should be public recognition for businesses involved in CSR.

It was also found that; respondents saw businesses who engaged in CSR as those concerned with the community rather than their profit and business engagement in social issues as a way of addressing social needs that the government cannot provide.

It was also found the reasons identified as motivation factors for Airtel Ghana's CSR projects were ethical motivation of top management, promotion of Airtel Ghana's corporate image towards positive reputation, and to gain commercial advantage in new markets.

The study also found that the community and its stakeholders were involved in the decisions regarding the projects that were needed in La-wireless by Airtel Ghana Limited.

For the project to be sustainable, respondents suggested that the first agent of responsibility for maintenance should be Airtel Ghana, the providers of the projects followed by government (adoption and maintenance). Respondants think that the least people to be burdened with the responsibility of maintaining the projects is the community, which is benefiting from it.

Finally, the study also found that the Coderdojo, state of the art Library and ICT, evolve with STEM, connected classroom, Back to School and capacity building for teachers' initiatives were delivering the aims for which they have been instituted i.e. improvement in teaching and learning. All the pupils (100) that participated in the survey strongly agreed that the Back to School initiative was increasing children's access to quality education and should be expanded.

5.2 Conclusions

The study examined the perceptions of beneficiaries of CSR initiatives by Airtel Ghana at the La-Wireless Cluster of Schools, the effects of the initiatives on beneficiaries and explored some suggested strategies for the purpose of sustaining the project.

From the findings it is obvious that the initiatives are changing the lives and circumstances of the beneficiaries. Airtel Ghana is therefore doing well in the area of CSR and causing change in the communities they are operating in. They need to evaluate what they have implemented so far and expand the ones that have been very successful.

Other companies considering CSR initiatives in the area of education can adapt some of the Airtel Ghana CSR projects to enable them provide facilities for deprived communities to enhance access to quality education in the country.

5.3 Recommendations

Based on the findings of the study, some recommendations are made.

There should be an enactment of a comprehensive CSR laws and policies in Ghana; even though the study revealed that beneficiaries strongly believe that CSR is obligatory for corporate entities, these laws will guide and enforce CSR practice by every organization operation in Ghana. The laws will also compile every organization to perform their CSR duties in the community in which they operate and make profit.

Secondly, this study was carried out using the quantitative method. This meant that the study only looked at the number of occurrences of a certain phenomenon without looking at the depth. It is recommended that; future studies employ a mixed method to help explain the reasons behind the figures. Qualitative method through the use of in-depth interviews will help study the phenomenon holistically. There should also be an involvement of the project providers too to explain their reasons behind their choices that may not be clear and to corroborate or deny what respondents may not clearly understand and therefore may react negatively to in their responses.

The back to school initiative attracted 100% agreement from all the people that participated in the study. This initiative was to help students to acquire basic needs for school. The 100% agreement therefore means the initiative has been very impactful and should be extended to other deprived communities to enable brilliant but needy students acquire the basic things they need for quality education.

The connected classroom project has also been found to help with collaboration between different schools to share limited resources with each other. It is also recommended that this

initiative be expanded by Airtel Ghana to other schools that lack resources for them to benefit from the schools that have more resources. Other companies considering CSR initiatives can also consider this initiative. Even government can consider such an initiative of different schools sharing resources to help cut down expenditure on duplicating resources.

It was also found that, many of the teachers did not strongly agree that the Capacity Building of Teachers initiative was helping teachers to gain new ways of teaching Science, Mathematics and ICT. It is recommended that the initiative should be looked at again considering the teachers, who the initiative is aimed at, seem not to be getting the best out of the initiative. It is also recommended that this initiative should be extended to teachers of other subjects for them to also acquire new skills in the teaching of their subjects since teachers are very important in any attempt to improve teaching and learning in any educational sector.

Finally, respondents indicated that the community/school was involved in the decisions regarding which projects were needed. Further studies can explore the level of involvement of the community/school in the project since it is a factor that ensures sustainability of many developmental projects.

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APPENDIX 1

QUESTIONNAIRE

ASSESSING THE BENEFITS OF AIRTEL GHANA'S CSR ON THE BENEFICIARIES-A CASE STUDY OF LA-WIRELESS CLUSTER OF SCHOOLS

Introduction

My name is Ellen Gyamfi Osei, a student of the Kwame Nkrumah University of Science and Technology, pursuing MSC Project Management. This study is a partial fulfilment of the requirements for the award of MSC degree in Project Management. The study seeks to access the effect of Airtel Ghana's CSR on the Beneficiaries at the La-Wireless Cluster of Schools. The data collected will be used for academic purposes only. I request your voluntary participation in the study and wish to assure you that your responses would be treated with utmost respect and confidentiality.

SECTION A: DEMOGRAPHIC INFORMATION

Important Instructions:

- a. Please duly answer all questions to the best of your ability
- b. Please answer the questions by ticking (✓) or checking (x).

A. Personal Information

1. Sex: a. Male [] b. Female []

2. Age
a. 1-5yrs ; b. 6-10yrs ; c. 11-15yrs ; d. 16-20yrs ; e. 21-25yrs ;
f. 26-30yrs ; g. Over 30yrs

3. Occupation of Respondent: a. Pupil [] b. Teacher [] c. Head Teacher [] d.
Circuit Supervisor []

(if the respondent is a Pupil, skip Question 4)

4. Educational Qualifications
a. Teachers' Cert A b. HND ; c. BSc/BA ; d. MA/MSc/MPhil ;
e. Other (Please specify)

B. KNOWLEDGE ABOUT CSR AND AIRTEL GHANA CSR INITIATIVES

5. Do you know that Airtel Ghana Limited has undertaken some CSR projects for your school?
 a. Yes b. No
6. Indicate which of the following projects you know as a CSR initiative at La-Wireless Cluster of Schools (**select as many as apply**)
- a. State of the Art Library and ICT Centre
 - b. Coderdojo
 - c. Evolve with STEM
 - d. Connect to Schools (Connected Classroom)
 - e. Back to School
 - f. Capacity Building for Teachers

C. PERCEPTIONS AND MOTIVATIONS FOR CSR PROJECTS:

Please respond to these questions by stating your level of agreement

Where 1=strongly agree, 2=agree, 3=neutral, 4=disagree, 5=strongly disagree

QN	QUESTION	1.	2.	3.	4.	5.
7	Do you agree: CSR is an obligation of businesses					
8	Do you agree: implementing CSR should be the responsibility of every company					
9	There should be more public recognition given to companies doing well in the area of CSR					
10	Do you agree: The company is concerned about the community rather than their profit (Improving the lives of those in the communities)					
11	Do you agree: The interventions of the company through CSR are positive than negative					
12	Do you agree: that business engagement in social issues is an effective and constructive way of addressing social needs					

What do you think has motivated the company to provide the CSR projects?

	Reasons	1.	2.	3.	4.	5.
13	Ethical motivation of top management					
14	Promote corporate image/Positive reputation					
15	Commercial advantages to new markets					

Where 1=strongly agree, 2=agree, 3=neutral, 4=disagree, 5=strongly disagree

16. Was the community/school involved in the decision of which projects were needed in the community/school?

- a. Yes b. No

17. Do you like the Airtel CSR initiatives?

- a. Yes b. No

If (no), why.....

D. PROJECT SUSTAINABILITY

19. A. Are the projects sustainable in the long-term?

- a. Yes b. No

20. What measures will you suggest for the school/community and company to adopt to sustain the project.

- a. Airtel Ghana should continue to maintain the project
- b. Create a fund for community members to contribute to maintain the project
- c. Opinion leaders should appeal to Government to adopt the project

E. EFFECTS ON BENEFICIARIES

Please respond to these questions by stating your level of agreement

Where 1=strongly agree, 2=agree, 3=neutral, 4=disagree, 5=strongly disagree

QN	QUESTION	1.	2.	3.	4.	5.
20	Do you agree: Coderdojo is empowering the pupils of La-Wireless Cluster of Schools through training in coding and programming?					
21	Do you agree: Airtel Ghana’s state of the art Library is improving the reading and interest in reading among pupils of La-Wireless Cluster of Schools?					
22	Do you agree: Airtel Ghana’s state of the art ICT Centre is improving teaching and learning especially in the area of ICT?					
23	Do you agree: Airtel Ghana’s Evolve with STEM is changing the mindset and empowering young pupils in La-Wireless Cluster of Schools to pursue Science, Technology, Engineering and Maths?					

24	Do you agree: Airtel Ghana's Connected Classroom project is increasing collaborative learning in school and should be expanded?					
25	Do you agree: Airtel Ghana's Back to School Initiative which involves the donation of educational materials is increasing children's access to quality education and should be expanded?					
26	Do you agree: Airtel Ghana's Capacity Building for teachers is helping bring teachers up to speed with the current trends on new approaches to teaching science, mathematics and ICT?					